

Horizon Handling Plan

MP Approach

MP Categorisation

Jo Swinson, Postal Affairs Minister and Ian Murray, Shadow Minister will be updated on the process on a regular basis. Mark Davies, Communications Director has met with Ian and correspondence will continue with both.

1). 45 cases as part of the Second Sight Report

Any MP who has a case being reviewed will be sent a letter to explain the process and offered a meeting (the team will look at party conferences as an opportunity to meet and will identify those that have a branch opening / current account launch in their constituency)

Categories:

- 23 MPs that have referred 27 cases as part of the Second Sight Investigation
- MPs that have a case being reviewed by second sight (the other 20 cases)

2). other cases

Cases outside of the Second Sight report will be monitored and handled on a case by case process. As an MP raises a case we will monitor their activity and communicate (for new cases this correspondence may be via James Arbuthnot – yet to be decided)

- Historical cases
- Current/live cases
- New cases

3). Monitoring (on-going)

Horizon commentary and correspondence will be monitored and cases / MP issues will be handled on a case by case basis.

- MPs expressing an interest / commenting in the media
- MPs expressing an interest / commenting on social media
- MPs expressing an interest / commenting in Parliament
- MPs correspondence (to the executive correspondence team)

4). Future cases

We need to be clear what the process is from now on in case we're asked by MPs.

Timeline of Activity

Date	Action	Target Group
9 th July	Statement in Parliament	
22 nd July	James Arbuthnot MP meeting to discuss process moving forward.	JA and Second Sight
24 th July	Workshop to discuss process with JA, SS, JFSA and external lawyers.	
August	SSM notified of MPs who have referred a case or who have a case in their constituency being reviewed by Second Sight.	SSMs – monitor activity / flag issues and opportunities
August	James Arbuthnot's office send a letter explaining the mediation scheme to MPs	MPs, Individuals that have raised a case.

	that have raised a case. Second Sight send a letter explaining the mediation scheme to those individuals that have a case they want reviewed. JFSA send a letter explaining the mediation scheme to those individuals that have a case they want reviewed.	
August	Post Office send a letter to MPs that have raised a case to offer a face to face meeting (to include Angela Van Den Bogerd) to discuss the process (not the case). Case meeting can be organised upon completion of mediation.	MP cases
October	All initial application forms needs to be in by the 31 st October	Those with a case.
October onwards – Initial Medication Scheme Implementation	POL Meeting (to include Angela Van Den Bogerd) with individual MP and SS to discuss case review	• MPs that have raised a case as part of the Second Sight Investigation • MPs that have a case being reviewed by second sight
On-going	Briefing and assurance of Second Sight Process (with offer to answer questions / meet)	• MPs expressing an interest / commenting in the media • MPs expressing an interest / commenting on social media • MPs expressing an interest / commenting in Parliament • MPs correspondence (to the executive correspondence team) • Live cases – MP may not be aware but is their constituent • Historical Cases

Any new cases raised will follow the reviewed process (as mentioned above).

Media Approach

We will take a reactive approach to the media until at least middle of week commencing 12th August as if we make a proactive statement we need to be in a position to report progress against all our commitments. The next proactive statement we make will need to include the Initial Post Office Mediation Scheme.

Reactive Lines

Q. What progress have you made since the interim report was produced?

A. The thousands of subpostmasters and their staff who work in the post office network in communities across the country are the lifeblood of our business. We take our responsibilities to them very seriously and recognise that we can always improve the way we support them and their business.

We have already taken steps towards the commitments made in response to the interim report. We have worked with the JFSA to establish a working group to conduct a review of outstanding cases and work is underway to develop a mediation process for disputed cases.

Matt Prodger

At the moment we are also taking a reactive approach to Matt Prodger, please see Annex B for the correspondence had to date.

Annex A: MP engagement to-date

- 22 MPs put forward a total of 25 cases
- 17 MPs asked questions when Jo made a statement (excluding Ian Murray and Jo Swinson)

MPs who have put forward a case

MP Name, Constituency, Party	SPMR Cases
1. James Arbuthnot (2), North East Hampshire, Conservative	Jo Hamilton Paul Popov
2. Stephen Crabb, Preseli Pembrokeshire, Conservative	Tim Brentnall
3. Jonathan Djanogly, Huntingdon, Conservative	Jenny O'Dell
4. Alan Duncan, Rutland and Melton, Conservative	Caroline Jack (now Welton)
5. George Freeman, Mid Norfolk, Conservative	Ian Warren
6. Dai Havard (2), Merthyr Tydfil & Rhymney, Labour	Tracy Etheridge Lynn Prosser
7. Oliver Letwin, West Dorset, Conservative	Tracey Ann Merritt
8. Jonathan Lord, Woking, Conservative	Seema Misra
9. Alan Meale, Mansfield, Labour	John Dickson
10. George Osborne, Tatton, Conservative	Terence Walters
11. Mike Wood, Batley and Spen, Labour	Alison Hall
12. Andrew Tyrie, Chichester, Conservative	Nirmale Fatania
13. Mark Lazarowicz, Edinbrough North and Leith, Labour (co-op)	Philip Cowan
14. Greg Knight (2), East Yorkshire, Conservative	Pauline Thomson Lee Castleton
15. John Woodcock, Barrow and Furness, Labour (co-op)	Isabella Wall
16. Priti Patel, Witham, Conservative	Graham Ward
17. Edward Leigh, Gainsborough, Conservative	Shirley Rayner
18. Damien Hinds, East Hampshire, Conservative	Pauline Coates
19. Kevin Barron, Rother Valley, Labour	Susan Michelle Watson
20. Andrew Bridgen	Michael Rudkin
21. David Jones	Alan Bates
22. Ronnie Campbell	Sarah Burgess-Boyde (also

	Ray Clarence)
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James Arbuthnot Meeting on the 9th July attendees:

- James Arbuthnot (2), North East Hampshire, Conservative
- Oliver Letwin, West Dorset, Conservative
- Tessa Munt (not included elsewhere), Wells, Lib dems

Jo Swinson statement in Parliament

Government: Jo Swinson, Postal Affairs Minister, East Dunbartonshire, Lib dem

Shadow: Ian Murray, Edinbrough South, Labour

Questions asked by:

- Mike Wood (has a case) Batley and Spen, Labour
- Jonathon Djanogly (has a case), Huntingdon, Conservative
- Kevan Jones, North Durham, Labour
- **Robin Walker, Worcester, Conservative**
- Mike Weir, Angus, SNP
- Lord Jonanthon, Woking, Labour (has a case)
- Russell Brown, Dumfries and Galloway, Labour
- Andrew Bridgen (has a case), North West Leicestershire, Conservative
- Huw Irranca-davies, Ogmores, Labour
- David Mowat, Warrington South, Conservative
- Cathy Jamieson, Kilmarnock and Loudoun, Labour
- Philip Hollobone, Ketley, Conservative
- David Simpson, Upper Bann, Democratic Unionist
- Peter Bone, Wellingborough, Conservative
- John Woodcock (has a case), Barrow and Furness, Labour (co-op)
- Jim Shannon, Strongford, Deomcratic Unionist
- Christopher Chope, Christchurch, Conservative

MPs that have commented but not sure they have a case:

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|-------------------------------|--------------------------|
| • Graham Stuart | • Mr Mike Weir MP |
| • Louise Ellman | • Mr Peter Bone MP |
| • Mr Brian Binley MP | • Mr Philip Hollobone MP |
| • Mr Christopher Chope OBE MP | • Mr Robin Walker MP |
| • Mr David Mowat MP | • Mr Russell Brown MP |
| • Mr David Simpson MP | • Mr Stewart Jackson MP |
| • Mr Huw Irranca-Davies MP | • Ms Cathy Jamieson MP |
| • Mr Jim Shannon MP | • Rt Hon Nick Brown MP |
| • Kevan Jones MP | |

Annex B: Matt Prodger enquiry, email trail

Hello,

I draw your attention to the following communication (below) sent by POL to crown offices and in particular points 3 and 4.

Folks, I'm afraid the longer Industrial action continues the tighter we are going to have to manage our cost base. We already have a significant gap in our sales performance directly attributable to Industrial action and I would rather we start to reduce our costs now, than be told at a later stage to do so. Until further notice the following initiatives are in place across the Region.

1. Any and all overtime & casual working must be authorised by your Area Manager in the first instance without exception. Any previous authorisations must be re-visited and challenging questions asked (Area Managers – You will need to bring a breakdown of all overtime for me to view against your period P & L). THIS DOES NOT CONSTITUTE A BAN ON OVERTIME.
2. All Team meetings must be held in Post Office buildings and where possible limited to 1 day without overnight stays (I will allow quarterly 2 day meetings if required but these will need authorisation from me personally.)
3. Any losses identified over £30 must be reported to me by email immediately (copied to your Area Manager & RSA) and a full explanation of that loss attached. Reporting 'I don't know' will not suffice.
4. At least one surprise cash check daily (this should take no longer than 10 minutes). We have had some significant losses lately (12k in one Branch already this month) and have to take our responsibilities seriously. I will be asking RSA's to spot check this daily and report back to me any discrepancies or cases of non-conformance.

Once I feel that our sales & cost performance are back on track I'll review and advise you of any changes to the above instructions (I'd love us to pull this around with a strong sales performance and if you have any great ideas please share!). This is a tough message to send but I hope you'll understand that as a commercial Business that already loses a significant amount of money this Region needs to deliver its fair contribution to the Network profit target.

Best wishes

Martin

Martin Rouse | Crown Regional General Manager – NORTH

Can you please provide responses to the following questions:

-How many crown offices have been sent this email?

-Has a form of this email been sent to other crown offices outside of the region covered by Martin Rouse? If so how many?

-Why was this email sent?

-Which branch was the £12,000 loss reported at and what has been identified as the cause of the loss?

-How many losses have been identified over £30 since this email/these emails have been sent out?

Thank-you.

Response to Matt

In terms of your first three questions this is a routine email sent by one of our regional managers. The aim of this email is to remind managers of Crown branches of the need to ensure they keep down costs in a part of our network which is losing £37m a year and is currently in the midst of an industrial dispute. The contents relate to good operational management advice of the kind you would see from many organisations, especially those which are responsible for handling public money.

It is not appropriate to name the branch where the loss of £12,000 was reported, but I can confirm that this concerned an admitted cash theft.

In terms of wider information on losses this is not publicly available.

Q&A if required

Do you turn a blind eye to losses in Crown branches when you would prosecute if the loss occurred in a subpostoffice?

People who work in all our branches, whether it is a directly managed Crown branch or run by a subpostmaster, must abide by the high standards of probity required. In terms of Crowns we have regular spot check to ensure required standards and processes are adhered.

We have a duty to investigate where there is suspicion of wrong-doing. The public would be surprised if we did not take action where public money may have been misappropriated.