

Horizon Issues Response Plan – GE Walkthrough

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2020 +

Timeline

Preparation

Organisation ready to respond to operational and reputational impacts of adverse judgment

Week -1

Analysis of judgment to inform Day 1 response and positioning

Day 1 - Week 1

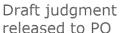
Rapid Response Team to direct response, collate and disseminate information, and make decisions

New Normal

Drumbeat of initiatives to improve postmaster commercial and day-to-day lives



Now







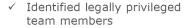
- ✓ Personnel and leadership identified
- Terms of reference set
- Structure and processes defined
- Scenario rehearsal carried out
- Feedback from rehearsal developed
- Escalation triggers to be defined
- Tweaks to personnel and structure following run-through
- Socialise final RRT with business
- Final rehearsal or scenario crisis exercise closer to judament
- Day 1 logistics finalised

✓ Evidence from business. identified

End Week 1

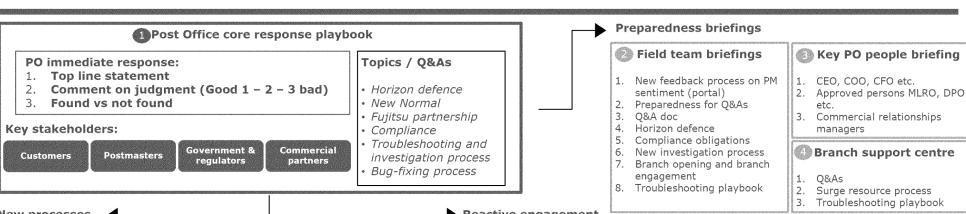
- ✓ New Normal narrative developed
- > Executive sign-off on specific initiatives
- > Develop and rollout timetable of initiatives
- Creation of individual comms plans per initiative

- Worst-case-legal scenario defined
- Business impacts defined
- Response plan developed
- ✓ Owners and specific actions defined
- ✓ Messaging playbook developed
- Plans socialised with business
- Resourcing and monitoring initiated
- Support owners execute planning actions
- Complete messaging playbook



- ✓ Legal team on notice to deliver quick turnaround assessment of judgment
- ✓ Template for vital comms proof points created
- > Build internal process to act on legal assessment

Preparation



New processes

5 Improved bug reporting/fixing and investigation process

- Improvements made to: Bug identification, Horizon quick wins, troubleshooting, Issue horizon scanning, PO testing procedure, Issue detection (NBSC), Review of Fujitsu contract
- 12 Critical service/product contingency

6 Pipeline postmaster management process

- 1. Process to identify and escalate issues
- 2. Horizon Advocates process

Branch monitoring process

- Process to monitor if branch is open/using horizon
- 2. Monitoring postmaster sentiment and portal
- 3. Monitorina checklist
- 4. High risk / high importance site identification
- 5. Compliance monitoring
- 6. Controls on emergency cash

Reactive engagement

Direct Postmaster comms (TBC if Orange/Green)

- Troubleshooting playbook (within Branch Focus)
- 2. Compliance reminder
- Lines to take for in branch conversations

Retail partners, commercial clients and suppliers

- Horizon defence: Positive messaging including key metrics on partner specific relationships and history of successful transactions/reconciliations
- 2. Schedule briefings with key partners

Internal communications

- Communication briefing to employees Post Office official response
- 2. Communications to suppliers
- 3. Lines to take

Rapid response team

- Action to define and develop rapid response team documentation
- 2. Briefing of rapid response team



Key: Green & black sections pre-judgment focused.
Orange section is Day 1 response activities

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Week -1

Legal Assessment of Judgment

- WBD provide a summary of the Judgment within 48 hours of it being provided in draft. Technical and operational issues and implications considered
- Counsel's input is sought to advise Post Office on how the Judgment affects the rest of the litigation
- 2 members as minimum of WBD GLO Support team will have deeply read the Judgment and will be on point to answer questions as needed in relation to any operational change

Response Plan Assessment

• Response Plan is reviewed against Judgment to identify any gaps; mitigations are scoped. Due to embargo this cannot go beyond Judgment Embargoed list of PO people

Operational Considerations

- Comms Plan dates are confirmed. Invitations sent out
- Non-essential BAU activities are paused for Week 1 focus on week 1 response plan activity



Rapid Response Team Structure

Response tier

GE response

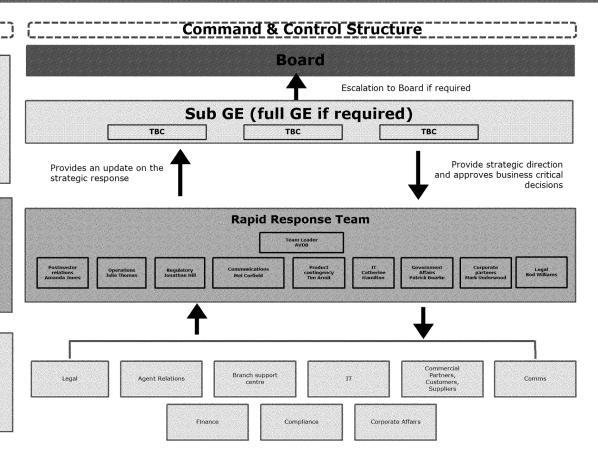
- Guide strategic response
- · Approve business critical decisions
- Senior stakeholder liaison as required
- Delegate authority to RRT to manage the immediate response
- Update Board on response strategy and business impacts

Strategic response

- Define response strategy based on trial outcome and impacts across network
- · Escalate issues/ key decisions
- Provides recommendations to the GE
- · Coordinate the tactical response
- Review network monitoring MI

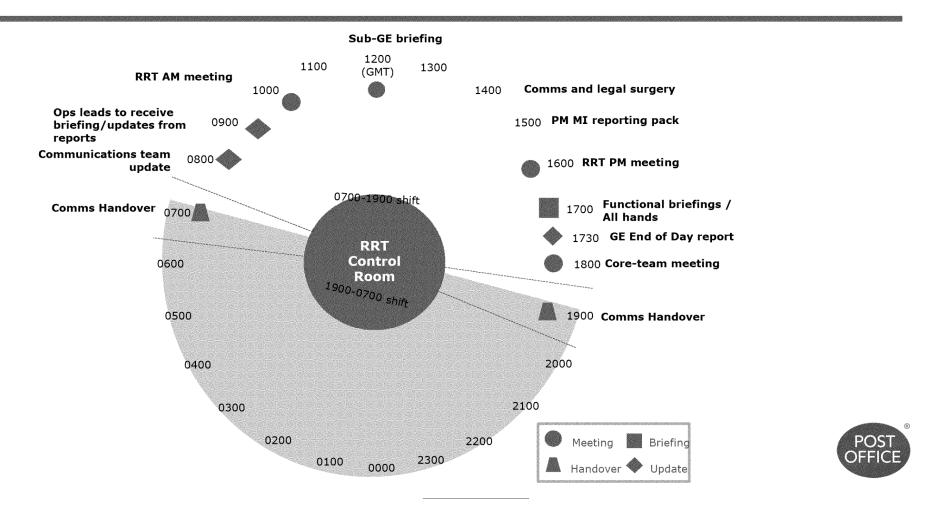
Tactical response

- · Implement the tactical response
- Escalate issues/decision required
- · Collate monitoring





RRT Meeting Rhythm





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Thank you