

Business Improvement Programme - CEO POL Board Speaker Notes.

26.11.2013

- The role of the Branch Training and Support Programme as part of Project Sparrow has to date been to:
 - Understand and map the "as-is" process for training and supporting our branches
 - Identify the gaps and risks with the current experience
 - Suggest improvements to address those gaps and risks
 - Map the "to-be" process for how we should be training and supporting our branches, which is underpinned by a vision and set of guiding principles for how we should treat our agents.
- The guiding principles for how we interact with Spmrs are:
 - Treated with dignity & respect at all times
 - Stand in Spmr's shoes
 - Right first time

These principles underpin the Programme's approach and will determine policies and processes going forward.

- It has become evident during this piece of work that the scope of the Programme needs to be wider to ensure that the required cultural change is embedded within business as usual within the Post Office. This is not simply a network consideration but is essentially the DNA of the Post Office.
- The Programme therefore as now been renamed the Business Improvement Programme (BIP) and whilst the scope of this is currently being determined it will as a minimum include a review of the life cycle of the Spmr and all touch points with the business to ensure we support our physical network from not only an operational perspective but also and perhaps more importantly from an engagement perspective. Recommendations on the organisation's structure will also be an output of the Programme.
- The Business Improvement Programme will operate with a formal programmatic approach supported by the necessary governance and resource. The rationale for this is that a cultural change in behaviours will be required and therefore the right support in each of the workstreams and business areas will be needed

to ensure that the changes are managed effectively and successfully embedded within the organisation. Whilst this is work in progress the governance structure will broadly be - Steering Group; Programme Board; Work stream Project Board.

- Nine workstreams have been identified and are currently in the stage of mapping the "to be" policies and processes. The table below outlines the respective work streams, what they are trying to achieve and what needs to be change to make the improvements.

Work stream	Owner	Objective	Level of change required
Training	Julie Thomas	To provide co-ordinated, flexible, effective training to our branches, delivered by highly trained individuals supported by a multi-channel approach.	Full review of who, where, when, what and how we train our branches. Includes IT development and structure review. Business change processes for delivery of training People change required for delivery of training and the accountability
Communications	TBC	To ensure all of our communications are personal, simple, co-ordinated, relevant, accurate and timely. They must also be signed off by a release authority, be measurable and visible to all.	Full review of how we interact with branches and development of new channels or materials to support that interaction. Specific communications to support the visions of the other work streams. Cultural change to

Work stream	Owner	Objective	Level of change required
			embed the principles across the business
IT	Andy Holt/Steve Beddoe	To provide effective support and meaningful MI to colleagues, customers and clients, enabling sales and improving support	<p>Transaction processes to make things easier for customers and branches</p> <p>Tools for branches to access help and support, and to improve the experience</p> <p>Tools and systems for internal teams to support and record contact</p> <p>Systems and MI in place to reduce inefficiency among teams</p> <p>Behaviour to support new ways of working</p>
Pre-appointment process (agents)	Craig Tuthill	To ensure our agents are consistently informed, supported, knowledgeable, confident and feel part of Post Office Ltd. To ensure that our leavers in this process also feel informed, supported and valued.	<p>The information that is provided to applicants and how we share that</p> <p>How we support people through the process, both from a structure and behaviour process</p> <p>The process of how we recruit agents</p> <p>The process of how we support agents</p>

Work stream	Owner	Objective	Level of change required
			leaving
Operational support	Kendra Dickinson	To ensure consistent, quality, efficient and co-ordinated support is provided to branches to ensure they can serve customers effectively and have their issues resolved in a timely and quality way.	Structure of the operational support model and change in business process Development and deployment of tools and technology to support the model Way we deal with suppliers Streamlining of transactions causing business inefficiency Behaviour towards our branches
Physical support model	Pam Heap	To engage and support our branches effectively to ensure great customer service is provided and business growth.	Structural review of support and necessary transition including recruitment, assessment and transition Roles and responsibilities, including behaviours Development of different skill sets
Performance Management	Julie Thomas	To ensure branch performance is managed in the most efficient way that enables action to be taken in a	How we manage data within the business, including the structure and also the tools and

Work stream	Owner	Objective	Level of change required
		timely and effective way to improve income, improve compliance, reduce losses, or reduce risk.	technology The intervention process for managing branch performance How we identify issues, problems and the way we react
Leavers process	Craig Tuthill	To ensure that quality and consistent support is provided to branches, issues are investigated before contractual decisions are made and agents supported during the exit process and	Review of the suspension process, policy and contractual approach Behavioural change in how we treat agents with issues Structural change to support processes Approach to how we support agents with issues with assistants
Detica	Kim Abbotts	To develop a proof of concept that will inform the delivery of a data repository system. This is required to manage the gathering and analysing of Post Office data in order to ensure the most effective intervention is taken at the earliest stage.	How we gather, store and analyse branch data across Post Office Tools and systems used to gather data Capability of teams to use and interpret data Intervention and management processes

Timeline

- An interim progress report will be produced w/c 2nd Dec - this is essentially the high level "to be" policies and processes for the nine workstreams
- The Business Improvement Programme scope will be determined and agreed with Programme sponsor, Kevin Gilliland w/c 9th Dec. The Programme milestone plan will be mapped out at this point.

Branch User Forum

- The purpose of the Branch User Forum is "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. The forum is a forward looking mechanism to ensure the business processes and approaches are fit for purpose for users and are in keeping with Post Office behaviours and values.
- The inaugural meeting took place on 19th Nov. The purpose of this meeting was to set the context; reiterate the purpose; agree ways of working and of course get to know each other.
- The Forum members are:
 - Chair - Angela Van Den Bogerd
 - IT & Change - Dave Hulbert
 - Network - Michael Larkin
 - Commercial - Paul Brown
 - Spmr Bryan Hewson, Amble Post Office (Mains)
 - Spmr John Shepherd, Gilberdyke Post Office (mailwork with satellite outreach & Local)
 - Spmr Karen Goldthorpe, Manor Post Office
 - Spmr Srisvanthini Sriskanthvel, Hollington Post Office
 - Bhavna Desai, Newton Post Office
 - Wendy Burke, Dunmurry Post Office
 - Bob Taylor, BM Gloucester Crown
 - Mike Jones, Crown Colleague, Bootle
- In summary an excellent first meeting with the Spmrs & Crown staff being totally committed to what they saw as the business reaching out to the branch network and genuinely wanting to break down the barriers and make a difference.
- The meetings will be held on a monthly basis (at least for the first few months as determined by volume of input) with the quarterly meeting being held in the regions to enable a wider participation from the network.

- Branch Focus will feature an article in the December issue advising of the Branch User Forum, its purpose; who the members are and inviting people to share their thoughts, issues, concerns etc.