

Strictly Confidential - Mediation Scheme Communications Plan**Objective**

All cases through the mediation scheme, stakeholders are satisfied the process was robust and media coverage neutralised (at a minimum).

Strategy

- Neutralise adverse media coverage
- Update MPs who have a constituent with a case
- Manage expectations of key stakeholders and applicants
- Update key internal audiences
- Inform other stakeholders where appropriate

Audiences and Tactics

Audience	Tactics
Media	<p>Past:</p> <p>Reactive media position. Press releases issued on the Post Office website (the 2nd and 3rd release were also sent to those covering the story – BBC, Computer Weekly etc):</p> <ul style="list-style-type: none"> - Horizon Report and Findings (8th July) - Launch of the Mediation Scheme (27th August) - Appointment of Sir Anthony Hooper (24th October) <p>Future:</p> <ul style="list-style-type: none"> - Monitor where high profile cases are in the process - Reactive lines for high profile cases, likely to draw attention (regional coverage most likely) - Press statement when 90% of cases are through the mediation scheme, business improvement update against original initiative announced in July (national) <ul style="list-style-type: none"> o Majority of cases through the mediation scheme o Case outcomes remain confidential o Business User Forum operating efficiently o Business Improvements have been successfully implemented or planned (update on these) o <<Possible outline of new scheme/independence in process moving forward if appropriate with endorsement from Sir Anthony Hooper>> - Press statement when 100% of cases are through the mediation scheme (closing of scheme) – September (national) <p>To consider</p> <ul style="list-style-type: none"> - Proactive briefing of journalists that covered the case originally – Matt Prodger (BBC) and XXX Computer Weekly
MPs	<p>Past:</p> <ul style="list-style-type: none"> - Launch of the Mediation Scheme update to MPs with a case (27th August) including call to offices and offer of a face to face meeting. - Appointment of Sir Anthony Hooper update to MPs with a case (24th October)

Page 1 Comments

A1 Suggest an interim statement following first few mediations. See covering email.
Andrew Parsons, 21/01/2014 11:09 AM

	<p>Future:</p> <ul style="list-style-type: none"> - Update meeting with James Arbuthnot in January to set tone of MP engagement (including possible event) - Monitor where high profile cases are in the process (approach MP on case by case basis) - Proactive comms when statements issued by Post Office (July and September)
Key Stakeholders	<ul style="list-style-type: none"> - Manage expectations (picked up as part of the management of the Working Group and in the 'Managing Expectations' paper)
Other Stakeholders	<ul style="list-style-type: none"> - Consumer Futures – heads up on public statements, view from legal on regulatory relationship - NFSP – head up on public statements, part of the business improvement programme (out of scope of project sparrow) - BIS – keep informed as appropriate
Subpostmasters	<ul style="list-style-type: none"> - Scheme open to all subpostmasters (former and existing) with financial support for professional advice - Version of press statements to be available on subspace online (as an article) with link to article included in subspace news
Applicants	<ul style="list-style-type: none"> - Manage expectations by explaining mediation process (CEDR mediation pack to go to applicants and professional advisors)
Internal	<ul style="list-style-type: none"> - Statements to be included in comms update to all employees - Investigations, FSAs and SSMs to be kept updated, have reactive lines to take and heads up on press statements

Mediation Scheme Narrative and Key Messages

- Post Office is committed to addressing concerns raised by subpostmasters; they are the lifeblood of our organisation.
- Post Office is determined to ensure that Horizon and any associated processes are fair, effective and reliable, and the subpostmasters can have confidence in the system.
- A report into the Horizon system produced in July 2013 found there were no systemic issues with the Horizon system. However, it found that improvements could be made in the training and support processes provided to subpostmasters.
- The Mediation Scheme was established to help resolve the concerns raised by some subpostmasters regarding the Post Office's Horizon computer system and other associated issues
- The Scheme is being overseen by a Working Group, chaired by Sir Anthony Hooper, comprising representatives from Post Office, Second Sight and JFSA.
- The application process for the Initial Mediation Scheme was open to all subpostmasters, existing and former, from the 27th August and closed on the 18th November 2013
- All matters discussed in mediation will be strictly confidential and subject to 'without prejudice' privilege which means that matters discussed in mediation cannot be disclosed to any third party or any Civil Court.
- Where common ground cannot be reached, the mediator will help the parties identify their differences and then try to find a resolution to those differences.
- The mediation itself will be administered by an independent mediation body and the mediator will be selected by parties from a panel of mediators.
- The Post Office will produce a statement at the end of the mediation scheme. ^[A2]

Page 2 Comments

A2 See covering email – does statement need to come from WG?
Andrew Parsons, 21/01/2014 11:38 AM

Key Messages:

1. **Subpostmasters are the lifeblood of our business and we are committed to addressing their concerns, we take them extremely seriously.**
2. **The mediation scheme will provide an effective way to assess and address any outstanding cases raised by sub postmasters.**
3. **The Scheme is being overseen by a Working Group comprising representatives from Post Office, Second Sight, JFSA and has an independent Chair, Sir Anthony Hooper.**
4. **There were 147 applications to the mediation scheme - each application is now being reviewed by the Working Group.**
5. **A report into the Horizon system produced in July 2013 found that there were no systemic issues with the Horizon system. However, it found that improvements could be made in the training and support processes provided to subpostmasters. (Use Horizon Fact File where appropriate)**

Communication Materials needed

- Media Q&A (in progress)
- Reactive lines for high profile cases (based on case position within the mediation scheme)
- Outline of mediation scheme (complete)
- Mediation pack FAQ (complete)
- Horizon system fact file (in progress)

Risks

- Confidential outcomes of mediation are made public (by applicant or stakeholder)
- Scheme discredited by stakeholders engaged in the scheme
 - o Comment in the media/public domain
 - o Walk away from the scheme
- Prosecution process (to be confirmed, based on possible amendments).
- 1 - **Major court proceedings against POL cause change of direction in scheme / support by subpostmasters.**

Communication Plan

Date	Action	Target Group
8th July	Press statement issued about Horizon report	Media
9 th July	Statement in Parliament	MPs
27 th August	Press Statement issued to announce mediation scheme Email to all MPs engaged with Horizon to provide mediation scheme details	Media and MPs
29 th October	Press Statement issued to announce appointment of Sir Anthony Hooper	Media
November 18 th	All initial application form needs to be submitted by the 18 th November to be part of the Initial Mediation Scheme POL will analyse MPs involved and develop an engagement plan for additional MPs	Individuals with a case POL/MPs
November – End of Process	Working Group meetings Meetings with Sir Anthony Hooper Case Submission Calls	POL/Stakeholders

November	JFSA issue statement on their website to close application process for mediation Scheme	subpostmasters
19th December – 6th January	Parliament in recess	MPs
6 th January	Media reactive lines agreed Final media Q&A	Media
January 28 th	Alice Perkins meeting with James Arbuthnot MP	MPs
13th – 24th February	Parliament in recess	MPs
December – End of Process	Monitor the media reaction as cases go through mediation – reactive media position. For High profile cases we need to know: - Who they are - What's been said in public domain - Case specific reactive lines MPs may need to be contacted but this will occur on a case by case basis. Work with the Working Group to manage media engagement or at a minimum get to a position where stakeholders inform each other of who they spoke to and what about.	Media / MPs
10th – 28th April	Parliament in recess	MPs
1st – 6th May	Parliament in recess	MPs
8th May	State opening	MPs
22nd May -2nd June	Parliament in recess	MPs
Mid July	90% and Business Update Statement	Media (also send to MPs and heads up to key stakeholders as well as NFSP and Consumer Futures)
22nd July – 1st September	Parliament in recess	MPs
End of Mediation Process (September - TBC)	Issue press release to close mediation scheme (100% of cases through the mediation Process	Media (also send to MPs and heads up to key stakeholders as well as NFSP and Consumer Futures)
11th September – 13th October	Party Conferences	MPs

Annex A: MPs with an applicant in their constituency

The table below will be updated as cases go through the scheme.

MP Name	Media / Parliament comment	Number of applications
Alan Bleth		
Alan Duncan		
Alan Meale		2
Alasdair Allan		
Albert Owen		3
Alec Shelbrooke		
Andrew Bridgen	Media quote	2
Andrew George	Sent letter into Paula, dealt with by ECT	
Andrew Griffiths		
Andrew Gwynne		
Andrew Tyrie		2
Anne Clwyd		
Anne Cofrey		
Ben Wallace		
Brian Binley	Contacted POL after Jo Swinson statement, 9 th July	
Catherine Spellman		
Chris Ruane		
Clive Betts		
Dai Havard		
Dame Angela Watkinson		
Damien Hines		
Dan Jarvis		
Daniel Kawczynski		
David Crausby		
David Evenett		
David Havard		
David Jones	Media quote	
David Rulley		
David Tredenick		
David Willetts		
Diana Johnson		
Edward Davey		
Edward Garnier		2
Edward Leigh		
Emma Lewell Buck		2
Eric Ollerenshaw		
Gary Streeter		

George Freeman		
George Golingbery		
George Osborne		
George Young		
Gisela Stuart		
Glenda Jackson		
Graham Allen		
Greg Clark		
Greg Knight		
Hazel Bleaks		
Henry Bellingham		
Hugo Swirke		
Huw Irranca-Davies	Raised 2 cases with BIS Asked question in Parliament, Jo Swinson statement, 9 th July Contacted POL after Jo Swinson statement, 9 th July	2
I.Liddle Grainger		
Iain Stewart	Raised a case with BIS	
Iain Wright		
James Arbuthnot	Media quote Lead of MP engagement incl 9 th July Meeting	2
Jason McCartney		
Jim Cunningham		
Joe Benton		
John Howell		
John Pugh		
John Redwood		
Jonathon Djanogly	Media quote Sent researcher to 9 th July meeting with James Arbuthnot	
Jonathon Lord	Sent researcher to 9 th July meeting with James Arbuthnot	
Karen Lumley		
Keith Simpson		
Keith Wright		
Kevan Jones	Asked question in Parliament, Jo Swinson statement, 9 th July	2
Kevin Barrow		
Kris Hopkins		
Laura Sandys		
Louise Ellman	Contacted SSM after Jo Swinson statement, 9 th July	
M Clapham		
Margaret Ritchie		
Mark Lazarowicz		
Mark Prisk	Sent researcher to 9 th July meeting with James	

	Arbuthnot	
Mark Reckless		
Mark Williams		
Martin Horwood		
Martin Vickers		
Mary Glindon		
Matthew Hancock		
Meg Munn		
Mel Stride		
Michael Garryon		
Michael Grove		
Michael Meecher		
Mike Wood	Media quote	
Nick Boles	Sent letter into Paula, dealt with by ECT	
Nick Brown	Sent letter into Paula, dealt with by ECT	2
Nick Harvey		
Nick Hurd		
NK		
Norman Lamb	Raised a case with BIS	
Oliver Letwin	Attended 9 th July meeting with James Arbuthnot	
Pat Glass		
Pat McFadden		
Paul Murphy		
Peter Tapsell		
Phil Wilson sedgefield		
Priti Patel		
Robert goodwill		
Robert Syms		
Roberta Blackman Woods		
Roger Williams		
Ronnie Campbell		
Sharon Hodgeson		
Sherly Murray		
Simon Burns		2
Siobhan McDonogh		
Stephen Crabb		
Stephen Hepburn		
Stephen Ladyman		
Steve Baker		
Steven Mosley		
Stewart Jackson	Contacted POL after Jo Swinson statement, 9 th July	
Tessa Munt	Attended 9 th July meeting with James Arbuthnot	3

Valerie Vaz		3
Wayne David		
William Hague		2
Yasmin Qureshi		

MP Awareness prior to mediation scheme

MPs who raised a case as part of the Initial Second Sight Review

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, Edinburgh 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, North West Leicestershire, Conservative	Michael Rudkin
21. David Jones, Clwyd West, Conservative	Alan Bates
22. Ronnie Campbell, Blyth Valley, Labour	Sarah Burgess-Boyde (also Ray Clarence)

Cases raised by BIS

MP	Post Office Branch
Stephen Phillips MP	Navenby (SPRM, Paul Sanderson)
Zac Goldsmith MP	Kings Road Post Office, Brentwood (SPRM, Mr B Sethi)

Huw Irranca-Davies MP	North Cornelly Post Office (SPMR, Philip Dauncey) Pontycymmer Post Office (SPMR, Dixie Davies)
Jim Sheridan MP	Bishopton Post Office (SPMR, David Woodrow)
Noman Lamb MP	Worstead Post Office (Allison Henderson)
Ian Stewart MP	Rupesh Lakhani (JFSA member)

MPs who commented /engaged with Horizon Issue when second Sight report was published.

James Arbuthnot Meeting on the 9th July attendees:

- James Arbuthnot (2 cases), North East Hampshire, Conservative
- Oliver Letwin, West Dorset, Conservative
- Tessa Munt (not included elsewhere), Wells, Lib Dems
- Researchers were present for:
 - Jonathan Djangoly
 - Jonathan Lord
 - John Woodcock
 - Mark Prisk

Jo Swinson statement in Parliament

Government: Jo Swinson, Postal Affairs Minister, East Dunbartonshire, Lib dem
Shadow: Ian Murray, Edinburgh South, Labour

Questions were asked by a number of MPs who have not referred cases:

- Kevan Jones, North Durham, Labour
- Robin Walker, Worcester, Conservative (positive comment)
- Mike Weir, Angus, SNP
- Russell Brown, Dumfries and Galloway, Labour
- Huw Irranca-davies, Ogmore, 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
- Jim Shannon, Strongford, Democratic Unionist
- Christopher Chope, Christchurch, Conservative

MPs who have commented or corresponded with Post Office following the statement:

1. Graham Stuart MP
2. Louise Ellman MP
3. Brian Binley MP
4. Christopher Chope OBE MP
5. David Mowat MP
6. David Simpson MP
7. Huw Irranca-Davies MP
8. Jim Shannon MP
9. Mike Weir MP
10. Peter Bone MP
11. Philip Hollobone MP

12. Stewart Jackson MP
13. Cathy Jamieson MP

Correspondence into Paula's office

14. Rt Hon Nick Brown MP (asking for an ex-subpostmistress case to be included in the review) -
Angela aware
15. Stella Creasy MP – Ex Subpostmaster case, now with the contract team -Angela aware
16. Keith Jones MP – current/suspended SPMR highlighting concerns on Horizon in an email to Paula -
Angela aware
17. Andrew George MP – This is a case where it went to court and no evidence from POL and the MP
wants to know about reinstatement and compensation
18. Theresa Villers MP – SPMR Peter Lambri
19. Nick Boles MP – Mrs Glenys Eastman used to be the SPMR at Stirling Road Post Office in
Stamford

Track Changes

1 Insert *Andrew Parsons, 21/01/2014 11:16 AM*