

# **Sub-Postmaster Improvements & Mediations**

## **Weekly Steering Group**

**8<sup>th</sup> August 2013**

## Agenda

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1. Actions from previous meetings
2. Achieved and key upcoming milestones
3. High level plan
4. Improvements project TOR
5. Options regarding Second Sight
6. Roles and Responsibilities
7. Legal Update
8. Risks

### **Decisions for this meeting:**

1. Agree how to move forward on funding categorisation (from actions)
2. Approve changed/added milestones
3. Agree to sign off the improvements project TOR by next meeting
4. Agree Second Sight approach
5. Agree Roles and Responsibilities of this board

## Actions from previous meetings

Action	Who	Due	Update	Status
Actions from meeting 24/07/2013				
6 Define process for subpostmasters to appeal outside the line	Susan/ Angela	07-Aug		open
Actions from meeting 26/07/2013				
4 Find an independent Chair for the Monthly Oversight Board	Mark	08-Aug		open
5 Prepare a strategy paper for MP engagement	Mark	08-Aug		open
Actions from meeting 01/08/2013				
1 Produce a TOR for the independent Chair	Susan	15-Aug		new
2 Find out why Fujitsu are funding the £100k horizon changes	Simon	02-Aug		closed
3 Contents of Horizon changes to be shared with this group once agreed with the business units	Simon	30-Aug		new
4 Obtain a cost centre for project costs	Simon	02-Aug		closed
5 Ensure working party have as part of their remit the obligation to ensure funds are used responsibly	Susan	15-Aug		new
6 Determine if costs can be classified as exceptional	Simon	08-Aug	answer was "no"	for discussion

## Actions



### Milestones Completed (since last meeting)

Milestone	Who	Due
Sign off TOR for Process Improvement projects [may not be possible in Angela's absence]	Gayle Peacock	2/8
Create a mediation agreement – explaining the mediation process and the obligations on all parties	Andy Parsons	2/8

### Key upcoming milestones

Milestone	Who	Due
Working party agrees mediation pack	Susan	08/08
Create Branch User Forum TOR	Angela / Lesley	12/08
Select independent Mediator(s)	Susan	22/08
Prepare paper on pros and cons of continuing to bring prosecutions	Susan	28/08
Appoint independent Chair	Susan	10/09



## Changes to the plan

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- Legal activities have been added for the QC to advise POL on strategy and process for reviewing past/current criminal prosecutions given the findings of the Second Sight interim report dated
- Improvements project plan has been restructured to reflect an end to end approach rather than an analysis per sub group
- Communication plan still needs more detail.

## Public Commitments- High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Collaboratively complete cases <div>Angela VDB Angela VDB nomination BD and Paralegal Second Sight</div>	▲ 22/07 JA meeting to agree investigation scope and approach ▲ 25/07 First Working Party Workshop to define Ways of Working	▲ 08/08 Working Party sign off ways of working, mediation pack and comms ▲ 12/08 New ways of working fully implemented ▲ 22/08 Mediator(s) appointed ▲ 24/08 TOR for Monthly Oversight Board agreed	▲ 30/10 complete first case					▲ 28/02 All high priority cases completed		
Adjudication of future cases <div>Angela VDB Susan Crichton</div>		▲ 22/08 Define process for appealing cases outside the line ▲ 10/09 Appoint an independent figure to determine how an independent safety net might be introduced to adjudicate in disputed cases in the future ▲ 15/09 Independent review commences ▲ 15/10 Independent review makes recommendations ▲ 25/10 Post Office Implements recommendations								
Branch User Forum <div>Angela VDB Lesley Sewell</div>		▲ 12/08 Create Draft TOR ▲ 15/08 Start engagement with stakeholders ▲ 06/09 complete engagement with stakeholders, ▲ 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:

Tasks added since last version in red.

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## Legal - High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Legal	<p>△05/07 Tactical ways of working implemented, all cases reviewed individually</p> <p>△26/07 Agree Response to Criminal cases review commission</p> <p>△01/08 Define route for prosecuted cases post disclosure</p> <p>△17/07 Initial Sift of cases completed and disclosure provided to defence, up to January 2010 by CK (cartwrightking)</p> <p>△30/08 CK review of cases complete</p> <p>△28/08 prepare paper on pros and cons of continuing to bring prosecutions</p> <p>△19/09 Present paper to ARC</p> <p>△30/07 Appoint QC to advise POL on strategy and process for reviewing past/current criminal prosecutions given the findings of the Second Sight interim report dated</p> <p>△02/08 Initial findings from QC shared with Post Office</p> <p>△09/08 Initial findings from QC discussed with CK</p> <p>△30/08 TOR for full QC report agreed</p> <p>△30/09 Full QC report complete</p> <p>Monthly Reporting to Programme Board</p>									

## Notes:

Tasks added since last version in red.

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## Improvements - High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
All Streams	<p>△ 24/07 Agree Terms of Reference with Sponsor (Angela)</p> <p>△ 06/08 Agree approach to mapping as-is process, scope, and how it will be documented</p> <p>▲ 08/08 Agree Terms of Reference with steering group</p> <p>▲ 09/08 Identify resource from each area to support the mapping of the "as-is"</p> <p>▲ 09/08 Identify process for capturing quick wins</p> <p>▲ 30/08 Start to identify quick wins (from the mapping exercise)</p> <p>▲ 05/09 Agree which quick wins should be implemented with Programme Board</p> <p>▲ 06/09 Begin implementing quick wins</p> <p>▲ 30/09 Complete "as-is" subpostmaster journey/experience with POL</p> <p>▲ 30/09 Complete "as-is" Crown colleague r journey/experience with POL</p> <p>▲ 30/09 Complete "as-is" multiple partner r journey/experience with POL</p> <p>▲ 05/10 All "Quick Wins" Implemented</p> <p>▲ 20/10 Complete "to-be" subpostmaster journey/experience with POL</p> <p>▲ 20/10 Complete "to-be" Crown colleague r journey/experience with POL</p> <p>▲ 20/10 Complete "to-be" multiple partner r journey/experience with POL</p> <p>▲ 15/11 Funding for proposal approved</p> <p>▲ 17/11 Commence implementation projects</p> <p>15/4 implement mechanism to ensure all processes are regularly reviewed and continue to be fit for purpose</p>									
Culture Change	Note: Milestones to be provided by Gayle/Angela by 15/08									

### Notes:

Tasks added since last version in red.

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## Technology improvements- High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Technology										
Improved guidance		▲ 30/07 Draft improved Subpostmaster guidance for Horizon communication line failure ▲ 15/08 Review guidance with NFSP ▲ 30/08 Issue guidance to branches								
Release 10 improvements			▲ 30/08 Agree contents for Horizon release 10 ▲ 30/09 Commercial terms agreed for Horizon release 10						▲ 15/03 release 10 live	
Reporting improvements			▲ 02/08 raise CR with Fujitsu ▲ 30/09 Agree commercial terms with Fujitsu						▲ 15/03 new reports available	
Improvements delivered through ref data		▲ 30/07 Define changes ▲ 30/08 Deliver changes								

Notes:  
Draft status.

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## Communications - High level Plan

Work Stream	2013						2014			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Communications and MP engagement  <div>             Angela VDB              Mark Davies              Alwen Lyons              Second Sight           </div>		▲ 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 ▲					

### Notes:

Unclear if JA has communicated the process to MPs

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## Branch Support Programme - Terms of Reference

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**The Weekly Steering Board needs to approve the improvements project TOR, by next meeting. Summary of the TOR below. Any questions comments should be directed to Angela or Gayle:**

- **Scope** of the programme will be to focus on the key issues within the report –
  - POL's attitude to subpostmasters,
  - Inadequate support from help-desks
  - Lack of accurate and timely information to help spmrs with issue resolution
  - Inexperienced trainers and gaps in training coverage
  - Lack of centralised data to investigate specific cases
  
- **Approach** will be to organised the deliverables against mapping the entrance to exit journey for subpostmasters, colleagues and multiple partners
  
- **Key Deliverables** required to address the issues within the report are:
  - Completing the mapping of the "as-is" journey by the end September
  - Identifying, agreeing and implementing the quick wins from 5<sup>th</sup> September
  - Defining the "as-is" entrance to exit journeys by the 20<sup>th</sup> September
  
- **Stakeholders** from all areas of the business who have an interaction will be represented within the Programme
  
- **KPIs** have been identified and include agent/colleague engagement, quality of training and support provided, Branch losses and debt, costs, structure, systems
  
- **Risks, issues and dependencies** have been identified

## Second Sight Proposal

### Objectives:

- Second Sight exit the investigation in the medium term
- Retain the confidence of key stakeholders (JFSA, JA, other MPs and SS)
- Reduce our investigation costs
- Create an enduring capability for independent investigation
- Keep aligned to the Parliamentary Statements

### Proposal:

- Augment Second Sight with Post Office employees who will work under the oversight of Second Sight
- Propose that at first this is Angela and two assistants, with the view to grow the team to meet demand
- Second Sight step back from the detailed work (hence less cost) and play an oversight role
- The POL team establish a reputation for independence of mind, integrity, and thoroughness in their investigations
- Once credibility of the POL team is established Second Sight give them the seal of approval and pass the baton on to them.

#### As a reminder some of the comments from the Parliamentary debate :

...will set up a working party to complete the review of cases started by Second Sight, and will consider all 47 cases brought forward by the Justice for Subpostmasters Alliance

The continued input of Second Sight is incredibly important, given its familiarity with the case so far and the fact that it enjoys the confidence of many of those involved.

It is important that any further work is not only independent, but seen to be independent, and clearly the role of Second Sight in that is important



## Roles and Responsibilities

The table is designed to facilitate a discussion to clarify our responsibilities going forward

Responsibility	Who
Paula Vennells	<ul style="list-style-type: none"> <li>Steer the overall programme</li> <li>Final point of issue escalation</li> <li>Keep the Board informed</li> </ul>
Chris Day	<ul style="list-style-type: none"> <li>Delegate for Paula, in Paula's absence</li> <li>Financial approval/oversight</li> </ul>
Susan Crichton	<ul style="list-style-type: none"> <li>Single Exco POC for the overall programme</li> <li>Directly responsible for all related Legal activities, including case reviews, process, QC review of prosecution process and creating and independent adjudication process (2<sup>nd</sup> commitment)</li> </ul>
Angela Van den Borgerd	<ul style="list-style-type: none"> <li>Complete the mediation process for all agreed cases</li> <li>Establish a new investigation team, grow the team, gain credibility</li> <li>Sponsor the improvement programme</li> <li>Set up and run the branch user forum (3<sup>rd</sup> commitment)</li> </ul>
Lesley Sewell	<ul style="list-style-type: none"> <li>Deliver Technology improvements</li> <li>Support the improvement programme when required</li> <li>Support the Branch User Forum</li> </ul>
Andy Holt	<ul style="list-style-type: none"> <li>Day to day programme management (eg tracking programme level milestones, risks, reporting etc)</li> <li>Preparation of Weekly Steering Board Pack</li> <li>Chairing Weekly Steering Board</li> </ul>
Mark Davies	<ul style="list-style-type: none"> <li>Defining the comms strategy</li> <li>Delivering against the comms strategy, including MP engagement</li> </ul>

## Who is responsible for – our public commitments?

Commitment	Owner
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.	Angela
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.	Susan
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.	Angela





## Legal Update – Case Review

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Update from CK has been delayed this week. Will be sent out separately via email.

## Risks

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A risk workshop is scheduled for 15<sup>th</sup> August. At the workshop we will identify the key risks, their potential impact and mitigation plans. They will be tracked each week at the weekly steering board.

Below are the risks highlighted in the board paper 26<sup>th</sup> July 2013:

- the reputational and brand risks that could emerge if we don't handle the overall resolution process carefully;
- the risk to NTP if concerns around how we treat sub-postmasters leads to lower take-up of the new models;
- the opportunity cost arising from the significant amount of senior management time that will be taken up in handling this process;
- the potential destabilising impact on the NFSP, who are feeling exposed to the whole issue because of accusations from some sup-postmasters that they failed to represent their interests; and
- the process re-engineering that may be required for our IT, training and support systems will add further complexity and risk to the existing transformation programme.