
From: Mark R Davies <[GRO]>
Sent: Tue 16/06/2015 9:33:20 PM (UTC)
To: Tom Wechsler <[GRO]>
Subject: Fwd: Plans/actions taken to mitigate Panorama

Hi Tom

I will updt it in the morning and resend: it should work ok from a word doc
m

Sent from my iPad

Begin forwarded message:

From: Paula Vennells <[GRO]>
Date: 16 June 2015 22:25:33 BST
To: Mark R Davies <[GRO]>
Cc: Jane MacLeod <[GRO]>, Tom Wechsler <[GRO]>, Alisdair Cameron <[GRO]>
Subject: Re: Plans/actions taken to mitigate Panorama

I am so lucky to have such great colleagues to work with!

Thank you Mark this is very clear and helpful. I'm grateful for all the obvious thinking and planning going on.

Thanks also to Jane for her rigour and drive on the legal and mediation side.

If the outcome could be judged by integrity and commitment then the programme would have been pulled by now.

I'm reassured by your note Mark. It's a good brief for both Al and I, if we are drawn into a Sparrow discussion over dinner.

Tom, could you reformat the planning grid, so that I can view easily on iPad tomorrow. (I can see the gist of it but not easily.)

Cheers,
Paula

Paula Vennells
Chief Executive
Post Office Ltd

T: [GRO]
Paula.vennells [GRO]

Sent from my iPad

On 16 Jun 2015, at 21:16, Mark R Davies <[GRO]> wrote:

Paula

This is the latest position:

The programme is due to air on June 29. Our approach is as follows:

Panorama engagement

We have been engaging with Panorama's producers/reporters on a daily basis. We held a two hour on the record briefing session with them last Tuesday. They have since sent a long set of questions, to which we responded in detail today. They have not put any new allegations to us. They withheld a number of questions from the briefing [a strong point if we are to argue bad faith].

We have been engaging at this level in order to seek to flush out whether they have any new information. As they appear not to, we are now escalating to Panorama editor level. I have requested a meeting with him (Ceri Thomas). We are speaking tomorrow. Subject to that conversation, I will be escalating to his superiors and ultimately James Harding, director of news and current affairs. This will take place tomorrow. This is in addition to an ongoing dialogue with Malcolm Balen, who heads editorial complaints.

This is the right sequence of events: to have gone higher before flushing out the reporters [and giving us a strong evidence base off which to make representations] would likely have led to 'doorstepping' tactics.

We are also keeping the possibility of an on camera interview with Angela alive, but have concluded that Panorama plans to use this only to put questions about individual cases to us, in order to create a television moment [where we do not answer]. We have not, however, informed Panorama of this position in order to keep channels open.

Panorama has approached BIS, Fujitsu and Second Sight. We have written tonight to Second Sight reminding them of their terms of engagement. We are liaising with Fujitsu and BIS.

Brunswick are up to date with developments and support our approach. They have conducted media training with Angela.

Legal avenues

We met with external legal teams last Wednesday and are in daily contact. Our media lawyers are preparing a letter for BBC lawyers which we will deploy tactically at the right moment: we don't want to go too early while there is still a chance, albeit limited, that they will pull the programme, or move it. If and when we do deploy, this will be a robust approach highlighting the BBC's lack of evidence and continued focus on the issue. We are working up details of how much we will say about individual cases, particularly on a lawyer to lawyer basis, without losing the moral high ground.

Communications planning

It is critical if Panorama does broadcast the kind of programme we expect that we have communicated our messages, confidently, to our people and particularly all those who communicate with customers and teams who connect with postmasters/branch staff. I have drawn up a very comprehensive plan which I will send to you. In short I have consulted with relevant GE and other senior colleagues and will be holding a series of conference call briefings next week as well as ensuring materials and lines to take are communicated. I have drawn up a detailed day by day plan of action. This will include a filmed interview with Angela for internal and external use and a (subject to your view) a message from you.

We will also take a robust external response. If Panorama seeks to generate publicity for its programme we will go into all out attack. We will also for possible use develop a proactive statement to run ahead of the programme to set out our position in advance and raise questions about the programme. We will agree to media bids if other BBC outlets run the story: I will do these and be robust. We will also arrange a live social media session when Panorama is airing to issue in real time corrections and clarifications.

I have copied the current overall plan below: you will see one or two gaps where colleagues were unsure of right person/people, and indeed today it has gone to colleagues across the business for input. I am planning as you will see to update GE at the end of the week, but given your request I am sending this to you now with a health warning it is work in progress. And as I am on ipad it may appear oddly. I hope it gives a sense of the comprehensive nature of the plan. One issue not here which I am considering is whether we will need customer facing branch collateral: my instinct is not, but we will prepare for all eventualities. Pete and I are in touch and discussing all relevant points from his perspective.

I hope this helps.

Mark

PANORAMA – COMMUNICATIONS PLANNING GRID

This grid sets out plans for informing colleagues of the forthcoming Panorama programme on Horizon and external communications tactics. It sets out roles and responsibilities and a timeline. All named below should please check their responsibility and raise any queries with Mark R Davies or Melanie Corfield.

Business area/channel	Who?	How?	When Materials ?	Business lead con
Crown/WHSmith	BM's, AM, CM's and RM's plus WH Smith BDMs	Conference call plus lines to take	June 23 Note and lines to take	Roger Gale

Agency	<i>[Tracy to complete please? Who will be on the call?]</i>	Conference call plus 3 lines to take	June 23	Note and lines to take	Kevin Seller/Mich Larkin/Drew McE
Multiples	[Kevin S: can you guide as to right people please?]	Conference call plus lines to take	TBC	Note and lines to take	Kevin Seller
Supply Chain	[TBC]	Email update	June 25	Note and lines to take	Mark Ellis
FS community	To discuss with Nick K and team	Conference call? Email update	TBC	Note and lines to take	Nick Kennett/Kev Cooper/Carmel McCarthy
Service centres, customer complaints	NBSC/POEX/FSC/HRSC/complaints teams/social media teams	Conference call plus lines to take	TBC	Note and lines to take	Amanda Stevens/J Connor/Rod Isma
Contract teams	John Breeden, Lin Norbury, Paul Inwood , Contract Advisors	Angela to brief	TBC	Lines to take	Angela VDB
Social media [strategy]	Darren Jones/MD	Meet/email	TBC	Standard Twitter response/lines to take/Angela film/statement	Darren Jones
Advertising plan[contingency]	National media	Full page advert	TBC	Copy	Pete Markey/Marl Davies/Mel Corfield/Keith Gu
Public statement	Press Association/BBC	Press notice	June 25 (TBC)	Statement (proactive)	Mark Davies/Mel Corfield
Commercial stakeholders	• BoI • RMG • DWP • DVLA • Home Office • POMS • FRES • Suppliers	Email		Note : June : 2 of 5 co nt	Martin G Nick Ken

		• Other [Colleagues to advise]			act to be determined by business owners	
People stakeholders		• CMA • CWU • NFSP	Call/email	June 25	Speaking note	Nick Beal/Tom M
Other stakeholders		• Go On UK • POAC • Children in Need • [OTHER?]	Call/email	June 25	Speaking note/email	Mark Davies (Go OnUK) POAC (Jane Hill) Children in Need (Taylor)
BIS	Richard Callard/ministers		Call/email	Daily	Materials for minister	Mark Davies/Patrick Bourke/Tom Wes
MPs	MPs • BIS select committee • Tier 1 MPs • Sparrow MPs		Email	June 29	Note	Jane Hill
Central teams	All central team colleagues		Email	June 25	Statement/lines to take	Mark Davies/Paul Swanton/Mel Cor
GE/ET	Group Executive/Executive Team		Email	June 22 June 25 June 29 June 30	Overall plan/updates	Mark Davies/Jane
Board	PO Board		Email	June	Overall	Paula Vennells/M

			25 June 29 June 30	plan/updates	Davies/Tom West ane Mc/Alwen Ly
Senior leaders	SLT/Band 4s	Email	June 25 June 29	Update/lines to take	Mark Davies
ALL	All colleagues (PO)		June 25	Message from Paula/Angela film	Mark Davies/Paul Swanton
Subspace Online/News	Subspace	Subspace News	June 26	Message from Paula/Angela film	Mark Davies/Rich Weaver/Paula Sw

TIMETABLE

Tuesday, June 16	Email to Panorama editor Email to BBC Executives	Mark Davies Mark Davies
Wednesday, June 17	Brunswick check step BIS check step BIS select committee chairman elected	Melanie Corfield Mark Davies Jane Hill
Thursday, June 18	Contact new BIS chairman (if not AB)	Jane Hill
Friday, June 19	Update for Group Executive	Mark Davies
Monday, June 22	Contact with Panorama re interview Provide GE/ET with core materials for commercial stakeholders for ongoing briefing	Mark Davies Mark Davies/Melanie Corfield

Tuesday, June 23	Briefing with Crown/Agency teams	Mark Davies/Patrick Bourke/Melanie Corfield
Wednesday, June 24	Legal letter Record AVDB interview (for internal channels/social media) Briefing with service centres/customer complaints	Susan Barty Melanie Corfield/Mark Davies/Angela VDB Mark Davies/Patrick Bourke/Melanie Corfield
Thursday, June 25	Board update note Email to SLT/Band 4s Issue Press Association statement GE Update Stakeholder contact (unions/NFSP) Other stakeholder contact	Mark Davies/Alwen Lyons Mark Davies Melanie Corfield/Ruth Barker (TBC) Mark Davies Tom Moran/Nick Beal Various as plan
Friday, June 26	Subspace News Communications Conference call (timing TBC)	Richard Weaver On call rota/Mark Davies/Melanie Corfield
Saturday, June 27	Monitoring Communications conference call (timing TBC)	On call rota/Mark Davies/Melanie Corfield
Sunday, June 28	Monitoring Communications Conference Call (evening)	On call rota/Mark Davies/Melanie Corfield
Monday, June 29 – PANORAMA DUE TO BROADCAST	CEO email to business (inc AVDB video) MP email [Memoview?] Proactive media bid approach Live Twitter rebuttal/response from @postofficenews National advertising?	Mark Davies Jane Hill Jonathan Knox Melanie Corfield Mark Davies/team Mark Davies
Tuesday, June 30	GE/Board update SLT/Band 4 update National advertising?	Mark Davies Mark Davies

MATERIALS REQUIRED

[All to be cleared with Mark Davies and Sparrow team]

Panorama emails	Team
Core note for internal teams	Mark Davies/Melanie Corfield
Lines to take for customers	Mark Davies/Melanie Corfield
Lines to take for postmasters/colleagues	Mark Davies/Melanie Corfield
Social media copy	Mark Davies/Darren Jones
Advertising copy	Melanie Corfield
Public statement/lines to take	Mark Davies/Melanie Corfield/Ruth Barker
MP note	Jane Hill
Paula note	Mark Davies

Angela film

Melanie Corfield

Board/GE/SLT/Band 4 notes

Mark Davies

Subspace copy

Melanie Corfield/Richard Weaver

Legal letter (s)

Susan Barty

Media training

Brunswick/Mark Davies

Sent from my iPad

On 16 Jun 2015, at 20:39, Paula Vennells

<[GRO]> wrote:

Dear all,

I would really appreciate the detail of what we have done, who we have engaged with, our legal activity, our view, why and what tack we have taken and why, etc., to mitigate the Panorama coverage of Sparrow. And how to answer the Board's likely question of what more could we have done, have we tried a serious legal approach and if not, why not?

Remember they are not experts in either of your disciplines and may be worried. They will be best reassured if we can demonstrate we have taken control and how (Angela, lines, etc).

By tomorrow midday pls.

Sorry to ask but important I manage it well for us.

Thanks, Paula

Paula Vennells

Chief Executive

Post Office Ltd

T: **GRO**

Paula.vennells **GRO**

Sent from my iPad