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To:	<u>Colin Baker</u>
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STRICTLY PERSONAL & CONFIDENTIAL**Personal briefing note to Colin Baker****Re: Live Trial offices**

My purpose in writing is to bring you up to date with progress on issue resolution in the Live Trial offices. I wanted to do this as a matter of course but also to ensure that the Executive Council members are aware of progress. I have now picked up a number of instances where Executive Council members are alleged to have reported that the trial was not going well, that the software didn't work and that the trial should be suspended until the software does work. This is naturally disturbing and I wanted to get the record straight.

There are now 299 offices running the full Horizon system. These range from single position offices to 14 position offices and these offices are now processing all transactions through the automated system. General feedback on the day-to-day EPOSS, APS & OBCS system has been very positive. In fact, we have received some very useful suggestions for improvements which are under consideration.

Offices have experienced problems with the balancing process, both in stock unit balancing and the cash account. There have also been printing problems. We have taken these problems very seriously and are making significant effort to improve the situation for the sub-postmaster. As you are aware, I have been asked to lead, on Pathway's behalf, the overall resolution of these issues. The following actions are now in place:

- Eight system changes are being implemented in the existing offices during the week of 12th July. These include making the stock declaration process optional, reducing the amount of printing and stamp declaration by volume only. It is envisaged that these changes will have a significant impact.
- Major change has been implemented in the Manager's training course. More time will be spent on balancing, on error correction and on suspense account.
- Major work is being undertaken to ensure that all documentation is at the same level as the system.
- We have a task force in place to identify the specific nature of the printing problems.

In addition, it has now been agreed that up to 25 new offices will be installed during the week of 19th July. These offices will be spread across all four implementation areas and will undergo the new training course and have the latest software installed. I expect an improved picture to come from those offices.

You may be interested in some specific feedback from one of the offices visited last week:

"Postmistress commented that this was the second week in succession that they had balanced more quickly than they would have done using the old manual method, even allowing for the minor glitches.

Whilst they were commenting openly on how difficult they had found balancing and that they had raised many objections; they freely admitted that it might be easier for them if they followed the Quick Guides and manuals. They now have little fear of the system and are starting to better appreciate its benefits. "

I must also point out that there is an onus on the subpostmasters themselves to follow due process in the operation of the system and to follow the procedures in the User Guides and Quick Reference Guides. This is an area where I believe the Federation can help and I would be interested in hearing of any actions that you are taking or believe you could take in this regard.

I am very concerned that the clear message is that this is a Live Trial and the purpose of any trial is to learn and implement change where necessary. The offices that I visited in SWSW region last week were positive, recognised some issues and were clearly concerned that these issues were being handled. John Bennett & I will visit the NE region on 9th July to visit offices and to get first hand feedback from those offices.

I believe it is very important that a positive, constructive perspective is maintained by us all. I know I can count on your support to achieve that. I will, as ever, be happy to listen to any specific feedback from any of the Executive Council.

Yours sincerely

Liam Foley
Business Development Director