

**To:** Jeram Peter [GRO] D'Alvarez Alan [GRO]  
**From:** Keeling David [/O=EXCHANGE/OU=ADMINGROUP1/CN=RECIPIENTS/CN=KEELINGD]  
**Sent:** Sat 3/27/2010 7:40:22 AM (UTC)  
**Subject:** FW: Horizon On Line  
[DSmith response.doc](#)

Alan, Peter

Please see Gavin's note below and Dave Smith's mail.

I have attached a draft note in response and would appreciate any comments you may have. If you could let me have any comments by midday on Sunday, I will then respond to Gavin.

Thanks

Dave

-----Original Message-----

From: Bounds Gavin  
Sent: 26 March 2010 18:42  
To: Keeling David  
Subject: Fw: Horizon On Line

Dave, please see below. Can you prepare a response for me by end of Sunday, I will need to respond by CoB Monday. I suggest you involved Alan and Pete Jeram in your considerations - thanks.

----- Original Message -----

From: zz david.x.smith@ [GRO]  
To: Bounds Gavin  
Cc: Will Russell [GRO]; Keith Graves [GRO]; mark.burley@ [GRO]  
McLean [GRO]; Mike Young [GRO]; Dave Hulbert [GRO]; Andy  
Sent: Fri Mar 26 18:33:26 2010  
Subject: Horizon On Line

Gavin,  
I want to follow up our earlier telecon rather more formally.

Whilst we don't yet have a root cause of today's issue given recent events it is difficult not to suspect that it might be related to the introduction of a change. Quite simply there have been too many incidents where poor execution of change has caused a problem in live. The situation demands that Fujitsu take action that is game changing whether that be increased rigour, an injection of differby skills or change in mindset.

I also have to be concerned that we seem to be ahead of you and finding out for ourselves that there has been an incident in live rather than hearing from you. We have been here before and I will take a lot of convincing that this is not symptomatic of a reactive mindset. Again we need to see action that is game changing to a proactive style of management.

The wider POL business and major stakeholders have been incredibly patient thus far. I believe we are now on the cusp of losing them and if we do then experience tells us that we could well end up on the front page of the Daily Mail. That will do damage to the reputation of both our businesses.

Where my mind is at the moment is as follows. If I don't have something that convinces me that you have identified and have in train actions that change your game why would I not demand a review by an independent third party? Furthermore I don't see why I should be going beyond Monday to be convinced.

I do realise that your people are working incredibly hard and are no doubt every bit as disappointed as the POL team. I'm sure you will agree the situation demands something rather more if we are to restore confidence,

Regards,

Dave  
Dave Smith  
Head. Of C&IS, Post Office Ltd  
Sent from BlackBerry

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