



Initial Complaint Review and Mediation Scheme

Programme Board

4th February 2014

V1.0

Agenda



1. Programme Director's Update
2. Communication Scenarios
3. Themes arising from CQRs
4. Programme Interdependencies
5. Development of the Future Complaints Resolution Model
6. Performance Dashboard
7. Key Risks and Issues

Decisions for this meeting

Agree communication scenario outcomes
Agree next steps to mapping interdependencies between the Scheme & BIP
Agree approach to developing Future Complaints Resolution model
Agree mitigating actions/resolutions for escalated risks & issues
Approve Programme Plan (by correspondence by 7 February)
Agree next Programme Board meeting

1. Programme Director's Update

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Programme Director's Update

Comms Scenarios

Themes from CQRs


Programme Dependencies

Future Complaints Model

Performance Dashboard

Risks & Issues

Delivery & likelihood of success



Trajectory

↑

Overall good progress made since last Board with a positive meeting with James Arbuthnot MP. Face to face Working Group was more difficult with the group revisiting their scope with a different view being taken by JFSA and Second Sight to Post Office. Work to resolve this and pin down the Second Sight letter of engagement is a priority.

- **Performance** - a number of investigations are now concluded and reports being quality assured. Quality assurance is currently taking longer than envisaged – this is being closely monitored and should improve as draft report quality is increasing. Second Sight's first reports have slipped again to 27 February. This will be a key milestone for the Scheme.
- **Administration** - much better controls now in place although legacy issues around purchase orders and invoicing are currently of concern.
- **Mediation** - processes revised by the Working Group on 30 January. Post Office representatives being confirmed. Time pressure has reduced slightly due to the slippage of the Second Sight reports.
- **Programme Dependencies and Future Policy** - early progress made on dependencies and future policy; both on the agenda for discussion today.

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2. Communication Scenarios



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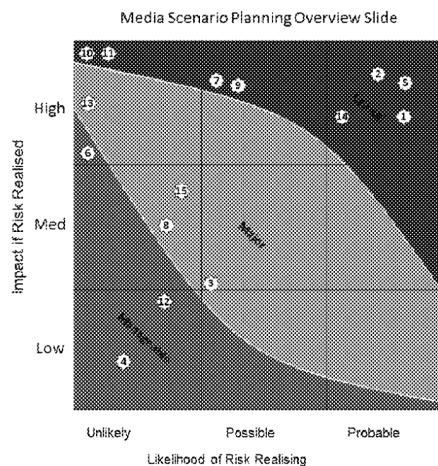
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Media Scenario Risk Map



1. JFSA disengage from Working Group
2. Second Sight disengage from Working Group
3. Second Sight additional support needed
4. Applicant(s)/MP talks to the press about the outcome of mediation (satisfied)
5. Applicant(s)/MP talks to the press about the outcome of mediation (dis-satisfied)
6. Investigation findings
7. MP / Stakeholder / James Arbuthnot raise concerns with the Press or Parliament (e.g. question in Parliament)
8. James Arbuthnot meeting MPs (likely to be February 2014)
9. Mediation outcome communication to WG made public
10. Network issues (increased number of concerns citing Horizon, separate 'Horizon' issue raised)
11. Post Office Legal Issue (sued) / Prosecution(s) and Policy
12. Consumer futures involvement
13. NFSP move position of satisfaction to dissatisfaction
14. Interested journalist contacts us proactively (e.g. Matt Prodger, BBC or Karl Flinders, Computer Weekly)
15. The Impact of external non-Horizon engagement on the Scheme

2. Communication Scenarios



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Summary of Materials Needed

Impact	Questions / Communications needed now	Questions / Communications needed with a dependency
High	<ul style="list-style-type: none"> Reactive line for JFSA disengaging with the WG Reactive line for SS disengaging with the WG Generic lines about the Business Improvements Programme (including the Branch User Forum) Holding Statement Prosecution Policy Overview from Legal (Chris A / Andy Parsons) <p>Monitor: case tracker for high profile cases Monitor: Questions in Parliament / Liaise with BIS re answers</p>	<ul style="list-style-type: none"> Reassurance email to MPs / James Arbuthnot Meet with individual MPs where necessary Generic Lines on case outcomes (specific lines will be needed for high profile cases) Generic Lines based on first case papers (specific lines will be needed for high profile cases) Letter/email/Subspace to the network based on Business Improvement Programme Public statement before end of the Scheme if necessary
Medium	<ul style="list-style-type: none"> Reactive line for SS needing additional support Support James Arbuthnot to host MP evening including emails, briefs and agenda for meeting Engage NFSP early on the future of the Scheme Reactive line if NFSP were to come out in press against Scheme <p>Evaluate impact of all external engagement on the Scheme</p>	<ul style="list-style-type: none"> Engage James Arbuthnot re additional support
Low	<ul style="list-style-type: none"> Generic Q&A for mediation outcomes 	<ul style="list-style-type: none"> Q&A for findings (will need to assess whether we go proactive with the network and how we engage with the media) Internal and Network comms may be needed if investigation findings leaked / issue found

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3. Themes arising from CQRs



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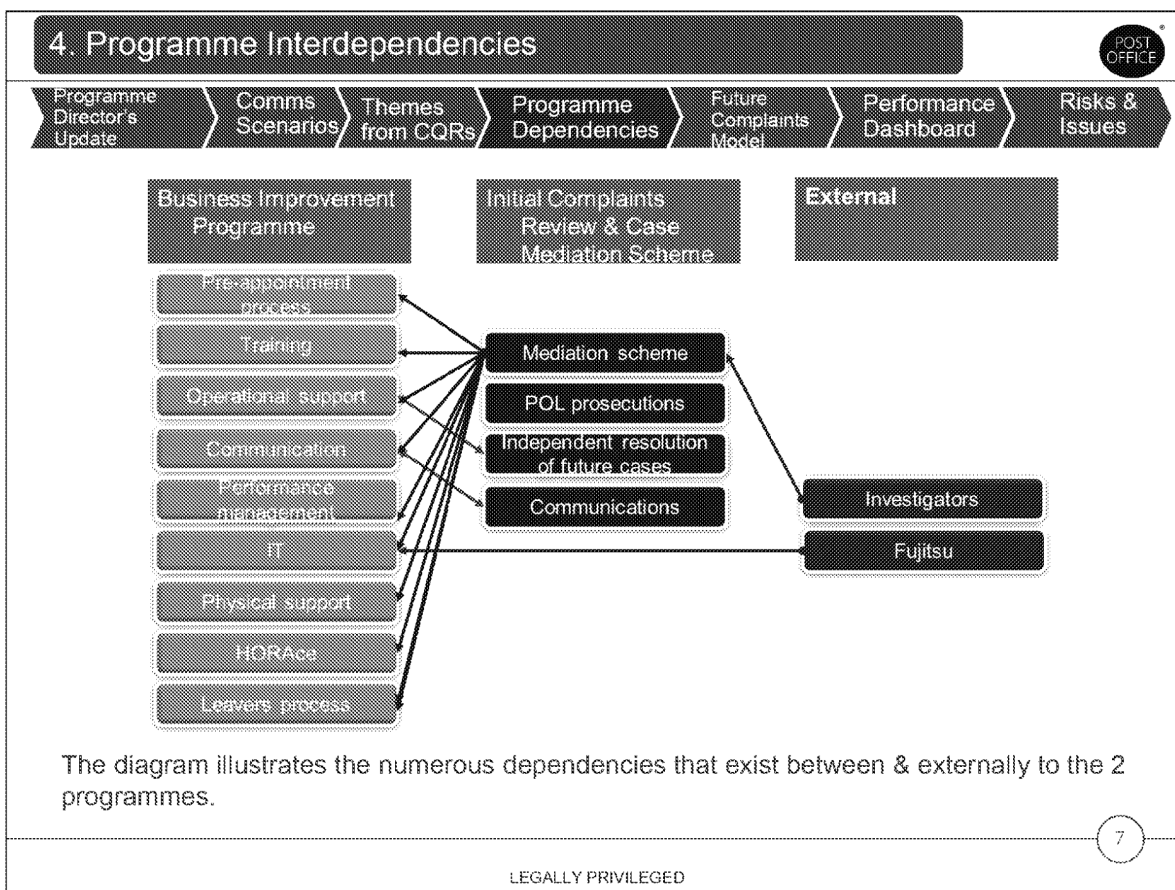
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Theme	Business Improvement activity underway/planned
Inadequate training and support	<p>We have already improved the training approach by:</p> <ul style="list-style-type: none"> Introducing an introductory call to the new Subpostmaster 2 weeks before they take up post Having earlier contact with the Subpostmaster following their initial training and replacing the month 1 telephone call with a branch visit Reviewing the effectiveness of the balancing work-aid to help Subpostmasters identify and hopefully resolve balancing problems earlier. <p>Within the training work stream, the content, method, timing and approach to training and support is being reviewed. The Operational and Physical Support work streams are reviewing our approach to support branches from a people, process, systems and culture perspective.</p>
Hardware/software issues with Horizon	<ol style="list-style-type: none"> Processes are in place with business as usual teams to ensure concerns with branch issues are addressed A weekly call is held with all relevant business areas to ensure branch concerns or wider network issues are identified, escalated where necessary and resolved. The Operational Support work stream scope will include how we interact with our suppliers and how issues are resolved The Programme is working on a number of Horizon process improvements The development of HORICE will enable access to more Horizon information The investigation process will be reviewed to determine what information can be taken from a branch Branch User Forum is looking at this from a user perspective
Poor conduct by Post Office and a lack of an audit trail	<p>The operational support model will look at the people, processes, systems and culture used to support branches. The objective for the work stream is to deliver a stream-lined efficient model where the people supporting the front line deliver consistently high customer service, which is underpinned by an IT system which can track intervention, enable a branch contact record to be available and contact to be measurable.</p>



4. Programme Interdependencies



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At a high-level the following 6 key dependencies have been identified:

- The Scheme is dependent on:
 - The Investigators to support the investigation of cases
 - Fujitsu for the provision of data
- BIP is dependent on:
 - The Scheme to feedback key issues emerging from cases
 - Fujitsu for the provision of data
- The programmes need to ensure they are aligned:
 - To deliver consistent messages
 - In designing the interface between BaU and the new complaints resolution model

Further work is required with BIP to:

- Identify underlying/detailed/missing dependencies
- Document & design controls for monitoring

We propose an initial dependency workshop and regular reviews to monitor all dependencies going forward

5.1 Development of the Future Complaints Resolution Model



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POL response to Second Sight report

The Post Office is responding to respond to the Second Sight report with three new initiatives, aiming at addressing the issues raised, improving future processes and ensuring robust structural changes to support our operations.

1. The creation of a working party to look at how to improve the quality of our services. This group will be made up of representatives from the various business units and will be responsible for ensuring that the quality of our services is improved. The working party will also be responsible for ensuring that the quality of our services is improved.
2. A new system to be introduced to ensure that all our services are of the highest quality. This system will be responsible for ensuring that all our services are of the highest quality.
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3 new initiatives :

1. Addressing the issues raised
2. Improving future processes
3. Examining potential structural changes

"...A review chaired by an independent figure to determine how an independent safety net might be introduced to adjudicate in disputed cases in the future. Again the JFSA and other stakeholders will be invited to take part in this process."

Post Office Ltd
8th July 2013

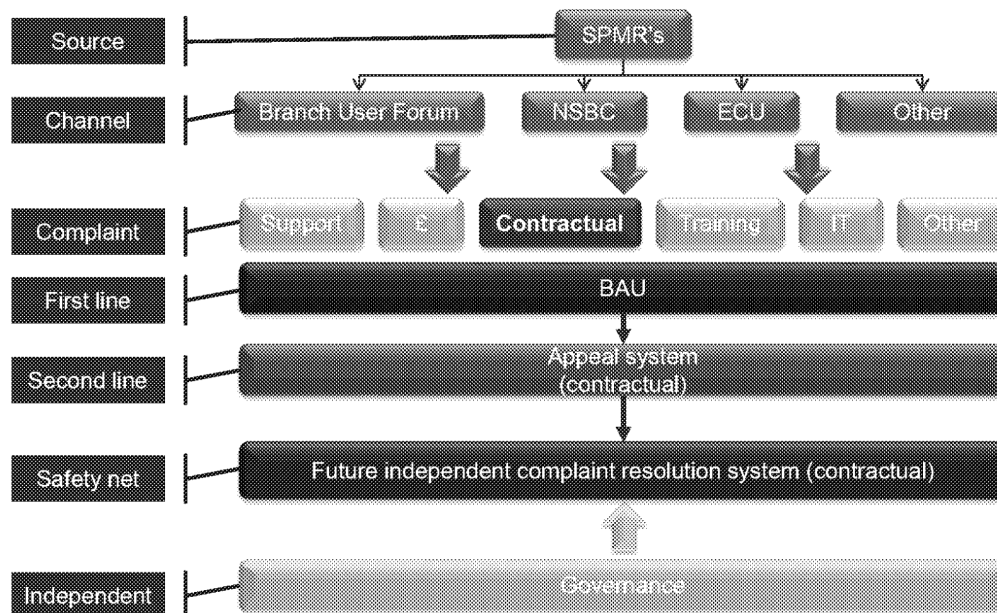
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5.2 Development of the Future Complaints Resolution Model

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Our understanding of where the future complaint system will sit



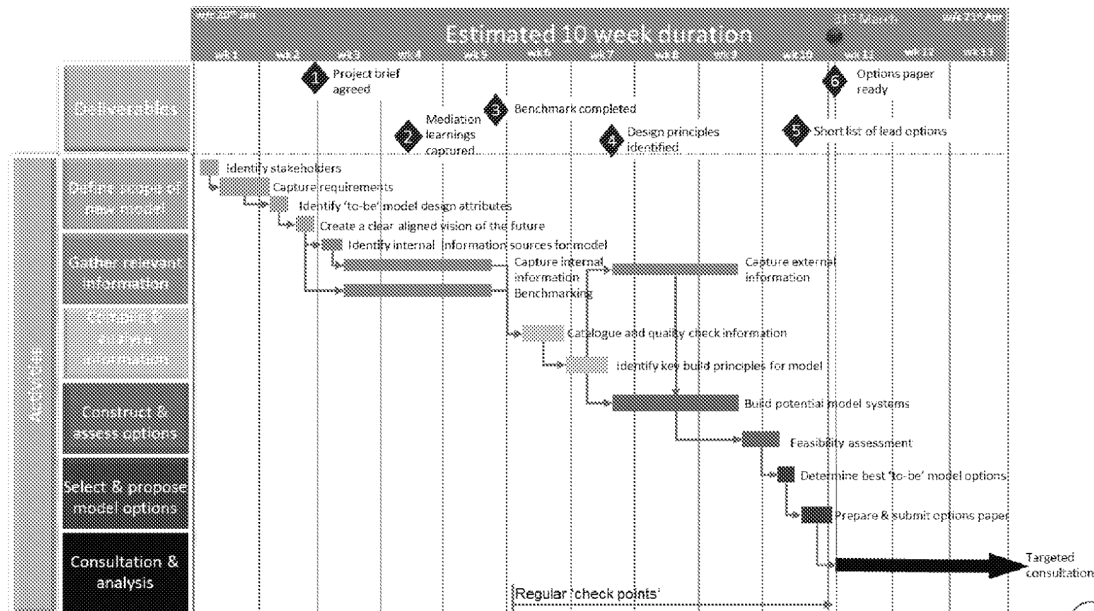
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5.3 Development of the Future Complaints Resolution Model

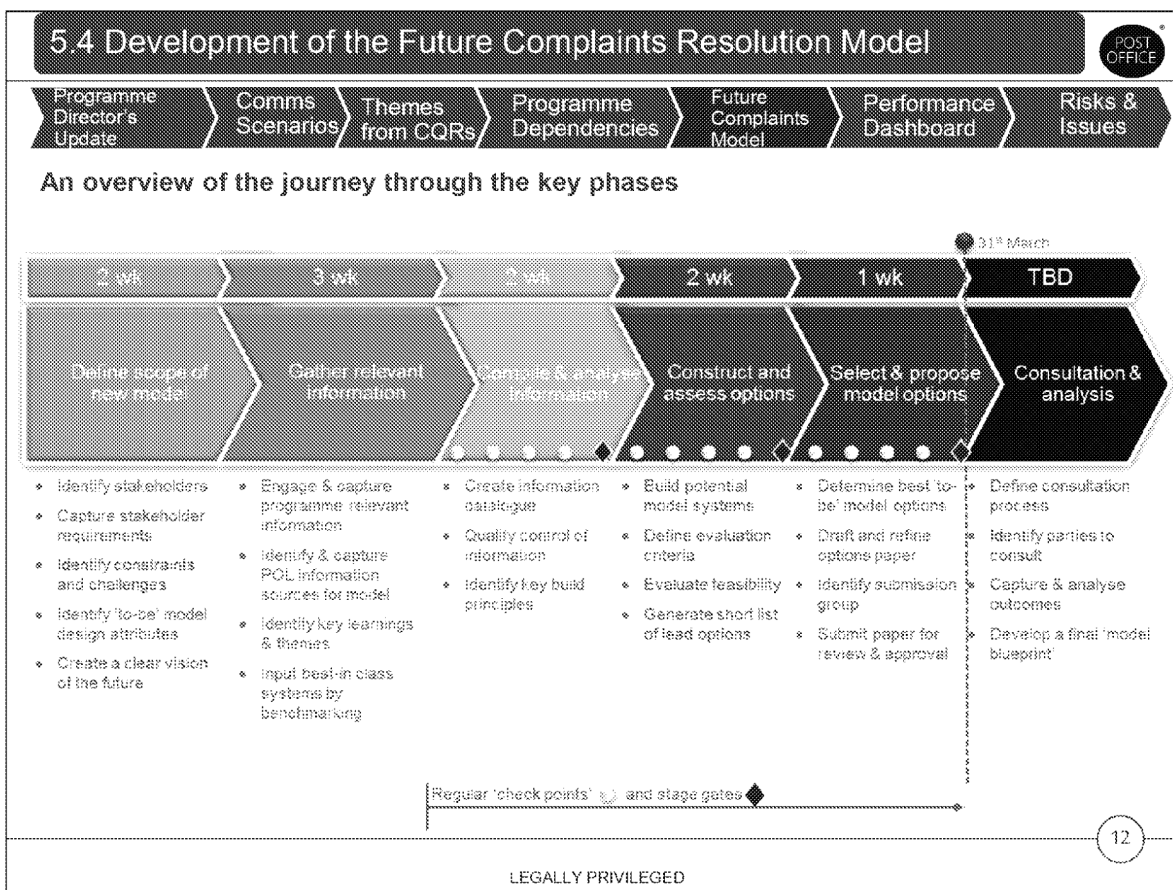
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Indicative project timeline and deliverables



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5.5 Development of the Future Complaints Resolution Model



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Key questions

1. Dealing only with contractual breach complaints/disputes and no other types?
2. Is the system to be the last resort after all other internal channels have been exhausted?
3. Should it have a gate process to enter the system?
4. Do you want it to have an investigative capability?
5. Do you want it to pursue emerging thematics?
6. Do you want it to have a feedback/reporting mechanism into BIP?
7. Should it be taskable in the future if sanctioned by ExCo?

6. Performance Dashboard

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Programme Director's Update

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Risks & Issues

Up-to-date dashboard to be provided in hardcopy at the Board meeting.

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7. Key Risks & Issues – extracted from programme register



Programme Director's Update	Comms Scenarios	Themes from CQRs	Programme Dependencies	Future Complaints Model	Performance Dashboard	Risks & Issues
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Issue/Risk	Action(s) / Update	Owner
Quality of POL investigators reports is improving but they do need redrafting at the Quality Assurance phases which is impacting on timescales.	Quality assurance of Investigator reports continues with individual feedback being provided to the investigators. Should we seek to deliver further guidance based on the common errors seen in a short workshop to all Investigators?	AVDB JB DO
	Review quality assurance process after 10 reports are with Second Sight to confirm whether all steps are still required.	
There is a substantial expectation gap - the difference between the amount claimed by applicants and BD's assessment of the realistic value of the claims. 25 applicants have sought £14M (5 of those are over £1M and a further 7 over £100K). If this is continued for the rest of the applications we would expect to see a gap of ~£47M.	Bond Dickinson are keeping the expected liability of cases under regular review and are leading on identifying suitable cases for early settlement.	BD SB
	Early engagement with Professional Advisors and MPs are required to manage expectations and minimise reputational damage to POL/negative perceptions of the Scheme.	

AOB



1. Programme Plan
2. Next Programme Board – currently Wednesday 12th February, 12:00 – 13:00, Room 108