



Sub-Postmaster Improvements & Mediations

Weekly Steering Group

26th July 2013

Agenda

1. Actions from previous meetings
2. Agree the roles and relationships of the governance bodies, work groups and work streams
3. Review actions and outstanding issues from the mediation workshop
4. Review High level Plan
5. Agree process for identifying key risks and a pre-mortem analysis
6. Documentation for JFSA cases

Decisions for this meeting:

1. Agree roles of governance bodies
2. Agree to hold a risk workshop, to create a baseline risk register
3. Do we want to start extracting documentation for the 18 JFSA cases, in anticipation that they will be registered for mediation

Actions

Actions from last meeting:

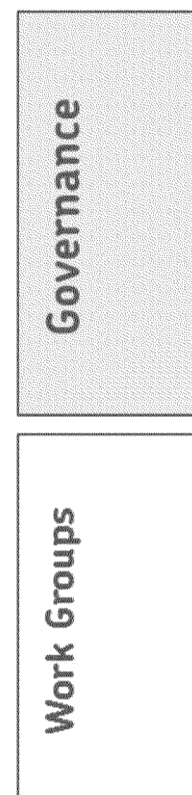
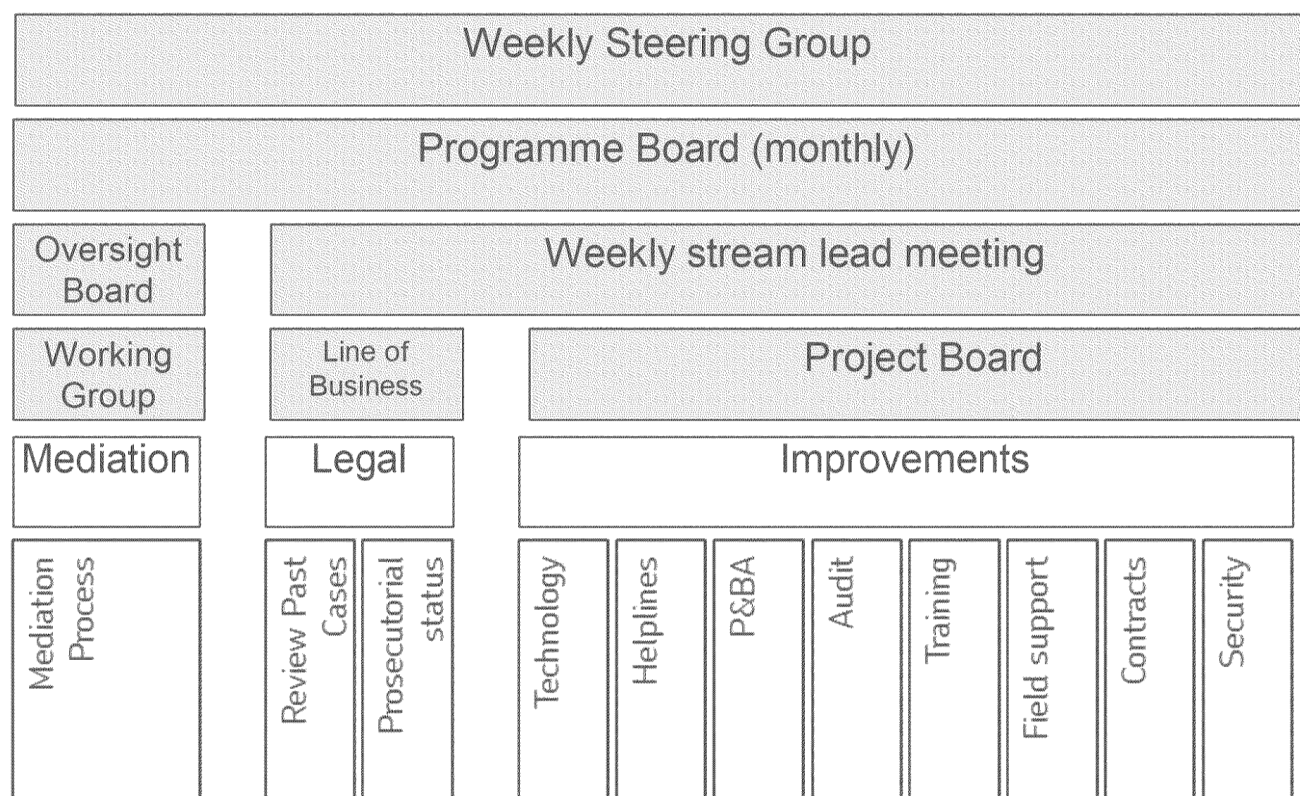
Ref	Action	Who	Due	Status
1	Change plan to align to our commitments; adjudication, working group, branch user form	Simon	31/7	Open
2	Add in a general comms section in the plan (not just mp engagement)	Simon	31/7	Open
3	Add in a "culture change" stream/sub group	Angela/Simon	7/8	Open
4	Set up weekly steering committee	Simon	25/7	Complete
5	Split process improvement part of the plan into the sub groups	Simon	2/08	Open
6	Define process for subpostmasters to appeal outside the line	Susan/ Angela	7/8	Open
7	Add technical work stream into plan to track key IT improvements	Simon	2/08	Open

Actions

Other key programme actions:

Ref	Action	Who	Due	Status
1	Create a mediation agreement – explaining the mediation process and the obligations on all parties	Andy Parsons	tba	Open
2	Send email to JA summarizing the agreed process and start engagement with MPs	Ruth / Mark	30/7	Open
3	Create Branch User Forum TOR	Angela / Lesley	12/08	Open
4	Agree TOR for process improvement projects	Gayle Peacock	2/08	Open
5	Respond to Criminal cases review commission	Susan	26/07	Open
6	Prepare paper on pros and cons of continuing to bring prosecutions	Susan	28/08	Open

Governance and subgroups



Governance and subgroups

Meeting	Purpose	Who	Frequency	TOR?
Steering group	Provide overall governance, issue escalation, and strategic guidance	Paula Vennells (or Chris Day), Susan Crichton, Andy Holt, Alwen Lyons, Angela Van Den Bogerd, Lesley Sewell, Mark Davies, Martin Edwards (optional), Simon Baker	Weekly	N
Monthly Oversight Board	Govern the Mediation process	Independent Chair, plus Working Group	Monthly	N
Programme Board	Provide governance of overall process. Reports to the weekly steering group	Susan Crichton, Andy Holt, Alwen Lyons, Angela Van Den Bogerd, Lesley Sewell, Mark Davies, Martin Edwards (optional), Simon Baker, Gayle Peacock	Monthly	N
Stream Lead meeting	Provide weekly governance of working groups	Stream leads	Weekly	N
Working Group	Assist the mediation process by: providing guidance, expertise and independence. Reports into the Monthly Oversight Board	JFSA, Second Sight, Angela VDB,		N
Branch User Forum	Input on improvement opportunities, feedback on current ways of working	JFSA? NFSP?, POL, Crown?	Monthly	N

Horizon Investigation and Improvements - High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Case Reviews and Mediation Angela VDB Andy Holt "spot review" Team BD and Paralegal support Second Sight	22/07 JA meeting to agree investigation scope and approach 25/07 Workshop to define Ways of Working 05/08 New ways of working fully implemented 22/08 Mediator appointed 24/08 TOR for Monthly Oversight Board agreed 30/10 complete first case 28/02 All 25 MPs cases completed 01/03 Start mediation process for new cases Monthly Oversight Boards									
MP Engagement Angela VDB Mark Davies Alwen Lyons Second Sight	22/07 Agree Approach with JA 30/07 JA to communicate process to MPs 01/08 Start engagement with MPs – individually explaining how we will review their cases 01/10 Start taking MPs through there actual cases – highest priority first 31/10 Joint MP update meeting 15/03 Engagement with MPs for 25 investigation cases complete									
Branch User Forum Angela VDB Lesley Sewell		12/08 Create Draft TOR 15/08 Start engagement with interested parties 06/09 complete engagement with interested parties, including NFSP 13/09 Issue final TOR and send out invitations to first forum 05/10 First Branch User Forum Branch User Forum meets regularly (frequency agreed in TOR))								

Notes:

Draft status.

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8





Horizon Investigation and Improvements - High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Legal Susan Crichton Hugh Flemington Rodric Williams BD Support	▲05/07 Tactical ways of working implemented, all cases reviewed individually ▲17/07 Initial Sift of cases completed and disclosure provided to defence, up to January 2010 ▲26/07 Agree Response to Criminal cases review commission ▲20/08 Second sift complete ▲28/08 prepare paper on pros and cons of continuing to bring prosecutions ▲19/09 Present paper to ARC ▲25/08 Define route for prosecuted cases post disclosure ▲30/01 Consider the need for an adjudication process	▲	▲	▲	▲	▲	▲	▲	▲	▲
Governance Define an appeals process outside the line		▲15/08 Agree programme board Terms of Reference	▲	▲	▲	▲	▲	▲	▲	▲
					Monthly Reporting to Programme Board					
					Monthly Programme Board Other Governance meetings include: Daily status meeting Twice weekly update meeting with external lawyers Weekly stream lead meetings Weekly key stakeholder meetings Weekly Steering Group (Paula as Chair)					

Notes:
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Risk workshop

- We don't yet have a risk register for this programme of work (although we have registered a risk on POL's company wide risk register).
- Proposal that we hold a risk workshop / pre-mortem analysis week commencing 5/08. Objective will be to produce an initial risk register.
- Attendees: Alwen, Susan, Angela, Simon, Martin (optional), Ruth or Mark.
- These will be reported each week at the weekly steering group in the form of a heat map.
- Any changes each week will be reported to the weekly steering group for noting

Documentation

- We have extracted all documentation for the 25 MPs cases
- They have been sent to Second Sight, we have also loaded them onto the legal network drive and available for those with access.
- Some documents aren't properly indexed, we are working to ensure that this is fixed.
- We have not extracted any documentation for the 18 JFSA cases
- At this point, we don't know which of the 18 JFSA cases will go into mediation
- **Do we want to start extracting documentation for the 18 JFSA cases, in anticipation that they will be registered for mediation.**

Appendix – our public commitments

1. The creation of a working party to work collaboratively to complete the review of cases started by Second Sight last year. This would examine the themes identified by Second Sight and consider all cases brought forward by the JFSA and MPs, together with any new themes which emerge from these cases. The JFSA have been invited to join this working party.

2. A review chaired by an independent figure to determine how an independent safety net might be introduced to adjudicate in disputed cases in the future. Again the JFSA and other stakeholders will be invited to take part in this process.

3. A new Branch User Forum to provide a way for sub-postmasters and others to raise issues and insights around business processes, training and support, directly feeding into the organisation's thinking at the highest level. A key task for this forum will be to review support processes and training to ensure they meet the standards expected of the Post Office.