



Initial Complaint Review and Mediation Scheme

Monthly Steering Group

16th December 2013

Agenda

1. Programme Update

2. Key Case Highlights

3. Governance

4. Key Risks and Issues

5. Budget

6. Next Steps

Decisions for this meeting

Agree the refreshed top risks and issues and their mitigation

Agree revised top level governance model

Note the progress on development of the case tracker and

Management Information

1. Programme Update

Programme
Update

Key Cases

Governance

Key Risks
& Issues

Budget

Next Steps

- ✓ New programme team in place
- ✓ Programme Governance drafted
- ✓ Initial case tracker requirements scoped
- ✓ Programme Risk and Issue log drafted
- ✓ Process mapping refresh underway
- ✓ Budget is under review
- ✓ Investigator training on 17 December designed

1.1 Programme Update - Organogram

Programme
Update

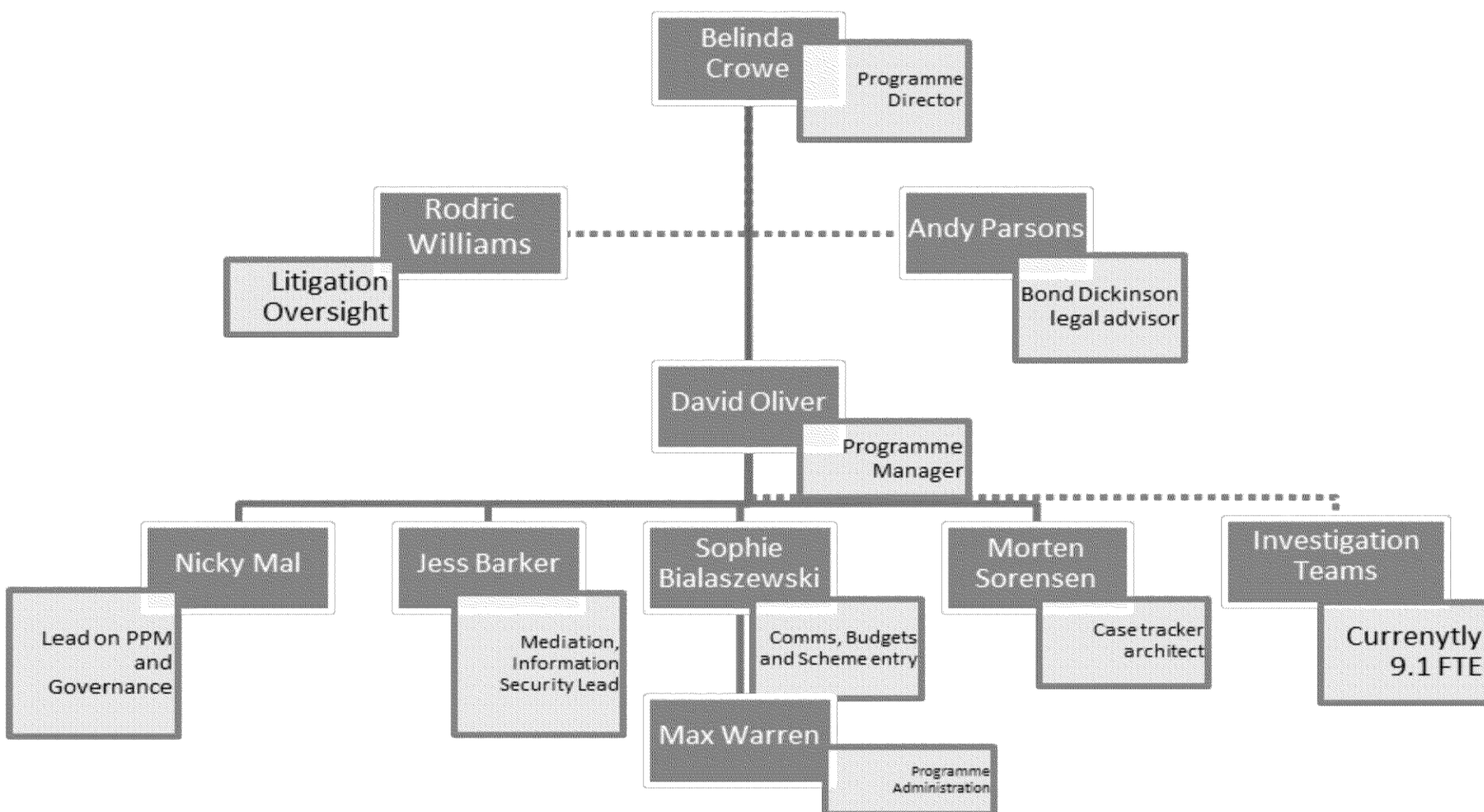
Key Cases

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Next Steps



2. Key Case Highlights

Programme
Update

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Next Steps

- **Applications** – 147 received
- **Questionnaires** - 19 received so far
- **Investigators** - 9.1 FTE in post. A further 14 investigators have been identified and will attend the training on 17 December.
- **Cases investigated** - 18 cases are under active Post Office investigation
- **Second Sight** – currently reviewing two cases
- **Mediation** – programme team work commencing next week to identify and train mediators. Key dependency on release of suitable senior staff from business as usual
- **Working Group 12 December**- Two cases confirmed as on hold pending criminal investigation, one case accepted into the scheme, two cases post office investigation timelines extended, three cases on hold pending Post Office internal processes, five technical extensions due to Christmas leave.
- A summary table is available at Annex 1



3. Governance

Programme
Update

Key Cases

Governance

Key Risks
& Issues

Budget

Next Steps

PO Ltd Board

Executive Committee

Steering Group

Programme Board

Governance

Working Group

Mediation
Scheme

Independent
resolution of
future cases

PO Ltd
Prosecution

Comms

Projects



3.1 Governance – Steering Group ToRs

Frequency		Chair & Secretariat	Core Membership
<ul style="list-style-type: none"> Monthly 		<ul style="list-style-type: none"> Paula Vennells, Chair Nicky Mal, Secretariat 	Martin Edwards, Chris Aujard, Mark Davies, Charles Colquhoun, Belinda Crowe, Andy Holt, Angela Van-Den-Bogerd (TBA)
Objectives		Inputs	
<ul style="list-style-type: none"> Provide overall strategic direction and challenge for the programme To act as a final point of escalation for the programme To keep ExCo and the POL Board informed of progress 		<ul style="list-style-type: none"> Steering Group reporting pack including key management information from the case tracker Escalated risks and issues from the Programme Board for decision Programme governance model Programme budget 	
Responsibilities & Accountabilities		Outputs	
<ul style="list-style-type: none"> Approving the success criteria for the programme Approving funding for the programme Resolving escalated risks and issues Resolving conflicting priorities with resources Providing continued commitment and endorsement in support of the programme objectives at executive and communications events Advising and supporting the Sponsor Confirming successful delivery and sign-off at the closure of the programme 		<ul style="list-style-type: none"> Agreed actions on any risks and issues Approved funding for the programme Approved governance model Minutes and actions 	



3.2 Governance – case tracker

Programme
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Reporting requirements and measures (1 of 2)

Area	Requirement	Measures
Case load and flow	Case load broken down by stage	Total no. of applications received
		No. of applications in phase 1
		No. of applications in phase 2
		No. of application in phase 3
	Flow of cases	...
		No. cases closed
	Time per stage of the process	Change in number of cases per stage since last meeting
Case load and flow	Time per stage of the process	Target working days for stage
		Average # working days for completed cases (for the particular stage)
		Number of cases close to deadline (<1/3 of time left)
		Number of overdue cases per stage
	Case age	Number of overdue cases in PO investigation phase per investigator
		Number of applications per relevant age intervals e.g. 1-3 weeks, 4-6 etc.

External measures – shared with Working Group

Internal (PO) measures – not shared with Working Group

Reporting requirements and measures (2 of 2)

Area	Requirement	Measures
Reasons for entry/exit	Summary of grounds of claims received	Number of cases per categories
	Applications rejected from the scheme by grounds	Number of cases rejected by reasons
	Cases rejected for mediation	Number of cases rejected for mediation
	Non mediation settlement	Number of cases settled outside mediation
	Mediation outcomes	Number of cases per category outcome
Cost & resources	Financial risk	Value (£) of claim in questionnaire
		Bond Dickinson (£) estimates of realistic claims
		Upper level meditation mandate (£)
		Outcome of mediation (£)
	Non mediation settlement costs	Value (£) of settlements
High profile	Total settlement cost	Total settlement cost vs budget
	Resource requirements	Resource forecast against available resources (PO investigators)
	High profile case progress	Status of top 5-10 high profile media cases Status of top 5-10 cases with largest claim

4. Key Risks and Issues – extracted from programme registers

Programme Update	Key Cases	Governance	Key Risks & Issues	Budget	Next Steps
Risk/Issue			Action(s)	Owner	
There is a risk that the expectation gap between Post Office's expectation of the total value of the settlements and the claimants is not accurate on either side			1. Programme Board to regularly review expected claims and the financial contingencies 2. Consideration being given to communications in this area 3. Bond Dickinson to keep the expected liability under regular review.	Belinda Crowe	
There is no agreed articulation of success for the programme			Workshop scheduled 16/12 to draft initial success criteria. To be reviewed and agreed at next Steering Group (by 31/01)	Belinda Crowe	
Second Sight need to be actively managed to mitigate any potential reputational damage to Post Office. There may be disagreements between key governance bodies on what Second Sight's role is going forward			Meeting scheduled 18/12 to agree the strategy and plan for managing Second Sight.	Belinda Crowe	
There is a risk that a) 24 POL investigators will not be sufficient to work through the number and complexity of cases submitted and b) they will not have the required capability to write the reports to the standard required			1. Angela overseeing investigators recruitment. 2. Enhanced Quality Assurance in place. 3. Initial training day on 17 December.	Angela, Van-Den-Bogerd	
Risk that PO does not have a strategy for handling a major legal failure linked to the scheme			Develop contingency plans by the end of January.	Chris Aujard	



5. Budget

Programme
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Next Steps

- Programme Budget currently under review
- Programme team meeting Charles Colquhoun on 19 December to take forward

6. Next Steps

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Next Steps

- Deliver Investigators workshop (17 Dec)
- Test the tracker ready for implementation in the new-year (w/c 16 Dec)
- Stress Testing of workflow forecasts (w/c 16 Dec)
- Enhanced Quality Assurance in place for investigator reports (review end Jan)
- Develop programme plan (w/c 16 Dec)
- Develop communications strategy and plans
- Meeting with Second Sight to establish common understanding
- Develop early settlement strategy (end Jan)
- Develop success criteria for the programme (end Jan)

Annex 1 Key Data

This data will be replaced by the dashboard and case tracker.

	Value
Applications Received	147
Applications accepted for funding	93
Applications rejected	5
Case Questionnaires received	19
Investigators in post/FTE	9.1
Cases under active investigation by Post Office Limited	18
Cases investigated by Post Office Limited	
Cases under active Second Sight Review	2
Cases Reviewed by Second Sight	0
Value of claims	£5M
Cases approved/rejected for mediation (with reasons)	0
Mediations completed (by outcomes)	

NB: Value of claims is the value of compensation claimed in questionnaires by agents after adjustment to reflect POL's settlement policy and is extrapolated from 9 cases