

Current Actions and Decisions LogExCo Meeting 23 April – Actions and Decisions

23/04/02	Action 1	<u>Pay Strategy</u> Fay Healey to work with Sue Barton to produce a 2 page summary of pay principles required to support the 5 year strategic plan and incentivise a commercial business. Update 16/5/13: Meeting on 17 May to progress. Update 1/7/13: Another meeting to progress further FH Update 19/8/13: Workshop has been delayed due to annual leave. The Workshop is being held to develop the Reward Principles which relate to the 20/20 Strategy. SB Update 9/9/13: FH and SB will have a catch up on the 17 th Sept at 9am to progress this action. Update 16/12: Due to CWU discussions, Pay Strategy workshop now to be rescheduled to January.	FH/SB	Jan 2014
23/04/13	Action 2	<u>Risk</u> <ul style="list-style-type: none"> • edefine TOR for RCC to cover FS risk • onsider the training necessary for the RCC with heightened awareness for FS as the Business moves into Current Accounts • efine compliance in FS and the relationship with the bank. Update 27/06/13: Ongoing – in progress.	SC SC/FH/ NK SC/NK	End of Oct.
23/04/23	Action 7	Explore the opportunity using the Alarm response centre to provide care for customers; possibly as part of the home insurance market. Update 07.08.13 – currently in discussion – NK to be involved HC to meet with SC Update 08.11.13 – Alarm monitoring – discussions can take place once contracts have	HC/MM (PB)	Ongoing

		been signed with the selected vendor for the provision of Grapevine and alarm monitoring services as part of the separation from RMG. This is likely to be April 2014.		
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ExCo 18 June - Actions and Decisions

18/06/06	Action 1	<p><u>Information Security</u></p> <p>Policies need to come back to ExCo for review and agreement with solutions for areas where compliance is difficult. E.g. acceptable use policy. <u>Information Security</u></p> <p>Policies need to come back to ExCo for review and agreement with solutions for areas where compliance is difficult. E.g. acceptable use policy.</p> <p>LS Update: 01/07/13 The Head of Information Security will be contacting each ExCo member to discuss the Policies and identify area where compliance will prove difficult.</p> <p>LS Update: 07/08/13 All but 1 Policy (Acceptable Use) are now on the Intranet and are part of an Information Security and Assurance communication plan along with the Information Security Handbook and on-going training and awareness. The Acceptable Use Policy was raised as a potential non-compliance issue by several ExCo members and therefore has not been published; a Corrective Action Plan has been drafted to mitigate any potential risks of non-compliance. The Corrective Action Plan will be provided to ExCo for agreement during the week ending 9 August 13, members will be asked to provide their response by 27 August 13</p>	LS	
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		<p>The Information Security Training, Awareness and Communications plan is on target, with specific Information Security requirements being tailored for Central Support Tea, Branch (Crown) Branch (Network) and Supply Chain every month. Branch Training will be completed, in September, and includes online learning and Workbooks, with additional communications on Branch Focus and Grapevine.</p> <p>LS Updated 30/10/13: Proposed solution presented on 15th October didn't provide enough flexibility for individual members to email each other within a secure community (i.e. a community being EXCo or the Board).</p> <p>Information Security and Assurance Group are providing a list of options for EXCo to consider, by End of December.</p> <p><i>Options have been provided to gain Board acceptance of the outstanding policy. The updated policy is going to Risk and Compliance Committee in January 2014 (this month) to be finally presented to ExCo in February 2014.</i></p>		
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ExCo 23 July - Actions and Decisions

23/07/16	Action 2	<p><u>Forecast</u></p> <p>After decisions are taken on 1 August, announce the big decisions about cost reduction and changing the business, small central function (ways of working – new HQ), then position the cost reductions which will affect people e.g. Christmas stamps.</p>	MD/FH/CD	<p>Ongoing</p> <p>Series of comms</p>
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		Update 30/10 in progress – ongoing		underway (MD 17/10)
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ExCo 20 August – Actions and Decisions

20/08/17	Action 1	<u>ExCo Cascade</u> Put in place a process for cascade of ExCo decisions and update on discussions. Update 30/10 in progress – ongoing	MD/AL/AR	Ongoing
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ExCo 10 September – Actions and Decisions

10/09/04	Action 4	<u>Supply Chain</u> Need to produce a supply chain P&L to help highlight the cost drivers to the customers and help reduce demand.	CD	End Nov
10/09/12	Action 2	<u>Sparrow</u> Communications team to continue contact with MPs involved in Sparrow to build the relationship and build in good news e.g. NT. Next contact before JA letter (likely 1 st week Oct). Update 30/10 in progress – ongoing	MD	Ongoing

ExCo 16 September – Actions and Decisions

16/09/06	Action 6	<u>Cost Management/Value for Money</u> Set up a cost workshop to identify costs/wastage in the business.	CD	November
16/09/23	Action 3	<u>Strategy & Funding</u> Need to start to reconsider targets for this year STIP & LTIP – because of the delay in getting agreement. Start to communicate this with Will & Tim. -	ME/FH/CD/S B	Jan

		Iso need to consider communication to colleagues for STIP.		
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ExCo 15 October – Actions and Decisions

15/10/02	Action 1	<u>Looking Beyond Network Transformation</u> Return to ExCo with a defined proposal and timeline, (including resource plan to be agreed with Chris Day and Fay Healey). Terms of Reference to cover (1) customer and growth; (2) models; (3)ownership and efficiency (including product portfolio) and to be agreed by a sub-group of NK,MG,KG,SB	SB	End Nov
15/10/07	Action 5	<u>Q2 Full Year Forecast and Budget</u> Consider any additional FYF risk to FS and telephony sales as a result of 'Action Short of a Strike' and feed into Sarah Hall. Update from NK: 4 November: In progress	NK/MG/SH	End Nov
15/10/09	Action 7	<u>Q2 Full Year Forecast and Budget</u> Fay and Colin to return to ExCo with a cost/headcount reduction proposal including CR as one of the tools. All teams to assume CR as a tool to achieving cost reductions.	FH/CD	12 Nov
15/10/11	Action 1	<u>FS Investment Products</u> Nick to bring the FS Investment product options back to ExCo after completion of the market research for decision on progressing further.	NK	Jan 2014

ExCo Meeting 22 October - Actions and Decisions

22/10/06	Action 4	<u>Maypole</u> Need to return to ExCo for final sign off of the approach and delivery plan. Use the ExCo subgroup for governance. Update: DWP have advised that they would like to make a joint announcement in December although BIS are pushing for an earlier announcement	CD, KG, SB, CA, MG, NK, KS	ongoing
22/10/07	Action 5	<u>Maypole</u> Ensure that the maypole and supply chain ExCo subgroups are aligned.	SB	ongoing
22/10/08	Action 6	<u>Maypole</u> Carry out a contract comparison between the existing POCA contract and FOCS contract to assess any implications and risks. Update: Work in progress	KG/CA	Mid Nov
22/10/12	Action 3	<u>Financial Performance</u> Produce analysis of full year forecast exit rate to feed into next year's target setting and give comfort to the Board.	SH	30/10
22/10/15	Action 6	<u>Financial Performance</u>	MG	Ongoing

		<p>Provide the ExCo with the drivers and actions to improve the 'easy to do business with' customer measure. To be circulated.</p> <p>Update - The drivers of the easy to do business with measure remain the in branch experience and the awareness and credibility of our online offering. Specifically effectiveness of staff to keep queues to a minimum, quick service and friendly, helpful staff are the drivers of in branch experience. An ExCo customer dashboard reflecting this in more detail will be available in early January and revalidation of the drivers will be complete for early February.</p>		
22/10/16	Action 7	<p><u>Financial Performance</u></p> <p>Produce an action plan to drive income this year – including a breakdown of what needs to happen e.g. sell extra X per week to improve income by Y.</p> <p>Call to action: to be discussed at Trading Board and reported back to ExCo in the Trading Board update next month.</p>	MG/NK	19 Nov
22/10/20	Action 3	<p><u>CTP Implementation</u></p> <p>Decide with Harry if any information about NT process can go to reading room.</p>	AL/HC	23/10
22/10/21	Action 1	<p><u>Horizon</u></p> <p>Consider how we could provide 'welfare support' for subpostmasters.</p>	FH/AVDB	End Oct

22/10/22	Action 2	<u>Horizon</u> Wider piece of work to understand the costs and implications of providing 'welfare support' to feed into AVDB work and NFSP MOU	AVDB/FH/SB	End Dec
22/10/25	Action 5	<u>Horizon</u> Include a risk assessment of introducing the local's model in the process improvement work being undertaken as staff subpostmaster relationships may be different.	AVDB	End Nov
22/10/29	Action 1	<u>Graduates</u> Leadership and development forum to consider the proposition on future graduate recruitment, a paper to return to the ExCo for sign off.	FH	Jan

ExCo Meeting 12 November – Actions and Decisions

12/11/05	Action 4	<u>SLT Talent Review</u> AA to follow up with ExCo on Succession planning process and bespoke development for SLT Top and Grow Talent.	AA/All	End Dec
12/11/06	Action 5	<u>Performance Management Update</u> In response to the overview of our turnover stats there was the request to understand more about new hire vs. long-term turnover. ACTION to find this out.	All/FH	End Dec
12/11/07	Action 6	<u>Cost Reduction Update</u> Fay, Chris and Kevin to get together and come back to ExCo with a		

		clear plan on approaches to people cost reduction.	FH/CD/KG	End/Dec
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ExCo Meeting 19 November – Actions and Decisions

19/11/02	Action 2	<u>Update on Horizon</u> Develop a comms strategy regarding the expectation gap	MD	10 Dec
19/11/03	Action 3	<u>Update on Horizon</u> Introduce 2 new categories into the settlement policy (“apology” and “no agreement but deeply regret any distress caused”) Update – With ExCo	CA	End of Nov
19/11/04	Action 4	<u>Update on Horizon</u> Conclude legal advice on obtaining documents from SS Update: – Chris Aujard has formally written to SS requesting disclosure. We are waiting for their formal response.	CA	Mid Dec
19/11/07	Action 7	<u>Update on Horizon</u> Consider with Tony Hooper the question of turnaround times for preparation of investigative reports under the scheme Update: Process under review while the first 10 cases go through the process (at Tony Hooper’s request)	CA	Mid Dec

19/11/10	Action 9	<u>Update on Horizon</u> Risk Management to undertake a review of the process underway e.g. risk management, business improvement processes Update : Risk Business Partner attending regular programme risk and issues reviews; positive feedback received	CA	Jan
19/11/12	Action 1	<u>Project Wave</u> Take ExCo individually through the telephony proposition	ALL	
19/11/13	Action 2	<u>Project Wave</u> Produce a case for the additional resource for an experienced programme manager and additional resource to deliver and manage Wave and bring back to ExCo to sign off	MG	Mid Jan
19/11/14	Action 3	<u>Project Wave</u> Produce a more detailed sales model, including payments options for customers, and including branch role. 2 or 3 options with what we need to believe to deliver each option, e.g. no. of referrals required, fallout. Expectations from crowns, mains and locals. Work with Michael Larkin	MG	Update at next ExCo
19/11/15	Action 1	<u>Subpostmaster survey</u> Investigate how survey results compare with other retailers	FH	Mid Dec
19/11/16	Action 2	<u>Subpostmaster survey</u> Look back at the communications and strategy questions in the survey at the time of	MD	Jan

		forward 5to11 to see if we can learn from what went well		
19/11/17	Action 3	<u>Subpostmaster survey</u> Produce a plan on the response to the survey, including the work being undertaken as part of sparrow, (AVDB) to be signed off by ExCo as part of the culture change	FH/MD/KG	Dec
19/11/18	Action 4	<u>Subpostmaster survey</u> Let Martin Palimeris know if you require any specific cut of the data.	ALL	Dec
19/11/19	Action 5	<u>Subpostmaster survey</u> Produce a plan for sharing with the NFSP and the wider sub postmaster population	MD/KG/FH	Dec
19/11/21	Action 2	<u>Risk</u> Update ExCo risk map with the 6+3 risks	DM	End of Nov
19/11/22	Action 3	<u>Risk</u> Top 6 risks to be included on the ExCo agenda quarterly In hand	AL	Jan
19/11/23	Action 4	<u>Risk</u> Risks no top 6 risks at the RCC	CA	On-going
19/11/24	Action 5	<u>Risk</u> All ExCo members to pick up their risks at their lead team meetings and review alongside any of the 6+3 they own	ALL	On-going

19/11/26	Action 1	<u>IR</u> Need to be ready with contingencies for a 2 week supply chain strike	KG	Dec
19/11/27	Action 1	<u>Noting papers</u> ENERGY Paul Brown to organise meetings with ExCo members to get input Update – PB is arranging time with the relevant ExCo members to obtain their input.	PB/ALL	Ongoing
19/11/28	Action 2	<u>Noting papers</u> FS/Network incentive – Nick, Kevin and Fay to agree the final Board paper	FH/NK/KG	Nov 20 th
19/11/29	Action 3	<u>Noting papers</u> Managing advisors Challenges back to Chris in writing by 1pm on the 20 th further conversation at the ExCo 25 th	All	Nov 20 th

ExCo Meeting 8 January 2014- Actions and Decisions

08/01/01	Decision 1	All ExCo members to let the CEO and CoSec know if they have to miss a meeting ensuring a weeks' notice if possible and nominating an empowered substitute.		
08/01/02	Decision 2	Any items relating to Royal Mail, Fujitsu or Bank of Ireland to be discussion papers not noting papers at ExCo.		
08/01/03	Action 1	Energy Proposition Circulate to the ExCo an email to show who is engaged in the energy market (any big brands e.g. M&S) and which supplier they are using.	PB	14 Jan

08/01/04	Decision 1	Energy Proposition ExCo supported the white label approach and privatisation in the budget process to protect this initiative		
08/01/05	Action 2	Energy Proposition ExCo subgroup of MG, NK, KG, CD to agree the strategic principles including the operating model & sales model and then discuss with PV before returning to the ExCo in March for sign off.		
08/01/06	Decision 2	Energy Proposition Authority delegated to a subgroup to finalise the approach and contract negotiation.		
08/01/07	Action 3	Energy Proposition Ensure contract proposals include:- Protection on price (benchmarking other providers) Exit clause if POL wants to hold its own energy licence.		
08/01/08	Decision 1	Subpostmaster Engagement Satisfaction Measure Overall ownership of the subpostmaster and employee engagement would sit with the HR Director.		
08/01/09	Action 1	Subpostmaster Engagement Satisfaction Measure Set up a programme approach as part of culture change and mutual ways of working.	MD/FH	End of Feb
08/01/10	Action 2	Subpostmaster Engagement Satisfaction Measure Circulate the results cut to show engagement by new NT office type. (e.g.mains/locals)	FH	14 Jan

08/01/11	Action 3	Subpostmaster Engagement Satisfaction Measure Further work to include:- Analysis of the drivers for each measure 3 actions which drive the results Proposed target to stretch target	FH	End Jan
08/01/12	Action 4	Subpostmaster Engagement Satisfaction Measure Update the Board paper to explain the approach.	FH	14 Jan
08/01/13	Action1	Governing IT demands & costs Align the reporting lines into the business with the Governance Structure review.	AL	End Feb
08/01/14	Decision 1	Governing IT demands & costs ExCo supported the approach to governing IT demand & costs		
08/01/15	Action 2	Governing IT demands & costs Consider a simple message to drive conformance in business. Identify key individuals who can help drive the changes in directorates.	Dave Hulbert	End Jan
08/01/16	Action 1	AOB Each ExCo member to spend time with and new SLT members in their teams to listen and understand their first impressions.	All	End of Jan
08/01/17	Action 2	AOB Circulate the paper on Wave – all to feedback thoughts to Martin George with a paper to the March ExCo.	Al/All	17 Jan

