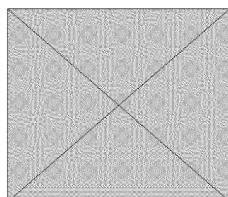

From: Paul Swanton [GRO]
Sent: Fri 27/03/2015 8:00:15 PM (UTC)
To: Mark R Davies [GRO]
Subject: Re: Horizon Help

Thanks mark

Enjoy the weekend



Paul Swanton
Strategy Planning &
Production Manager

Finsbury Dials
20 Finsbury Street
LONDON, EC2Y 9AQ
[GRO]

On 27 Mar 2015, at 19:58, Mark R Davies [GRO] wrote:

With you 100pc JK. Have a great weekend and let's catch up Monday. Thanks for such a full and helpful response.

I agree with you - watershed!!

I've made Pete M very aware of the unacceptability of this email chain and would like to see Simon P on Monday too.

Mark

Mark Davies
Communications and Corporate Affairs Director
[GRO]

On 27 Mar 2015, at 19:45, Jonathan Knox [GRO] wrote:

Ok - firstly on blackberry so apols for typos and also don't have access to full info. And this has taken a long time to type!!!

Honesty time...

Point 1: horizon is a system therefore garbage in, garbage out.

Point 2: do Mark H and I (only two people who can amend Help) make things up - No. It's a cut and paste from our Contributors.

Point 3: do we make mistakes - Yes. Generally typos. We have an arrangement with NBSC about correcting minor errors as they are found. Do we shout about this - no.

Point 4: do we dig marketing out the sh!t. Yes. Frequently. Specifically Phillips team - yes. On 5 occasions this calendar year. (I too am disappointed with this email trail).

Point 5: are Mark H and I experts on every product to be able to recognise when a mistake (typo or not) has been made - no of course not. We accept that our subject matter experts are exactly that - subject matter experts.

Referencing the original issue:

- 1: (sorry this is where I don't have systems access, so am making assumptions) this is likely to be an update to information. I.e. RM extended the promotion. Lesson here for us (comms) is either we delete the original comms, or else be clearer that it is an update. Happy to do either. However - also (ref point 5 above - we're human) and so we'll have to bring contributors with us. Now on my radar - Swani - goes back to our convo about pensions and information relevance.
- 2: travel insurance - not comms.
- 3: ordering - stock/marketing issue - not comms.
- 4: RFL - ????. Product Manager issue (see point 5 above). In fairness, we (mark/i) sometimes - ref DVLA - advise our Product Managers of changes to their products. To be honest - I see this as a good thing. We are not omnipotent, though.
- 5: errors - would like a clearer definition of what ian means by this. He has contacted us (comms team) before pointing out errors on Help (most recently on Stock Codes about a month ago - following this email I asked Cheryl Wingfield to review every single stock code on Help and we made around 100 updates and I emailed him back to advise).

Am somewhat perturbed that this is a Comms issue (point 1 above - caveat point 3) as I work closely with a number of teams (quietly and in the background) such as Stock/NBSC/Amanda Stevens to make sure that we get good info out - and when we do make mistakes, to get them rectified/mitigated quickly.

I have a number of examples of where we have supported our Marketing colleagues when they have failed/over-promised or just generally planned badly in the past few months that I am happy to share with Pete to demonstrate our (comms) commitment to customers....

From my point of view - this can be a watershed moment in terms of how/what we comms. We are putting rigour and governance into our planning and I expect others to do likewise. Mediocrity is no longer acceptable. Poor planning is no longer acceptable.

Again - apols that am on blackberry and don't have full facts to my fingertips. But I'll speak with you both on Monday.

JK

Jonathan Knox, Channels Manager
Post Office Ltd.

Sent from my blackberry so sorry for any typos.

From: Mark R Davies
Sent: Friday, March 27, 2015 07:01 PM Coordinated Universal Time
To: Paul Swanton
Cc: Jonathan Knox
Subject: Re: Horizon Help

Hi

Copying JK!

Thanks. I'm really cross that we have been fingered in this way without any warning: it's unacceptable and I am going to have it out with Pete Markey and Simon. Whether or not we have made a human error or not this is not acceptable in my view.

I would like chapter and verse on this on Monday please - if we have made a mistake then as you say it is a case of holding hands up: and everyone does make mistakes. If not, well....

Mark Davies
Communications and Corporate Affairs Director

GRO

On 27 Mar 2015, at 18:55, Paul Swanton [GRO] wrote:

Hi mark

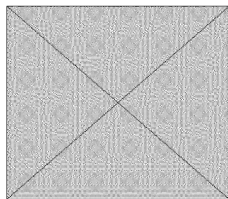
Jk is on it - I'm also disappointed with Simon as jk had already responded to him to say they'd discuss it on Monday - only one of the issues related to online help, the others are not related to that - can't understand that if it was thought to be a Comms issue Paula didn't come direct to you.

On the dates thing my view is it could be one of two things - these dates are changing constantly and changes were made at the last minute (this happens regularly) or we've made a mistake - the team are human and it doesn't happen very often.

I'd defend our branches being properly served to the hilt via branch focus - it's the highest regarded piece of Comms across the whole piece so the claim is a little unfounded. I'm guessing there have been a few issues recently (Paula's comment in the first exchange) but we've not been involved in those.

The fundamental basis is too many people are 'responsible' for communicating in the business and that's a big issue for controlling quality and accuracy. Of course we're putting in robust editorial and planning mechanisms (together with the audience oversight Paula mentions in her first email) however that only covers off what we know.

I've copied in jk as he may have something more to add - will do anything we need to get this approach right



Paul Swanton
Strategy Planning &
Production Manager

Finsbury Dials
20 Finsbury Street
LONDON, EC2Y 9AQ

GRO

On 27 Mar 2015, at 18:41, Mark R Davies

GRO

wrote:

Hi

Please can you give me an urgent view on this: not happy to have the team criticised like this without knowing more about background.

Thanks
Mark

Mark Davies
Communications and Corporate Affairs Director
GRO

Begin forwarded message:

From: Paula Vennells
GRO
Date: 27 March 2015 18:01:14 GMT
To: Peter Markey
GRO
Cc: Kevin Gilliland
GRO, Martin
George, GRO,
Simon Phillips
GRO, Mark R
Davies, GRO
Subject: Re: Horizon Help

This sounds like really poor join up. Kevin you need to add this in to your review please and make sure our branches are being properly served. It could be too many hand-offs. I'd like you to tell me when you have

Thanks Pete for the additional input.
Kevin, I'd like to you tell me when you have signed off a process you are happy with.
I make no apologies for wanting to know - there is nothing more frustrating when you are running a small business, than an incompetent head office. (Which is what it clearly is to Ian.)
Paula

Paula Vennells
Chief Executive
Post Office Ltd

T: GRO
GRO

Sent from my iPad

On 27 Mar 2015, at 16:57, Peter Markey
GRO wrote:

Hi Paula

Simon has spoken to Ian and talked at length following the earlier email.

It's clear that Ian has a number of concerns outside of his email and he spoke to Simon at length about these. He referenced writing to Alice to outline these in more detail.

On the issues covered in the email, in short its down to the updates on Horizon Online Help which the Internal Comms team currently own and manage.

Simon has updated Ian so he has the information he needs. He is also writing to him today with a detailed response to the points made.

I've asked Simon to pick this up today with the internal comms team to review the process and ensure that any bugs or issues are fixed such that this does not happen again.

Regards

Pete

From: Paula Vennells
Sent: 27 March 2015 09:47
To: Kevin Gilliland; Peter Markey
Cc: Martin George
Subject: Fwd: Horizon Help

Kevin, Pete, hi. View this note from a 'positive intent' - I'd like to know we can fix it for our benefit as well as postmasters.

See below. It is inefficient and costly: rework and answering queries like this consumes time,

effort and money - we are expensive executives! And it is a distraction from other priorities.

And secondly it's irritating because we are damaging our own brand and all the work you and your teams put in to building it.

We went through a similar phase a couple of years ago and I thought we now had a retail operations role in place (in network) that checked and cleared every comms that goes out to branches? This is not the first complaint in recent weeks as Pete knows. Apologies are necessary but you both need to crack down to improve the process. Successful retailers make occasional errors of course, but they are rarely careless. They may all be independent errors but it feels like a cultural issue around understanding the importance of right first time.

Can you advise?

(Maybe you could engage Ian to review the next 2/3 months worth of comms to branches?)

Thanks, Paula

Paula Vennells

Chief Executive

Post Office Ltd

T: GRO

GRO

Sent from my iPad

Begin forwarded message:

From: David Atkins

GRO

Date: 26 March 2015

20:55:04 GMT

To:

"ian"; **GRO**

GRO

NBSCEnquiries

GRO

Cc: Paula Vennells

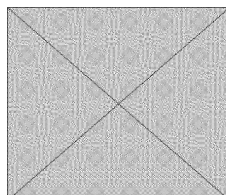
GRO

**Subject: RE:
Horizon Help**

Hi Iain

I will give you a call
tomorrow

Kind regards



David Atkins

Regional Sales Manager – North West

c/o Kim Williams – Post Office Ltd
Stanway House,
Almondsbury Business Centre,
Bristol,
BS 32 4QH

Moblie: **GRO**

From:

ian; **GRO**

GRO

Sent: 26 March 2015
12:19
To: NBSCEnquiries
Cc: Paula Vennells;
David Atkins
Subject: Horizon Help

Morning

Can you confirm the following:

1) On Horizon Help 'Calendar' 23-29 March -
RM Inland Parcel Offer Ends 29 March !
30 March-5 April - RM Inland Parcel Offer
Ends Sunday 5 April !

WHICH IS IT ?

2) When do the new Travel Insurance product
come into effect ???

3) Why can't I order, through Horizon,
further supplies of the NEW Travel Insurance
Packs ???

4) What is there to withdraw for
2014/15 Fishing Licences ? FYI 'NRA' Licence
books were withdrawn many years ago !

5) Why are these failures constantly
happening and who is actually doing anything about
these stupid omissions and errors ?

Marton Post Office 6-8 Preston New Road
BLACKPOOL Lancashire FY4 4HQ

Tel
Fax

GRO

GRO

www.martonpostoffice.co.uk



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