



# **Initial Complaint Review and Mediation Scheme**

**ExCo Update**

**13 February 2014**

**V0.3**

## Agenda



1. Context
2. Programme Governance
3. Programme Plan
4. Performance Dashboard
5. Key Risks and Issues
6. Second Sight Engagement
7. Scope of the Working Group
8. Timeline of Key Events
9. Stakeholder Engagement

**Decisions for this meeting**

# 1. Context



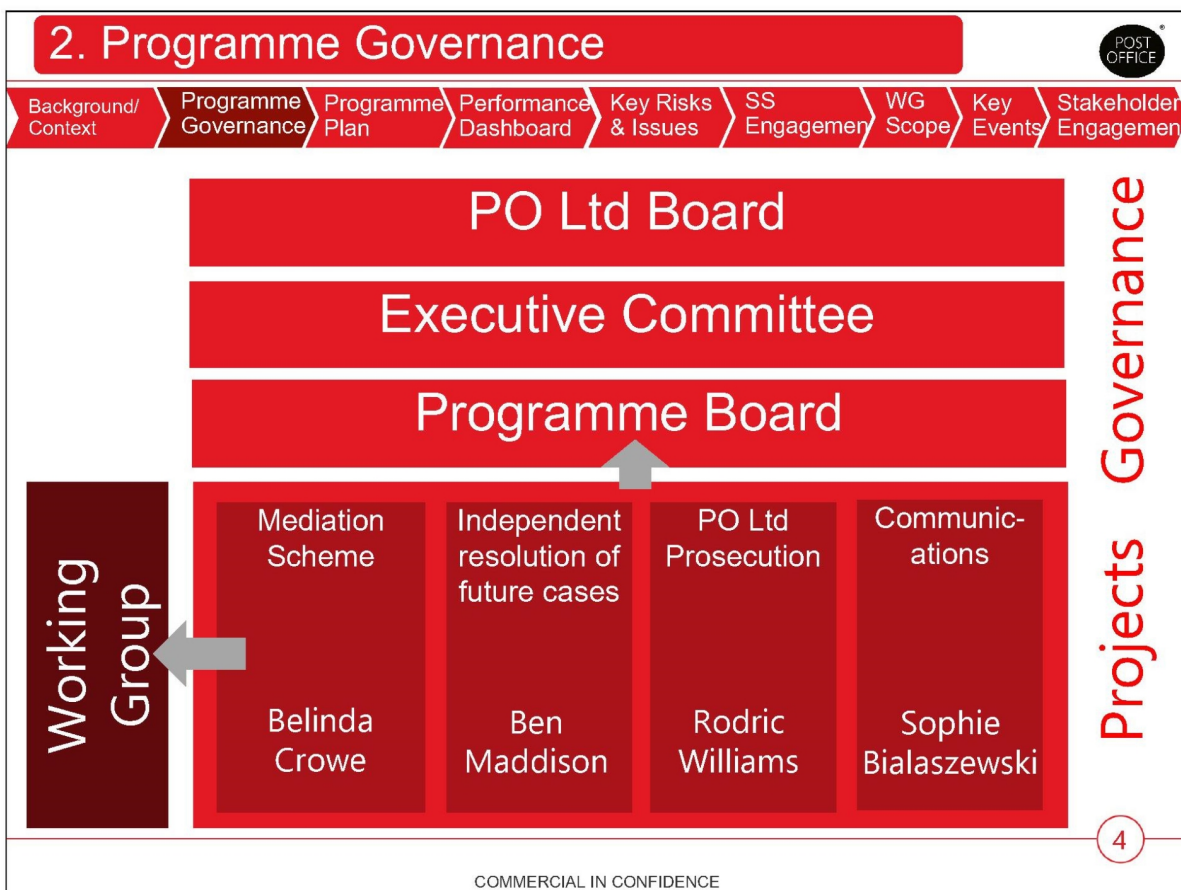
Context	Programme Governance	Programme Plan	Performance Dashboard	Key Risks & Issues	SS Engagemen	WG Scope	Key Events	Stakeholder Engagemen
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- Programme is at a critical juncture
- 147 cases with large potential financial exposure with a very large expectation gap
- Post Office has no hard power and minimal influence and are paying the bills
- Hostile stakeholders including those directly engaged by Post Office
- Working Group asserting itself and seeking to re-engineer scope
- Process design driven by vested interests
- Resourcing challenge

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Brief context slide to ensure all aware that the programme is facing a number of challenges and that a large number of them are due to historic design issues





## 2.1 Programme Board ToR

Background/  
ContextProgramme  
GovernanceProgramme  
PlanPerformance  
DashboardKey Risks  
& IssuesSS  
EngagementWG  
ScopeKey  
EventsStakeholder  
Engagement

Frequency	Chair & Secretariat	Core Membership
<ul style="list-style-type: none"> <li>Fortnightly</li> </ul>	<ul style="list-style-type: none"> <li>Chris Aujard, Chair</li> <li>Nicky Mal, Secretariat</li> </ul>	Fay Healey (NED) Belinda Crowe, Angela Van-Den-Bogerd, Charles Colquhoun, Andy Holt, Rodric Williams, Andy Parsons, Sophie Bialaszewski, Jess Barker, Layla Wildon, Nicky Mal, David Oliver
Objectives	Inputs	
<ul style="list-style-type: none"> <li>To provide the overall direction and management of the programme</li> </ul>	<ul style="list-style-type: none"> <li>Programme Board reporting pack</li> <li>Key management information from case tracker</li> <li>Escalated risks or issues for review</li> <li>Draft deliverables for sign-off</li> </ul>	
Responsibilities & Accountabilities	Outputs	
<ul style="list-style-type: none"> <li>Agree key programme artefacts including the programme plan and comms plan</li> <li>Ensure the appropriate coordination across the projects that comprise the programme</li> <li>Reviewing/signing-off deliverables</li> <li>To design the permanent solution for handling future cases</li> <li>Review civil and criminal cases</li> <li>Define acceptable risk profile and risk thresholds for the programme &amp; its projects</li> <li>Resolve issues between projects, which need the input and agreement of senior stakeholders to ensure the progress of the programme</li> <li>Own the resolution of risks and issues that the programme faces</li> <li>Ensure resource availability for programme activities &amp; resolve conflicts</li> <li>Resolve dependencies across programmes</li> <li>Define the success criteria for the programme</li> <li>Review programme budget every month</li> <li>Ensure the programme complies with Post Office data security policies</li> <li>Ensure suggestions for improvement/themes arising out of the programme are fed into the Business Improvement programme and vice versa</li> <li>Oversight of programme communications /PR</li> <li>Manage Second Sight's role in the programme</li> </ul>	<ul style="list-style-type: none"> <li>Agreed programme artefacts</li> <li>Signed-off programme deliverables</li> <li>Agreed mitigating actions for risks /resolution to issues</li> <li>Agreed escalations to ExCo</li> <li>Success criteria for the programme</li> <li>Minutes and actions</li> </ul>	

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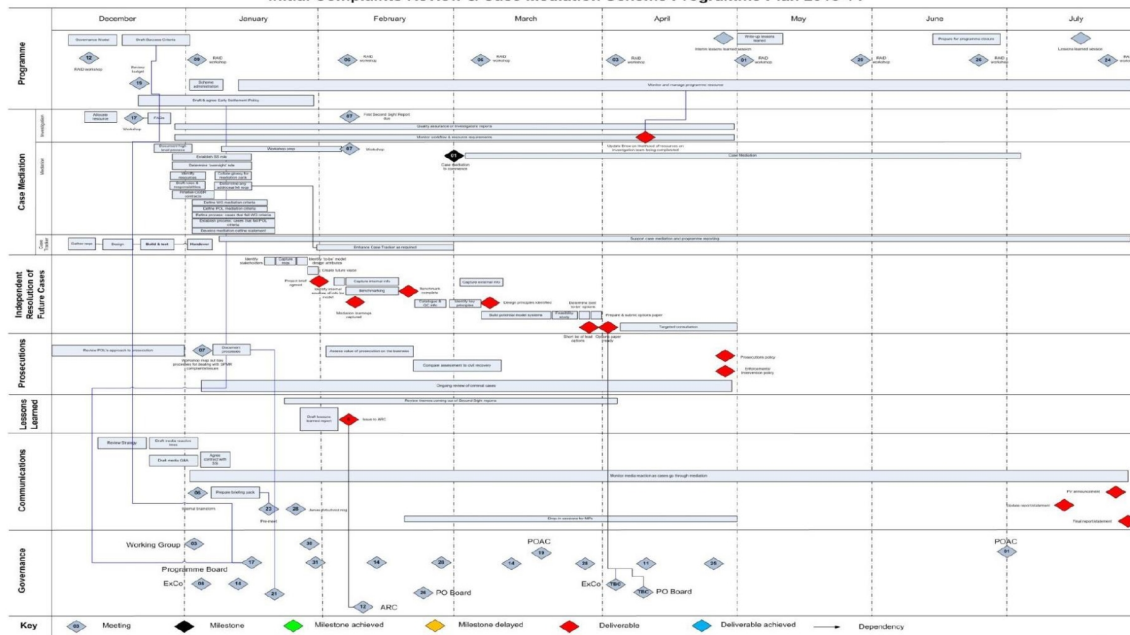
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### 3. Programme Plan




Background/ Context   Programme Governance   Programme Plan   Performance Dashboard   Key Risks & Issues   SS Engagement   WG Scope   Key Events   Stakeholder Engagement

Initial Complaints Review & Case Mediation Scheme Programme Plan 2013-14



## 3.1 Programme Plan: Resources



Background/  
Context

Programme  
Governance

Programme  
Plan

Performance  
Dashboard

Key Risks  
& Issues

SS  
Engagement

WG  
Scope

Key  
Events

Stakeholder  
Engagement

- Overall cost of the programme - estimate £5m due to:
  - Practicalities of manually managing 140+ cases through a scheme
  - Commitments to pay applicants to have advice
  - Process and timelines dictated by Working Group which meets weekly
- Internal staff - impact on NT
  - Investigators
  - Mediators

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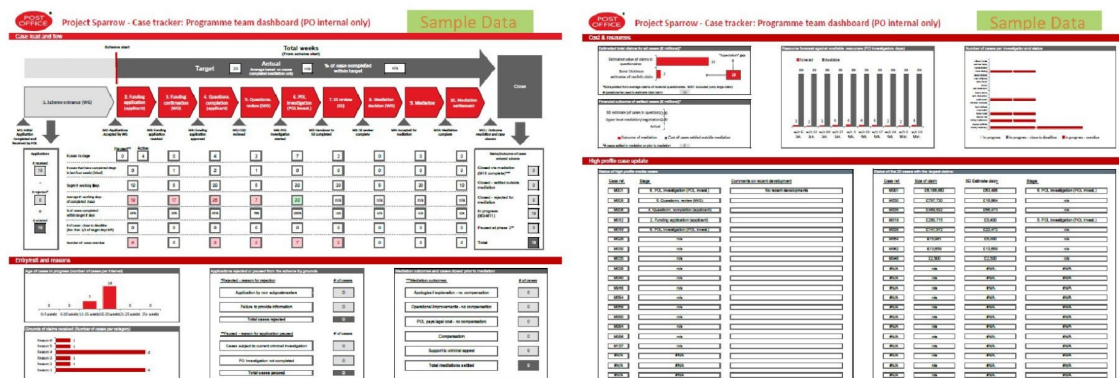
Opportunity to reinforce how resource hungry the programme is

Opportunity to raise the need to release enough experienced staff to act as mediators. Kevin has said that the current list of staff and length of release will threaten NT

## 4. Performance Dashboard



Background/ Context   Programme Governance   Programme Plan   Performance Dashboard   Key Risks & Issues   SS Engagement   WG Scope   Key Events   Stakeholder Engagement



- The Performance Dashboard has been developed
- Data cleansing/administration activities continue to improve the data quality

Cases have been moving more slowly than planned for

Bottleneck with Second Sight Capacity (3 members of staff being fed by 22 investigators)

5. Key Risks & Issues – extracted from programme register

POST OFFICE

Background/Context

Programme Governance

Programme Plan

Performance Dashboard

Key Risks & Issues

SS Engagement

WG Scope

Key Events

Stakeholder Engagement

Risk/Issue	Action(s) / Update	Owner
<p>There is a risk that the JFSA &amp;/or Second Sight disengage from the Working Group over the scope of Second Sight's role or the terms of reference for the Working Group</p> <p>Second Sight and JFSA consider the scope of Second Sight work to extend beyond the Scheme and in any event, have taken a very wide view of Second Sight's investigatory role within the Scheme</p>	<p>PV will be engaging AH directly before the next face-to-face Working Group.</p> <p>Post Office have reviewed all published materials; so far there are no grounds to justify increasing the scope of the Working Group.</p> <p>A letter of engagement has been drafted. Second Sight have declined to sign the current draft and have asked for a number of amendments to be made. Post Office is considering these.</p> <p>CA has opened discussions to consider engaging an alternative accountancy firm.</p> <p>A paper will be drafted for ExCo, for onward transmission to the Board on the Scheme in general, covering the heightened risk and contractual relationship with Second Sight.</p>	CA

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Lead in slide to the next two slides where we discuss the WG and Second Sight in more detail



## 6. Second Sight Engagement



Background/ Context	Programme Governance	Programme Plan	Performance Dashboard	Key Risks & Issues	SS Engagement	WG Scope	Key Events	Stakeholder Engagement
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**Second Sight engagement has been challenging and looks to be reaching a decision point.**

- Second Sight have refused to sign the terms of engagement
- Post Office is spending approximately £30,000 per month (£0.5M to date)
- Second Sight continue to seek to widen the scope of their engagement
- Second Sight capacity is limited (3 members of staff) and we have no assurance that they can cope with the coming workload.

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Post Office have proposed including the Board condition that they will not act against Post Office in the future – Second Sight have refused to agree this.

Post Office has had only one substantive product – the interim report

Four initial case reports originally due in January have not been delivered delaying the progression of these cases through the Scheme

## 7. Scope of the Working Group



Background/ Context	Programme Governance	Programme Plan	Performance Dashboard	Key Risks & Issues	SS Engagement	WG Scope	Key Events	Stakeholder Engagement
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- The Working Group's role is to ensure the Scheme is run in a fair and efficient manner
- Working Group (at the suggestion of JFSA and Second Sight) is seeking a much wider scope
- The wider scope carries increased risk for Post Office
- Post Office cannot allow the scope creep
- This is likely to lead to confrontation.

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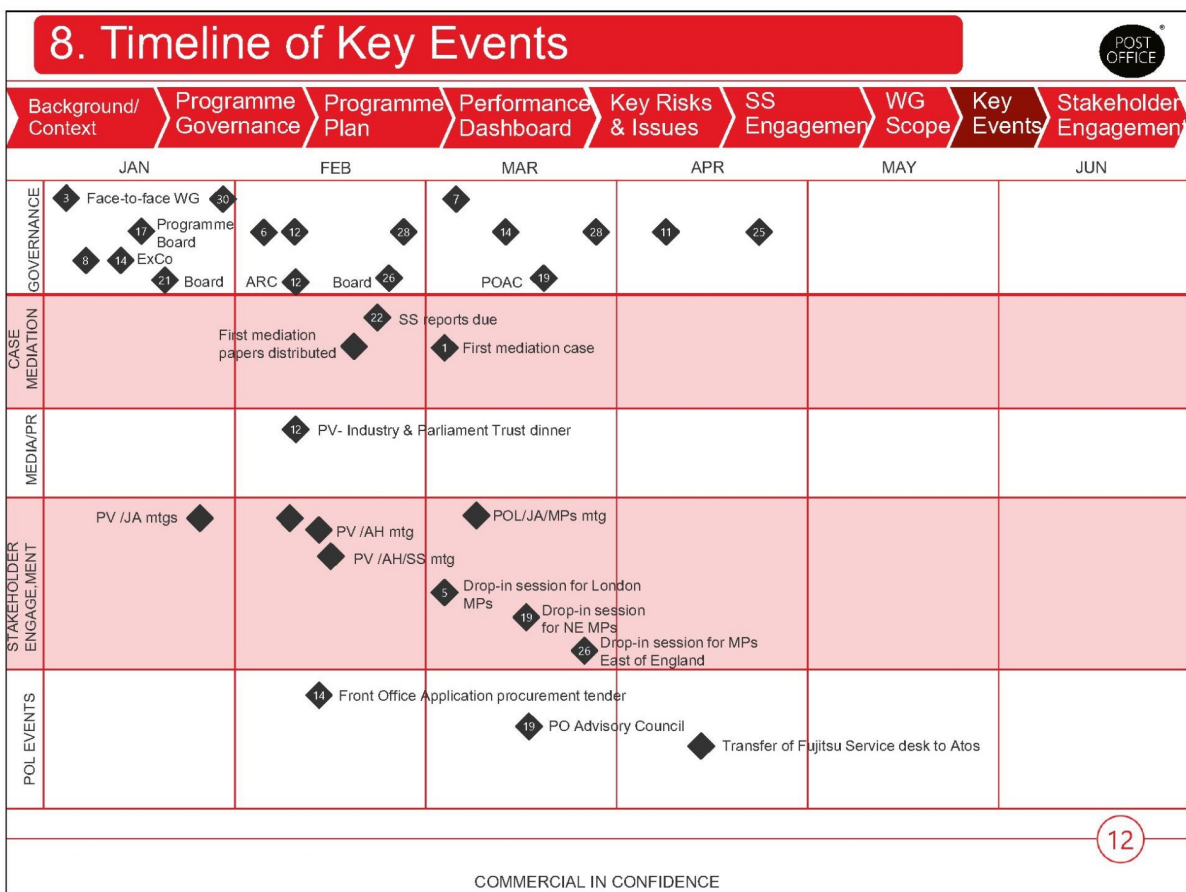
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Working Group will also be involved in making decisions on how particular cases should be managed through the Scheme

WG seeking to examine any issues that it sees as relevant across Horizon and Post Office's business

Any attempt to restrict the scope will be met with hostility and accusations of attempting to fetter the independence of the process


Particularly challenging given the issues around controlling the engagement with Second Sight



Key point is the Second Sight report is due on 27 February and we are in a critical window to manage that relationship and prepare for the report potentially becoming public



## 9. Stakeholder Engagement



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Context

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**In addition to our focus on Second Sight and JFSA we are taking forward two other key strands of engagement:**

**James Arbuthnot and other interested MPs**

**Anthony Hooper (Chair of the Working Group)**

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Paula and Alice held a positive meeting with James Arbuthnot. A follow up meeting is being arranged for Mid March with James and other interested MPs.

Given the challenges posed by the other members of the Working Group maintaining strong relations with Tony will be critical. Paula is going to meet with him in the next few weeks to ensure we are well placed should relations with JFSA or Second Sight deteriorate further

AOB



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