

Tuesday, 10 January 2023

(10.00 am)

**SIR WYN WILLIAMS:** Good morning, Mr Beer. We're one short here because Ms Eliasson-Norris is unwell today so she will be following either remotely or catching up, as the case may be, depending on how well she feels.

**MR BEER:** Good morning, sir, thank you. Can I call Bruce McNiven, please.

**JAMES BRUCE McNIVEN (sworn)**

**Questioned by MR BEER**

**MR BEER:** Good morning, Mr McNiven. My name is Jason Beer and I ask questions on behalf of the Inquiry. Can you give us your full name, please?

**A.** My name is James Bruce McNiven.

**Q.** Thank you for providing a witness statement to the Inquiry and for attending today. We're very grateful to you for the assistance that you have given to this investigation and will give to this investigation. Can you look please at the hard copy witness statement that should be in front of you, which, excluding the exhibits, I think, is 12 pages in length. For the transcript, the reference is WITN04120100.

Look at the last page, page 12. Is that your signature?

**A.** It is.

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Delivery Authority, known as the PDA, and responsible, therefore, for elements of the delivery of the Horizon System; is that correct?

**A.** That is correct.

**Q.** Was that a promotion?

**A.** Yes, it was.

**Q.** Can you tell us the role and purpose of the PDA, please?

**A.** The PDA was set up to represent the parties to the contract, DSS and the Post Office, and to interface with ICL Pathway on the delivery of the solution which was contained within that contract.

**Q.** How many people worked in the PDA?

**A.** In terms of direct employed people probably of the order of 100. The majority, I would say, were from Benefits Agency, some 40 or so staff from Post Office Counters and also a number of contracted people and advisers from outside concerns such as accountancy.

**Q.** Who was your line manager or senior within the PDA?

**A.** Yes, the PDA director was a chap called Peter Crahan who had been appointed by DSS.

**Q.** And that's C-R-E-H-A-N?

**A.** C-R-A-H-A-N.

**Q.** He was, as you said, a DSS or Benefits Agency employee; is that right?

**A.** That's correct, yes.

3

**Q.** Are the contents of that witness statement true to the best of your knowledge and belief?

**A.** They are.

**Q.** A copy of that witness statement will be uploaded to the Inquiry's website, I'm therefore not going to ask you about every part of it. Do you understand?

**A.** I do.

**Q.** Can I start with some questions about your background and experience. I think you were first employed by the Post Office in 1973; is that right?

**A.** That's correct.

**Q.** Did you have a background before then?

**A.** A background before then was largely in science-related businesses and then I converted to general management.

**Q.** Did you have any qualifications in management or similar?

**A.** I was a member of the Institute of what was then Personnel Management, now Human Resources.

**Q.** In 1986 I think you became the district manager of for Post Office Counters in Newcastle; is that right?

**A.** Correct.

**Q.** And in 1993 you became head of the retail network for the north-east area; is that right?

**A.** That's correct.

**Q.** In 1996 you became the Deputy Director of the Programme

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**Q.** So would you describe him as your line manager?

**A.** Yes, very much so. His title was Director of the Programme Delivery Authority and I was Deputy Director of the Programme Delivery Authority.

**Q.** Who was responsible out of the pair of you for reporting back to the Post Office as to the work of the PDA?

**A.** We were jointly responsible through the PDA board, which comprised directors from both Benefits Agency and Post Office Counters.

**Q.** You tell us in your witness statement -- there's no need to look at it up at the moment (it's paragraph 6) -- that you reported back to the joint BA/PO programme board.

**A.** Yes.

**Q.** How did the pair of you report back jointly to that programme board?

**A.** Peter would take the lead in terms of the overall progress of the solution with Pathway. I would report back on areas within more of my responsibility, such as progress on implementation plans, rollout plans and, generally speaking, the work being done by the Post Office constituent of the PDA.

**Q.** Did the BA/Post Office programme board have regular meetings?

**A.** Yes, at least monthly.

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1 Q. Would you report to that board in writing?  
 2 A. There would be a written report to the board and then we  
 3 would take questions on the day.  
 4 Q. Was there any other reporting mechanism to the board or  
 5 was that the principal way in which reporting was  
 6 effected?  
 7 A. That was the principal way in which reporting was  
 8 effected. I had, obviously, conversations and dotted  
 9 line responsibility back into Post Office Counters  
 10 Limited, with whom I would have conversations with  
 11 people like Paul Rich, et cetera, who might just ask  
 12 advice on certain aspects.  
 13 Q. That's what I want to ask you about in particular, what  
 14 that dotted line consisted of and to whom it went,  
 15 ie outside of the programme board.  
 16 A. Yes.  
 17 Q. Just sticking with the programme board for the moment,  
 18 what was the purpose of the programme board?  
 19 A. The programme board was there to confirm that progress  
 20 was being made relative to the contract with ICL  
 21 Pathway, to deal with any problems which were arising,  
 22 particularly around the release of software and the  
 23 programme behind that release, and to ensure that  
 24 Benefits Agency were aware of that progress, so that  
 25 they could modify or accelerate their plans accordingly.

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1 board report?  
 2 A. The programme board then separately would report back to  
 3 the sponsor organisations (so Post Office Counters  
 4 Limited board on one hand, the DSS board on the other)  
 5 and they would then take, I guess, informed  
 6 decision-making from them back to the programme  
 7 development board to instruct us and to instruct Pathway  
 8 about the process which should then follow and the  
 9 extent to which progress was being made.  
 10 Q. So was it a reporting board, ie used to pool information  
 11 from the Programme Delivery Authority and then act as  
 12 a conduit back to the main boards of each  
 13 organisation --  
 14 A. Yes, I think that's --  
 15 Q. -- or did it enjoy its own decision-making powers?  
 16 A. I would say a combination of the two. I think the PDA  
 17 board were conscious that they were representing the two  
 18 contracted authorities and that the two contracted  
 19 authorities had the ultimate decision-making. So they  
 20 would be helping the contracted authorities to  
 21 understand the extent to which the contract was being  
 22 moved forward and delivered.  
 23 Q. Had you worked in the delivery of a project with a large  
 24 company like ICL Pathway or Fujitsu previously?  
 25 A. No. It was a new experience for me.

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1 Q. Was it a decision-making body?  
 2 A. It was a decision-making body in terms of requiring  
 3 myself or Peter or other members of the PDA to take  
 4 issues back to ICL Pathway and to resolve them as they  
 5 felt appropriate.  
 6 Q. Did it have any broader decision-making role than that,  
 7 ie --  
 8 A. Is this the board still -- the board we're talking  
 9 about?  
 10 Q. Yes, the board.  
 11 A. I think that the board would exercise -- ultimately  
 12 exercise an authority about the extent to which they  
 13 were convinced by the progress; they held an authority  
 14 about whether or not the programme should continue (that  
 15 would be something done with the joint sponsors); and  
 16 they had a responsibility for ensuring that ICL Pathway  
 17 were held accountable for the progress of the programme.  
 18 Q. Who from the Post Office can you recall as being  
 19 a member of the programme board?  
 20 A. Paul Rich was a member of the programme board. He was  
 21 a principal member of the programme board.  
 22 Q. Anyone else you can recall now?  
 23 A. Not directly. He would report back to the managing  
 24 director of Post Office Counters Limited.  
 25 Q. That was the next question: to whom did the programme

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1 Q. Had you worked on the delivery of a large project that  
 2 involved a Private Finance Initiative contract before?  
 3 A. No, I had not.  
 4 Q. Had anyone on the PDA, to your knowledge?  
 5 A. Not to my knowledge.  
 6 Q. Had anyone within the programme board, to your  
 7 knowledge?  
 8 A. Not to my knowledge.  
 9 Q. I think you subsequently became general manager of the  
 10 Horizon implementation team; is that right?  
 11 A. Yes. When the PDA was wound up and responsibility was  
 12 moved back to the host businesses, I moved back with  
 13 that title and that responsibility.  
 14 Q. When was that, please?  
 15 A. I think the last PDA board meeting was towards the end  
 16 of 1998. I would say September 1998.  
 17 Q. Then you became general manager of the Horizon  
 18 implementation team?  
 19 A. That's correct.  
 20 Q. Was that a role within the Post Office alone?  
 21 A. Indeed, yes.  
 22 Q. Was that a promotion?  
 23 A. No, that was a sideways move.  
 24 Q. What was the role and purpose of the Horizon  
 25 implementation team?

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1 A. The Horizon implementation team largely focused on the  
 2 actual physical rollout mechanism. So helping to enable  
 3 the office surveys that had to be proceeded with before  
 4 an office could be converted, with any physical  
 5 modifications that were required at those offices, with  
 6 the actual commissioning going live with individual  
 7 offices, and playing all that into the joint programme  
 8 that existed between the Post Office and Pathway.  
 9 Q. How many people were in the Horizon implementation team?  
 10 A. I would say between 40 and 50.  
 11 Q. Who was your line manager or to whom did you report?  
 12 A. Then I would report to Dave Miller.  
 13 Q. Were you, therefore, in charge of the Horizon  
 14 implementation team?  
 15 A. Yes.  
 16 Q. So you were responsible for the management of that 40 or  
 17 50 people?  
 18 A. I was, yes.  
 19 Q. I think your role in relation to the Horizon System  
 20 ended at some point in 1999; is that right?  
 21 A. That's correct, yes.  
 22 Q. Can you help us as to precisely when, not necessarily  
 23 a date but maybe a month?  
 24 A. Yes, I think it was probably December 1999 when  
 25 arrangements were in place to renew the rollout in

1 A. Latterly, at least a month formally but the same people  
 2 would be drawn together probably almost on a weekly  
 3 basis because of the pace of events by that time.  
 4 Q. How did you understand that reports back to the Post  
 5 Office Counters Limited board were made?  
 6 A. We all made our constituent parts. So I would perhaps  
 7 write about or contribute to a report about the pace of  
 8 rollout, the readiness of the Post Office estate, the  
 9 situation regarding training, et cetera; so I would  
 10 report back on my individual responsibilities. Other  
 11 people would do the same and it would be combined into  
 12 a full report.  
 13 Q. Looking back now, having had the benefit of some years  
 14 of reflection, what would be your overriding view of the  
 15 work of the Programme Delivery Authority?  
 16 A. I think the work of the Programme Delivery Authority did  
 17 as well as it could within the constraints it was  
 18 working under. I think there was a will to work  
 19 together. The staff in the PDA, both POCL and BA worked  
 20 well together, but we were conscious that we were a bit  
 21 of a forced marriage. We had somewhat different  
 22 objectives. I think that was always realised. So we  
 23 were trying to make the best of what we had.  
 24 I think as the Programme Delivery Authority  
 25 developed and just before they split back into their

1 January of the following year.  
 2 Q. Why did you move on in December 1999?  
 3 A. I think roles changed. I think on the ground there were  
 4 people there who had responsibility for the field  
 5 implementation. Many things were in place to renew the  
 6 rollout. So, really, the job had transferred into its  
 7 component parts and the role that I specifically had did  
 8 not have the same strength of purpose.  
 9 Q. As in nobody took over from you?  
 10 A. Not immediately. A person who worked for me, I think,  
 11 his role was expanded to the Horizon field  
 12 implementation role. I think latterly someone else from  
 13 the business was brought in to perhaps take over some of  
 14 the former responsibilities I had and to provide a more  
 15 direct management input to the team.  
 16 Q. Did you report back to the Post Office Board in that  
 17 role?  
 18 A. No.  
 19 Q. Did you report back to the Post Office Counters Limited  
 20 board in that role?  
 21 A. Not directly. I reported back to Dave Miller, who was  
 22 member of the Post Office Counters board, through  
 23 a Horizon management team that he chaired, of which  
 24 I was a member.  
 25 Q. How regularly did that body meet?

1 host organisations, it was becoming increasingly  
 2 difficult, I have to say, because the objectives of each  
 3 party were beginning to move further and further apart.  
 4 Q. You said that it worked well, given the constraints under  
 5 which it was working or the constraints it was working  
 6 under. What were those constraints? Were they only  
 7 different objectives or were there other constraints?  
 8 A. No, I think they were principally about different  
 9 objectives which were becoming clearer as time passed.  
 10 I mean, the other constraints within which it worked was  
 11 the whole relationship with ICL Pathway, which I think  
 12 has been rehearsed previously by other witnesses, and  
 13 that was a constant source of frustration.  
 14 Q. Why was it a source of frustration?  
 15 A. The inability -- well, the PFI contract was the primary  
 16 barrier. The role we had in the PDA was one of  
 17 assurance, so -- and largely documented assurance before  
 18 we could actually see anything developing. So a set of  
 19 requirements would be translated by ICL Pathway into  
 20 a solution. That solution would be recorded and  
 21 documented and the role we largely had, certainly from  
 22 a POCL perspective, was to try and understand what they  
 23 intended to do and to try and assure that their  
 24 intentions met the requirements.  
 25 As I say, often this was a nebulous process based

1 on a document before we could actually see things  
2 operating.

3 So it was frustrating and trying to get behind  
4 that to find out a bit more about the processes, the  
5 thinking, how that was going to come together, was  
6 extremely difficult. Now, I'm talking particularly from  
7 a POCL interest here but, working with the Benefits  
8 Agency, I was party to their frustrations as well as not  
9 seeing how things were developing and the constant  
10 requirement for re-plans.

11 I think my first six months to a year of working  
12 at the PDA was almost entirely involved in re-planning  
13 exercises as the timescale slipped, so new plans had to  
14 then be devised. That had impact onto the  
15 implementation and rollout plans of course, of which  
16 I had a particular interest, but I think within that  
17 first year this happened three times. So that was  
18 a very frustrating aspect.

19 Q. Any other reflections overall on the way in which the  
20 PDA works or how it functioned or the pressures under  
21 which you were operating?

22 A. Along with Peter Crahan I met frequently with ICL  
23 Pathway, normally at their premises, and we would go  
24 through a long list of issues that were arising. They  
25 were as helpful, I think, as they could be but it was

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1 The decision, obviously, eventually was taken that  
2 it was in Post Office's interest to continue because to  
3 stop and try and restart the whole process would put  
4 POCL so far behind the momentum of the DSS to move to  
5 different payment methods that we would probably never  
6 catch up.

7 They had withdrawn from the card payment process,  
8 which is where we had come in. That was seen to be the  
9 way ahead for both parties. Very quickly, I think it  
10 became apparent that DSS did not favour that solution.  
11 I think that position was amplified by a change of  
12 Government. I think when the Blair Government came in  
13 in May 1997 they had a vision of social inclusion which  
14 was about people having bank accounts rather than  
15 physical payment methods over a post office counter and  
16 I think DSS regarded that as the way ahead.

17 So what we were trying to develop with Benefits  
18 Agency was something which was to preserve the Post  
19 Office position for as long as we possibly could until  
20 we could adopt a technological solution which would  
21 allow us to work alongside those decisions.

22 So, ultimately, the decision was taken that,  
23 without technology and without technology soon and  
24 without the technology which had at least in part been  
25 developed, the whole future of the Post Office, as it

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1 becoming clear that their development processes were  
2 lagging behind and all we could do was take back as much  
3 information as we could and try to understand how lags  
4 in that process were going to impact on the plans which  
5 we had developed.

6 It was difficult. I don't think through any  
7 ill-will. I think Pathway's perspective on our  
8 assurance was probably that we strayed too far into  
9 interference and I think that constant tension was  
10 always there.

11 Q. Given what you've mentioned as to the fundamentally  
12 different objectives of the two client contracting  
13 parties and constant frustrations with the way that ICL  
14 was operating and working and delivering, why did, in  
15 your view, the project proceed? Why was it not brought  
16 to a stop?

17 A. Well, it was brought to a stop in terms of its initial  
18 condition. I mean, the joint programme was brought to  
19 a stop by BA when they essentially withdrew from the  
20 programme. So there was a point, I guess, in 1998 where  
21 Post Office Counters had to decide whether to continue  
22 a relationship with ICL Pathway to get something over  
23 the line, which was to the Post Office's benefit, or to  
24 withdraw and there were many, many discussions around  
25 this subject.

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1 was constituted, was very much in doubt.

2 Q. You sat in your position, I think, would this be right,  
3 in a space between directors and executives on the one  
4 hand -- so the very senior management of POCL -- and  
5 those responsible at a lower level on the ground for  
6 actual delivery.

7 A. Yes.

8 Q. Did you feel any pressures from above to ensure that  
9 this project proceeded?

10 A. At the point at which I have been talking, when BA  
11 withdrew, the pressure was the pressure of continuity,  
12 that we had something to deliver, that we had a business  
13 at the end, and that was significant and I think people  
14 signed up to that concept. As we go further downstream  
15 towards the whole process of acceptance of the then ICL  
16 Pathway solution for Post Office Counters, I think the  
17 pressures changed. I think we still had that pressure  
18 to deliver something for the future of the business.

19 Q. In what way did the pressures change? We're talking  
20 here from April '99 onwards?

21 A. Yes. I think as part of -- if I can step back, when  
22 I was working for the PDA, the impetus was from the PDA  
23 to Pathway to get something done. When Post Office took  
24 on the contract, very quickly, I think, the impetus  
25 changed to being from ICL and Pathway to get this thing

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1 over the line as soon as possible because, quite  
 2 clearly, it was clear to us, there were enormous  
 3 pressures on Pathway and the people in Pathway to get  
 4 this delivered because of the pressures on ICL and  
 5 Fujitsu, given the background and the degree of finance  
 6 they had put into the project.  
 7 Q. This switch, am I understanding it correctly, to say  
 8 that it was a move from pressure being placed on ICL to  
 9 a pressure coming from ICL for contractual and fiscal  
 10 reasons?  
 11 A. I think, in the broadest sense, that's probably true.  
 12 There was still pressure from ourselves in Post Office  
 13 Counters back to ICL Pathway in terms of this whole  
 14 aspect of assurance and making sure that what they were  
 15 delivering was fit for purpose. So we had these  
 16 competing pressures of ICL Pathway wanting to move this  
 17 contractually over a line at which they were paid and  
 18 most of us on the ground in Post Office Counters trying  
 19 to ensure that what was being delivered was of  
 20 a satisfactory quality to allow that to happen.  
 21 I mean, also I think at the time we were all -- we  
 22 all knew everything else that was happening, the  
 23 Treasury review, there was a political interest. So,  
 24 although these things were happening at a different  
 25 level, at the working level contact with ICL Pathway

1 Q. Can we now look at some of the material with that  
 2 background in mind. There are a large number of  
 3 documents that might be raised with you concerning your  
 4 earlier involvement in the project between '96 and '98.  
 5 I'm not going to go through all of those because they  
 6 principally relate to what we call Phase 2 matters,  
 7 which have already been addressed with other witnesses  
 8 and, in the interests of proportionality, it's more  
 9 important that we concentrate on the Phase 3 issues.  
 10 There are a few exceptions to that, which I just  
 11 want to look at now, please. Can we look at  
 12 POL00028591. It will come up on the screen.  
 13 Thank you very much.  
 14 This is a Post Office Counters Limited service  
 15 management report.  
 16 A. Yes.  
 17 Q. I think you'll be familiar with the style of the  
 18 document.  
 19 A. Yes.  
 20 Q. You will see that this one is dated 30 June 1998 and it  
 21 relates to the period of May 1998. You'll see the  
 22 author is Dennis Wong, who, in the bottom left, is  
 23 described as a Horizon performance analyst, and we can  
 24 see the distribution list that includes you, first  
 25 column, fourth down.

1 these were quite apparent.  
 2 Q. In what way --  
 3 A. In --  
 4 Q. -- were they tangible?  
 5 A. In the way in which we were -- Post Office Counters was  
 6 under pressure perhaps to accept conditional changes to  
 7 whatever it was, training or software or whatever, to  
 8 get to that point of acceptance.  
 9 Q. Just explain what you mean there. I think I understand  
 10 it but for those that may not. So a pressure to accept  
 11 conditional changes to get to acceptance?  
 12 A. So the key process as the development with Pathway  
 13 proceeded, as a Post Office solution, began to focus on  
 14 contractual acceptance; that is, the conditions under  
 15 which Post Office Counters would say "Yes, we accept the  
 16 solution and, because of that, we will meet certain  
 17 contractual conditions about payment". So we were aware  
 18 of that.  
 19 The individuals concerned as well, on the Pathway  
 20 side, were obviously working under pressure to get this  
 21 done. Again, I think there was goodwill to try and get  
 22 it done as well as possible and I think that many of my  
 23 colleagues in Post Office Counters did enormously good  
 24 work to try and ensure that we had a satisfactory  
 25 solution and outcome.

1 A. Sure.  
 2 Q. So this is before the Benefits Agency withdrew from the  
 3 project --  
 4 A. Indeed.  
 5 Q. -- May '98?  
 6 A. Yes.  
 7 Q. Can we look at page 6 of the document, please. We're  
 8 dealing here with the Benefit Payment System, so the BA  
 9 part. Under the sub-heading "Lost Transactions (LT)"  
 10 the document reads:  
 11 "A baseline has been introduced this month to  
 12 regularly indicate current levels of [lost transactions]  
 13 in an easily readable form. This has been carried out  
 14 to reflect TP ..."  
 15 I think that's transaction processing; is that  
 16 right?  
 17 A. That's correct, yes.  
 18 Q. What was transaction processing?  
 19 A. Transaction processing was a unit within Post Office  
 20 Counters which derived information from the cash  
 21 accounts to produce the Post Office accounts.  
 22 Q. Thank you:  
 23 "... and Service Management concerns. These  
 24 concerns are that current levels, while presently  
 25 manageable, may not be acceptable to the business when

1 large volumes of encashments are returned by newly  
 2 automating post offices. [Lost transactions] indicate,  
 3 when extrapolated (for BES only) ..."  
 4 That's the Benefit Encashment Service; is that  
 5 right?  
 6 **A.** That's correct.  
 7 **Q.** "... volumes that may be startling in the live service.  
 8 It is worth noting however, that caution needs to be  
 9 exercised when viewing raw figures as there may be  
 10 variables and arguments that might effect  
 11 extrapolations."  
 12 That's a relatively significant warning, isn't it?  
 13 **A.** It's a significant warning from a low level volume of  
 14 encashments at an early stage of development. But it's  
 15 a signal that there is something not right.  
 16 **Q.** It was essentially being based on what was being seen in  
 17 the operation of the Horizon System in relation to the  
 18 Benefit Payment System?  
 19 **A.** That's correct.  
 20 **Q.** We're here about 18 months or so before national  
 21 rollout; is that right?  
 22 **A.** Yes.  
 23 **Q.** Can we look, please, next at POL00028589, and the same  
 24 style of document. This one is dated 28 July 1998,  
 25 I think produced by Mr Turnock, a Horizon performance

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1 **A.** That's correct.  
 2 **Q.** "From a POCL perspective it would seem reasonable to  
 3 expect that the Horizon System has integral safeguards  
 4 to protect and preserve transaction data."  
 5 No doubt you would agree with that sentence too?  
 6 It's not unreasonable for the Post Office to expect that  
 7 the Horizon System had safeguards within it, that were  
 8 integral to it, to protect and preserve transaction  
 9 data?  
 10 **A.** Absolutely fundamental, yes.  
 11 **Q.** "Integrity, consistency and durability are fundamental  
 12 requirements of any transaction processing IT system."  
 13 Again, I think you would agree with that as  
 14 a principal, that integrity, consistency and durability  
 15 are indeed fundamental requirements of a system such as  
 16 this?  
 17 **A.** Absolutely.  
 18 **Q.** "As it is, there seems to be a variety of situations  
 19 where the system reacts unpredictably and loses data."  
 20 Again, that must have been of significant concern?  
 21 **A.** Of course it was and these are issues arising in live  
 22 operation and some of these would be reflected back in  
 23 the testing arena and I've no doubt that they would be  
 24 being picked up there as well and conversations would be  
 25 taking place between people in model office testing and

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1 manager. Did he work under you?  
 2 **A.** Not directly, no.  
 3 **Q.** We can see that this relates to the period of June 1998;  
 4 so the period following the one that we just looked at.  
 5 **A.** Mm-hm.  
 6 **Q.** Again, you are on the distribution list.  
 7 **A.** Yes.  
 8 **Q.** Again, if we just look at page 6 of the document and  
 9 you'll see that under the same heading "Benefit Payment  
 10 System", the title of "lost transactions", as the text  
 11 says, has been changed to "incomplete transactions", as:  
 12 "This is considered to be a better description of  
 13 the problem. To date all transactions have been  
 14 recovered by manual fallback."  
 15 Then the second paragraph:  
 16 "It has been agreed both POCL and ICL Pathway that  
 17 the current levels of incomplete transactions is not  
 18 acceptable for a system where the primary function is to  
 19 record and manage transactions."  
 20 Just looking at that, that's obviously right --  
 21 something that you would agree with --  
 22 **A.** It did, yes.  
 23 **Q.** -- that lost or incomplete transactions is not at all  
 24 acceptable for a system whose *raison d'etre* is to record  
 25 and manage transactions?

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1 ICL about digging underneath the issues that arise here,  
 2 so that solutions might be found.  
 3 **Q.** These two documents that we've looked at look at the  
 4 issue of the importance of integrity, consistency and  
 5 durability from the context of a transaction processing  
 6 system.  
 7 **A.** Mm-hm.  
 8 **Q.** Were you ever aware that one of the core requirements of  
 9 the system was for data that it produced to be available  
 10 to support investigations and prosecutions?  
 11 **A.** Yes, it's a good question. I mean, I think there is  
 12 documentation along the way that refers to the role of  
 13 audit in the process and how audit managers would  
 14 understand the system, how they could interact and  
 15 investigate the system. I mean, beyond that, I know  
 16 that they were part of the training aspect that they  
 17 received enhanced training about the use of the system  
 18 and I think there was an additional module about how  
 19 they could interrogate the system.  
 20 But, yes, of course it is important that they had  
 21 that access.  
 22 **Q.** Just thinking about the question more directly, were you  
 23 aware at this time that one of the core requirements of  
 24 the system was for it to produce data that had  
 25 sufficient integrity to support investigations and

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1 prosecutions?

2 **A.** I don't think I was conscious of that in the way in

3 which you have expressed it. I was very conscious of

4 the requirement for the whole system to have data

5 integrity. I was not specifically focused on the

6 requirement for that to reflect into the audit process.

7 **Q.** Was that, in your time on the Programme Delivery

8 Authority and then as general manager of the Horizon

9 implementation team, ever discussed, ie the issue looked

10 at from that angle?

11 **A.** Not to my recollection.

12 **Q.** Did you know that the Post Office had the facility to

13 and, indeed, did prosecute its own subpostmasters and

14 other staff for criminal offences?

15 **A.** Yes, indeed. When I was a local manager, I was often

16 involved in the decision taken along that line towards

17 prosecution. Local management were a key component.

18 **Q.** In what way were local management a key component?

19 **A.** Well, if the audit team had been into an office and

20 found discrepancies, that would be reported back to the

21 local management. So, ultimately, dependent upon the

22 decision required, it could reach the head of retail

23 network, who was a senior man in charge of the field

24 force, or when I was district manager I was often

25 involved in decision-making of that sort.

25

1 the Federation representatives felt that the case was

2 wrong, the decision was wrong in district A, there was

3 an appeal process and some of us from district offices

4 outwith that decision-making could be called in to hear

5 appeal.

6 So we exercised a kind of independent perspective,

7 bringing knowledge from our own experience into that

8 decision-making process and I'm pretty sure from my

9 experience that there were occasions whereby the appeal

10 manager might say "I'm not sure this is right, I'm not

11 sure it's the right decision, I'm not sure about the

12 degree of the severity of the decision and maybe you

13 should go back and have a look at other aspects".

14 So there were checks and balances, I think, is

15 what I'm trying to say.

16 **Q.** With that knowledge that you had and that role that you

17 performed, wouldn't it have been obvious to you,

18 therefore, when you became Deputy Director of the PDA

19 and then general manager of the implementation team,

20 that the Horizon data would be used for the purpose of

21 investigation and potentially prosecution?

22 **A.** Inevitably it would be used. It was a source of the

23 accounting process. As I said before though, I was not

24 aware of any concerns from the audit community about

25 their engagement with this and, of course, I'm saying

27

1 So there was a check process that said, "Yes,

2 audit have found this, this is what we found" and, very

3 often as a manager, I would interview the subpostmaster

4 concerned, and very often they would have the support of

5 the Federation of SubPostmasters' representative and

6 I would go through the whole thing with them about how

7 this had arisen, what were the issues behind it, were

8 there any mitigating circumstances.

9 So, at that time, line management had a key role

10 to play in the prosecution decision.

11 **Q.** What role did line management play? You mentioned

12 interviewing and talking it through with the

13 subpostmaster. Did they have a role in decision-making

14 as to prosecution?

15 **A.** Yes.

16 **Q.** What role did they have in relation to decision-making?

17 **A.** Ultimately, they would endorse a decision to prosecute.

18 I mean, it would be taken by the audit people with the

19 legal stream within Post Office Counters but it was,

20 I think, inherently important, and written into the

21 arrangement, that the local manager had sight of and

22 endorsed the decision.

23 **Q.** Do you mean by that that they always endorsed?

24 **A.** Oh no, no, not at all. In fact, again, I recall, as

25 a district manager, there was an arrangement whereby if

26

1 all this on the understanding that the system was

2 sufficiently robust to be providing information which

3 was sufficiently supportive of these decisions.

4 **Q.** Why --

5 **A.** That would be my belief.

6 **Q.** On what basis did you reach that understanding, as you

7 called it?

8 **A.** Of what -- my view of it?

9 **Q.** Yes. You said that -- you were saying it on the

10 understanding that the system was sufficiently robust to

11 produce reliable data. Where did you get that

12 understanding from?

13 **A.** I had no reason to doubt that it had.

14 **Q.** So it was a presumption of rectitude?

15 **A.** It was a presumption of rectitude, at the point at which

16 we reached when acceptance was given to the Horizon

17 System.

18 **Q.** Was that ever tested, the presumption?

19 **A.** The presumption of the information being sufficiently

20 robust to support prosecution?

21 **Q.** Yes.

22 **A.** Not as such. The presumption was that the information

23 was sufficiently robust for business purposes.

24 **Q.** In your role in the PDA and then the HIT, as I am going

25 to call it -- Horizon Implementation Team -- to your

28

1 knowledge, was anyone from audit investigation or  
 2 prosecution involved in discussions as to the  
 3 requirements of the system in order to produce data that  
 4 had sufficient reliability and integrity for criminal  
 5 justice purposes?  
 6 **A.** I'm afraid not to my knowledge -- not within the area in  
 7 which I was operating.  
 8 **Q.** If they had had involvement in the design of the system  
 9 the specification of the requirements and ensuring that  
 10 they were being delivered, I think in your roles in the  
 11 PDA and the HIT you would have known about it?  
 12 **A.** I'm sure that there was a requirement in the  
 13 requirements index of the contract that referred to this  
 14 availability in this report but, to be -- I really  
 15 cannot recall it.  
 16 **Q.** That requirement that you're referring to, is that  
 17 something that you now remember because you've seen the  
 18 process of the Inquiry unfold over the last three or  
 19 four months and seen people ask questions about it?  
 20 **A.** In any of the roles in which I was involved, I don't  
 21 think I was ever at any stage consciously aware of the  
 22 audit requirement or specifically focused on an audit  
 23 requirement and ensuring that that was delivered.  
 24 **Q.** So just looking, sorry, back at this document here and  
 25 that second paragraph, at the end of it, where it

1 **Q.** You will see the handwriting in the middle of the top of  
 2 the page, where Mr Miller, it seems, has added a note.  
 3 Do you see where it says "DWM", underneath that that is  
 4 Mr Miller's signature --  
 5 **A.** Right.  
 6 **Q.** -- that's been redacted for data protection reasons and  
 7 his note is dated 24 August 1999, so the day after the  
 8 letter. You will see that it addresses the letter to  
 9 you.  
 10 **A.** Mm-hm.  
 11 **Q.** "1. Bruce McNiven  
 12 "2. Keith Baines ..."  
 13 There's a tick through your name. Would that be  
 14 done to record that you had been sent it or received it?  
 15 **A.** I should assume so, yes.  
 16 **Q.** Thank you. He says:  
 17 "... Mr Miller.  
 18 "Please ensure that these issues are fully  
 19 addressed during the remaining acceptance process. Keep  
 20 me in touch."  
 21 If we look at the letter itself, Ernst & Young  
 22 say:  
 23 "As auditors of The Post Office we have been asked  
 24 by [POCL] to provide you with our views in respect of  
 25 certain accounting integrity issues ... from tests

1 records that there seem to be a variety of situations  
 2 where the system reacts unpredictably and loses data,  
 3 you said that that's the system in operation in live  
 4 time, not model office testing or other types of  
 5 testing.  
 6 To your knowledge, were these lost or incomplete  
 7 transactions on the BPS (Benefit Payment System) ever  
 8 seen as relevant to or a threat to the accounting  
 9 integrity of the system on the POCL side?  
 10 **A.** I'm sure they would be. Again, from my recollection and  
 11 knowledge, I can only presume that it would be.  
 12 I cannot comment beyond that.  
 13 **Q.** Can we look on please, moving the story forwards, to  
 14 POL00090839 and the second page, please. Just give me  
 15 a moment to catch up in my hard copy.  
 16 You will see this is a letter dated  
 17 23 August 1999 -- top right -- from Ernst & Young, the  
 18 well known auditors and accountants, to David Miller.  
 19 I think he was the MD of POCL at that time; is that  
 20 right?  
 21 **A.** No, I don't think -- no Stuart Sweetman would be the  
 22 managing director, I believe.  
 23 **Q.** Yes, quite right.  
 24 **A.** So Dave Miller would still be director of counter  
 25 automation.

1 performed by POCL on Horizon data in the live trial."  
 2 We can skip the next paragraph. Paragraph 3:  
 3 "The live trial is limited to 323 outlets. We  
 4 make our comments on the assumption that this sample of  
 5 outlets will be representative of the full network of  
 6 outlets."  
 7 Then paragraph 4, if we scroll down, thank you:  
 8 "The following issue, as described to us by POCL  
 9 gives us concern as to the ability of POCL to produce  
 10 statutory accounts to a suitable degree of integrity.  
 11 We understand that POCL has attributed a severity ... of  
 12 "High" to this matter."  
 13 Paragraph 5:  
 14 "Incident 376. Data integrity -- In order to test  
 15 the integrity of weekly polling of Horizon cash account  
 16 transactions, POCL are reconstructing a weekly total by  
 17 outlet from daily Horizon pollings. At present this  
 18 control test is showing discrepancies in that certain  
 19 transactions do not record the full set of attributes  
 20 and this results in the whole transaction being lost  
 21 from the daily polling."  
 22 To your knowledge, was that the same or  
 23 a different issue, this time in relation to the Horizon  
 24 System being operated by POCL, not the Benefits Agency,  
 25 that we just looked at?



1 A. The one previously was the Initial Go Live offices of  
 2 which there were relatively few and they were only doing  
 3 business encashment for child benefit.  
 4 Q. I realise the difference in subject matter.  
 5 A. Sorry, I beg your pardon.  
 6 Q. My question was: was the issue the same, to your  
 7 knowledge?  
 8 A. To my knowledge, the issue was the same in terms of  
 9 outcomes, in that, if there was a discrepancy between  
 10 the two, that was a serious problem.  
 11 Q. But the reasons for it you don't know -- is this  
 12 right -- one way or the other the technical reasons for  
 13 the outcome are the same or different?  
 14 A. Honestly, I don't know.  
 15 Q. In the last paragraph -- sorry, in the penultimate  
 16 paragraph on the page, Ernst & Young say:  
 17 "We are informed that an incident has also  
 18 occurred where- transactional data committed at the  
 19 counter has been lost by Pathway system during the  
 20 creation of the outlet cash account and has not  
 21 therefore been passed to TIP in the weekly cash account  
 22 subfiles.  
 23 "Both types of incident result in a lack of  
 24 integrity on each of the two data streams used by POCL  
 25 to populate its central accounting systems. We

1 POCL to stop, take stock and say "Hold on, this system  
 2 has fundamentally insufficient integrity and ought not  
 3 to be rolled out"?  
 4 A. Yes, simple answer to that is yes, and this issue and  
 5 some others became the final focus of the acceptance  
 6 process, and Keith Baines and the commercial team put in  
 7 a huge amount of work to try and ensure that the  
 8 contract, as it existed, as we moved forward, still  
 9 retained the right of Post Office Counters to ensure  
 10 that this question of derived cash accounts and office  
 11 cash accounts actually matched was proven at a point at  
 12 which acceptance was given and was given conditional to  
 13 this being one of the conditions that was given to  
 14 acceptance, and that continuing resolution would carry  
 15 on and be proven to Post Office Counters Limited before  
 16 further rollout took place.  
 17 So the contract, as I understand it, I'm trying to  
 18 remember, had various iterations as it went through and,  
 19 as these things arose, there were codicils or additions  
 20 put into the contract that said "We still will not  
 21 accept, we still will not go to rollout, until these  
 22 conditions are met". I do believe it was made clear in  
 23 contractual terms about the seriousness of these issues  
 24 and the impact that they would have on both acceptance  
 25 and rollout. Work went on this continuously, beyond my

1 understand that the cash account data stream is the  
 2 primary feed for POCL's main ledgers and client  
 3 reconciliation [purposes]."  
 4 Then over the page, similar language used in the  
 5 second paragraph on the page to the language we have  
 6 been reading:  
 7 "It is a fundamental of any accounting system that  
 8 it provides a complete and accurate record of all  
 9 transactions. These discrepancies suggest that the ICL  
 10 Pathway system is currently not supporting this  
 11 fundamental."  
 12 Then skipping a paragraph:  
 13 "The nature of the gaps in both the cash account  
 14 and transaction data streams is such that POCL believe  
 15 that they would not be able readily to explain them, and  
 16 that significant balances might have to be written off  
 17 to the profit and loss account."  
 18 Then it goes tong deal with the impact of all of  
 19 that on the auditors' opinion on the statutory accounts.  
 20 The message being given by Ernst & Young here is  
 21 very similar to the message being delivered by the  
 22 analyst the year before.  
 23 A. Yes.  
 24 Q. Never mind from an auditing or accounting perspective,  
 25 did this letter cause you and the senior management of

1 being there, in fairness. Working trying to prove that  
 2 this would operate properly was still going on.  
 3 Q. Even that point of you leaving in December '99?  
 4 A. Yes, beyond that. I think it went into January. When  
 5 the decision to take the next phase of roll-out, which  
 6 commenced at the end of January/early February, I think  
 7 the proof that this was no longer an ongoing issue was  
 8 still being looked at.  
 9 Q. So, essentially, the answer is, yes, it was realised  
 10 that this was a fundamental problem, it was addressed  
 11 through amendments to the contract that introduced  
 12 acceptance criteria --  
 13 A. That's correct.  
 14 Q. -- that related to it?  
 15 A. Absolutely.  
 16 Q. So, in short, we find the answer in the second and third  
 17 supplemental agreements. You have referred to them as  
 18 codicils?  
 19 A. Yes, yes.  
 20 Q. I am not going to take you through, we have been through  
 21 the second and third supplemental agreements extensively  
 22 but I just want to look at acceptance, faults and the  
 23 approach to acceptance and can we start, please, at  
 24 POL00028429.

You'll see that on 4 December Andrew Simpkins,

1 said to be of Horizon release management, wrote to  
 2 a number of key figures in POCL and, indeed, ICL  
 3 Pathway, I think, on that list.  
 4 **A.** Yes.  
 5 **Q.** What was Horizon release management?  
 6 **A.** As I recall, Horizon release management was looking at  
 7 it from a POCL perspective about the conditions being  
 8 put on acceptance and the way in which those conditions  
 9 were going to be met.  
 10 **Q.** Was Mr Simpkins in charge of it?  
 11 **A.** Yes, he was.  
 12 **Q.** So it was responsible for the management of the  
 13 acceptance criteria?  
 14 **A.** As I understand it, yes.  
 15 **Q.** You see this memo is copied to you just on the  
 16 right-hand side, underneath the two GRO redactions, and  
 17 underneath the title of "Horizon Testing and Programme  
 18 Plan -- Current Status", there's an abstract:  
 19 "This memo summarises progress made in the last  
 20 week, the agreed next steps, and issues for management  
 21 attention, and highlights the continuing uncertainty  
 22 between ourselves and Pathway with regard to the testing  
 23 plan."  
 24 You'll see under "Progress this Week", if you just  
 25 read that to yourself --

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1 on the POCL side of the project?  
 2 **A.** Yes, I think this is the continuing dialogue about those  
 3 underlying problems. This is about the underlying  
 4 problems in relation to entering model office testing  
 5 and then, from there, into live trials, and I think you  
 6 are drawing out that it's a continuing theme. People  
 7 had seen throughout that this issue was never resolved  
 8 satisfactorily along the way, until we got to the actual  
 9 acceptance and, as you say, the conditions on the  
 10 contract.  
 11 **Q.** The document is emphasising that both live testing and  
 12 the acceptance process will be important?  
 13 **A.** Fundamental, yes.  
 14 **Q.** Can we move on, please, to POL00028571. We should see  
 15 that this is a memorandum, an update, from Dave Miller  
 16 to Stuart Sweetman on Horizon acceptance, dated  
 17 8 September 1999, copied to you in the top right. Can  
 18 you see that?  
 19 **A.** Yes, I can.  
 20 **Q.** Its subject is "Horizon Acceptance", and I'm going to  
 21 look at some of the headings in here, look at some  
 22 documents relating to them coming back to this each  
 23 time, if you understand.  
 24 **A.** Yes.  
 25 **Q.** So if we, firstly, look at paragraph 1.1, where it's

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1 **A.** Mmm. *(Pause)*  
 2 **Q.** -- that it highlights some problems including testing,  
 3 including in relation to, as we go through the memo,  
 4 EPOSS and the TIP interface?  
 5 **A.** Mm-hm.  
 6 **Q.** It includes problems concerning cash account imbalances  
 7 and problems with reference data and code problems.  
 8 **A.** Yes.  
 9 **Q.** Then if we go to the third page, please, under "Impact  
 10 on Plan", and if we look at the third line, Mr Simpkins  
 11 says:  
 12 "We do not have however an understanding of  
 13 Pathway's prognosis for fault clearances which would  
 14 help inform this assessment nor an alternative proposal  
 15 from them as to how this confidence could be achieved in  
 16 a faster timescale."  
 17 Then three lines on:  
 18 "Our position remains, however, that based on the  
 19 nature of the business processes involved, we need to  
 20 see clear evidence of, firstly, a stable accounting and  
 21 reconciliation position in the outlet followed,  
 22 secondly, by the transfer of accurate data across the  
 23 TIP/HAPS/BES and Reference Data interfaces."  
 24 So was this alerting you to known issues arising  
 25 with TIP and its interface and cash account imbalances

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1 noted that you and Ruth Holleran -- can you help us as  
 2 to the role that Ruth Holleran undertook?  
 3 **A.** Ruth Holleran was in the POCL structure, she took a more  
 4 commercial perspective on this. So if some of these  
 5 failures affected the contract or the commercial  
 6 outcome, she would be involved in that transition.  
 7 **Q.** So:  
 8 "Bruce McNiven and Ruth Holleran have done  
 9 excellent work squeezing a better training deal out of  
 10 ICL Pathway. The incident remains at high because of  
 11 the need to support Training with a better Helpdesk  
 12 facility. However this will in all likelihood be  
 13 downgraded today medium incident with an agreed  
 14 rectification plan and therefore no obstruction to  
 15 acceptance."  
 16 Can you help us: in what way did ICL Pathway need  
 17 to be squeezed in order to provide a better training  
 18 deal?  
 19 **A.** I think, going right back to the earlier requirements,  
 20 they eventually said that counter staff had to be  
 21 trained to a degree that they could confidently,  
 22 accurately handle the new process, in terms of their  
 23 interaction with customers, and that managers of the  
 24 outlet could do that and be able to use the information  
 25 to produce a satisfactory balance in the office.

40

1 It was difficult along the way to get a clear  
2 understanding and an acceptable outcome from ICL Pathway  
3 that, from our perspective, met those requirements.  
4 I think right back at the beginning the proposed  
5 training schedule was something like half a day and then  
6 workbooks and, essentially, distance learning. So  
7 through iterations over months and indeed over a year or  
8 a year and a half, we had moved this along to provide  
9 a much better classroom training environment, much more  
10 appropriate content, a beefing up of the balancing  
11 training content and, ultimately, a defined role within  
12 POCL to support offices as they went live and,  
13 subsequently, on first and sometimes second balancing,  
14 which we attributed to failures of the training product,  
15 which ICL contested.

16 So, ultimately, there had to be an agreement, at  
17 the end of the day, about how this would operate, how  
18 subpostmasters would be supported through training and  
19 how they would be supported post training in the live  
20 environment.

21 We did succeed in reaching an agreement, which  
22 actually involved the deployment of a large part of the  
23 Post Office resource in the retail line into the support  
24 mechanism.

25 Q. We're going to come to that a little later but can we

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1 observing was the outcomes, and the outcomes being  
2 unsatisfactory.

3 I think, in terms of content, I can't remember.  
4 I could not go into detail. But there was insufficient  
5 time initially given to allow subpostmasters to work  
6 with the system to gain that confidence. So that time  
7 was expanded and different scripts were written to  
8 enforce -- to enhance, rather, their experience.

9 But, honestly, I just cannot remember in terms of  
10 individual components of that training script.

11 Q. So you couldn't recall now what was done to address the  
12 deficiencies in the accounting modules?

13 A. Not individually, apart from the length of time given to  
14 it, devoted to it and an increase in the detail. But  
15 I was not involved at that granular level.

16 Q. Then it says:

17 "In the live environment which training given did  
18 not equip the users to perform the completion of office  
19 cash accounts. This is a [basic] POCL function ..."

20 Can you recall whether any work was done to  
21 establish, where errors were arising, whether they were  
22 due, in fact, to poor training rather than a systematic  
23 or structural bug, error or defect in the system?

24 A. It's a key question. From the perspective of training,  
25 if we regard the deficiencies as a training issue in

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1 look first at the Acceptance Incident relating to  
2 training, which is AI218, and look at POL00029130. Look  
3 at page 4, please. You will see this is the AI relating  
4 to training --

5 A. Yes.

6 Q. -- 218 and under the description of the incident, it  
7 records that:

8 "The Managers Training Course is not acceptable  
9 due to deficiencies in the accounting modules. In the  
10 live environment the training given did not equip the  
11 users to perform the completion of office cash accounts.  
12 This is a ..."

13 And I think that should read "basic":

14 "... [basic] POCL function that is central to  
15 running and accounting for the POCL network."

16 So just dealing with the two issues that are being  
17 raised there, firstly the managers' training course is  
18 not acceptable due to deficiencies in the accounting  
19 modules. Can you recall what the deficiencies in the  
20 accounting modules were?

21 A. I can't specifically recall each individual component.  
22 The testing of how well it was operating was in the  
23 confidence and the accuracy with which a subpostmaster,  
24 say, could complete his cash account in his office  
25 within a reasonable time scale. So what we were

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1 that people had not sufficiently understood how to  
2 interact with the system. If it subsequently transpired  
3 that that was never going to work because of  
4 deficiencies in the software, that may have appeared  
5 later.

6 I think we have to remember that it didn't apply  
7 to everybody. Although there were subpostmasters who  
8 struggled, there were subpostmasters who succeeded and  
9 I think because of that, we regarded it more of  
10 a training issue than an underlying software issue.

11 I honestly -- we had concerns about the underlying  
12 software but we -- in my experience, we did not relate  
13 that software issue to --

14 Q. Was that consciously addressed, ie we know on the one  
15 hand that this system has got quite a significant number  
16 of errors, bugs and defects that we know about through  
17 a range of measures --

18 A. Yes.

19 Q. -- some of them we are being told about by ICL Pathway,  
20 some of them we saw in model office testing, some of  
21 them we're seeing in live testing, some of them we're  
22 seeing as the system is being rolled out: Issue 1.  
23 Issue 2: there are problems being reported to us with  
24 the adequacy of the training that subpostmasters are  
25 receiving and, in particular, they're struggling to

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1 perform basic accounting functions. Is there  
 2 a connection between the two?  
 3 **A.** I think it depends on the point in time at which you  
 4 look at this. In model office testing, where Post  
 5 Office staff were invited in to run the system as live  
 6 but in a model office environment, there were  
 7 deficiencies because things were not working properly.  
 8 That was early on.  
 9 Throughout all this and lying in parallel with all  
 10 this, was the Pathway process and assurance that, as  
 11 these issues arose, they were being fixed. So we have  
 12 what we see, visibility of issues and, alongside it,  
 13 a reassurance that these things were being fixed. So in  
 14 model office, I would say, yes, model office was  
 15 probably about software issues, that it wasn't working  
 16 properly.  
 17 When it came to live trial, there were two parts  
 18 to that. This is in May 1999. So there were the  
 19 Initial Go Live offices which were being upgraded, as it  
 20 were, from what they did to the full release software  
 21 and they had a training process there which was not  
 22 working very well. Again, alongside it, things were  
 23 being done by Pathway.  
 24 When we came to the next batch of live trial  
 25 offices, the new offices being brought into the process,

1 **A.** I'm honestly not aware of any conversations or  
 2 interactions of that kind.  
 3 **Q.** Would you agree that it was a logical thing to do?  
 4 **A.** It may have been done. I'm not aware whether or not it  
 5 was being done. I know that auditors were being trained  
 6 alongside.  
 7 **Q.** Just going back to the question: would you agree that it  
 8 would be a logical thing to have done?  
 9 **A.** It would.  
 10 **Q.** Can we move to page 7 of the same document, please,  
 11 which is a letter from you dated 10 August '99. Scroll  
 12 to the bottom, please. You're given the title here  
 13 "Director Horizon Programme"?  
 14 **A.** I think that's wrong. That's erroneous. I never  
 15 carried that title.  
 16 **Q.** No. Then going up to the top of the page, I think we  
 17 can see that it's to Mr Dicks at ICL Pathway. Was he  
 18 your opposite number?  
 19 **A.** Not really. I think he was brought in to try and  
 20 resolve this issue.  
 21 **Q.** The training issue?  
 22 **A.** The training issue --  
 23 **Q.** I see.  
 24 **A.** -- because it was a high level incident.  
 25 **Q.** The title is "Review of Acceptance Incident 218" and you

1 of which there were about 100, it was observed that the  
 2 training was -- the outcome of the training was better  
 3 but subpostmasters were saying of that batch that they  
 4 felt more confident about their ability to complete  
 5 a balance.  
 6 However, there was still sufficient concern that,  
 7 written back into the acceptance process an additional  
 8 group of offices -- I think about 25 or 26 -- were  
 9 brought into what was a final training product and put  
 10 through that training product as part of a live trial,  
 11 in addition to the baseline numbers and, as I recall,  
 12 the feedback from that was actually quite positive. So  
 13 we had gone from a position of concern, suspicion and  
 14 not working over months, to a position of rectification  
 15 seeming to indicate that the training product was  
 16 operating and one -- this is a leap -- but that the  
 17 basis of the system on which that training process was  
 18 working was also operating because balances were being  
 19 maintained and were being reached.  
 20 **Q.** Was there, to your knowledge, any communication to Post  
 21 Office auditors, investigators or prosecutors about  
 22 imbalances and discrepancies that may be being caused by  
 23 training inadequacies in this early period that should  
 24 be taken into account in investigatory and prosecutorial  
 25 decision making?

1 said:  
 2 "An analysis of the evaluation against the  
 3 business impacts identified in the Acceptance Incident  
 4 is attached."  
 5 I'm not going to go through but there's  
 6 a five-page spreadsheet attached:  
 7 "Although many of the criteria have been met, it  
 8 is regarded as significant that the training and Go Live  
 9 process relies on the deployment of POCL HFSO resource."  
 10 Is that Horizon Field Support Officers?  
 11 **A.** That's correct.  
 12 **Q.** Just explain please what Horizon Field Support Officers  
 13 were.  
 14 **A.** Yes, there were two aspects. One was support to the  
 15 actual Go Live event at an office and the migration of  
 16 data and then, subsequent to that, they were also  
 17 deployed to support, as I said before, the first balance  
 18 and also potentially the second balance, to provide  
 19 support and confidence to the subpostmasters.  
 20 **Q.** "On the basis of this evaluation, we are not prepared to  
 21 reduce the severity rating from 'high'.  
 22 "POCL's view is that without this resource ..."  
 23 That's the HFSO resources:  
 24 "... there would have to be a complete revision of  
 25 the training approach in order to ensure helpdesks were

1 not rendered ineffective by the high level of calls  
 2 following the first and, to some extent, subsequent  
 3 balances."  
 4 Just to make clear what you are saying here,  
 5 you're saying that "Your training, ICL Pathway, is too  
 6 heavily reliant on the need for our Field Support  
 7 Officers to be deployed out on the ground to help  
 8 subpostmasters balance their accounts"; is that it?  
 9 **A.** That's correct, yes.  
 10 **Q.** So "Your training's inadequate because it needs us to  
 11 put people -- boots on the ground to actually help  
 12 subpostmasters do the most basic function, which is  
 13 balancing their accounts"?  
 14 **A.** That's the perspective we are taking there. I think ICL  
 15 Pathway would say we have fulfilled the obligation for  
 16 training. We don't know the competencies that exist out  
 17 there amongst 18,000 post offices.  
 18 **Q.** Wasn't that obvious to them, that there would be some  
 19 people who were 18 and keen and some people who were 87  
 20 and had never switched an electronic device on in their  
 21 lives?  
 22 **A.** Yes, I think it might have been obvious to everybody.  
 23 I don't think, in fairness, POCL would say they had  
 24 a clear understanding of the competencies of the estate  
 25 of subpostmasters and assistants. So I don't think,

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1 **Q.** Just very quickly before the break, if we just look at  
 2 the headline of the ICL response, that's at page 12 of  
 3 this document. I'm not going to read the whole  
 4 document. It's on the system that's available for  
 5 reading but, in essence, in replying to your letter of  
 6 the previous day, Mr Dicks, who is the author of this  
 7 letter, says:  
 8 "Pathway is convinced that it has done everything  
 9 that it can to improve the training and prepare users  
 10 for Horizon, and that the essence of the remaining  
 11 issues that you are seeking to address relate to POCL's  
 12 own management of change."  
 13 So he's saying "it's you, not us" essentially?  
 14 **A.** Yes, he is. He's saying that we -- the kind of things  
 15 that you have talked about about understanding levels of  
 16 competence, and also I think he's inferring that some of  
 17 the back-end processes, which we were changing to adapt  
 18 to Horizon being an office, were contributors to the  
 19 whole end-to-end training knowledge and that was the  
 20 position they took.  
 21 **MR BEER:** Thank you. Sir, might that be an appropriate  
 22 moment to take a 15-minute break?  
 23 **SIR WYN WILLIAMS:** Yes. Do you want to make it 25 to or 20  
 24 to, Mr Beer?  
 25 **MR BEER:** 25 to is fine. Thank you, sir.

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1 coming in, POCL were able to say, "We know who will  
 2 adapt to this more quickly and we know who won't adapt  
 3 to this". We have an understanding of offices which  
 4 maybe cause problems, but we don't really understand the  
 5 whole estate.  
 6 **Q.** Just stopping at that point, was thought ever given to  
 7 taking a sample of SPMs beforehand to gauge the level of  
 8 competence?  
 9 **A.** I think you're going to talk to Kathryn Cook later this  
 10 week, who was custodian of training within POCL.  
 11 Kathryn Cook did some work in association with this  
 12 debate about what competencies we knew about out there.  
 13 Now, I know this is downstream, and maybe all that  
 14 work should have been done as a management of change  
 15 process and perhaps it would be done if we started  
 16 again, but I think we were trying to understand this as  
 17 we went along. But what we were convinced about was the  
 18 training product did not meet the requirements of every  
 19 individual and some individuals had to be supported post  
 20 Go Live.  
 21 **Q.** Again, if you're designing a training course, don't you  
 22 first establish what the level of existing competence is  
 23 and the training needs of the likely cohort to whom it  
 24 is to be delivered?  
 25 **A.** I think that's fair comment.

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(11.24 am)

(A short break)

(11.38 am)

**MR BEER:** Thank you, sir. Mr McNiven, can we go back to  
 POL00028571. You remember we were using this document  
 as our basis for exploring a range of issues and we  
 looked at training. Can we go on, please, to the second  
 page -- to the third page, actually. The second page is  
 blank. Thank you.  
 Under "Summary", and just see what Mr Miller says:  
 "Of our six key players (Keith Baines, Ruth  
 Holleran, John Meagher, Bruce McNiven, David Smith, Andy  
 Radka) the first 4 ..."  
 So I think that includes you?  
**A.** Yes.  
**Q.** "... would opt (somewhat reluctantly) for conditional  
 acceptance towards the end of September. Andy Radka and  
 David Smith would not accept and seek to use the full  
 period until 15 November to force improved performance  
 from ICL Pathway."  
 Can you help us: why did you consider it was  
 preferable to push on with acceptance in circumstances  
 where the criteria had not yet been met?  
**A.** Conditional acceptance because we did recognise, I did  
 recognise there were issues. I can only reflect on what

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1 was being said at the time, that resolution programmes  
 2 were in place, that the people who understood those felt  
 3 that the resolution would be effective. People like  
 4 John Meagher -- I knew John Meagher, I had many  
 5 conversations with John Meagher, and I had faith in his  
 6 judgement and he was on the technical side. And other  
 7 people who have been here before were saying that, yes,  
 8 there are still problems but these problems are reducing  
 9 and the resolution is effective and we expect that it  
 10 will be sufficient to go to acceptance with conditions,  
 11 and the conditions, I think we spoke about before, about  
 12 some demonstration of that effectiveness continuing  
 13 beyond the conditional agreement for rollout.

14 So I just tried to take it in the round.

15 I listened to what is being said, I look at the area  
 16 that I had most responsibility for, which was the  
 17 physical infrastructure and rollout and training and,  
 18 from that perspective, I was reasonably confident.  
 19 I was very confident about the physical implementation  
 20 side and I was accepting the judgement of colleagues  
 21 that it was capable of being fixed. And I suppose,  
 22 ultimately, I would say that, in all my dealings with  
 23 ICL, how frustrating they may have been, the battles  
 24 that may have been involved, this was a world-class IT  
 25 company and I fundamentally did not think that they

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1 could be done. What more can I say? I accepted advice  
 2 from the people closer to the technical end that things  
 3 would be resolved.

4 Q. Can we look to the foot of this page, please, under the  
 5 heading "Where To Go From Here?"

6 At point 4, Mr Miller says:

7 "Bruce is preparing the bullet point brief for

8 John Roberts and I will incorporate Acceptance into it."

9 So I think John Roberts, at that time he would  
 10 have been chief executive of Post Office Counters --

11 A. Yes.

12 Q. -- and a member of the board, obviously?

13 A. Yes.

14 Q. At this point in time, you were obviously a key member  
 15 of the Horizon Implementation Team. You have moved on  
 16 from the PDA?

17 A. Yes.

18 Q. You were the senior member of the Horizon management  
 19 team.

20 A. Of the Horizon field implementation team, yes.

21 Q. Thank you. You worked under Mr Miller?

22 A. Yes.

23 Q. You had a good working relationship with him presumably?

24 A. I did.

25 Q. He trusted you?

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1 would allow over the line a system in which they had no  
 2 confidence.

3 Q. Was the system in front of you at the beginning of  
 4 September working as a world-class system?

5 A. No, fair comment. It was not and that's why the  
 6 acceptance process still had significant issues attached  
 7 to it and those issues would continue until they were  
 8 resolved.

9 Q. This is only four weeks after your letter of 10 August  
 10 to John Dicks --

11 A. Yes.

12 Q. -- which, in the letter and in the annex to it, set out  
 13 a full range of issues known to both POCL and to  
 14 Pathway. What had changed in that four weeks to make  
 15 you, by this time, in September, reluctantly agreeable  
 16 for conditional acceptable to proceed?

17 A. The letter to John Dicks was specifically about  
 18 training. I was content that there were procedures in  
 19 place. There was a new document from ICL Pathway that  
 20 outlined changes to the whole training process,  
 21 including an awareness event which had not been there  
 22 before. We had essentially agreed that there would be  
 23 post implementation support and, ultimately, that was  
 24 paid for by ICL Pathway.

25 So from a training perspective, I was confident it

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1 A. I hope.

2 Q. Presumably that's why he, when he deputed somebody to  
 3 draw up a bullet point memo for the chief executive  
 4 officer, he chose you to draft it; is that right?

5 A. I would think so.

6 Q. At this time, did you understand that this wasn't simply  
 7 a transition from a paper books ledger system to  
 8 a digital accounting system; there was a much broader  
 9 process of change that the implementation of Horizon  
 10 brought with it?

11 A. It was becoming apparent, yes.

12 Q. Was it your view and those around you that the Post  
 13 Office would, going forwards, not wish subpostmasters to  
 14 have the facility to challenge the data produced by  
 15 Horizon?

16 A. I really can't comment on that. I don't know -- I did  
 17 not know and I do not know, with hindsight, whether they  
 18 had that opportunity or not.

19 Q. Were you not party to any discussions or did you not  
 20 become aware of the absence of a facility allowing  
 21 subpostmasters to challenge the data produced?

22 A. To my recollection, I can't remember being aware of that  
 23 at that time. I have seen subsequent documentation that  
 24 refers to it.

25 Q. Did you understand that this was -- had a dual purpose:

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1 it was intended to limit or remove the SPM right to  
 2 challenge but also to reduce the costs and resources  
 3 expended on the issue at Chesterfield?  
 4 **A.** I'm totally unaware of that issue.  
 5 **Q.** Was there any sense in the discussions that you were  
 6 a party to that automation had the benefit of exercising  
 7 greater control, central control, over the accounting  
 8 process by the Post Office, both by the IT and by reason  
 9 of the contractual terms of subpostmasters?  
 10 **A.** I think I would have been aware of a movement towards  
 11 conformance, that things would be done in a coherent and  
 12 repeatable way by subpostmasters across the whole Post  
 13 Office estate, which would be to benefit of the Post  
 14 Office, if that was done and done well.  
 15 **Q.** Were you aware that the obligation was placed upon  
 16 subpostmasters to cover any accounting shortfalls with  
 17 their own money?  
 18 **A.** As I recall, going back to my previous line management,  
 19 local management responsibilities, there had always been  
 20 a provision to that extent and there were mechanisms in  
 21 place to try and work out, say, how much of a deficit  
 22 might be accountable to the subpostmasters' actions. It  
 23 could be that a subpostmaster just gave someone a double  
 24 benefit and that then came back to evidence for us and  
 25 we would then say, "Well, you know, ultimately, that was

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1 sent at about the same time as this paper that we've  
 2 been looking at that also concerns a briefing of  
 3 Mr Roberts. That's POL00043705. Look at the second  
 4 page, please. Just wait a moment whilst I catch up.  
 5 Sorry, if we go back to the first page, I called  
 6 it an email. It's an electronic memo.  
 7 Can you see that? Then go to the page afterwards,  
 8 please. You'll see this is dated 10 September 1999 and  
 9 so a couple of days after the document we've just been  
 10 looking at and it's from Stuart Sweetman -- sorry, it's  
 11 to Stuart Sweetman from Mr Miller and we can see that  
 12 you're copied in on the top right.  
 13 **A.** Yes.  
 14 **Q.** It's an update about acceptance at 10.30 am on Friday,  
 15 10 September. In paragraph 1 there's a full update on  
 16 Horizon generally being sent, enabling Mr Stuart (*sic*)  
 17 to brief Mr Roberts on Monday, and then if we go to the  
 18 numbered paragraphs under 1:  
 19 "Very considerable progress has been made in the  
 20 joint workshops with ICL Pathway but as of today there  
 21 were still 2 high incidents (Data integrity across the  
 22 TIP interface and system stability around screen  
 23 freezes) which would, in the Post Office view, make it  
 24 difficult to accept on 24 September."  
 25 Then paragraph 4:

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1 your doing and therefore you must make that good".  
 2 So there was always a provision of sorts about  
 3 subpostmasters rectifying financial shortfalls of which  
 4 they were a part.  
 5 **Q.** What about a change to irrespective of cause?  
 6 **A.** I'm not aware and I was not party to any conversations  
 7 of that type.  
 8 I find it now, being faced with that, hard to  
 9 understand that that would have been an outcome.  
 10 I would have thought there would always be a management  
 11 intervention in that decision.  
 12 **Q.** When the system was being rolled out, does it follow  
 13 that you weren't aware that the contractual terms for  
 14 SPMs required them to make good shortfalls, irrespective  
 15 of cause?  
 16 **A.** I'm absolutely not aware of that. My previous  
 17 experience was a requirement to make shortfalls but  
 18 there was a decision-making process within it.  
 19 **Q.** The briefing that you prepared for Mr Roberts, did that  
 20 just relate to training or did it extend to other  
 21 things?  
 22 **A.** I mean, I've read that and I've seen that I was  
 23 preparing a bullet point brief. I can't recall the  
 24 outcome of that.  
 25 **Q.** No, we haven't got it. Can we look at an email that was

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1 "... if we were to stick rigorously to our agreed  
 2 process I would not be allowing further rollout."  
 3 So were you a party to the creation of this  
 4 document or were just a recipient of it?  
 5 **A.** I think I was only a recipient.  
 6 **Q.** But overall the document is highlighting that the  
 7 outstanding incidents aren't related to training. They  
 8 include data -- or they are data integrity across the  
 9 TIP interface and system stability.  
 10 **A.** Yes.  
 11 **Q.** So this memorandum, I think you'll agree, makes it clear  
 12 that these two important issues were being raised with  
 13 the senior management team closest to the board clearly  
 14 and in writing?  
 15 **A.** Yes.  
 16 **Q.** They were being advised that the decision to go forward  
 17 with conditional acceptance in September 1999 was  
 18 a departure from the agreed processes for acceptance.  
 19 **A.** Strictly speaking, that would be correct.  
 20 **Q.** Why was that recommended?  
 21 **A.** I don't know if this goes on to talk about any more  
 22 activity on those exceptions but I think that those  
 23 exceptions still had rectification activities around  
 24 them.  
 25 **Q.** It says that in 2, "The two incidents have rectification

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1 plans", but I don't think there's anything else about  
 2 those in the memorandum.  
 3 **A.** No, I'm only surmising here that it's taking a view from  
 4 the previous document about why some people, myself  
 5 included, felt that, perhaps, we should continue to move  
 6 forward. There were pressures. I think everyone felt  
 7 some pressure about continuing to move forward --  
 8 **Q.** I'm so sorry, where was that pressure coming from?  
 9 **A.** Three sources, I think. One was the impetus behind  
 10 rollout. Now, that was something I was immediately  
 11 involved with. So by the stage the whole process, which  
 12 went back six or eight months of offices being visited,  
 13 offices being surveyed, offices being modified, offices  
 14 being made ready for implementation, there would be, by  
 15 this stage, some thousands of offices probably ready to  
 16 go to implementation and a build up of expectation, not  
 17 least amongst the subpostmasters, that this was going to  
 18 go ahead and they were going to be part of it.  
 19 From a personal perspective, I think it was  
 20 a pressure I've always believed that we should get this  
 21 done, otherwise, as I said at the outset, we would never  
 22 catch up again. I think I was aware of and probably  
 23 responded to external-to-my-own-team pressures about  
 24 commercial activities, political influences, the  
 25 Treasury review had given the go ahead and money was

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1 annex to the second supplemental agreement dated  
 2 24 September 1999 and we'll see that this document,  
 3 which is very long indeed -- 218 pages in total --  
 4 includes very significant detail on the proposed  
 5 rectification plans. I want to look at AI218 and  
 6 training in particular.  
 7 Can we go to page 65 internally, please. As this  
 8 is part of the resolution plan for AI218 and, under the  
 9 third bullet point, it records that:  
 10 "The joint workshop on 13 August [that's  
 11 13 August 1999] accepted that not all users within the  
 12 large population will 'absorb' Horizon. This may  
 13 eventually call for closure of the outlet, replacement  
 14 of the subpostmaster or training of additional staff.  
 15 It has been agreed between POCL and ICL Pathway that  
 16 other steps taken within this resolution plan should  
 17 minimise the risk of this and that any residual fallout  
 18 will be handled by POCL. POCL have agreed to review and  
 19 strengthen the relevant process. This is reflected in  
 20 the timetable."  
 21 Then if we just go back to the previous page,  
 22 please, and look at the foot of it, the paragraph right  
 23 at the bottom:  
 24 "Further to the activities above, a workshop took  
 25 place on 13 August which identified seven specific areas

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1 committed.  
 2 **Q.** At a day-to-day level, how did that pressure manifest  
 3 itself?  
 4 **A.** I think it manifested itself in terms of our  
 5 relationship to Pathway. It would be fair to say that  
 6 we were under pressure from Pathway to move forward.  
 7 I mean, it talks about workshops. I remember being  
 8 involved in a number of meetings with ICL Pathway at  
 9 senior level where they were trying to downgrade  
 10 incidents to a level which the contract would allow to  
 11 go ahead. We, myself and colleagues, were in essence  
 12 trying to say "No, we're not going to do that, we won't  
 13 allow it until we have more proof".  
 14 That level of impasse that translated into  
 15 a series of workshops between the people most closely  
 16 involved, working level workshops. They tried to  
 17 disassemble all the reasons behind these problems not  
 18 being resolved but they were then being translated into  
 19 plans to resolve them rather than decisions about not  
 20 going forward at all. So the impetus was on resolution  
 21 as opposed to stopping and that's a pressure in itself,  
 22 I think.  
 23 **Q.** Can we turn, please, to move forward in the chronology  
 24 a little, to POL00090428. We can see, as the edge of  
 25 the spine tells us, that we're about to look at the

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1 for potential improvement ... Commercial consequences of  
 2 the actions below are agreed in an exchange of letters  
 3 between [you] and Liam Foley of ICL Pathway ...  
 4 "These are as follows."  
 5 Then they are set out, including the one that we  
 6 looked at.  
 7 **A.** Yes.  
 8 **Q.** So what is recorded in that third bullet point seems to  
 9 be the product of an agreement reached between you and  
 10 Mr Foley in correspondence. Did POCL accept before  
 11 acceptance that there would be some subpostmasters who  
 12 would never absorb, in inverted commas, Horizon?  
 13 **A.** I think we accepted it was possible. I mean, a number  
 14 of subpostmasters resigned of their own volition, as  
 15 they became aware of the implications of taking on  
 16 an automated process in their office. So there was  
 17 a fallout from that as well. So it was not surprising  
 18 if there would be a fallout from the training process.  
 19 The training process was structured such that  
 20 there was a competency test -- it wasn't called  
 21 a competency test from the subpostmasters' or  
 22 assistants' point of view, it was a certificate of  
 23 competence -- but there were some who just would fail  
 24 the test at the end of training because they were  
 25 presented with some scenarios to which they had to give

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1 answers and, even with some help, there were some that  
2 failed.

3 We managed to then arrange for them to be  
4 retrained along the lines of the same module and to be  
5 retested. The agreement with ICL was that if people,  
6 subpostmasters or assistants, failed a third time then  
7 they would return to POCL as our responsibility rather  
8 than a Pathway training issue and I suspect from that  
9 there were discussions -- if it was a suboffice  
10 assistant, there was the opportunity for the  
11 subpostmaster to train them, to take them under their  
12 wing and try to help them a bit more.

13 If it was a subpostmaster, there was help given in  
14 terms of balancing. But there was fallout. There would  
15 have been and there was some fallout along the way from  
16 people who thought this is -- "I'm not going to do this,  
17 this is just not for me", in which case an outlet may  
18 have to be closed.

19 Q. So the fall out would be closure of the Post Office or  
20 replacement of the subpostmaster within the Post Office  
21 and did you understand that the means by which  
22 subpostmasters, who could not or would not absorb  
23 Horizon, would be through their contractual liability  
24 for errors?

25 A. No, I did not associate the training and the withdrawal

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1 happened next.

2 Q. Was any link drawn between the ability of subpostmasters  
3 to absorb Horizon with the adequacy or inadequacy of the  
4 training with which they were being provided, which  
5 I think was a day and a half, wasn't it?

6 A. Yes, I think that goes back to all the support that was  
7 then put in place. I mean, I don't know the numbers and  
8 I suspect it would be quite small if we got to that  
9 point and I think along the way --

10 Q. 20 per cent that failed the -- in inverted commas --  
11 "competency" test initially; is that right?

12 A. Initially, that may be right. You may well be correct.  
13 But that's of all people, assistants and subpostmasters,  
14 of course.

15 But I think I would expect that local managers the  
16 whole system, would go as far as they possibly could to  
17 help a subpostmaster. It was his business to help him  
18 run his business properly, even if that meant line  
19 resource, local managers going out there on successive  
20 visits to try and help them.

21 Q. So the role of the local manager continued to be  
22 absolutely central; is that right?

23 A. Yes, absolutely, and the field force that was sent out  
24 were converted from the normal jobs of managing numbers  
25 of outlets to specifically supporting the whole of that

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1 with contractual liability for errors.

2 Q. How did you think that the non-absorbers would be, as  
3 part of a residual rump, removed?

4 A. It was often by mutual agreement that the subpostmaster  
5 and the local manager said "This is not working", or the  
6 subpostmaster said, "I'm not going to continue with  
7 this". So it was a kind of a voluntary resignation.

8 Q. What if it wasn't voluntary? What was the means by  
9 which subpostmasters, who couldn't absorb Horizon, would  
10 be removed?

11 A. I'm not aware of any *force majeure* closures of offices  
12 because a subpostmaster had not passed through that  
13 phase successfully.

14 Q. So how were they going to be removed then? How did POCL  
15 intend to remove subpostmasters?

16 A. As I say, I think it was a mutual agreement, it was  
17 a conversation. But I don't think we're talking about  
18 a great number in the population here, by that stage,  
19 because I think the local management would have -- the  
20 local management would have a responsibility to the  
21 customers of a post office as well as the integrity of  
22 the Post Office finances that if -- and this is always  
23 the case -- that if they felt the individual  
24 subpostmaster was not performing to the requirements,  
25 there would have to be a conversation about what

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1 balancing/reconciliation help process. So some 350/400  
2 people were put in for that purpose.

3 Q. In your time, were you ever aware of the removal of the  
4 local manager from the decision-making process in  
5 relation to investigation, audit and prosecution?

6 A. Can you just say that again so I understand it?

7 Q. Yes. In your time, were you ever aware of the removal  
8 of the local manager from the decision-making process in  
9 relation to audit, investigation and prosecution?

10 A. No, I wasn't.

11 Q. Can we turn to the issue of balancing as a part of the  
12 training process and acceptance. Can we look, please,  
13 at NFSP00000120. It might have been easier if I said  
14 NFSP00000120, thank you, and look at page 2, please.

15 This is a letter addressed to Colin Baker and, if  
16 you just scroll down, please, and go over the page and  
17 scroll down, from Paul Rich?

18 A. Right.

19 Q. You are a copy at the foot of the page.

20 A. Yes.

21 Q. You'll see, if we go back to the first page, please,  
22 that the -- sorry, the first page of the letter, the  
23 second letter of this clip of correspondence, thank  
24 you -- that the letter's dated 4 September 1996. You'll  
25 see in the third paragraph that you are referred to

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1 "Bruce McNiven, from the Programme Delivery Authority".  
2 Is that right, in September 1996 you were performing the  
3 role of the Deputy Director of the PDA?

4 **A.** That's correct.

5 **Q.** Then you'll see in that third numbered paragraph it says  
6 that you will be in touch with Mr Baker of the NFSP:

7 "... separately to notify you of a structural  
8 framework we intend for subpostmasters to be involved in  
9 both user acceptance testing, and in generating possible  
10 solutions to operational problems that might arise. You  
11 and Bruce will discuss the NFSP's part in that to help  
12 smooth implementation."

13 So the part of the sentence that says "involved in  
14 both user acceptance testing", just explain to the Chair  
15 what "user acceptance testing" means?

16 **A.** I should imagine that would encompass two aspects of the  
17 process: (1) model office testing where subpostmasters  
18 and some directly managed counter staff would be brought  
19 into the model office environment and run through the  
20 scripts and the process using the equipment as it then  
21 was to test how it was operating. And the other one  
22 would be the live trial itself, which was, I suppose,  
23 a key point within the process where subpostmasters  
24 would be introduced to the system.

25 **Q.** So this is an early recognition --

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1 of the subpostmasters at that stage, at that stage of  
2 development of the live trial, were unhappy about their  
3 experience and they told us and, you know, we accepted  
4 it. I should say that there was --

5 **Q.** What were they unhappy about, I'm sorry?

6 **A.** Mostly about the balancing and about the length of time.  
7 It was the length of time more than anything else, that  
8 it seemed it was taking into them -- balancing was  
9 usually about a two-and-a-half-hour process, even in  
10 manual times, and that was the expectation in automated  
11 times.

12 I think, ultimately, that was achieved for many  
13 people but during live trial -- I mean, with hindsight,  
14 in live trial we exposed a lot of those people to  
15 enormous amount of difficulty. To some extent, that  
16 might have been expected because it was a live trial.  
17 We wanted to know what was happening, we wanted to know  
18 their experiences but some of them were unhappy about  
19 that experience and they told us.

20 **Q.** So they were struggling, in the language we've looked  
21 at, to "absorb"; would that be correct?

22 **A.** To absorb and I think it was mostly about the balancing.  
23 Their big issue was about balancing, the difficulty of  
24 achieving it and the length of time it was taking.

25 **Q.** Can we, in that connection, look, please, to

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1 **A.** Yes.

2 **Q.** -- of the importance of end user, ie SPM, involvement in  
3 the process?

4 **A.** Indeed, yes.

5 **Q.** What, if any, steps did you take in 1999 to involve  
6 subpostmasters in the acceptance process?

7 **A.** There was no formal process for their involvement.  
8 Their experiences in the live trial would inform a view  
9 that we were taking about adequacy of various aspects  
10 but there was no formal involvement in acceptance.

11 **Q.** Was there any involvement of SPMs or their  
12 representatives in the negotiations over acceptance in  
13 the autumn to winter period of 1999?

14 **A.** Not to my knowledge, no. I'm pretty sure the answer to  
15 that is no.

16 **Q.** Given the early recognition of the importance of the  
17 experience of end users, why is the answer no?

18 **A.** End users had been involved in those processes I talked  
19 about. We also -- I remember vividly we had open  
20 sessions with the people involved in live trial to get  
21 their feedback in an open meeting. There were two in  
22 Bristol with the south-west, which I attended. There  
23 were two in the north-east, one of which I attended and  
24 Dave Miller attended the second, and I think it's fair  
25 to say we had a hard time -- I did -- because a number

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1 NFSP00000271. Moving on a little bit but still in your  
2 role as PDA, this is a letter from you, if you just look  
3 at the second page and scroll down. Thank you.

4 That's interesting. This is dated

5 22 September 1998 and you are referred to as the general  
6 manager of Horizon implementation. Is that right, you  
7 had transitioned to that role by then?

8 **A.** I had transitioned, yes.

9 **Q.** Going back to the first page then 22 September 1998 to  
10 Mr Baker, again, of the NFSP, and if we look at the  
11 third paragraph, please, you say to him:

12 "I know you would like a workshop to review in  
13 detail the Horizon summarisation and balancing and how  
14 this be approached in training. I hope to provide this  
15 soon but we are still in the early stages of detail on  
16 this part of training and it would be mid to late  
17 October before I would be able to set up suitable  
18 arrangements."

19 Is this in response to or does it appear to be in  
20 response to the NFSP flagging the importance of there  
21 being training on balancing as early as the autumn of  
22 1998?

23 **A.** Yes, I think so. There may have been -- 1998. There  
24 may have been some exposure in model office testing by  
25 that stage and some subpostmasters may have been

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1 involved.

2 Q. And balancing or the difficulties with balancing had  
3 been pointed up as a problem then?

4 A. I would think so.

5 Q. Did the workshop there discussed take place?

6 A. I honestly don't know. I cannot recall it -- I cannot,  
7 sorry, recall it taking place specifically for  
8 Federation representatives.

9 Q. Can we look, please, at NFSP00000340 and look, please,  
10 at the second page. This is essentially a report on  
11 Horizon training as relayed by Pam Jervis on  
12 30 April 1999, you can see from the heading at the top,  
13 and she reported:

14 "The first day of training is OK, but the second  
15 ... is bad because it is rushed. They are not finishing  
16 on time, but are rushing to finish before 3.30 ...  
17 because otherwise they have to buy lunch. Why did they  
18 use the most expensive hotels?"

19 Skipping a paragraph:

20 "In every training session, nobody had done a main  
21 balance, snapshot balances only. Nobody had been  
22 trained to do a full balance.

23 "The trainers are people who have only received  
24 the same training that they are giving out. It's too  
25 narrow a [field', I think that is] and no-one can

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1 had to be modified and improved. Those debates were  
2 going on on a very regular basis with Pathway at that  
3 time and from that time up to the revised training  
4 package that they produced.

5 Q. Just look over the page, please, and look at the foot of  
6 the page, please. Four paragraphs from the bottom:

7 "Everyone stressed that all subpostmasters must be  
8 told to complete a manual balance if there are problems,  
9 or even do a double check. They are told that the  
10 balance goes down the line to Horizon, but once that  
11 happens, if there is a query, then subpostmasters have  
12 no proof of any work that's been done."

13 Do you understand what that's referring to?

14 A. I think you asked earlier about the opportunity for  
15 subpostmasters to interrogate the balance once it had  
16 been completed and whether or not they could influence  
17 that, and I'm sure, I understand, that they did not have  
18 that facility. So, at this stage, they were being  
19 advised to perhaps do a manual backup.

20 Q. What does the manual backup involve?

21 A. A manual cash account, as they did before they actually  
22 transitioned on to the automated system.

23 Q. How would they do a manual cash account?

24 A. They would still have a cash account process, a piece of  
25 paper that was their cash account that they used to fill

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1 answer questions such as 'do we use the same form?'

2 "There were a lot computer problems which were  
3 blamed on the fact that computers had to be ferried in  
4 and out of vans a lot."

5 Do you recall receiving feedback like this?

6 A. Yes, I do. This is -- 30 April is the early part of  
7 bringing offices up to spec for live trial and I suspect  
8 that these were offices that were going from Initial Go  
9 Live functionality up to the full release functionality.  
10 It was a very early run of training, full training for  
11 that purpose, and I recognise this. I recognise these  
12 problems at that time.

13 Q. I skipped over it. This was a fax from Colin Baker, the  
14 general secretary, to you, I think.

15 A. Yes.

16 Q. What did you do with this information?

17 A. Well, I mean, this is April. All of this was going into  
18 the perspective that we had about training being a high  
19 level incident, you know, a pass/fail incident. It was  
20 not put right; it was part of acceptance. So it was  
21 information that supported the perspective that we were  
22 taking.

23 Q. In what way?

24 A. In the way that we had already expressed to ICL Pathway,  
25 that we were not happy with the training product and it

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1 in manually and, if it was as difficult as this, they  
2 would be probably transposing the work they were doing  
3 into that balance manually at the same time as putting  
4 it into the system.

5 So they were replicating what they did before.

6 Q. Was that running of a dual or shadow --

7 A. That's correct, yes.

8 Q. -- system limited to this stage of the process?

9 A. I mean, this is quoting someone as saying that that's  
10 what they should do.

11 Q. Yes.

12 A. That was not official advice. That was people at the  
13 training session being told you should do this because  
14 it's difficult to recover things otherwise. I don't  
15 think we ever advised subpostmasters to do a double  
16 entry-type system.

17 Q. Did you hear about it being done nonetheless?

18 A. Only in terms of this.

19 Q. Not more widely?

20 A. No.

21 Q. So there wasn't a period, for example, during live  
22 testing when people were asked to do to what you  
23 referred as double-entry bookkeeping?

24 A. Absolutely not, no.

25 Q. So here, that "Everyone stressed that all subpostmasters

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1 must be told to complete a manual balance", what do you  
 2 understand -- and I appreciate this is a document that  
 3 was sent to you, and not written by you -- what do you  
 4 understand the "everyone" to refer to?  
 5 **A.** Everyone ... I think they mean ... I think the people,  
 6 from the experience of that training episode, were  
 7 saying, "From our experience, subpostmasters should be  
 8 told to complete a manual balance".  
 9 **Q.** So we should read this as meaning that --  
 10 **A.** Subpostmaster to subpostmaster, I think.  
 11 **Q.** Not trainer to subpostmaster?  
 12 **A.** No. No.  
 13 **Q.** And subpostmaster to subpostmaster are saying that it  
 14 should be trained that subpostmasters should be told to  
 15 complete this second or shadow account?  
 16 **A.** I don't think it came through formally. I think it's  
 17 subpostmasters saying to the Federation to say to  
 18 subpostmasters, "Look, there may be problems and we  
 19 suggest that you might wish to do a manual balance at  
 20 the same time as you are doing the Horizon balance, from  
 21 the experience we have at that point in time".  
 22 I don't believe it was ever formally adopted or  
 23 transmitted.  
 24 **Q.** Was it ever picked up by management as a sensible  
 25 precaution, given the consistent and repeated problems

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1 audit auditors being engaged in the work that we were  
 2 doing in terms of data integrity.  
 3 **Q.** I see. Could I take you to POL00029130. It's  
 4 a document you've already been taken to. Could I go to  
 5 the letter at page 7 of the PDF. You have already been  
 6 taken to this letter.  
 7 This is a letter from you, Mr McNiven, dated  
 8 10 August 1999 to Mr Dicks at ICL Pathway.  
 9 **A.** Yes.  
 10 **Q.** We can see that you introduce the letter by speaking of  
 11 an analysis of the evaluation against the business  
 12 impacts identified in the Acceptance Incidents, and  
 13 that's Acceptance Incident 218 that's attached. In the  
 14 letter, you raise a number of issues around this  
 15 acceptance issue 218.  
 16 If we could go to the document which is on the  
 17 next page, page 8, this is essentially what you have  
 18 described in the letter. Now, before the letter was  
 19 sent and before the attached document was sent, they  
 20 deal with a number of issues. Would there have been  
 21 discussions between POCL and ICL Pathway about these  
 22 issues, essentially talking them through, and then this  
 23 is a distillation of what's gone on in terms of your  
 24 work on the process?  
 25 **A.** Yes. I mean, there were continuous conversations on all

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1 with weekly balancing?  
 2 **A.** I don't believe so.  
 3 **Q.** To your knowledge --  
 4 **A.** To my knowledge.  
 5 **Q.** -- was this picked up: whilst we are getting these  
 6 repeated complaints of an inability to balance,  
 7 subpostmasters (certainly in the live trials) should be  
 8 advised to run a mirror on paper of the accounting  
 9 system?  
 10 **A.** I was never aware of or party to advice from that nature  
 11 from a formal perspective.  
 12 **MR BEER:** Those are the only questions that I ask at the  
 13 moment. There may be some questions from others.  
 14 I think Mr Moloney was first on the list.  
 15 **SIR WYN WILLIAMS:** He's nodding. Over to you, Mr Moloney.  
 16 **Questioned by MR MOLONEY**  
 17 **MR MOLONEY:** Mr McNiven, I just want to ask you about one  
 18 topic which is the essential nature of data integrity to  
 19 the system and the extent to which that was part of the  
 20 audit process. You've mentioned that. You said that  
 21 you were aware that data integrity was essential to the  
 22 system, but you weren't specifically focused on the  
 23 requirement being part of the audit process.  
 24 Is that right?  
 25 **A.** I think I was saying I wasn't specifically aware of

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1 these issues, training and all the rest, both through  
 2 myself to people like Liam Foley, et cetera, in ICL  
 3 Pathway but also through what shots being held people  
 4 closer to the issues, I would say, on both sides to try  
 5 and come up with a resolution, to try and produce  
 6 a solution that meant that the training content was  
 7 better than we started off with.  
 8 It was ongoing, it was continuous, it was  
 9 sometimes difficult and there were often arguments.  
 10 **Q.** This document is essentially a summary of where we are  
 11 and where we'd like to get to.  
 12 **A.** Yes.  
 13 **Q.** But there were many discussions behind it.  
 14 **A.** There were many, many discussions behind it. I think,  
 15 if I just may say, the outcome of that exchange of  
 16 letters between myself and Mr Dicks was probably such  
 17 that we, POCL, understood that the deployment of a large  
 18 part of our field infrastructure was going to be  
 19 deployed to support subpostmasters during the rollout  
 20 period.  
 21 **Q.** Right.  
 22 **A.** And that we would give them all that support. There's  
 23 a positioning behind this that says, "And we're not  
 24 going to pay for it". There's a commercial aspect to  
 25 this and that will come out later on.

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1 Q. Sure. Were you involved in the drafting of this  
 2 document? And I'm not talking about the letter,  
 3 I mean --  
 4 A. The evaluation?  
 5 Q. -- the attached document?  
 6 A. I don't think I actually wrote any part of that. It  
 7 would pass through me.  
 8 Q. You'd have to approve it?  
 9 A. I'd have to approve it.  
 10 Q. Was it approved above you in line management before it  
 11 was sent?  
 12 A. I don't think so. I think Dave Miller would be well  
 13 aware of the position that had been talked at the  
 14 Horizon management meetings and I think he would be --  
 15 I would have given him an indication of what was going  
 16 to happen and what I was going to say.  
 17 Q. Yes, okay. So just to -- I only want to look at one  
 18 aspect of this document but if we just look at the  
 19 various columns, we can see "business impact" in the  
 20 first column, "summary of success criteria measure" in  
 21 the second, and "evaluation" in the third. Could we  
 22 please go down to I think it's the next page but it's  
 23 number 5. We've got 1, 2, 3, 4, 5 down this side. So  
 24 it's the next page again. That's it.  
 25 I'll read through it, if I can, to begin with and

1 Then evaluation:  
 2 "Overall, the incidents of receipts not equal to  
 3 payments have reduced and the residual causes are under  
 4 investigation or have been resolved. Criteria met. The  
 5 level of class errors between 26 May and 21 July has  
 6 reduced. Without full information, the indications are  
 7 that pivot errors have also reduced."  
 8 Now, it's back to the first column that I'd like  
 9 to take you, if I may, please, Mr McNiven, where it  
 10 reads at the end of that section:  
 11 "These errors will also raise liability issues  
 12 between the POCL and subpostmasters, and POCL and client  
 13 organisations", yes?  
 14 A. *(The witness nodded)*  
 15 Q. Is it fair to say that there was an awareness that  
 16 errors would produce liability issues?  
 17 A. Yes.  
 18 Q. Yes?  
 19 A. Yes.  
 20 Q. Was it obvious, really, that if there was a receipt and  
 21 payments mismatch, then if there was less money than was  
 22 expected, then it's potentially going to give rise to  
 23 liability issues?  
 24 A. Yes. There were always errors. There were always error  
 25 notices, as they were called, coming from transaction

1 then come back to ask you questions about it. At number  
 2 5, under "business impact":  
 3 "There is also an impact on TP who are having to  
 4 process a significant increase in errors on Class and  
 5 Pivot (up to 3 times as many weekly errors). This is  
 6 having a significant impact on resources in TP during  
 7 the live trial. These errors will also raise liability  
 8 issues between the POCL and subpostmasters, and POCL and  
 9 client organisations."  
 10 Then we see under summary of success criteria  
 11 measures, some definition, as it were, of the problems  
 12 that TP are having to deal with. We return, I think,  
 13 really here to the receipts and payments mismatches that  
 14 were apparent throughout the process.  
 15 A. Yes.  
 16 Q. So we see "reduction". This is the summary of success  
 17 criteria measure:  
 18 "Reduction in both the number of incidents where  
 19 receipts do not equal payments and incidents where  
 20 balance brought forward does not equal balance due to  
 21 Post Office on previous cash account."  
 22 And then:  
 23 "Reduction in the number of errors reported by  
 24 TP -- both class and pivot errors relative to the  
 25 sample."

1 processing, the Chesterfield accounting people, going  
 2 back to subpostmasters. Previously in the old  
 3 accounting system, because things came to light after  
 4 the event, and subpostmasters often had to correct  
 5 things and understand why it had happened.  
 6 What this is saying is there's more of them --  
 7 there is more of them than there were previously and  
 8 that's an issue, which is absolutely correct.  
 9 Q. And there were issues of financial liability; that's  
 10 what you're referring to?  
 11 A. Ultimately, there was a conversation we had about  
 12 financial liability in subpostmasters for losses. It  
 13 was always a liability.  
 14 Q. Yes.  
 15 A. Obviously, if there were more issues there would be more  
 16 questions of liability.  
 17 Q. Well, precisely. So there could be a question of --  
 18 debt recovery would be one thing but also, from the  
 19 experience you had of prosecution decisions that you've  
 20 told the Inquiry about today, you must have been aware  
 21 of the potential for prosecution.  
 22 A. I was always aware of the potential for prosecution in  
 23 the event of mis-balances. Everything that was being  
 24 done was to try and ensure that mis-balances were not  
 25 a function of the system and that's what the work was

1 intended to do.

2 Q. Now, this document went to ICL Pathway.

3 A. Yes.

4 Q. This document is a distillation of the discussions, the

5 many discussions, that you'd had with ICL Pathway around

6 the acceptance issues. So, so far as you were

7 concerned, ICL Pathway was aware of the liability issues

8 that might arise from the payments and receipts

9 mismatch.

10 A. I would expect that to be the case.

11 **SIR WYN WILLIAMS:** Mr Beer, are you aware of any other

12 would-be questioners?

13 **MR BEER:** Other people have put in requests --

14 **SIR WYN WILLIAMS:** Mr Stein sent me a secret code by saying

15 no --

16 **MR BEER:** Shaking of the head.

17 **MR STEIN:** I don't think Mr Beer can see that because of the

18 wall.

19 **MR HENRY:** Sir, I had questions but they've all been covered

20 by counsel to the Inquiry. Nothing further.

21 **SIR WYN WILLIAMS:** Thank you very much for coming to give

22 evidence to the Inquiry, Mr McNiven.

23 So I think this afternoon's witness is remote; is

24 that correct, Mr Blake? Have we got a likely time for

25 start?

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1 A. Yes, it is.

2 Q. Can you confirm that the statement is true to the best

3 of your knowledge and belief?

4 A. I can.

5 Q. Thank you very much. That statement is now in evidence

6 and will be uploaded onto the Inquiry's website.

7 WITN06000100. The questions I'm going to ask you today

8 will be supplementary to the evidence that's in that

9 statement.

10 I'm going to begin by asking a little bit about

11 your background. You were employed by Her Majesty's

12 Forces for just over 20 years, between 1972 and 1994; is

13 that right?

14 A. That's correct, yes.

15 Q. Did your role in the Armed Forces include training to

16 some extent?

17 A. Yes, it was quite early on. Like you trained on courses

18 as you're going through and then, actually, then start

19 to train the courses. I had quite an interest in

20 training so at a fairly early age I got involved in

21 training other soldiers in different things, which

22 culminated in a tour with our junior leaders regiment.

23 I'd come out and did I two and a half years training

24 junior soldiers on all aspects of military and tactical

25 weapons courses, basically.

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1 **MR BLAKE:** 2.00 pm.

2 **SIR WYN WILLIAMS:** So we have an extended lunch break, all

3 right.

4 **(12.37 pm)**

5 **(Luncheon Adjournment)**

6 **(2.00 pm)**

7 **MR BLAKE:** Good afternoon, sir.

8 **SIR WYN WILLIAMS:** Good afternoon.

9 **MR BLAKE:** Can I call Mr Fletcher, please.

10 **SIR WYN WILLIAMS:** Yes.

11 **KEVIN FLETCHER (sworn)**

12 **Examined by MR BLAKE**

13 **MR BLAKE:** Thank you very much. Can you give your full

14 name, please?

15 A. Kevin Joseph Fletcher.

16 Q. Thank you for attending remotely today, Mr Fletcher. Do

17 you have in front of you a witness statement?

18 A. Yes, I do.

19 Q. Can I ask you to look at that witness statement. Is it

20 dated 16 November 2022?

21 A. Yes.

22 Q. Can I ask you to look at the final page. That's page 17

23 of 17.

24 A. Yes.

25 Q. Is that your signature?

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1 Q. Thank you. In 1994 after leaving the Armed Forces you

2 joined Peritas?

3 A. Yes.

4 Q. Was it Peritas or KnowledgePool at that stage?

5 A. It was Peritas at that stage and they advertised -- as

6 I was finishing in the Forces, they advertised for

7 people who trained on IT systems. I had done quite

8 a lot of IT systems for the juniors and other roles that

9 I had within the Forces. They didn't say what the job

10 was. They just said that it was a new system to be

11 launched and people could come along for an interview

12 and if successful then attend a course that would then,

13 if you were successful in that, be offered the job.

14 On arriving there, I found out it was the

15 implementation of the National Lottery system. I was

16 fortunate enough to get the job after the training and

17 very shortly after that they asked if I would then train

18 other trainers.

19 Q. So your first role was working on the National Lottery

20 for Peritas?

21 A. Yes, it was.

22 Q. Can you tell us the link between Peritas and

23 KnowledgePool and ICL? Were Peritas and KnowledgePool

24 the same thing but different names?

25 A. I mean, KnowledgePool was an autonomous company within

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1 the group and it just changed the name, really, from  
 2 Peritas to KnowledgePool but, as far as I'm aware, the  
 3 position of the company stayed the same as that  
 4 autonomous company within the group, which meant they  
 5 could actually bid for other business outside ICL but  
 6 were also usually the first choice of training for ICL  
 7 projects, particularly IT rollout projects.

8 Q. It was a subsidiary or linked to ICL, was it?  
 9 A. It was linked to ICL, yes, but, as I say, it was what  
 10 they called an autonomous company within the group, as  
 11 far as I know.

12 Q. In September 1998 you were given your first full-time  
 13 contract. I think you began your initial role not on  
 14 contract -- is that correct -- or not as a full-time  
 15 employee at least?  
 16 A. The original role was as a contractor and it was some  
 17 time after that that we were in Liverpool and Stuart  
 18 Kearns, who was the director at the time, called me and  
 19 then offered me a full-time role within the company.

20 Q. Can you describe very briefly the positions that you  
 21 held between 1998 and 2002?  
 22 A. Very briefly, I was a contract trainer to begin with and  
 23 then I went into to be a trainer on the Lottery system.  
 24 It wasn't very long that I had been trainer that they  
 25 then promoted to a regional manager of training and then

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1 and managers to actually operate the system within their  
 2 own premises.

3 Q. Who was it that would provide that training?  
 4 A. It would be KnowledgePool who provided the training.  
 5 Can I just add, though, to that bit that, subsequent  
 6 until the training, there was also a number of other  
 7 elements of the training, such as an assistance within  
 8 that training. So it wasn't just the courses, it was  
 9 the documentation and the Helpdesk. There was a number  
 10 of other parts of the training or the support for the  
 11 training.

12 Q. So you had a lecture-based user awareness course, you  
 13 had a classroom-based training, and then you had various  
 14 documents also, such workbooks, to assist with the  
 15 training. Is that a fair summary?  
 16 A. That's correct. Included in that was also -- was  
 17 a training mode within the actual system itself, so in  
 18 other words they could switch from a live system into  
 19 a training mode.

20 Q. So there was a button on the Horizon system that you  
 21 could press that would assist you with training?  
 22 A. Yes.

23 Q. Thank you. I want to turn to your statement. I'm just  
 24 going to take you through a few passages within your  
 25 statement. Could I ask for it to be brought up on

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1 I was -- after that, I'd finished, the company then  
 2 wound right down then to just a few people and, all of  
 3 a sudden, they won the Post Office project and, of  
 4 course, it started to gear up again. That's why I was  
 5 offered full-time work.

6 From then, I was a training manager and then went  
 7 to -- on a region, I trained the other trainers and to  
 8 end up, I ended up as director of what was then  
 9 KnowledgePool.

10 Q. Then in 2002, you left and you moved to Manchester City  
 11 Council, retiring in 2012; is that right?

12 A. Yes, that's true.

13 Q. Thank you. I'm going to ask you about the training that  
 14 was provided. We will come on in due course and look at  
 15 various documents that describe them in detail but, by  
 16 way of an introduction, can you briefly explain what the  
 17 user awareness event was and what user training was and  
 18 how they differed from each other?

19 A. Well, the user awareness events, as far as I recall,  
 20 were to actually give an idea to a larger number of  
 21 postmasters when their region -- what was likely to  
 22 happen in their regional and when they were likely to  
 23 come online and what coming online entailed. The user  
 24 training was actually a number of courses that were  
 25 given to both counter staff and also to subpostmasters

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1 screen. It's WITN06000100.

2 Can we look at paragraph 10, which is on page 6.  
 3 If we could scroll down that page to the second half of  
 4 the page. This is a section where you talk about  
 5 classroom training and you say the classroom training --  
 6 it's at (f):

7 "I have no knowledge of why the training medium of  
 8 classroom based training was chosen for the user  
 9 training course as I was not involved in that decision  
 10 process. I do however consider this to be the most  
 11 appropriate training medium in this case because when it  
 12 was presented to POCL [that's Post Office Counters  
 13 Limited] they signed it off as fit for purpose."

14 I'm going to take you through a few similar  
 15 paragraphs in the statement. Can we look at  
 16 paragraph 16 on page 8, please. It's the final line in  
 17 paragraph 16. This relates to issues identified during  
 18 the pilot or post pilot events and you say:

19 "I do believe that any issues identified during or  
 20 post pilot events would have been rectified in the  
 21 programme which was final signed off by POCL as fit for  
 22 purpose."

23 You'll get an idea of why I'm asking this question  
 24 shortly because the phrase "fit for purpose" is  
 25 regularly used. Let's look at paragraph 17 on page 9.

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1 This is about the feedback form. You refer to the  
2 feedback form and you say, it's about halfway down that  
3 page:

4 "At the time I did consider it appropriate to have  
5 different columns on the feedback form as no questions  
6 were raised about the form by POCL and it was approved  
7 for use as was."

8 Can we look at paragraph 29, page 11. This is  
9 about the user awareness event, and you say there:

10 "The training did not differ at all from the  
11 design training programme. Once the training programme  
12 was signed off by POCL as fit for purpose it was  
13 delivered as is."

14 Can we look at page 50, in paragraph 42. This is  
15 in reference to the course appraisal forms and you say,  
16 halfway through that paragraph:

17 "At the time I did consider the course appraisal  
18 form to be appropriate and this was based on the POCL  
19 approval of the form and sign off by POCL as fit for  
20 purpose."

21 I'm nearing the end of the statement. Let's look  
22 at paragraph 50, page 17. It's the top of that page.  
23 It says:

24 "The full programme was delivered approved and  
25 signed off by POCL and within the allotted timescale."

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1 **A.** Yes. I mean, once -- if there were no more -- if there  
2 were no more changes to it and they agreed that it was  
3 fit for purpose, in other words it fulfilled the task  
4 that it was meant to do for that specific part of the  
5 processes, whether it be EPOSS or balancing, et cetera.

6 **Q.** Was your measure of success whether or not the Post  
7 Office refused or agreed to proceed with something,  
8 rather than some sort of internal quality control?

9 **A.** We had our own internal quality control and sometimes  
10 there was -- it was a case of we actually went to  
11 different post offices, some of us that were involved in  
12 the creation of the documentation, and actually watched  
13 people doing in a live environment the actual processes.

14 From those processes, of course, we linked that  
15 with what the Post Office was giving us about certain  
16 things that it had to do on the system, certain actions  
17 on the system. We then wrote up that as an action and  
18 then, as I say, it went to the Post Office for sign off  
19 and, as I say, it could come back two or three times  
20 before it actually -- or several times -- before it was  
21 actually approved.

22 But once it was approved then that was the process  
23 we needed to follow.

24 **Q.** Generally speaking, who was that contact within the Post  
25 Office who would sign things off?

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1 Then finally I'm going to read the top of  
2 paragraph 52 on that same page, if we could scroll down,  
3 thank you. It says:

4 "In my view this is training programme fully  
5 enabled trainees to balance. If this had not been the  
6 case then POCL would not have approved and signed off  
7 the programme as fit for purpose."

8 It's fair to say that you rely quite heavily in  
9 your witness statement on the fact that the Post Office  
10 signed off various aspects of the training programme.  
11 Do you agree with that?

12 **A.** Yes, I do. They were very insistent -- it could be  
13 after several reworks, so we may have submitted  
14 a solution or a process, which balanced the manual  
15 system against the electronic system and then that would  
16 go forward in various stages to POCL and they would then  
17 require reworks, and then those reworks would go back,  
18 and sometimes two or three times, before they actually  
19 were deemed fit for purpose.

20 **Q.** So the Post Office was heavily involved in developing the  
21 training programme; is that right?

22 **A.** Absolutely.

23 **Q.** You say "fit for purpose". I mean, they didn't sign  
24 a piece of paper that said "This is fit for purpose", is  
25 that your way of describing their agreeing to proceed?

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1 **A.** The one I remember mostly was a lady called Sue Smith,  
2 and she was to do with the training for POCL. I think  
3 she was part of the procurement team but I'm not  
4 100 per cent on that.

5 **Q.** Did you have any involvement with any senior management  
6 within the Post Office?

7 **A.** Again, they came to one or two of the demonstrations  
8 that we actually gave. We actually had one session,  
9 I do remember, in Stockport where some of the union  
10 representatives came to look at the system and several  
11 managers -- I can't remember all the managers -- but it  
12 was widely demonstrated, sections of it were  
13 demonstrated to very senior members within POCL.

14 **Q.** You've said unions. Is that the National Federation of  
15 SubPostmasters? Is it the Communication Workers Union?

16 **A.** I'm pretty sure it was National Federation of  
17 SubPostmasters.

18 **Q.** Thank you. I want to look at the objective of the  
19 training programme. Can we look at FUJ00001276, please.  
20 This is a very early document. This is dated 1997.

21 There is a later version that we have -- I'm not going  
22 to bring it up but, just for the purpose of the  
23 transcript that's FUJ00001322 -- from July 1999 but it  
24 is the same, insofar as the section that I want to take  
25 you to, which is on page 5 of this document.

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1 This sets out the "Objective of the Training  
 2 Programme". Perhaps we could highlight that 2.2 and  
 3 blow that up slightly, if possible. Thank you.  
 4 I'll read that to you. It says:  
 5 "ICL Pathway have contracted Peritas Limited to  
 6 provide the training programme in support of the BA/POCL  
 7 Counter Automation project. The training programme is  
 8 required by ICL Pathway to meet the following  
 9 objectives ..."  
 10 The first:  
 11 "Compatibility -- the programme must be managed  
 12 and delivered in a manner consistent with the  
 13 implementation programme undertaken by ICL Pathway  
 14 Limited and their other subcontractors.  
 15 "Timeliness -- No individual is to be trained more  
 16 than five working days prior to the automation of their  
 17 normal counter position."  
 18 Then:  
 19 "... the required scope, which is -- 'To ensure  
 20 that all staff who work within a post office are  
 21 competent in the use of the automated platform, are  
 22 aware of the impact on operational procedures caused by  
 23 the introduction of the platform and that specialist  
 24 staff are provided with the appropriate additional  
 25 information to perform their job role within  
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1 style guide. I'll just wait a moment for that to be  
 2 brought on to screen. I'm not going to take you to  
 3 detail of this because I don't think it takes us  
 4 anywhere but, in terms of the document itself, if we  
 5 scroll down, we can see that you're the author of this  
 6 document. This was -- it's a style guide that sets out,  
 7 essentially, how training materials should appear. Is  
 8 that a fair summary?  
 9 **A.** Yes, from what I remember of it. As I say, it's  
 10 23 years ago, so remembering exactly what's in it is  
 11 difficult. But yes for the main part it was but what  
 12 would appear and how it should appear. The style guide,  
 13 again, was -- it had to meet both KnowledgePool and POCL  
 14 standards; in other words, fit in what we normally would  
 15 produce.  
 16 **Q.** Can we just quickly scroll through that document just so  
 17 we can get a flavour of what it contains. If we look at  
 18 page 18 or 19, for example, it gives examples of  
 19 workbooks and what they might look like, that kind of  
 20 thing. Was this the kind of thing that you produced?  
 21 **A.** Yes, it was.  
 22 **Q.** What other documents of this kind do you recall  
 23 producing?  
 24 **A.** Well, actually, this was a style guide for most of the  
 25 things. You know, there was the actual workbook, there  
 99

1 an automated post office'."  
 2 Then it gives appropriate competence levels. It  
 3 says:  
 4 "The delivered programme is required to ensure  
 5 that 95 per cent of personnel have a minimum competence  
 6 that they are capable of processing 90 per cent of all  
 7 transactions undertaken by their base office correctly."  
 8 Were those objectives that you were aware of?  
 9 **A.** Maybe not in exactly the same words but, certainly, that  
 10 was an aim of the courseware and the training programme.  
 11 **Q.** We will look in more detail at the training but do you  
 12 think that those objectives were achieved?  
 13 **A.** I believe they were achieved, although the amount of  
 14 people that were trained, it's very difficult to put  
 15 an actual percentage of it. As I said in my own witness  
 16 statement, there was a wide range of both age groups and  
 17 IT competency in the Post Office itself and people who  
 18 worked in the Post Office. I don't know if it was ever  
 19 measured to the fact that it was those 90 per cent of  
 20 all transactions and 90 -- 95 per cent of personnel of  
 21 a minimum competence. They certainly undertook the  
 22 course as is and, yes, but putting a percentage on it,  
 23 I couldn't do that.  
 24 **Q.** Can we look at FUJ00001280, please. This is a document  
 25 that you wrote. It is the training and user awareness  
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1 were the quick reference guides, et cetera, that were  
 2 produced to support the training.  
 3 **Q.** Did you produce the workbooks themselves?  
 4 **A.** Most of them, yes.  
 5 **Q.** So we'll come to look at them but some of them have,  
 6 I think, your name as an example, I think, as an example  
 7 username in workbook 9. We can look at that in due  
 8 course, if we need to. But the substance of those  
 9 workbooks then that were produced for the training, that  
 10 was something that you produced?  
 11 **A.** Yes.  
 12 **Q.** I want to talk about the early training sessions,  
 13 starting with what was called the first 14, and was  
 14 February/March 1999. I'll bring the document up but can  
 15 you tell thus background to the first 14?  
 16 **A.** These were a number of, if you like, trial courses where  
 17 it was to give the trainers and delegates, without  
 18 overlooking -- in other words, there wouldn't a great  
 19 lot of the senior management at each of -- or there  
 20 wasn't supposed to be a great deal of senior management  
 21 that first 14 courses, one, really to give the trainers  
 22 a chance in not a live environment but an environment  
 23 with the real postmasters and, another, to give the  
 24 postmasters a real chance on the system without being  
 25 overlooked by some of the very senior management and to  
 100

1 try to get as honest feedback as we could on the actual  
 2 course itself and how they felt about it and how the  
 3 trainers managed over the period of the course.  
 4 Q. Can we bring up on screen POL00039733 and perhaps if we  
 5 could scroll over to the next page. So this is  
 6 a report, I think, that you wrote. If we look at the  
 7 page after that it has you down as the author. Do you  
 8 remember writing this report?  
 9 A. No, not outstanding to other reports that I wrote but  
 10 I have a recollection of it but I wouldn't be able to  
 11 tell you exactly what was in it, no.  
 12 Q. Was it the first significant report that you wrote in  
 13 respect of the effectiveness or otherwise, of the  
 14 training for the Horizon system?  
 15 A. Yes, I would say so, particularly with the Post Office  
 16 staff.  
 17 Q. It's dated 28 March 1999.  
 18 A. Yes.  
 19 Q. Can we look at page 5, please, and I'll read to you  
 20 section 1 which gives the introduction. It says:  
 21 "ICL training services were requested by  
 22 Pathway/POCL to provide trainers for a series of courses  
 23 for Counter Assistants and Counter Managers on the  
 24 Horizon System."  
 25 So pausing there, there are separate training  
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1 projects for Peritas and for KnowledgePool -- not all of  
 2 them but some of them.  
 3 Q. Do you have an idea of how many trainers there were at  
 4 all?  
 5 A. It was certainly -- at its peak there were certainly in  
 6 the region of 250.  
 7 Q. Thank you.  
 8 "2. To receive feed back from delegates on the  
 9 course content.  
 10 "3. To evaluate the Performance Standard  
 11 Assessment ... results.  
 12 "4. To evaluate the equipment reliability when  
 13 used in a training environment.  
 14 "Pathway/POCL had agreed to use the courses as  
 15 an opportunity for new trainers to train in a real  
 16 environment."  
 17 Now, real environment, what do you understand by  
 18 that?  
 19 A. Well, a real environment, for us it wasn't a live  
 20 environment; there's a definite distinction between the  
 21 two. The systems were stand alone and, therefore, you  
 22 couldn't actually link into any sort of network.  
 23 A real environment for us would have been going to  
 24 a room, whether it be in a hotel or whatever was chosen  
 25 for the actually training, and there were several  
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1 courses for counter assistants and for counter managers;  
 2 is that correct?  
 3 A. That is correct.  
 4 Q. "The delegates on the courses were volunteers from  
 5 POCL."  
 6 They were volunteers. Were they subpostmasters,  
 7 assistants or something else?  
 8 A. They were both, I believe. There was postmasters and  
 9 assistants.  
 10 Q. Do you know how they were selected?  
 11 A. No. That would have been Post Office who would have  
 12 gave us the names. We would have had nothing to do with  
 13 the actual selection of the delegates attending.  
 14 Q. "The aims of these practice courses from an ICL Training  
 15 Service perspective were as follows:  
 16 "1. To give experience to new trainers who had  
 17 completed the ICL Training Services induction course in  
 18 November/December 1998 and a recent Horizon update  
 19 weekend in delivering the Counter Assistant and Counter  
 20 Managers events."  
 21 Who were those trainers? The new trainers, who  
 22 were they? Were they people who were employed by  
 23 Peritas, were they self-employed, were they contractors?  
 24 Do you know their backgrounds?  
 25 A. They were mostly contractors but they'd worked on other  
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1 different types of room that we did manage to get, and  
 2 setting up the equipment, getting it all ready to go,  
 3 laying everything out, and making sure that as, you  
 4 know, as near as we could to actually make it as though  
 5 they'd been out on the road, we'd set up a classroom,  
 6 everything else, and the postmasters and counter  
 7 assistants came to attend the course.  
 8 Q. Thank you. So it wasn't in a post office and it wasn't  
 9 dealing with real customers?  
 10 A. No.  
 11 Q. But it was trying to replicate that environment in  
 12 a classroom?  
 13 A. Correct.  
 14 Q. In terms of how the training went forward from, say,  
 15 '99/2000 and onwards, was that still the format in terms  
 16 of it not being within a post office or on live  
 17 equipment?  
 18 A. Yes, that's all we could do. We had to have --  
 19 everything we did in that, because of the amount of  
 20 trainers involved, the amount of training in locations  
 21 the width and breath of the country, we had to have  
 22 a generic approach to the training. So once we actually  
 23 got it, you know, as per the course specifications then  
 24 it was delivered as that each time. But, as far as  
 25 I know, it was never delivered on a live system.  
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1 Q. This training in February and March 1999, that was very  
2 early on. It was almost 12 months before the national  
3 rollout began properly. Were you aware at this time  
4 that work was still ongoing in relation to the Horizon  
5 platform?  
6 A. Absolutely. I mean, I used to pay regular visits to  
7 Feltham where they were developing new things and  
8 actually improving some aspects of the system. So it  
9 was -- we could test the courseware out but, obviously,  
10 it was ongoing, as you say, a year before, before the  
11 actual final system would have been signed up.  
12 Q. So as a company that was linked to ICL, did you have  
13 free access to ICL? I mean, you have said that you  
14 visited. Could you go when you wanted to, speak to who  
15 you want to?  
16 A. Yes, I mean, usually if we had -- if there was sum issue  
17 that I would go there and certainly one of the senior  
18 training team would have gone down and actually looked  
19 and tried to find out how it was developing and what  
20 version we were up to because, of course, everything was  
21 version controlled down at Feltham and just to see if it  
22 was -- how far off it was so that, if we did have  
23 a question from Post Office, why that wasn't actually  
24 there yet or being used. In those early stages, we  
25 could say "Well, this is that stage it was at at  
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1 "A lot of information to take in on one day no  
2 doubt practice is the best way to learn."  
3 Scrolling down Bristol counter managers, and we  
4 have quite few comments there.  
5 "Not confident not computer literate."  
6 "I will need extra training."  
7 "More time on balancing -- error notices."  
8 Looking down a little bit more it says:  
9 "Second day should be expanded to full day --  
10 especially for delegates who have no experience of  
11 automated systems."  
12 I think we said earlier it was one and a half days  
13 for managers, wasn't it?  
14 A. Yes, it was.  
15 Q. If we look at that final paragraph on that page, it  
16 says:  
17 "course definitely requires two full days second  
18 day is six hours with no lunch break. I feel the course  
19 is unsatisfactory because it is very intensive and  
20 coverage of important tasks ie balancing is rushed as  
21 a result. Bearing in mind a subpostmaster could be  
22 asked to do their first balance unsupervised."  
23 Scrolling over to the next page, 25 February  
24 Bristol counter assistants, about halfway down on those  
25 comments it says:

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1 development at Feltham".  
2 Q. Can we look at page 6, please, in the bottom of page 6.  
3 This looks at the feedback and it has totals there of  
4 the feedback in the very final column at the bottom.  
5 I've added those up. So it's 9 plus 66 plus 179 plus  
6 137. That makes a total of 391. So does that sound  
7 about right, that there were 391 attendees at this first  
8 14 training session?  
9 A. Yes, it would be about.  
10 Q. I'm going to take you through some of the feedback. Can  
11 we start on page 7, please. So if we look at page 7, it  
12 starts with the Bristol counter managers training and if  
13 we look at the remarks below. So some of the -- I'm  
14 going to give you just some examples of the remarks,  
15 I won't take you to every one and I should say that  
16 there are some positive comments within this document  
17 but I'm not necessarily going to focus on those.  
18 I would like to talk to you about, for example,  
19 number 1, "More time required (several comments). A bit  
20 further down "Too much information compressed into  
21 course". A little further down "Although trainer was  
22 excellent not enough time to cover all topics plus  
23 questions". "Good trainer not enough time allowed".  
24 The next one is the Bristol counter assistants and  
25 if we go over the page -- thank you -- it says there:  
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1 "Not yet totally confident -- 1 day is not  
2 enough."  
3 So the counter assistants course, was that one  
4 day?  
5 A. Yes.  
6 Q. The final comment there it says:  
7 "It would be useful for staff to try more  
8 transactions -- products not covered."  
9 Moving on to the Glasgow counter assistants,  
10 5 March, if we could scroll down to the next page:  
11 "More time needed on Reports."  
12 Third comment says:  
13 "Not confident on end of day procedures practice  
14 will help."  
15 A little further down it says:  
16 "More time needed on training."  
17 Two persons have said that.  
18 "Not confident at all."  
19 If we look at the bottom there it says:  
20 "Not very confident."  
21 "Do not have enough information to balance my  
22 position at the end of my shift."  
23 "Too much information was crammed into two short  
24 a time, the course was too long time-wise."  
25 Next is the Glasgow counter managers, if we could  
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1 scroll down on to the next page, some of the feedback  
 2 there is:  
 3 "Balance ran out of time more time required.  
 4 "More time daily summaries/balance."  
 5 We move on to the Newcastle counter managers and  
 6 if we look down the second comment there:  
 7 "More on transactions and how to balance.  
 8 "How to put things right (more time)."  
 9 A bit further down it says:  
 10 "More on balancing outputs/actual printouts."  
 11 A little bit further down it says:  
 12 "Balance/cash account procedure (more time)."  
 13 On to the next page, please, Birmingham counter  
 14 managers. Again, quite similar concerns being raised  
 15 there. They say:  
 16 "Concerned I feel if you're not careful in the  
 17 accounting aspects of Horizon you might find yourself in  
 18 trouble. You need to know what you're doing.  
 19 "More time needed on balancing procedure. Sped  
 20 through a lot of information and the course quite  
 21 intense.  
 22 "Balancing (more time).  
 23 "Pretty confident with day to day work &  
 24 procedures, still confused over the balance in relation  
 25 to comparing it with what I do at present."

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1 days.  
 2 St Albans counter managers, if we have a little  
 3 look below that table. Second entry there:  
 4 "Balancing needed more time."  
 5 About half way down:  
 6 "Having experience of ... ECCO and understanding  
 7 balance periods and CAP helped. Although I feel [half  
 8 a day] for balancing could be insufficient for offices  
 9 that do not have this experience."  
 10 There are more entries. I don't think need to  
 11 take you to them all. There are undoubtedly some  
 12 positive comments within this feedback but is it fair to  
 13 say that there are two themes that really stick out  
 14 there: one is of not enough time and the second is  
 15 insufficient information on balancing? Do you agree  
 16 with that?  
 17 **A.** I think whenever I've taught IT systems before, I mean,  
 18 you're subject to certain restraints. I mean, if you had  
 19 had it over a week you probably would have got as many  
 20 comments saying too much time we went over and over it  
 21 again and, again, it is a thread that runs through a lot  
 22 of the comments is the amount of time.  
 23 It's very difficult really because, for some  
 24 people, it wasn't enough time, for some people with the  
 25 additional support that they had in the form of the

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1 A little further down it says:  
 2 "A little longer needed on balancing procedures."  
 3 Near the end there it says:  
 4 "Balancing section is a lot to take in within the  
 5 current format.  
 6 "Confident in day 1 content, less confident on the  
 7 management/balancing section."  
 8 The balancing section, I think, was on the second  
 9 day, wasn't it?  
 10 **A.** Yes.  
 11 **Q.** If we keep on scrolling, I think the next page is  
 12 actually just a photocopy of the first page so we can go  
 13 over the page again. We are at Newcastle. If we keep  
 14 on scrolling perhaps through to Birmingham counter  
 15 assistants and over the page "Remarks general":  
 16 "I need at least 2-3 times more of this training  
 17 before I can feel confident.  
 18 "I need to be training again for the course, as  
 19 I cannot remember everything that was taught.  
 20 "In general it felt a bit rushed. I did feel that  
 21 the course was a bit rushed. It may be better held over  
 22 two days."  
 23 Another comment near the bottom "Really needs two  
 24 days". That counter assistants, so that's only the  
 25 one-day course and they are saying there they need two

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1 workbooks the quick reference guides and Helpdesk,  
 2 et cetera, and the chance to actually go on to remedial  
 3 training then perhaps we should be looking at that, at  
 4 some of the feedback with relation to that, as opposed  
 5 to just looking at the feedback of those very early  
 6 courses, you know, without actually factoring in the  
 7 other assistance that was available to subpostmasters  
 8 and the staff.  
 9 **Q.** We'll look at the further assistance and we'll look at  
 10 some feedback later on but, insofar as this early  
 11 feedback is concerned, so March 1999, is it a fair  
 12 comment to say that, looking at those remarks, there are  
 13 quite a few that said there wasn't enough time and quite  
 14 a few that said that there was insufficient information  
 15 on balancing?  
 16 **A.** I agree. The other thing I would actually add into that  
 17 mix, though, which I think is very relevant, is the fact  
 18 that some of the postmasters and Post Office staff had  
 19 been actually balancing in a certain way for many years  
 20 and took a great pride in it, to be fair to them, and  
 21 I talked to a lot of postmasters at the time and it was  
 22 a real pride thing to balance the books as they did it  
 23 as they'd always done it. So any change to that  
 24 balancing process and anything that was taken away from  
 25 them, they were going to be incredibly confident in what

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1 they did to something that was new and it didn't always  
 2 sit very well. I'm not making that as an excuse but it  
 3 is a point of fact.  
 4 Q. Can we look at page 20 of this document, and that has  
 5 the conclusion. The conclusion, I'm going to read it  
 6 out for the record, it says:  
 7 "The trainer appraisals have been very favourable  
 8 for a first attempt. There's still room for  
 9 improvement, particularly in the area of timings,  
 10 although the timings did improve where a trainer  
 11 delivered a subsequent event. It would appear from some  
 12 of the delegate appraisals that they expected balancing  
 13 on the counter assistants course. The appraisals  
 14 annotated unsatisfactory on overall level of  
 15 satisfaction was because of the amount of information to  
 16 be assimilated and the course content rather than any  
 17 problem with the trainer's delivery."  
 18 So the summary conclusion there is that the issue  
 19 was less with the way that the trainer was delivering  
 20 the course and more of an issue about the amount of  
 21 information that attendees needed to assimilate?  
 22 A. Can I also add from personal experience there that, if  
 23 you are delivering a training course particularly of  
 24 that length for the first time, it's a huge amount for  
 25 the trainer to remember and it's not the easiest thing  
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1 "Pretty confident [on the] day to day work &  
 2 procedures, still confused over the balance in relation  
 3 to comparing it with what I do at present."  
 4 So, I mean, there are a fair few comments there  
 5 quite a few remarks that address concerns about  
 6 balancing, rather than simply the amount of time that  
 7 has been allocated in the course.  
 8 A. Yes, I accept that but, you see, there I mean, that sort  
 9 of -- where it says there -- yes:  
 10 "... still confused over the balance in relation  
 11 to comparing it with what I do at present."  
 12 I mean, that just justifies what I've said that  
 13 there, that some the postmasters for many, many years  
 14 had taken a pride in balancing as they did manually and  
 15 it was perfect and they took a great pride in it. To  
 16 suddenly take that away and give them an electronic  
 17 system to do it with, which was, in a lot of respects,  
 18 very different it was quite a culture shock to them on  
 19 the actual balancing side.  
 20 But I'm not decrying the fact that, yes, we would  
 21 have liked more time, I would have thought -- or they  
 22 would have liked more time and the balancing, yes, was  
 23 what it was on the system. But there were other support  
 24 mechanisms available to them.  
 25 Q. If we pause in time there then, so February/March 1999  
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1 to do. So you usually find, on the first few courses  
 2 you do, you haven't got as much judgement of when to  
 3 actually slow down a little bit or make sure that's been  
 4 assimilated. That comes with maybe one or two courses  
 5 and then you actually feel more confident with the  
 6 material. So there's always a little bit of that as  
 7 well.  
 8 So while I accept that more time was a definite  
 9 thread running through it and the balancing also, there  
 10 are some other contributory factors as to why it might  
 11 not have been the slick as it could have been in the  
 12 first few events.  
 13 Q. Absolutely. But let's go back to page 12 of this  
 14 document which looks at a manager's course, the  
 15 Birmingham manager's course in March.  
 16 So this is a fair way through this first 14.  
 17 We're looking now at 8 and 9 March. Can we just look at  
 18 some of those comments again. The first is:  
 19 "Concerned I feel if you are not careful with  
 20 accounting aspects of Horizon you might find yourself in  
 21 trouble. You need to know what you're doing.  
 22 "More time needed on the balancing [process].  
 23 Sped through a lot of information and the course is  
 24 quite intense.  
 25 "Balancing (more time).  
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1 do you think that the training course was sufficient,  
 2 insofar as it addressed balancing?  
 3 A. It addressed balancing within the time restraints that  
 4 we had to do the course and it certainly went through  
 5 the balancing process but, again, the trainers and,  
 6 well, everybody really, encouraged the attendees to  
 7 actually use the other things that were available to  
 8 them to actually confirm the knowledge that we'd picked  
 9 up on course, and certainly the Helpdesk.  
 10 From my own personal experience of working in the  
 11 Post Office during the actual whole event, and that was  
 12 one in Slough that I worked in, if they needed to  
 13 resolve anything, the first thing that most postmasters  
 14 did, in a few offices that I went in, if something was  
 15 wrong, not with the Horizon System or anything, they  
 16 picked up the phone and phoned the Helpdesk, and they  
 17 didn't seem to -- they very rarely seemed to use the  
 18 documentation, supporting documentation. The Helpdesk  
 19 was their key. They rang the Helpdesk, the Helpdesk  
 20 solved the problem and they got on with the end of the  
 21 day.  
 22 Q. The Helpdesk assists once you are on the system but,  
 23 presumably, the training before you get on the system is  
 24 pretty important, isn't it?  
 25 A. Oh, absolutely, absolutely. But to get every single bit  
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1 of what was a fairly complex course into that time and  
 2 you'd be perfect on it as you finished the courses then  
 3 I think that was a tall order, to say the least,  
 4 considering some of the delegates which were attending  
 5 the courts. And, as I said, the age range was fantastic  
 6 really and the actual IT knowledge was excellent to none  
 7 at all.

8 So it wasn't just about the actual training  
 9 itself, it was that sometimes it was the people who  
 10 actually attended and no disrespect to them but they  
 11 tried their best but it's bound to be something new, if  
 12 you'd never done it before, always seems more complex.

13 Q. So let's say you were a manager and you have a day and  
 14 a half allocated for training. Your evidence is that  
 15 there was sufficient training, insofar as balancing was  
 16 concerned, for a day and a half's course but do you  
 17 think a day and a half was sufficient?

18 A. Again, it depended -- I come back to it's depending on  
 19 the delegates. For some, obviously, it wasn't because  
 20 that's expression they gave and for many it was. You  
 21 know, so it was striking that balance the two and  
 22 certainly the courseware and the delivery of the course  
 23 showed you how to balance. For most -- I can't put  
 24 a percentage on it, but for a large number of people  
 25 that was enough and for some people it wasn't enough.

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1 for whatever the percentage was of delegates. But you  
 2 always want more time on training courses.

3 Q. Following this exercise, which the intention of this  
 4 exercise was to get a snapshot in time in the early  
 5 stages to try and improve the programme going forward,  
 6 what concrete steps did you take to improve the training  
 7 with regards to balancing?

8 A. We went through the balancing and tried to make it as --  
 9 I can't say simple because, obviously, there was  
 10 a system to be followed -- sorry, there was a procedure  
 11 to be followed on the system but the trainers were very  
 12 aware that this was a very important part of the course.

13 In fact, the whole course was important but they  
 14 tried to actually explain it as well as this could  
 15 explain it and, actually, look out for people who are  
 16 really struggling on the course, particularly with that  
 17 element, to actually make sure they got some remedial  
 18 training.

19 Q. So once you received the product of this study, how did  
 20 you communicate that to the trainers?

21 A. Well, depending if the trainers had actually been on the  
 22 courses and had finished the courses, although there  
 23 weren't that many at that time who had gone through, but  
 24 it was part of then their induction and when they were  
 25 doing the three-week induction, we actually made sure

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1 But when you say you're a postmaster and you come  
 2 on a course on balancing, what's your background to  
 3 actually doing that, you know, you would have to look at  
 4 how -- you know how *au fait* were you with IT equipment  
 5 and using IT equipment to do the sort of functions that  
 6 were asked on the system.

7 Q. Did you take away from this exercise -- I mean, looking  
 8 at those kinds of comments that are on the screen now,  
 9 did you take away to any extent that more might be  
 10 needed to be done, insofar as training for balancing was  
 11 concerned?

12 A. Absolutely. It was trying to make it so that the  
 13 trainers were as clear as possible on how to -- you  
 14 know, from the actual courseware to actually -- to make  
 15 sure the balancing was right, particularly on the  
 16 subpostmasters course. And it was a case of you went  
 17 through it as slowly as you could with some of the  
 18 people, and I know many of the trainers who didn't have  
 19 to finish at that time stayed behind with some of the  
 20 delegates who were really, you know, who were  
 21 struggling, some of the older delegates who were  
 22 struggling to actually run through a bit of it again.  
 23 I know that happened quite often.

24 So yes, it would have been nicer to have more time  
 25 for some delegates but I think it was sufficient time

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1 that on the last week, where they were delivering  
 2 elements on the system, a lot of that was on the actual  
 3 balancing and we had -- you know, we were trying to make  
 4 them aware there that this had to be explained as well  
 5 as they could and also that they -- if they saw somebody  
 6 struggling then they would actually make note of that  
 7 and, you know, carry out remedial action where  
 8 necessary, in other words report it back or point the  
 9 actual delegate into an area where they could get  
 10 additional support on balancing.

11 Q. Can we go back to the first page of this, which is the  
 12 fax header. This is sent from Alan Bourne to Kathryn  
 13 Cook. Are you able to assist us with who they are?

14 A. I will be honest with you, I haven't got a clue. I've  
 15 not got a clue.

16 Q. Do you remember this report being escalated in any way  
 17 within ICL Pathway, even to the Post Office?

18 A. I can't remember it being escalated. I do remember  
 19 actually that the -- we were very aware of the timings  
 20 on the course. I mean, all trainers were made aware  
 21 that they had to -- you know, that there were some  
 22 things that were generic which were fairly  
 23 straightforward, such as the EPOS, the Electronic Point  
 24 of Sale element was fairly generic. But actually the  
 25 accounting bit, the balancing bit, would be difficult

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1 for some delegates, as I say, and we tried to rectify it  
 2 from a training level.  
 3 As far as it being escalated to hierarchy in the  
 4 Post Office, certainly Stuart Kearns, who was the  
 5 director at the time, was very aware of it.  
 6 Q. I am going to take you to another document,  
 7 NFSP00000340. This is a document from one month later.  
 8 In fact, on the first page, it says 1996 but, actually,  
 9 if we turn over the page it's a 1999 document and it's  
 10 one that we looked at this morning. It's comments made  
 11 by subpostmasters to Pam Jervis from -- the cover letter  
 12 is sent from Colin Baker.  
 13 Let's have a look at those. These are comments  
 14 that were made to the NFSP:  
 15 "Training.  
 16 "The first day of training is OK but the second  
 17 day is bad because it is rushed. They are not finishing  
 18 on time, but are rushing to finish before 3.30 pm,  
 19 because otherwise they have to buy lunch. Why [do you]  
 20 use the most expensive hotels?  
 21 A couple down it says:  
 22 "In every training session, nobody had done a main  
 23 balance, snapshot balances only. Nobody had been  
 24 trained to do a full balance."  
 25 So this is one month after 30 April 1999. Were  
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1 documentation and what the Post Office required.  
 2 I don't recognise that number 3 at all.  
 3 Q. You don't recognise it in as much as you didn't receive  
 4 it and didn't see it at the time or you don't recognise  
 5 it in that you didn't receive any complaints about  
 6 training failing to assist sufficiently with balancing?  
 7 A. No. I mean, there is always issues on training. There  
 8 is issues with the courseware and obviously -- not so  
 9 much the courseware but actually what is taught on the  
 10 course, and you will always get feedback: it's not long  
 11 enough, it's too long, the room was too hot, it was too  
 12 cold, the tea wasn't on time. You know, you get lots  
 13 and lots of feedback.  
 14 I've already conceded that we would have liked  
 15 more time on the second day but that wasn't my decision  
 16 and it was a case of the two hierarchical elements of  
 17 the actual training rollout, which was Peritas and also  
 18 POCL, agreed that's what we had to do on that day and  
 19 the trainers and myself and other people involved at  
 20 that level tried to do the best we could in relation to  
 21 what we'd been told to do.  
 22 Q. I appreciate it's some years after now but were they  
 23 themes that you recall at the time, in the early days at  
 24 least of training, so February, March, April, themes  
 25 about there not being enough time, ie that first  
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1 you aware of those kinds of comments, even if not those  
 2 particular comments?  
 3 A. Certainly, the first one, I don't understand that at  
 4 all. I don't know of any trainers who did that and they  
 5 were checked regularly. Why they'd use the most  
 6 expensive hotels, that again was down to a location --  
 7 you know, to a location thing and to make, obviously,  
 8 the delegates as comfortable as possible. So, no,  
 9 I don't see that top one at all. I've never seen this  
 10 document before, as far as I know, and a lot of it --  
 11 you know, certainly on the training there, I don't  
 12 recognise.  
 13 Q. But I mean the first comment that it's rushed, the third  
 14 comment that nobody had done a main balance and nobody  
 15 had been trained to do a full balance, those themes were  
 16 similar to the themes that were picked up in the  
 17 February/March report, aren't they?  
 18 A. Yes, it would appear so. As I say, I don't actually --  
 19 I can't relate to that. I can't remember the whole  
 20 balance procedure. I mean, it's 23 years ago. As far  
 21 as I know -- I mean, as I say, the actual balancing  
 22 process was signed off by Post Office and from their  
 23 hierarchy. So I would imagine that it -- you know, it  
 24 was fit for purpose. We carried out the training as it  
 25 should have been done according to the training  
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1 paragraph, it being a bit rushed, and problems with the  
 2 balancing, that third paragraph?  
 3 A. I certainly remember the not enough time but it wasn't  
 4 by everybody. I mean, some people would say "Yes, it  
 5 was spot on" and some people would say "It wasn't enough  
 6 time". I do recognise that certainly and I've already  
 7 conceded that point. We would have liked, certainly as  
 8 a trainer and trainers are part of the training team, we  
 9 would have liked more time but we had to go with what we  
 10 were given and what was agreed at a higher level than  
 11 ours. So with the time we had, we tried to do the best  
 12 we could.  
 13 Q. Do you think issues such as timing were raised within  
 14 ICL? You said you did what you did with the time  
 15 available. Did you raise it at all with anybody?  
 16 A. Yeah, I mean, it's always a concern about the time but,  
 17 again, as I say, it was known within ICL and coming back  
 18 again, repeating myself, is the fact that one of the  
 19 fallbacks to that particular comment was that there was  
 20 other help and support available. So when it was  
 21 raised, even if they hadn't picked up 100 per cent on  
 22 the course itself, there was other supporting things  
 23 that could be done to help them with balancing, such as  
 24 the Helpdesk, the workbook, et cetera, et cetera.  
 25 So, although it was a concern, it was felt that it  
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1 would be addressed by additions to the actual training.  
 2 Q. You said it was raised within ICL. With anyone, in  
 3 particular?  
 4 A. Well, certainly Stuart Kearns, by boss, would have known  
 5 about it and he would be dealing at that level but, as  
 6 far as me being a part of those meetings or have any say  
 7 in that, apart from feeding it in to Stuart Kearns,  
 8 I wouldn't have been able to do anything else about it.  
 9 Q. Thank you. Can we look at POL00028357. This is  
 10 a document we looked at this morning. Can we look at  
 11 page 4, please. This may well not be something that you  
 12 at the time. This is relating to Acceptance Incident  
 13 218. Do you remember anything reference to Acceptance  
 14 Incidents and Acceptance Incident 218?  
 15 A. No. Sorry, I have no recollection of that.  
 16 Q. This was a contractual incident that was raised by the  
 17 Post Office and if we can just have a look at what is  
 18 says there, it says:  
 19 "The Managers Training Course is not acceptable  
 20 due to deficiencies in the accounting modules. In the  
 21 live environment the training given did not equip the  
 22 users to perform the completion of office cash accounts.  
 23 This is a [I think it means 'basic'] POCL function that  
 24 is central to running and accounting for the POCL  
 25 network."

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1 then -- you can't change that process because that's the  
 2 process needed to balance. So, as far as concrete  
 3 changes to the system or the way the process was  
 4 delivered, I don't remember and don't recall any what  
 5 you would call concrete changes.  
 6 There was issues about it and obviously these were  
 7 passed up to the hierarchy, in my particular case  
 8 anyway. But we have to follow that process and I don't  
 9 remember -- I don't remember the system changing,  
 10 I don't remember any of the training changing to address  
 11 those issues. In fact, it wasn't actually my line of  
 12 process, it was the timing of the process that may have  
 13 been an -- well, it was an issue, obviously.  
 14 Q. Can we look at FUJ00001356, please. This is the  
 15 "Counter Managers Course Specification". It is dated  
 16 October 1999. You are listed as being on the  
 17 distribution list. Is this something you remember at  
 18 all -- not word for word but do you remember it as  
 19 a document?  
 20 A. No, not particularly, not as a document, no.  
 21 Q. Could we --  
 22 A. Am I on the distribution for it -- I can't --  
 23 Q. Yes, if we look down -- sorry. Your name's listed in  
 24 those final few --  
 25 A. If I was on the distribution I certainly would have seen

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1 That Acceptance Incident was observed, it says, on  
 2 19 May 1999. Was anything along those lines ever raised  
 3 with you at all?  
 4 A. No, I mean, if anything, the time which it was raised  
 5 more backwards that when we looked that appraisals that  
 6 we got from the postmasters and counter assistants  
 7 actually attending the course, there was quite obviously  
 8 a lot, as you already pointed out, a lot of comments  
 9 about the timings, you know, that they weren't enough  
 10 time. That was passed up.  
 11 But, as far as this particular document and input  
 12 into this document then, no, it was passed up through  
 13 Stuart Kearns and the hierarchy of Peritas, and  
 14 I believe then to ICL but I wouldn't know, and certainly  
 15 POCL attended nearly -- well, all the development of the  
 16 training course.  
 17 Q. If we think back to that time period, so we're talking  
 18 May -- summer of 1999 into the autumn, towards September  
 19 and during September 1999, do you remember any concrete  
 20 steps that were taken to improve the training course,  
 21 particularly in respect of balancing issues?  
 22 A. Not concrete steps, no. I mean, I don't believe the  
 23 course was changed. The course couldn't really be  
 24 changed because there was an actual process to  
 25 balancing. So you can't -- it's very difficult to

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1 it. The actual document I don't particularly remember  
 2 but, yes, maybe so.  
 3 Q. Can we look over the page, please. So this is the  
 4 specification for the counter managers' course and it  
 5 seems as though, in October 1999, there were amendments  
 6 made following the evaluation exercise. So that's,  
 7 I think, that there was an exercise in July 1999 and  
 8 then it says:  
 9 "Document is based on the courses presented as dry  
 10 runs to Post Office Counters Limited and signed off by  
 11 Trevor Rollason in September 1999."  
 12 If we look at page 3, this is the contents of the  
 13 course. It still seems to be a two-day course or a one  
 14 and a half day course that's spread over two days. Is  
 15 that right, in terms of the time period? That didn't  
 16 change?  
 17 A. No. It is right, sorry. No, it didn't change.  
 18 Q. If we scroll over to page 5, on page 4 we're looking  
 19 that Day 1 training course, and we're now on page 5,  
 20 which is still the Day 1 and there is quite a lot of  
 21 content dealing with the EPOSS system: EPOSS intro,  
 22 EPOSS continued, EPOSS scales, and then scrolling down  
 23 it says EPOSS Rems and reversals.  
 24 Were you aware, during this period, so October  
 25 1999, of any issues with the EPOSS system, any technical

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1 issues with the EPOSS system?  
 2 **A.** No, I can't actually say I was. I mean, I think it was  
 3 all okay. I mean, as I said to you, almost all the way  
 4 through the initial parts of the project, they were  
 5 working on different parts of the EPOSS system and it  
 6 was a fairly generic -- the EPOSS sales on the system,  
 7 if I remember, were very generic. I don't remember  
 8 a lot, if any, of the changes on what you've shown me  
 9 there on EPOSS.  
 10 **Q.** Through your conversations with people at ICL, you have  
 11 already said how you're able to visit their premises and  
 12 talk to people, talk to developers. Did you talk to  
 13 developers at all during your period of training?  
 14 **A.** Yes, I did. One of them, one that I wanted to learn,  
 15 was barcodes on benefit books, so I worked quite closely  
 16 with a guy who was actually developing that at Feltham,  
 17 and he showed me how all that worked and that way then  
 18 I could answer more in-depth questions if any of the  
 19 trainers we were training had issues about the  
 20 barcoding, et cetera, on the benefit books.  
 21 So it was thing like that, I went down so I could  
 22 get a more in-depth knowledge on some things that  
 23 I could then explain to the trainers, as they were  
 24 either doing the training or going through the training.  
 25 **Q.** In any of those conversations that you had, did anybody  
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1 there will be problems being experienced in the EPOSS  
 2 system at that time?  
 3 **A.** Not really not on the training systems, no. I mean, it  
 4 seemed fine. I mean, most of the EPOSS was -- it was  
 5 fairly straightforward. Some people some of the  
 6 delegates said never seen touch screen technology before  
 7 and things like that, and that was something that,  
 8 again, we had to go through with some of the delegates  
 9 but, as far as the actual sales, et cetera, on EPOSS,  
 10 they seemed to work fine.  
 11 I don't remember there being a problem with those,  
 12 apart from the fact it depends what version you are  
 13 looking at. I mean, it was a case of, as a version  
 14 became released, then it was fine, it had been tested  
 15 and it was great. It was only the version on from that  
 16 which might have affected the previous version and that  
 17 wasn't released then until it was made right.  
 18 **Q.** You weren't working on a live system.  
 19 **A.** No.  
 20 **Q.** So did anybody say "Hang on a minute, although you are  
 21 working in this environment, when the postmasters get  
 22 out to the real world, their system might operate  
 23 slightly different"?  
 24 **A.** No. I mean, there's no reason why it should. I mean,  
 25 that's a bit like saying when you put Windows on

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1 point out any issues they were having with EPOSS  
 2 software or any other bugs, errors or defects at that  
 3 time?  
 4 **A.** Well, it's very difficult really because you actually  
 5 get the -- it depends which version and the version  
 6 control at Feltham was incredibly tight. There was  
 7 a lady who ran the version control and she was well  
 8 renowned for being very tight on which version. So, in  
 9 other words, as they added a particular function, it  
 10 could affect another function, so it was -- because  
 11 obviously they were interlinked.  
 12 So you could revert back to the previous version  
 13 and then develop -- and it kept going like that. So  
 14 sometimes a new thing that was added affected some other  
 15 parts of the system but they wouldn't actually release  
 16 that. I think they would actually go back to the  
 17 drawing board until it didn't affect the version and  
 18 then, as the next version was cleared, it would then  
 19 become, say, version 1, and then it would be version 2  
 20 and version 3.  
 21 So it was always stable in the last version if  
 22 that makes sense.  
 23 **Q.** As somebody who was designing the courses and the  
 24 materials, we have a day here almost a day dedicated to  
 25 there EPOSS system. Did anybody point out to you that  
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1 a computer if you try it stand alone it's fine but if  
 2 you try it on a network it won't work. It should have  
 3 worked. I have no reason to believe it didn't work.  
 4 I don't remember anybody telling me the EPOSS didn't  
 5 work and didn't work well.  
 6 **Q.** You have said at the beginning of your evidence today  
 7 about how much you relied on the Post Office signing off  
 8 the various training materials. What did you see as the  
 9 role of ICL in relation to identifying technical issues  
 10 with Horizon and informing you about those?  
 11 **A.** Well, as I say, it was a case of coming back to the  
 12 Stuart again, as a director of the company. He actually  
 13 went down several times and talked to high level  
 14 meetings about any issues that we had. But we were  
 15 informed if anything was affecting the training or may  
 16 affect the training through Stuart at the meetings and,  
 17 as I said, because I sometimes -- and others too --  
 18 wanted more in-depth knowledge about a certain process  
 19 on the system, that would allow us to maybe train it  
 20 better. We would actually go down to Feltham and speak  
 21 to the guys who were developing it -- and women,  
 22 obviously.  
 23 **Q.** In all of your conversations with people in Feltham, did  
 24 nobody mention any concerns they had with the Horizon  
 25 System?  
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1 A. Thousands but, you know, that's part of development.  
 2 They were developing a system. So, you know, there was  
 3 always some concerns. You know you don't develop  
 4 a system like Horizon and not have some concerns. It's  
 5 just the way it is. But those concerns would all have  
 6 to be sorted before that the next version or the stable  
 7 version was released. So yes, of course there were lots  
 8 of concerns by various people about various parts of the  
 9 system until they were rectified and were included in  
 10 the next version for release.

11 Q. Can we look at FUJ00001357, please. This is a document  
 12 that -- the "Training and User Awareness Baseline  
 13 Document". Now, you're not listed on the distribution  
 14 list of this but is this a document that you recall or  
 15 you would have seen at the time?

16 A. Again, it's very difficult to recognise individual  
 17 documents, even ones I wrote myself after 23 years but  
 18 if it was to do -- if I could have got my hands on it  
 19 and it was to do with anything training, I would have  
 20 read it.

21 Q. Let's go through and I see where we get to. The date  
 22 for this is 29 November 1999, so it's eight months after  
 23 the first 14 training that we talked about earlier this  
 24 afternoon. So we're eight months down the line now and  
 25 this is what's called the baseline document. Can we

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1 know, really hot on the system, basically.

2 Q. So here we are in November 1999, so eight months after  
 3 that first report that you wrote and the length of the  
 4 courses are still the same, aren't they: the counter  
 5 course one day; manager course one and a half days. So  
 6 nothing has changed as far as that's concerned; is that  
 7 right?

8 A. That's true.

9 Q. Can we look at page 16, please. Halfway down -- thank  
 10 you -- at 5, it describes the User Awareness course.  
 11 Just so that we can learn a little bit more about what  
 12 these different courses are, I will just read that  
 13 second paragraph. It says:  
 14 "The User Awareness event is aimed ALL users  
 15 working within, or providing support to, post offices.  
 16 The purpose of the event is to provide an understanding  
 17 of the impact the impending installation and automation  
 18 programme will have on them as individuals and their  
 19 outlet as a whole. The overall aim is to elevate  
 20 concern users may have of the Horizon System and  
 21 encourage participation during training and  
 22 installation."  
 23 Was the user awareness course, I think it was  
 24 a voluntary course; is that correct?

25 A. Yes, it was. They were obviously encouraged by Post

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1 look at page 9, please. There's a diagram on page 9 and  
 2 is wonder if we can just blow up the diagram, please.  
 3 This shows the training solution.

4 Are you able to tell us what this shows at all?  
 5 I mean, if we start with, for example "User Awareness"  
 6 is that that the user awareness course was the first  
 7 interaction somebody would have with training, that  
 8 lasting two and a half hours.

9 A. Yes.

10 Q. Then you have a specific course depending on who you  
 11 are: so you have a counter course, which is a day;  
 12 a manager course, if you are a manager, two and a half  
 13 days; and then you have specialist training, for  
 14 example, for auditors, for trainers and for HFSOs. Are  
 15 those Field Support Officers?

16 A. Yes.

17 Q. Their training would be longer. That would be two to  
 18 five days; is that right? Is that how you remember it?

19 A. Yes, it is. I don't remember the specifics of that  
 20 course. I almost certainly did one for the auditors  
 21 because I actually went down and attended at least one  
 22 of those courses with the auditors to actually make sure  
 23 it was you know we were training it right and they were  
 24 getting all the information they needed because,  
 25 obviously, to be able to audit, they needed to be, you

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1 Office to attend. As far as I can recollect, it was  
 2 voluntary but they were usually -- the ones that  
 3 I actually saw were always very well attended because  
 4 obviously it was going to have a big impact on the  
 5 business they were in.

6 Q. Was that essentially an introduction, a brief  
 7 introduction, into the system?

8 A. Yes, it was a brief introduction about what the system  
 9 did. It was where they fitted in in the rollout process  
 10 and, basically, what it says in that paragraph and they  
 11 could ask some questions at the end, et cetera, and if  
 12 that's all fine, and if not we took them away and fed  
 13 them back to Post Office and to Peritas to actually get  
 14 in touch and answer the question.

15 But mostly it was fairly straightforward. The UAE  
 16 was a fairly straightforward event.

17 Q. Could we look at page 18, please, if we scroll down just  
 18 a little bit, it has there "Managers" and this describes  
 19 the managers' course, so that's one and a half day  
 20 contiguous training event delivered over two days to  
 21 include venue setup and clear down:  
 22 "This course will be targeted at staff who are  
 23 required to understand the full functionality of the  
 24 automated platform.  
 25 "It is understood that all management grades will

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1 need this training. It is also understood that other  
2 staff may perform these tasks, in some cases as backup,  
3 and they will also need the Managers training event."

4 So the managers' training, the one and a half day  
5 event, that was for, for example, subpostmasters and  
6 also for assistants who would sometimes carry out those  
7 subpostmaster tasks?

8 **A.** Yes.

9 **Q.** Then you had a separate one-day course that we see there  
10 for the counter staff. It's recognised that some of  
11 these staff who perform some management functions would  
12 attend, as I said, the managers' course.

13 Scrolling down, you then have those other courses  
14 that were a little longer. You have the "Back Office  
15 Audit", the "POCL Train the Trainer". So "Train the  
16 Trainer" is a five-day course for, I think it's fair to  
17 say, training those who trained?

18 **A.** Yes.

19 **Q.** Can we look at page 31, please. Scrolling down this  
20 again, this goes into a little bit more detail about the  
21 managers' one and a half day course and it mentions  
22 balancing there. It says -- it's the fourth bullet  
23 down:

24 "This course would be targeted at staff who are  
25 required to understand the full functionality of the

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1 **Q.** So there was a very short space of time to carry out  
2 quite a considerable amount of training?

3 **A.** It was a huge undertaking. I mean, we were -- I realise  
4 that there are some things that -- we had a very good  
5 rapport for the most part with the trainers and  
6 postmasters and the staff. The trainers have a very  
7 good rapport, from what I remember, and what I'm sure  
8 I've had to with the postmasters, and both understood it  
9 was difficult to train that many people in that time.

10 So the course had to be very generic and it had to  
11 run exactly the same on every event and that is quite  
12 a difficult ask when you've got so many events running  
13 concurrently.

14 **Q.** Can we look at page 41, please, at the bottom of that  
15 page.

16 This is under the heading "Horizon Field Support  
17 and Migration Visit" and it says at the bottom:

18 "It is ICL Pathway's experience that users require  
19 further support after training to help remember topics  
20 covered by their training event and build confidence  
21 [over the page] in daily use. Therefore the Horizon  
22 Field Support visit is part of this document for  
23 recommendation purposes only."

24 Can you tell us a little bit about the role of the  
25 field support officers?

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1 automated platform including balancing activities."

2 Then scrolling down you have a section on counter  
3 assistants. Can we go to page 36, please. This talks  
4 about the actual format of the courses. So all courses  
5 will start at or before 10 am. There will be a maximum  
6 of six staff on each event. Then the final bullet there  
7 says:

8 "The training audience will be a maximum of 72,000  
9 post office staff, subpostmasters and assistants as  
10 defined in figure 8.1 overleaf."

11 If we scroll down, it has there the numbers. Do  
12 you remember those kinds of figures, so managers events  
13 you were expecting --

14 **A.** Sorry.

15 **Q.** Sorry.

16 **A.** I believe it was the biggest IT training event ever  
17 undertaken in the United Kingdom and I think we ran more  
18 events on one day than any other training event in the  
19 United Kingdom ever. It was a huge undertaking to  
20 deliver so many events across the whole of UK, you know,  
21 to counter managers and also counter assistants.

22 **Q.** Because you have there 7,004 managers and I think we saw  
23 somewhere that you don't begin the training until, is  
24 it, five days before Horizon is provided to them?

25 **A.** That was true.

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1 **A.** I can't actually. It's not something I remember at all.

2 I mean, my -- as it was at this time, when we were  
3 delivering so many events, it was a case of -- we did  
4 all those events and, to the best of my -- to the best  
5 of my memory -- "recollection", that's word I was  
6 looking for -- recollection, I don't think we missed one  
7 event in all those events. So a big part of it for me  
8 was making sure the trainers were up to speed and the  
9 Horizon field support was it was really not something  
10 I had a great deal to do with.

11 **Q.** If we scroll down on that page there's also reference to  
12 additional training. I think this is what you were  
13 mentioning earlier, that the additional training  
14 function becomes operable when any member of staff fails  
15 the competency test. So there was possibility of  
16 additional training?

17 **A.** Well, I lived in a small village in the Fylde actually,  
18 and it was a very small village and I knew our local  
19 postmaster and postmistress and the postmistress  
20 actually passed the course and her husband had to go  
21 back to remedial, which she delighted in telling  
22 everybody who went into the Post Office. But it just  
23 went to show that, you know, there was that additional  
24 training there. He was quite a bit older than she was  
25 and he undertook the remedial training and, after that

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1 -- I mean, as far as I can recall again, for a good time  
2 afterwards, they had no problem at all with the system.  
3 Q. Can we look at page 46, paragraph 11. There's reference  
4 there to "New Product and Update Training". It says:  
5 "ICL Pathway are not currently contracted to  
6 provide this service however ICL Pathway will be pleased  
7 to deliver this service subject to change control."

8 Do you recall was the training for new products?  
9 We was that something that was ultimately agreed?

10 A. Not on the rollout, no. Not as far as I can remember.  
11 I don't remember any new products coming online at all  
12 during that time. We went with the same version all the  
13 way through the training.

14 Q. So we're here, November 1999 is this document. Did you  
15 carry out any analysis after the March 1999 report to  
16 see if the two complaints that we spoke about earlier,  
17 the issues with the length of the course, which remained  
18 at one and a half days, and issues with balancing, did  
19 you carry out any analysis as to whether the situation  
20 had improved insofar as those were concerned?

21 A. I think -- you know, coming back to what I said before  
22 and I think if you go right up to the end of it,  
23 obviously the trainer has got more *au fait* with it and  
24 they probably weren't as much there because the trainers  
25 then would slow down or they'd see people who were

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1 really going to struggle. You know, you do when you're  
2 training, you can see people there. As I say, the  
3 trainers that we used, and I can speak for all of them  
4 I think, had a great rapport with the postmasters and  
5 they wanted to deliver a good session, and if they saw  
6 anybody struggling, and I know many that did they would  
7 actually, if they could, stay and help that person a bit  
8 more if they could.

9 But they would also, again, go through the  
10 supporting documentation where they could get further  
11 help, just so that when they did leave they felt a bit  
12 more confident.

13 Q. As things progressed towards national rollout in January  
14 2000, do you think that those problems, in particular  
15 those two -- length and issues with balancing -- do you  
16 think that those had been resolved?

17 A. No, no. Not with everybody. I would say certainly on  
18 the course, no they wouldn't have been resolved.  
19 I think the training stayed as was, because it had to be  
20 that generic training. I think the Helpdesk got better,  
21 from what I remember, and I think the people who were  
22 supporting in POCL got better. So I would say the issue  
23 on the course was that it was probably felt it was too  
24 short but the support with the handbook and the quick  
25 reference guides and, as I said, the Helpdesk, they got

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1 struggling with it, they were a lot easier to spot when  
2 you are more *au fait* with the course and they would have  
3 to then go up and, as I said to you before, I know  
4 trainers that actually stayed behind in their own time  
5 and helped a few people who had one particular bit --  
6 they would say "Stay behind at the end and I'll give you  
7 a bit more on it". So probably it did improve.

8 But on any course you went on there, because of  
9 the vast spread of knowledge and age to be -- without  
10 being ageist -- and age, quite a number of them had had  
11 no IT experience at all, some of them were quite *au fait*  
12 with IT. So it was -- there was no -- how can I put it?  
13 There was no level playing field between who actually  
14 attended the course. So it could be a massive  
15 difference. I think there was somebody who well into  
16 their 80s was still running the Post Office and not been  
17 out of the village for years and never had anything to  
18 do at all with IT.

19 So somebody like that coming on the course, it was  
20 a massive -- it was a massive culture shock to them.

21 Q. So the message to the trainers was "Spend some more time  
22 with those who are having some difficulties", but there  
23 was no actual analysis or further report into the  
24 broader picture?

25 A. No, they knew that there were some people who were

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1 better.

2 The Helpdesk was an interesting one, purely  
3 because, as I said to you, the culture -- and I've been  
4 to several post offices -- anything that went wrong or  
5 something they didn't understand, they immediately  
6 phoned the Helpdesk. They had manuals there from Post  
7 Office to actually go through procedures but they very  
8 rarely used them. It was a case of pick the phone up  
9 somebody on the Helpdesk can talk them through it and  
10 that was it.

11 Of course, with Horizon because there was a lot of  
12 new material, there were many times where they phoned  
13 the Helpdesk, you know, continuously, rather than  
14 looking up a simple process in either the quick  
15 reference guides or in the handbook, because it was  
16 their nature, that's what they did.

17 Q. You said the course had to stay at one and a half days.  
18 Why did it have to stay at one and a half days?

19 A. I don't know why it had to stay at one and a half days;  
20 that wasn't my decision. If they'd have upped it to two  
21 days or three days then we would have adapted  
22 accordingly. I think it was because of the amount of  
23 courses that needed to be carried out. I think it was  
24 deemed by both the hierarchy in POCL and  
25 KnowledgePool/Peritas that that was enough time to give

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1 an understanding of the actual hardware and the  
 2 processes, and should people not be quite as *au fait*  
 3 with it and wanted more time, there was either  
 4 additional training or there was actually other support  
 5 available to them.

6 Q. Whose call would it have been? You said at ICL and  
 7 POCL, whose call would it have been that one and a half  
 8 days was sufficient?

9 A. I think we would have looked that courseware and thought  
 10 "We could do it in that time". I think the call would  
 11 have been mainly POCL and even though -- even if  
 12 somebody like Stuart Kearns had raised it as an issue,  
 13 there obviously would have been other implications,  
 14 possibly, I don't know. I wasn't privy to those  
 15 conversations. We were told that was the time we had,  
 16 we had to cover that courseware in that time. Several  
 17 times it was expressed it was difficult with some  
 18 delegates to get them confident in that time but, again,  
 19 I keep coming back to it but there was other support  
 20 available to them.

21 So we did what we were told basically within that  
 22 timescale. I did not have anything to do with the  
 23 actual timescale itself.

24 Q. I'm going to take you to one more document before we  
 25 take a short break. That document is POL00028441. Can  
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1 "There wasn't enough training. On the course we  
 2 were booked to go together and didn't get the  
 3 appointment. We needed much more training and more  
 4 time. Balancing needs looking at. It was completely  
 5 inadequate. Day and a half was not enough, especially  
 6 training for balancing was concerned. I am used to  
 7 computers but some of the training was horrendous. Good  
 8 but not long enough. I only got one and a half days'  
 9 training. We needed more training. It was too rushed.  
 10 There wasn't enough training. Not enough training.  
 11 There wasn't enough training. It was good but not  
 12 enough. We need a bit more training. There was not  
 13 enough. Not enough. We didn't cover enough. We needed  
 14 to be taught more on the Horizon System, maybe spread  
 15 over a week we really needed more training", et cetera,  
 16 et cetera.

17 That's the first entry, so that's not enough  
 18 training. Over the page there's another section on not  
 19 enough training on balancing. It says there:

20 "Training for accounting was very bad. Balancing  
 21 took hours to sort out, and was kept up until midnight  
 22 sometimes. Tried to call Helpdesk but it was almost  
 23 always engaged. But needed more time on balancing. The  
 24 first day was all right but the quality of the training  
 25 was not good on the second day because we concentrated  
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1 we look at page 3, please.

2 Now, this is a Post Office document. Is it  
 3 a document that you are familiar with at all?

4 A. No.

5 Q. It's dated January 2000 and it's called the "Christmas  
 6 Horizon Research Report". If we turn over the page to  
 7 page 4 it says:

8 "This document accompanies the report entitled  
 9 Christmas Horizon Research, January 2000 by Lorna Green.  
 10 The report discusses the results of a telephone  
 11 questionnaire carried in December 1999 with a sample of  
 12 335 national rollout post offices and asks questions  
 13 about various aspects of the Horizon programme. This  
 14 document contains the actual comments made by each  
 15 respondent."

16 So we're now looking at December 1999. Can we  
 17 look please at page 4 -- sorry, the next page, page 5.  
 18 There's a table of contents and one of the areas that  
 19 respondents were asked about is training, that's  
 20 number 3. Can we look at page 14, which is where we  
 21 will see those comments. I'm not the going to go  
 22 through every comment but let's have a look at that  
 23 first section.

24 So there were complaints about not enough  
 25 training:  
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1 on serving customers which was very easy but needed  
 2 training on balancing in back office. I think it was  
 3 useless, inadequate, particularly for balancing. They  
 4 didn't inform us very much on cash accounts. But not  
 5 enough time, especially on the balancing side. The  
 6 training was very inadequate on the accounting side.  
 7 Did not allow enough time, especially on the balancing  
 8 side of it. Just inadequate -- we were trained to do  
 9 the counter procedures but not on the office  
 10 administration side. Balancing training was poor,  
 11 I taught myself", et cetera.

12 Over the page there's another section on "Not  
 13 enough time allowed", and it says there:

14 "It was trying to cram too much in, in not enough  
 15 time. Inadequate. Day and a half was not long enough.  
 16 No time to practise anything. It could ideally have  
 17 been longer training session. We ended up being left  
 18 totally confused. There was not enough time."

19 So looking at December 1999, just before the  
 20 national rollout in January 2000, you see those same  
 21 themes as you saw in the original report, the not enough  
 22 time theme and the not enough help with balancing theme.  
 23 Were those concerns raised with you at the time, or  
 24 anybody in your team, by the Post Office?

25 A. Not by the Post Office. I mean, obviously we knew from  
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1 delegates on the appraisal feedback form. I would say,  
2 looking at those comments there, we never had that many  
3 comments of that nature on the feedback forms that we  
4 got, you know, from each course. Instead of -- it's how  
5 you phrase the question as well. I mean, one of the  
6 things I noticed sometimes with Post Office -- and I'm  
7 not saying there was enough time, I agree that there's  
8 a thread going through that -- but it's a case of if you  
9 ask somebody what they didn't like about something, they  
10 tend to actually come up with a particular answer. And  
11 I've noticed on feedback myself where they actually put  
12 up "What did you like about something", on the board,  
13 and then say what didn't you like, and the people see  
14 things they did like and think they have to counter  
15 balance it with things they didn't like.

16 I agree about the no time, or not enough time,  
17 I should say, but it's a difficult one, really. We did  
18 what we could within the time that we had and none of  
19 them there have said, "even after, you know, I sought  
20 further assistance". None of them have actually said,  
21 as far as I've seen so far, none of them sought any  
22 further assistance, none of them have talked about the  
23 Helpdesk, none of them have talked about supporting  
24 documentation. You know, so it's all about the  
25 training.

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1 they've been doing, some of them for years and taking  
2 a great pride in, to actually doing something completely  
3 different and they wanted more time.

4 **MR BLAKE:** Thank you, sir. That might be an appropriate  
5 time to take a mid-afternoon break.

6 **SIR WYN WILLIAMS:** How are we doing generally with this  
7 witness, Mr Blake?

8 **MR BLAKE:** I am aiming to finish for 4.30, so if we take  
9 a ten-minute break now that should be possible.

10 **SIR WYN WILLIAMS:** Fine.

11 (3.30 pm)

12 (A short break)

13 (3.41 pm)

14 **MR BLAKE:** Mr Fletcher, can you hear and see me?

15 **A.** Yes, I can hear you.

16 **Q.** Thank you. Can we look at FUJ00119801, please. This is  
17 the counter managers' training pack. Is this a document  
18 that's familiar to you at all?

19 **A.** Yes, I believe -- yes, that one is familiar.

20 **Q.** It says at the bottom it's version 1. Do you remember  
21 at all would this have been consistent in 1999/2000?  
22 Were there significant changes to this at all?

23 **A.** I can't remember specific changes. What would have  
24 happened was there may have been increments to it but  
25 the version numbers would have changed. It might have

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1 Yes, the training would have benefited from more  
2 time but, actually, nobody's even mentioned the other  
3 support elements that there were to the course, so --  
4 having seen the course in just isolation and having seen  
5 the course with the other things that were available to  
6 them.

7 **Q.** What was it just a coincidence that those same two  
8 themes seemed to crop up again in December '99, as we  
9 saw in March 1999?

10 **A.** No, I don't think -- I think is no coincidence at all.  
11 I think it's very true, in the fact that some people  
12 would see or think or believe, or were actually right,  
13 that there probably wasn't enough time on the balancing  
14 stood in isolation, or actually saw it in the system.  
15 But what I would say is you have to look at that with  
16 regards to the other help that was available and you  
17 have to look at balancing that with some of the people  
18 that thought it was fine. I mean, all we've seen so far  
19 is documents mainly that said there wasn't enough time,  
20 and I accept that. I'm not disputing that and I think  
21 of any training you will get -- particularly when it's  
22 a little bit complex, which it was on the balancing,  
23 that it is difficult.

24 The other thing, as I said earlier, the fact that  
25 we were -- the actual system took them away from what

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1 been that changes were made. It would have to go  
2 backwards and forwards for approval with POCL and if  
3 they did approve any changes that were made then it  
4 would have been version 2 or 2.0. So it would be  
5 a whole -- if it was a whole number at the front, it  
6 meant that was the actual document we were using at the  
7 time.

8 **Q.** Thank you. Can we look at page 5, please. 5 is the  
9 agenda for the first day and then if we turn over the  
10 page it's day 2. Is this agenda familiar to you? Is  
11 that the kind of time periods that you dedicated to  
12 certain events throughout the training? Let's look at  
13 balancing, for example. We have there 10.00 am to  
14 11.00 am, 11.15 to 12.30, and then there's "followed by  
15 a role play and performance standard assessment", but it  
16 looks as though there were 2 hours 15 minutes on  
17 balancing in the second day; is that right?

18 **A.** I can't -- it must be if it's on there. That's what the  
19 trainers would have done, yes.

20 **Q.** So the aim -- we've said a day and a half, so the aim is  
21 to finish at 1.30 on day 2?

22 **A.** Yes.

23 **Q.** Can we look at page 63, please. Thank you. So this is  
24 training insofar as balancing is concerned, and can we  
25 just scroll on to the next page and over the page again.

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1 These are the topics that were covered in that section  
2 on balancing. Thank you. Perhaps we could scroll again  
3 and again. Thank you.

4 It seems as though that's quite a lot of  
5 information to fit into that 2 hours 15 minutes; would  
6 you agree with that? Quite a lot of different topics to  
7 be discussed there?

8 **A.** Yes, I agree.

9 **Q.** I mean, reflecting on this and reflecting on what we  
10 discussed before the break, do you think that a day and  
11 a half's training was adequate?

12 **A.** For some people, yes. For -- some people, obviously,  
13 would have benefited from more time. All I can say to  
14 you is that, you know, as far as the actual timings  
15 went, then that wasn't an issue for me. I couldn't  
16 affect that at all. Obviously, what it came down to,  
17 I don't know, whether it was the amount of people to be  
18 trained, whether it was the cost involved, et cetera,  
19 et cetera. But, you know, we were given a day and  
20 a half, that was approved by POCL, and we had to get in  
21 those topics within that timescale.

22 **Q.** I think it was your evidence before the break that you  
23 have to look at things in the round and it's not just  
24 the training itself, it's also things like the  
25 workbooks; is that right?

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1 **Q.** Can we look at POL00090452, please, because I want to  
2 ask you about the training workbooks. What were  
3 workbooks?

4 **A.** Training workbooks were something they could actually  
5 use. Remember, I said that the actual system had  
6 a training mode as part of the system and they could  
7 have used the workbooks to explain certain functions to  
8 other members of staff or to new members of staff and  
9 this could also be used as a reference to an operation  
10 on the system.

11 **Q.** Am I right in saying that there were ten separate  
12 workbooks?

13 **A.** Yes, I believe it was 10.

14 **Q.** Would it surprise you to hear that they are, in total,  
15 over 480 pages in length?

16 **A.** No.

17 **Q.** When were subpostmasters and their assistants and others  
18 expected to have read this? Was this before the  
19 training event, after the training event?

20 **A.** It would be after the training event but what I would  
21 say to you there is that it wasn't a reading document,  
22 it was a reference document for particular functions on  
23 the system. So it wasn't something you sat down at  
24 night and read, it was something that, if you needed to  
25 train somebody else or you wanted to refresh a process

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1 **A.** Yes. I mean, there were other support available to  
2 postmasters and to counter assistants. What I would say  
3 to you, from personal experience, I did go round  
4 a number of post offices to watch the manual processes,  
5 was that they actually very rarely used written  
6 documentation when they had an issue. It was nearly  
7 always the Helpdesk and this is one thing I did pass  
8 back up to both my boss, Stuart Kearns, and to POCL, was  
9 that I thought, because the time was reasonably short,  
10 that they may get a lot more enquiries to the Helpdesk.

11 **Q.** You said you fed that back to the Post Office. Can you  
12 remember a particular name of anybody?

13 **A.** Well, it would have been -- Sue Smith would certainly  
14 have been part of it because she was my main contact,  
15 really, within the Post Office and she tended to get  
16 together any people that would be involved in what we  
17 were discussing. So I knew for a fact that the Helpdesk  
18 would be under some pressure because, as I say, it was  
19 a short amount of time, it was given out to the post  
20 offices -- sorry, to the postmasters and counter  
21 assistants that the Helpdesk would have been trained and  
22 quite a lot of them, from what I remember, were quite  
23 pleased about that because, of course, we had issues  
24 with other things within the Post Office and, of course,  
25 that was their first port of call, was to Helpdesk.

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1 in your mind, you could pick up one of the workbooks or  
2 the workbooks and refresh yourself on that process.

3 **Q.** So you had the day and a half's training, let's say, if  
4 you're a manager and then you have this 480-page  
5 workbook to go through if you had a problem. Were the  
6 significant documents like this to read before the  
7 training?

8 **A.** Not as I recall. The other thing, although there's  
9 a lot of pages, as you say, quite a lot of them are  
10 diagrammatical because, obviously, there were a lot of  
11 screenshots included in the workbooks, as I recall,  
12 because, obviously, a picture tells a thousand words,  
13 and it was a case of it was a way of showing what would  
14 appear on the screen to assist the Post Office staff to  
15 actually complete the process.

16 **Q.** Can we look at page 7, please, and near the bottom of  
17 page 7. Thank you.

18 It's the penultimate paragraph on page 7. It  
19 says:

20 "The workbooks do not cover every possible  
21 transaction which you can perform on the Horizon System.  
22 If you need further help or if a specific example is not  
23 covered, you should consult the Horizon System User  
24 Guide."

25 Can you tell us briefly what the Horizon System

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1 User Guide was?

2 **A.** They were short guides, as I recall, to actually cover

3 some of the processes and I think some of the processes

4 were fairly generic, as I've said before and, certainly,

5 the EPOSS -- quite a lot of the EPOSS ones, if you sold

6 one thing on the system, it was the same process for

7 selling something else. It wasn't a completely

8 different process for everything that you did on EPOSS.

9 But the workbook -- sorry, the Horizon System User

10 Guide, they were also a supplement to this where you

11 could actually -- they were more like quick reference

12 guides.

13 **Q.** We have the user guide. I'm not going to take you to it

14 but, for the purpose of the transcript, it's

15 POL00090227. Would it surprise you to hear that the

16 Horizon System User Guide was 819 pages in length?

17 **A.** Yes, it would, actually. Perhaps I've mixed up there

18 with the quick reference guides. I think maybe I have.

19 I'm not aware of the User Guide but the quick reference

20 guides were a one-page quick reference -- as the name

21 would suggest, a quick reference guide to a specific

22 process. I'm not quite sure about the User Guide.

23 I can't recall exactly what that contained and what it

24 was for.

25 **SIR WYN WILLIAMS:** I can't help it, Mr Blake. In the old  
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1 a document that's 819 pages -- do you think that that is

2 helpful to those kinds of postmasters?

3 **A.** That's a difficult one. I can't really comment on that.

4 I mean, they were done for a specific purpose and, in my

5 own view, they matched that purpose. I agree with you

6 if somebody had to sit down and read them all, then no

7 they're not -- they would too hefty to actually to do

8 that. What I would say to you is that, from the post

9 offices that I went to on the manual process, there were

10 several large user guides and other guides within the

11 Post Office for the manual system.

12 So whether you -- as I say, as a reference they

13 were fine but as a bedtime reading, no, they weren't.

14 **Q.** Can we look at page 367, please. This is Workbook 10,

15 which is entitled *Balancing Using the Horizon System*.

16 This is the section of the workbook that addresses

17 balancing. Could we scroll over the page onto page 369.

18 This Workbook 10 was 115 pages long. Does that sound

19 right to you?

20 **A.** If you say so. I mean, I can't recall exactly.

21 **Q.** If we look down, these are all the topics that are

22 covered in the balancing workbook. Can we scroll down

23 a little bit more? Over the page, over to the next

24 page. This is section 2 continued and it goes down

25 there to page 115.

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1 days you could have waved the 819 pages around!

2 **MR BLAKE:** I'm not sure the Inquiry can pay for that much

3 printing!

4 We have here a 480-page workbook -- ten workbooks

5 that comprised 480 pages. They themselves refer to

6 819-page Horizon System User Guide. Did the length of

7 all these documents -- I accept that there were these

8 quick reference guides -- but do the length of this

9 workbook and the document that's referred to there give

10 any indication as to the complexity of the overall

11 system?

12 **A.** To a point, yes, but I also think that they were there,

13 as the name would suggest, as a reference to

14 a particular action. If it had been you had to read

15 through it all and then actually do things then, fine,

16 I agree with you, it would be far too hefty to do. But

17 if you were looking to complete an individual process,

18 then I would say they were fit for purpose. The other

19 thing, of course, is that POCL would have gone through

20 these and they wouldn't have got anywhere near the

21 offices unless POCL agreed them and signed them off.

22 **Q.** You gave evidence earlier the a postmaster who may be in

23 their 80s, whose first experience with a computer is

24 having Horizon put into their post office. Do you think

25 that workbooks that are 480 pages in length and refer to  
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1 Does number of topics that are covered in that

2 workbook indicate to you that cramming the issue of

3 balancing into that second day, the second half-day of

4 the training, was not sufficient?

5 **A.** What I would actually say back on that -- and I think

6 I've already conceded that we would have liked more

7 time -- is the fact that, although these may seem

8 foreign to somebody who isn't a post office person they

9 actually mean, you know, straight away they know what

10 shared stock unit declarations are, they know what

11 declared stock is. You know, so they are not all brand

12 new topics to them. It's just they are carrying out

13 what they normally did on the paper-based system onto

14 an electronic system.

15 So it may seem quite daunting if you just read

16 through it and said "Well, that's a lot to take in" but

17 actually it wasn't completely foreign to the POCL

18 workers, in my view.

19 **Q.** Can we turn back to page 287. This is training

20 Workbook 8. Training Workbook 8 dealt with *Help and*

21 *Basic Maintenance of the Horizon System*. Can we look at

22 page 296 which is within Workbook 8. It says at the top

23 there, section 1, "Horizon System Contingencies":

24 "If you have a failure of the complete system or

25 one of its components these are the procedures to  
160

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1 adopt."

2 Now, when it says "failure of the complete system

3 or one of its components", am I right in saying that's

4 something like a power failure or a screen failure; it's

5 not addressing errors in transactions, software errors

6 in transactions, for example?

7 **A.** Can you just repeat that. I didn't quite catch the --

8 **Q.** Absolutely. So this section addresses what's called

9 "a failure of the complete system or one of its

10 components", and then it goes on to list nine topics:

11 (1) power failure; (2) monitor touch screen failure; (3)

12 magnetic swipe card reader -- these sound very much like

13 hardware issues and not software issues.

14 **A.** Yes.

15 **Q.** For each of those, apart from scales, the advice seems

16 to be to telephone the Helpdesk. So if we look at

17 "Power Failure":

18 "The most likely cause of a complete system

19 failure is a loss power for one reason or another.

20 Telephone the Horizon System Helpdesk as soon as

21 possible."

22 The next one "Monitor Touch Screen Failure", it

23 again says "Call the Horizon System Helpdesk".

24 Magnetic swipe card reader failure, again "Call

25 the system Helpdesk". Smartcard reader, "Call the

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1 I've never -- I can't recall seeing this at all.

2 **Q.** It's called a training workbook. Is this not the

3 document that you recall being provided to those who

4 were trained by yourselves?

5 **A.** No, no, it isn't.

6 **Q.** Do you recall any document, in particular, being

7 provided to those who you trained?

8 **A.** Yes, there was a workbook. There was a system workbook

9 but, as far as I'm aware -- and, you know, some things

10 I just think can't remember but I'm pretty sure that

11 these elements were not in that book.

12 **Q.** I mean, this is -- if we look at the top right-hand

13 corner, it's dated July 1999 so that was a period that

14 you were involved in the training?

15 **A.** Absolutely.

16 **Q.** The reference is that a reference that you recognise at

17 all?

18 **A.** No, not at all. It's a Pathway reference and it's --

19 I just honestly don't recall. I don't recall those

20 failures. If I'd have been involved in it, I certainly

21 wouldn't have put each one as separate. I would have

22 actually listed the potential failures and put "Call" --

23 it's a bit monotonous to list every single one and put

24 "Ring the Helpdesk". It's just not something I feel

25 I would have done. I don't remember doing this in any

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1 Horizon System Helpdesk".

2 If we scroll down keyboard failure, "Call the

3 Horizon System Helpdesk".

4 6, barcode reader failure, "Call the Horizon

5 System Helpdesk".

6 Scales failure isn't dealt with by the Helpdesk

7 but moving onto 8, counter, again "Call the Horizon

8 System Helpdesk"; and 9 multiple equipment failure,

9 "Call the Horizon System Helpdesk".

10 Am I right in saying that there isn't a section in

11 training Workbook 8 on software errors?

12 **A.** I honestly don't know. Looking at this now, I think

13 I can't recall any of this book, I really can't recall

14 it at all. I thought I did when you first put the thing

15 up. I don't remember ever seeing this failure part of

16 any book. I think this is a POCL document.

17 **Q.** So I thought you had said that the workbooks you had

18 contributed to. Had you not contributed to those?

19 **A.** I had contributed to a workbook but I certainly none of

20 these things here I wrote. I can't recall writing any

21 of those. I can't recall being involved in any of those

22 at all because surely there would have been an easier

23 way to write that than actually do every single one; do

24 you know what I mean? I certainly didn't -- I may have

25 known about the document. I don't think I did because

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1 part at all. Whether I did or not, maybe I did I just

2 don't remember that and it doesn't sound like I would

3 have been involved in it, looking at it.

4 **Q.** In terms of the documentation that you were involved in

5 or you do recall from training, do you remember there

6 being any documents addressing software errors or what

7 to do in the case of a software error?

8 **A.** No.

9 **Q.** We've heard evidence of, for example, workarounds and

10 a Known Error Log that was held by ICL. Were those

11 things that you were aware of at all, that there were

12 certain procedures that you could use in order to get

13 around a problem, a work around?

14 **A.** No, not something I did.

15 **Q.** Do you recall things like workarounds being addressed in

16 any way in the training that was provided to

17 postmasters?

18 **A.** No, I don't recall at all.

19 **Q.** Can we stay on this document at page 297. You may -- in

20 light of the evidence you have given you may not be able

21 to assist with this at all but let's see where we get to

22 on this. Can we bring up on the same screen another

23 document, and it's FUJ00117722, page 15. These are two

24 different versions of training Workbook 8. The first

25 version is on the left-hand side and that's dated

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1 24 July -- in fact, it says 24 July 2000 but it's called  
 2 Issue 1 and then, on the right-hand side you have  
 3 29 July 1999, which is referred to as Issue 2. It's not  
 4 clear which of those two is earlier.  
 5 But what I want to take you to is that note there,  
 6 the wording in bold. One of them says:  
 7 "Should Post Office counter staff have difficulty  
 8 in using the Horizon System or the training  
 9 documentation, they should contact the Horizon System  
 10 Helpdesk. For problems with the Horizon System User  
 11 Guide or the balancing with Horizon document, you should  
 12 contact the Network Business Support Centre."  
 13 A. That's just confirmed it for me. I had nothing to do  
 14 with that because I would have remembered that. This  
 15 document is not one that I was involved in.  
 16 Q. Thank you. We'll stay with the document because I do  
 17 want to ask you about the Helpdesk and the Network  
 18 Business Support Centre and your recollection of those.  
 19 The one on the right simply says:  
 20 "Should Post Office Counter staff have difficulty  
 21 in using the system or the documentation, they should  
 22 contact the Horizon System Helpdesk. The service hours  
 23 of the Horizon System Helpdesk are as follows ..."  
 24 What I wanted to ask you -- and you don't need to  
 25 refer to this document at all, just to your  
 165

1 System Helpdesk?  
 2 A. It would have been the Helpdesk. I honestly can't  
 3 recall, and I would be surprised because it would have  
 4 been something that would have stuck in my mind.  
 5 I can't recall them ever being told to contact the  
 6 Business Support Centre.  
 7 Q. Thank you very much. I will skip the next question  
 8 because it asks about the same document.  
 9 Do you recall discussing with those who you  
 10 trained what to do in the case of a software error and  
 11 a software error, in particular, that had affected  
 12 balancing?  
 13 A. The only thing I think that we actually mentioned was,  
 14 if there was an issue with balancing whether it was  
 15 something to do with the software, or they were just  
 16 having trouble with the actual process, was to first of  
 17 all look at the supporting materials and then actually,  
 18 if it couldn't be resolved that way, then obviously to  
 19 contact the Helpdesk. If they couldn't balance using  
 20 the system, they would normally balance manually and  
 21 that would have been, as far as I'm aware, acceptable to  
 22 the Post Office because of a system failure.  
 23 Q. Thank you very much. Those documents can be taken down.  
 24 I have a few further discrete topics to ask you about.  
 25 The first is field offices but I think you've said  
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1 recollection -- is: who were subpostmasters, assistants,  
 2 et cetera, told to contact if they were having  
 3 difficulty with the system in a way that affected  
 4 balancing but that wasn't, for example, caused by  
 5 hardware? So who would I call if I had a software issue  
 6 that was affecting balancing?  
 7 A. The Helpdesk. As I said to you before, the culture --  
 8 forget the Horizon System. The culture in every post  
 9 office I visited is if there was an issue of any sort,  
 10 whether it be with a customer or whether it be with  
 11 benefits or anything else, was straight on to the  
 12 Helpdesk. They very -- in fact, I never saw one refer  
 13 to any of the current Post Office documentation that was  
 14 in the offices. They had a really good Helpdesk and  
 15 they were very reliant on it is my opinion and my view  
 16 of it when I actually went round the offices.  
 17 Q. What is your recollection of the Network Business  
 18 Support Centre?  
 19 A. I didn't know anything about that. I probably heard  
 20 about it but I didn't know -- I thought it was maybe  
 21 a subsidiary of the Helpdesk. I had nothing -- again,  
 22 nothing at all to do with the support centre.  
 23 Q. Do you recall postmasters ever being advised to contact  
 24 the Network Business Support Centre? Was the advice  
 25 that was given in training always contact the Horizon  
 166

1 that you don't really recall very much at all about  
 2 field offices --  
 3 A. No.  
 4 Q. -- is that right?  
 5 I do want to show you FUJ00001520. This relates  
 6 to field offices but it's actually relevant also to  
 7 those who you trained in general. It's FUJ00001520.  
 8 This is a Horizon Field Support Officer Counter  
 9 Managers' Field Specification from the summer of 1999.  
 10 So July 1999 there seems to have been a proposal to  
 11 amend the course for counter manager, the support  
 12 officers. Can we look at page 4, please. Is this  
 13 a document you remember seeing or a topic that you  
 14 remember being discussed?  
 15 A. I would have seen it. Because of the author, I would  
 16 definitely have seen it.  
 17 Q. So this seems to be a request by the Post Office for an  
 18 amendment to the two-day counter managers' course but  
 19 I don't believe it's the counter managers' course  
 20 broadly. It seems to be for the Horizon Field Support  
 21 Officers. Do you remember this at all?  
 22 A. Not really but I can -- the general gist of it maybe,  
 23 but not in any detail.  
 24 Q. So some of the reasons given for amending that course  
 25 are given here: increased length of course; two days'  
 168

1 training not enough; no practice time; more training and  
2 practice on balancing procedures. A little further  
3 down: one-day balancing cash accounting.

4 And if we turn over the page for a proposed  
5 timetable, it seems as though the proposal was to extend  
6 the course that was given to the Horizon Field Support  
7 Officers and we see there there's a day 3. So whereas  
8 day 2 you have an overview of balancing at 2.15 -- can  
9 we zoom out slightly. So you have the overview --  
10 perhaps zoom in a little bit more, if that's possible.  
11 Thank you very much.

12 So day 2 you have overview of balancing, overview  
13 of balancing processing reports, SU balance, but then  
14 moving on to day 3, which is the next column, you have  
15 quite a lot more: office balancing and cash account,  
16 suspense account.

17 Is this something you remember at all, this  
18 structure of training?

19 **A.** No, I don't remember this three-day proposal at all.  
20 I probably would have seen it but I can't -- maybe I  
21 didn't see it. It might be something that the author  
22 was doing with Stuart or the Post Office.

23 I mean, I think I agree with what you've said  
24 earlier on. Everybody would have liked more time. The  
25 problem is that you have to work sometimes, even though

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1 decide for it to be extended. I had no sort of control  
2 of that at all. They said this had to be covered in  
3 a certain amount of time and, to the best of our  
4 ability, that's what we did.

5 **Q.** If we look on the right-hand column, about half-way  
6 down, it says "introduce dodgy balance comp". That  
7 might be competition or composition?

8 **A.** I think what that would have been is that they would  
9 have actually had a balance that was -- that had  
10 mistakes in it and with common mistakes that we can  
11 possibly make and the delegates then probably would have  
12 had to look and say, "Well, that's a mistake, that's  
13 a mistake" and look at it in that way. But, again, I'm  
14 guessing that because I had no input into this document.

15 **Q.** Is that kind of thing, that kind of balancing common  
16 mistakes training, is that the kind of thing that did or  
17 didn't appear in the managers' training?

18 **A.** No, it didn't appear in the managers' training. It was  
19 all the processes to complete balancing, you know, as  
20 would normally be done in an actual office. The process  
21 is to use on the system to balance the Post Office. The  
22 problem with that is of course is that, you know, even  
23 on the manual balancing there are discrepancies  
24 sometimes or mistakes which doesn't produce a balance.  
25 I mean, I talked to many postmasters that said they'd

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1 you raise it as an issue, and it was raised as issues,  
2 that you have to work with what the client is proposing  
3 and also your own company.

4 So it's very easy to say there should be more time  
5 and et cetera, et cetera but there's a number of issues  
6 about more time and it's certainly the time it would  
7 take overall, the cost, there's a lot more than just,  
8 "Oh, we'd like an extra day so we'll put an extra day  
9 on." It wasn't at my level to make that decision.

10 **Q.** I mean, this particular proposal for the Field Support  
11 Offices, it seems to address some of those concerns that  
12 we saw earlier this afternoon and throughout this  
13 afternoon about not enough time and more on balancing,  
14 because it provides an extra day that addresses  
15 balancing. Do you think that's the kind of thing that  
16 should have been adopted for all of the managers?

17 **A.** To be honest with you, it would have -- yes, I mean  
18 I can't say, you know, I wouldn't have liked that. It  
19 would have made the course better. It wouldn't have  
20 made it appear to be so rushed. But the problem with it  
21 was, was that the fact that it wasn't our decision. We  
22 could make all the suggestions and pass feedback back,  
23 and feedback was regular available to both POCL and to  
24 KnowledgePool at the time and ICL, and if the course had  
25 to be extended they were the ones that would have to

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1 spent hours and hours on balancing day trying to balance  
2 the Post Office where a very simple mistake had been  
3 made.

4 So problems occurred with manual balancing as well  
5 as balancing on the system, it would appear, and were  
6 there were quite regular issues with the daily  
7 balance -- sorry, the Post Office balance and the manual  
8 system. It wasn't all just on the automated system.

9 Not every Post Office balanced correctly, that I do know  
10 for a fact, and quite a -- well, quite a number of them  
11 didn't balance correctly or didn't balance correctly  
12 until we'd done quite a number of hours after they  
13 should have balanced trying to find the problem.

14 **Q.** I'm going to move on to training the trainers. I think  
15 you've told us how many trainers you think there were.  
16 Can you tell us their background at all. How were they  
17 recruited --

18 **A.** They came from a various background. There were a few  
19 that were ex-military, there were some that were ex-Post  
20 Office, there were some that had trained on other  
21 systems like the National Lottery. And what we did, at  
22 first there was an initial -- well, obviously a CV and  
23 then an initial interview and, from that initial  
24 interview, they were called forward. There was three  
25 weeks of training for that particular trainer and it was

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1 subsequent to that, if they passed those -- at the end  
2 of each week, there would be an assessment and if they  
3 passed the assessments after every week, so passed the  
4 three assessments, then they would be employed as  
5 a trainer on the system.

6 The actual first week was about general training,  
7 use of training equipment such as overhead projectors  
8 and other things that you would use as a trainer. The  
9 second week was doing specific parts of training and  
10 obviously dealing with sometimes problems, et cetera.  
11 And the third week was all on the system. So they would  
12 do elements on the system.

13 For obvious reasons they couldn't do every single  
14 bit of the training as a test -- it would have taken too  
15 long -- but by that stage you could tell who could  
16 actually deliver it on the system and there was  
17 assessment there. They had to pass all three  
18 assessments before they were employed.

19 Q. Did they have any experience in working in a live post  
20 office system?

21 A. Yes, quite a few did and I can't remember exactly but on  
22 that many trainers, some of them were ex-POCL -- not  
23 many. A lot of them had worked on IT systems before.  
24 Quite a number were lottery. Like I said, there was  
25 a few military.

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1 oversee the activities on the ground and provide a focus  
2 for management reporting and work with OSD to determine  
3 staffing requirements for Thursday morning."

4 Is that anything you are able to assist us with at  
5 all?

6 A. No, I'm sorry. The D Fletcher, I probably did meet him  
7 but I don't know him.

8 Q. Can we look at FUJ00016958. Can I just say in relation  
9 to that previous document, there's clearly a -- it's  
10 been brought to our attention via a request from a Core  
11 Participant, but it seems as though that document it's  
12 "D Fletcher" rather than "Kevin Fletcher", so in fact  
13 you may have had nothing to do with that topic  
14 whatsoever. Is that right? It's a different Fletcher.

15 A. It is a different Fletcher but it actually says on the  
16 comments, it gave the example of a simple report taking  
17 three minutes to print:

18 "The performance is unacceptably slow and is  
19 getting worse with successive" --

20 Q. Sorry, sorry, I was talking about the previous document  
21 that I just took you to?

22 A. Oh no, no.

23 Q. The Cash Account Expert Team. That document --

24 A. It was a different Fletcher --

25 Q. -- was written by a D Fletcher, so it must be a

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1 It was a very arduous role as well. It sounds  
2 easy to go to an hotel and set up and everything else  
3 but, to be honest with you, they were travelling great  
4 distances in between some of the events, and it was  
5 quite a physical role as well because you were having to  
6 break down the classroom quite often, you know, after  
7 one evening -- sorry, one day and then travelling during  
8 the evening, set up the next day for the next event.

9 Q. But in terms of their actual real-life experience in  
10 using Horizon, being a new system, had any of them  
11 actually used Horizon within a live post office?

12 A. No, no.

13 Q. Moving on, can we look at FUJ00078743, please. This is  
14 a document from yourself. Is it a document that you  
15 recall at all?

16 A. Not in detail again, but I'm sure ...

17 Q. It's 12 May 1999 and it relates to the live trial  
18 operation plan. If we look over the page, it refers to  
19 something called the Cash Account Expert Team. Do you  
20 remember that? It seems as though there was an expert  
21 team that was put in place on a Wednesday to assist with  
22 issues relating to cash accounts.

23 A. No, I'm sorry, I don't recall that.

24 Q. If we look at the bottom of that page, it says:

25 "D Fletcher will attend the ICL Stevenage site to

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1 different Fletcher. This particular document I've been  
2 asked to ask you about, and it's an error log which we  
3 know is a PinICL, and it has your name there having  
4 discussed an issue. It relates, if we look on the top  
5 right-hand corner, to a training counter and an error or  
6 a difficulty -- I think it's a complaint that it's  
7 unacceptably slow. Is this something you recall at all?

8 A. Yes, very well. It actually was switching over to the  
9 training part of the system. It was -- I think that  
10 contractually it was that there would be a training mode  
11 on the system. What in reality at first there was an  
12 issue with how long it took to change over from live  
13 to -- or to change it from what would have been the live  
14 system to the training system. So that was in live. It  
15 wasn't on the actual stand-alone system. It was on the  
16 actual system itself.

17 Q. Were there issues that you experienced with training  
18 counters at all?

19 A. No, because of course all our systems were -- they were  
20 training anyway. They were always in training. What  
21 I'm saying to you is in the actual offices when the  
22 system was installed, there was a training mode that  
23 they could switch to. One of the issues that they had  
24 was that to switch from live to training took too long  
25 really. It was a long time and it became an issue.

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1 Q. Was that issue resolved?  
 2 A. I believe so but I'm not sure. I think it's still  
 3 probably today takes a while to -- there's that much  
 4 information, particularly with benefits and that, that  
 5 the system is linked to that to actually run in a mode  
 6 that wouldn't affect any of that, it takes a long time  
 7 to change over. I know they improved it quite a lot but  
 8 how much in the end I couldn't honestly say.  
 9 It didn't really bother the training, apart from  
 10 the fact it was an assistance to the training that we  
 11 gave that we could operate in training mode in the live  
 12 environment, if that makes sense. But we had to come  
 13 out of the live system to go into the training system.  
 14 They do it on a lot of EPOSS systems as well where in  
 15 supermarkets they can actually quite often, or they can,  
 16 change over from a live till, if you like, to a training  
 17 till. This was very much the same which they could  
 18 change over from a live Horizon system to a training  
 19 Horizon System in the office.  
 20 **MR BLAKE:** Thank you very much, Mr Fletcher. Those are all  
 21 of my questions.  
 22 Mr Stein has identified another version of  
 23 a workbook. Unfortunately, we've implemented a new  
 24 process which means there's going to be a difficulty in  
 25 getting that document onto screen. So we can see where  
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1 makes that point, sir. It's the second page of this  
 2 document. If we look over the page --  
 3 **SIR WYN WILLIAMS:** So do you actually have a question for  
 4 the witness?  
 5 **MR STEIN:** With the explanation I provided, I don't think  
 6 so.  
 7 **SIR WYN WILLIAMS:** You've given the evidence.  
 8 **MR STEIN:** Exactly.  
 9 **MR BLAKE:** Perhaps I could ask Mr Fletcher: Mr Fletcher, if  
 10 you look on the document that is being brought onto  
 11 screen, this is training workbook 8 and it says there  
 12 "Copyright KnowledgePool Limited 1999/2000." Is this  
 13 really a document that you wouldn't have seen or don't  
 14 recall seeing? Perhaps we can look at the page before.  
 15 A. I'd have to look at the pages. It might be that it  
 16 wasn't written, you know, by me or I had input to.  
 17 I did a workbook but the workbook -- or my team did  
 18 a workbook that was the operation of the system. In  
 19 other words, it showed screenshots that were, you know,  
 20 if you press this, this came up. It was a very basic  
 21 one and I don't recognise it being training workbook 8  
 22 at all.  
 23 Q. Might it have been that you produced one of the ten or  
 24 one or more of the ten workbooks but not these  
 25 particular ones, Workbook 8 to Workbook 10?  
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1 we can get to. We can take a break. It depends on how  
 2 important that document is, Mr Stein.  
 3 **MR STEIN:** Well, sir, the position in relation to the  
 4 document I've identified is that the witness,  
 5 Mr Fletcher, referred to workbook 8 as being a possible  
 6 Post Office document. There is a version of it which  
 7 has an FUJ, so a Fujitsu reference, which appears to be  
 8 a Pathway version of workbook 8 and that would deal with  
 9 the point raised by Mr Fletcher.  
 10 Now, in a way, I have made the point by putting  
 11 forward the difference. I'm happy to leave it at that.  
 12 I would suggest, sir, that you and the panel peruse  
 13 workbook 8 in the version from Fujitsu which, for  
 14 completeness, is FUJ00117722 and it contains the same  
 15 points which relate to basically "go to the Helpdesk".  
 16 **SIR WYN WILLIAMS:** Is this ultimately the sort of factual  
 17 point that can be dealt with by a simple written request  
 18 to the representative of, say, POL and Fujitsu who would  
 19 provide the answer, or what do you think?  
 20 **MR STEIN:** Well, I think on the face of the document it  
 21 answers that particular question.  
 22 **SIR WYN WILLIAMS:** It actually answers it.  
 23 **MR STEIN:** Because it pretty clearly says at the very top of  
 24 the document where it's from: ICL Horizon.  
 25 **MR BLAKE:** We can in fact bring up precisely a document that  
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1 A. I was never aware it was part of a series. The one  
 2 I did was really to support what was done in training.  
 3 In other words, it was a follow through book; in other  
 4 words, if you press this, this screen comes up, if you  
 5 want to do this, you press here, and it had all the  
 6 icons from the system which made for it easy to follow.  
 7 It was a real -- I don't know -- yes, simple book to  
 8 follow. It wasn't -- I don't remember it being part of  
 9 a set of any workbooks.  
 10 **MR BLAKE:** Thank you, Mr Fletcher. It's perhaps an issue  
 11 that we can explore with other witnesses in this phase.  
 12 I don't believe there are any other questions.  
 13 **SIR WYN WILLIAMS:** All right. Well, thank you very much,  
 14 Mr Fletcher, for giving your evidence to the Inquiry.  
 15 I'm very grateful to you.  
 16 A. Thank you.  
 17 **SIR WYN WILLIAMS:** It's just one witness tomorrow, is it,  
 18 Mr Blake, or have I got that wrong?  
 19 **MR BLAKE:** We have just one witness.  
 20 **SIR WYN WILLIAMS:** Yes, fine.  
 21 **MR BLAKE:** Mr Bansal.  
 22 **SIR WYN WILLIAMS:** That's it. I'm on track. Thank you very  
 23 much. So 10.00 tomorrow morning.  
 24 **MR BLAKE:** Thank you very much.  
 25 (4.24 pm)  
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1 (Adjourned until 10.00 am the following day)

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<b>M</b>	<b>measure [3]</b> 81/20 82/17 95/6	30/18 30/24 31/2 31/17 39/15 52/10 55/6 55/21 59/11 70/24 81/12	<b>month [5]</b> 9/23 11/1 20/11 121/7 121/25	55/6 55/21 58/19 59/3 59/11 59/16 59/17 64/10 69/6 72/10 78/14 78/15 78/16 78/17 79/7 79/8 80/16 83/9 85/11 85/14 85/17 85/22 85/24 86/9 86/12 86/16 151/7 151/14 157/25 177/20 177/22 178/2 178/5 178/9 179/9 179/9 180/10 180/14 180/18 180/21 181/4 181/5 181/7
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