



Electronic *memo*

To Kathryn Cook/POCL/POSTOFFICE@POSTOFFICE, Martin O'Toole/POCL/POSTOFFICE@POSTOFFICE


cc

Hard Copy To

Hard Copy cc

From Clare Dryhurst/POCL/POSTOFFICE

Date 14/06/99 13:52

Subject Fwd: Letter to John Bennett, ICL Pathway 

Right on cue! Kathryn, I think this helpfully articulates what is going on out there and I assume that Peter will circulate this round the network team.

Clare

GRO


To Gail Morley/POCL/POSTOFFICE@POSTOFFICE, BSM Team, Don Grey/POCL/POSTOFFICE@POSTOFFICE, Jon Millidge@MAILHUB, Paul N Harris/POCL/POSTOFFICE@POSTOFFICE, Graeme Seedall/POCL/POSTOFFICE@POSTOFFICE, Harvey Skipsey/POCL/POSTOFFICE@POSTOFFICE, Peter Restarick/POCL/POSTOFFICE@POSTOFFICE
cc Eszter Meszaros/POCL/POSTOFFICE@POSTOFFICE

Hard Copy To

Hard Copy cc

From Andrew Radka/POCL/POSTOFFICE

Date 14/06/99 09:36

Subject Fwd: Letter to John Bennett, ICL Pathway 

for info

To Andrew Radka/POCL/POSTOFFICE@POSTOFFICE, Keith Baines/POCL/POSTOFFICE@POSTOFFICE, Mark Kelly/POCL/POSTOFFICE@POSTOFFICE, Christopher French@MAILHUB
cc Mike Cakebread/POCL/POSTOFFICE@POSTOFFICE, Dawn Green@MAILHUB, Douglas Craik/POCL/POSTOFFICE@POSTOFFICE

Hard Copy To

Hard Copy cc

From Avila Smith/POCL/POSTOFFICE

Date 14/06/99 09:28

Subject Letter to John Bennett, ICL Pathway

To see the attached letter to John Bennett. Can you please ensure our commitment to allow key managers to visit offices is put in place. The contact with the regions should be through the RLMs in North East and South West.

Regards

Bruce



Bennett 1406.d

John Bennett
Managing Director
ICL Pathway
Forest Road
Feltham
Middlesex TW13 7EJ

14th June 1999

Dear John

We spoke on Friday about the information which was emerging through the series of meetings with the Live Trial subpostmasters. We have now completed four meetings over the past ten days which have drawn in almost all of the original 204 outlets and many of the additional 100.

I've attached a summary of the comments which focuses mostly on one particular event on 10th June and supplemented by additional input from Thursday night. By its nature it is anecdotal but founded on the real life experience of those subpostmasters. We will be constructing a more integrated summary from all four events later this week. You will see the comments have been collected against each of the key implementation stages and reflect what went well, what went badly and the key lessons learned.

Part of the purpose for an early exchange of these views is to raise the profile of the difficulties being experienced by the front line users. There was a degree of emotion attached to each event which cannot be disregarded. One thread running through many of the comments was the feeling of inadequacy which people of long experience suddenly faced when confronted with the change. There was also a sense of abandonment which the early offices felt because of the difficulties in finding access to support which could solve their problems.

One thing I intend to do within the Horizon programme is to require all the senior front line managers to visit offices over the next two weeks. We need to ensure people engage with these concerns in a way which reflects the users experience. We agreed this is something which could be supported from Pathway and we can spend a little more time setting out the ground rules. The visits need to be structured i.e. incorporate a set number of offices with different experiences and the conversations need to be focused in the same way as the feedback from the subpostmasters meeting.

There are three other immediate implications which we will have to address with urgency;

1. An initial training evaluation has been carried out by POCL research services and highlights the potential areas for improvement. I believe this is already being shared in the training area but we also need to understand how some of the root causes are being addressed. The final report due shortly will reflect all users experience and is expected to be critical.
2. The deployment of HFSO's was intended to be a business support to assist the learning curve and maintain customer service standards. However, they have effectively been used as an extension to the implementation and training process and as a means of covering deficiencies in those areas. The deployment to support cash accounts was not planned and if this becomes an inevitable addition to the contracted service there are clear cost implications.
3. Another cost area is the additional staffing which these Live Trial offices are incurring over the first few weeks of Go Live. This expenditure has been used to maintain service to customers and to complete cash account and other administrative procedures. If changes to the systems and services do not eradicate this effect, the flow through to roll-out will carry a significant cost burden. In addition to these outlet based issues there are enough emerging concerns from the transaction processing end to suggest another build up of resourcing cost pressures in those areas.

Clearly, the way to avoid those issues is to ensure there are plans to rectify or mitigate the causes and I believe we now have a management process in place to ensure the key issues are driven at the appropriate level. Part of this is the interaction between Andy Radka and Steve Muchow to ensure there is common understanding of the emerging issues in the user environment. This will be a critical element in live trial evaluation and Acceptance.

Yours sincerely

Bruce McNiven
Director
Horizon Programme

c.c Dave Miller

Mena Rego
Andy Radka
Chris French
Keith Baines
Mark Kelly