

Extracted information in scope of FOI2025/00003

DOCUMENT 1:

AUDIT AND RISK COMMITTEE

Minutes of the meeting held at 148 Old Street on 11 November 2003

Members of the Committee Present:

Rosemary Thorne	Non Executive Director, Chair of the Committee
John Neill	Non Executive Director
Bob Wigley	Non Executive Director

In attendance:

Allan Leighton	Chairman
Elmar Toime	Executive Deputy Chairman
Adam Crozier	Chief Executive, Royal Mail Holdings plc
Marisa Cassoni	Chief Financial Officer
Jonathan Evans	Company Secretary
[REDACTED]	Internal Audit and Risk Management Director
[REDACTED]	[REDACTED] for minute ARC03/41
[REDACTED]	Ernst & Young
[REDACTED]	Ernst & Young
[REDACTED]	Notes

ARC03/42

SECURITY REPORT

The Security report for November 2003 was received, and in particular the following was noted:

- (a) Royal Mail personnel related crime cost the business approximately £26 million per year. In 2002/03 the Company had prosecuted 324 People, formally cautioned 108 others, recommended 47 cases to the Procurator Fiscal and taken legal action in a further 43 cases. These were noted as minimum figures, since there may also be cases where local action is taken to deal with offenders;

DOCUMENT 2:

AUDIT AND RISK COMMITTEE

Minutes of the meeting held at 148 Old Street on 24 May 2004

Members of the Committee Present:

*Bob Wigley	Non Executive Director, Chair of the Committee
*John Neill	Non Executive Director

In attendance:

Allan Leighton	Chairman
Elmar Toime	Executive Deputy Chairman
Adam Crozier	Chief Executive
Marisa Cassoni	Chief Financial Officer
*Jonathan Evans	Company Secretary
[REDACTED]	Internal Audit and Risk Management [REDACTED]
[REDACTED]	[REDACTED] Financial Management & Control
[REDACTED]	[REDACTED] Security for ARC04/20
[REDACTED]	Ernst & Young
[REDACTED]	Ernst & Young
[REDACTED]	Notes

ARC04/21

PROTECTING ROYAL MAIL ASSETS

- (b) The Company had made 299 prosecutions last year. John Neill asked if the policy on prosecutions was clear and what level of resources would be required to improve the prosecution rate. [REDACTED] did not feel that an increase in resource was necessary or likely to be effective. [REDACTED] mentioned that the Company had identified a problem in recruiting people in cities where criminal activity was at higher levels. In addition security was not always treated as high priority matter for all managers. John Neill asked whether custom and practice could restrict investigations. [REDACTED] confirmed that he had not encountered active obstruction however there was a cultural issue to address;

DOCUMENT 3:

Post Office Limited

Minutes of the meeting of the Board
held at 148 Old Street, London
on June 16th 2004

Present:

Sir Michael
Hodgkinson
David Mills

[REDACTED]

David Miller
Gordon Steele
Elmar Toime

Non-executive Chairman
Chief Executive
Human Resources [REDACTED]
Finance [REDACTED]
Banking & Financial Services [REDACTED]
Chief Operating Officer
Sales & Marketing [REDACTED]
Executive Deputy Chairman, Royal Mail
Holdings

In attendance:

Jonathan Evans
Mary Fagan
Martin Gafsen

[REDACTED]

[REDACTED]

Company Secretary
Group Corporate and Government Affairs
Director
Investment [REDACTED] Group Finance (for
POLB04/43 – POLB04/48)
[REDACTED] Crown Office Strategy
(for POLB04/43 – POLB04/44)
Delivery [REDACTED] Acting IT [REDACTED]
Notes
Internal Communications Manager (for
POLB04/43 – POLB04/44)

Apologies:

Allan Leighton

Chairman, Royal Mail Holdings

POLB04/51

AUDIT & RISK UPDATE POLB(04)39

[REDACTED] presented the Post Office Branch Audit Report to the Board. The Board noted the report, and in addition noted that:

- (i) branch audit reports would continue to be produced monthly to carefully track compliance problem areas;
- (ii) the self-assessment audit response rate in Crown Offices was unacceptably low, and

- measures had now been put in place to address this;
- (iii) publicity would be given to the policy that the company would always vigorously challenge and prosecute dishonest staff without exception;

DOCUMENT 4:

Allan Leighton's Speech to the NFSP Conference 2003

Q30) Smartpost

Last year you said at conference about stamps in retail outlets should really be sold purely at post offices but today you said that all your businesses are stand alone and should make a profit. We've all been out in the exhibition and seen the addition to Horizon coming in called Smartpost - a brilliant bit of kit I must admit. This morning I stood there and looked at it and you know a lot of businesses have cash machines and franking machines and it has been said that customers have been targeted direct by Royal Mail, 'buy your post direct from us'. When is Smartpost on its own with a bit of kit, a printer label and a credit card touch screen, be able to do your post at another outlet. Will tha/t ever go to other outlets, or will we retain that business in Post Offices?

A30

I don't know is the answer I'll ask the question it certainly couldn't go for a period of time.

It is a product Royal Mail could market, I'm sorry to put a damper on it, but I can see it happening , but the guy on the counter actually said there was no reason why it could not go out on the retail side. Alright that is in Post Offices, but I can see a situation where this goes, whoever can take it on. Royal Mail just have a contact to pop in and pick up what post...

The honest answer is I don't know, but I will find out and make sure I will get back to you on it.

[Colin Baker – we know the answer. We've been told it is a Post Office Ltd product and it won't go out to anyone else].

Q40)

My question is about motor insurance. I am very surprised to see that that board has come up at this conference because I have been negotiating with Stephen Byers, the gentleman who amalgamated the banks and building societies to bring us into the banking world, and I have asked him to show us a way forward in order that we amalgamate the insurance companies to bring us into the insurance business. This is a multi billion pound organisation and when I got in touch with DTI and Mr Halliday of the Post Office and eventually [gestures to Allan Leighton] I got a reply to say that they were not interested in insurance for motor policies at this point in time. There are 20m cars on this road - we can tax every one of them but you can't insure one of them. And that is the point that I was putting over that every Post Office can do car insurance and every Post Office can do monthly instalments on the Horizon system. And suddenly that board appears: the Post Office are interested in doing insurance. I don't want to ruin our motions for conference, but Mr Leighton, would you tell us how you are going to do motor insurance?

A40

Exactly the way you described it. There is a battle to be won, and has

been won to an extent, and most people who come to our door have a motor car, so we should sell products that have got to do with motor cars and make it dead easy, and that is well within our remit to be able to do that. And part of that is you have to be able to say, 'I'm very very sorry, we might have thought it was a wasn't good idea or a bad idea in the past, but the fact is we think it is a good idea now, lets get on and do it', and that's how we have to do things. And sometimes you can make a decision and you review it in a years time and you think actually, I got that wrong, and you change it. We don't have to rest on our laurels any more - if we get things wrong we change it. If there is a way to do it we do it.

DOCUMENT 5:

**Minutes of the meeting of the Board of Directors
held at 148 Old Street, London, on 7 December 2004**

Present:

Allan Leighton	Chairman
David Burden	Group Chief Information Officer
Marisa Cassoni	Group Finance Director
Adam Crozier	Chief Executive
Richard Handover	Non Executive Director
Sir Mike Hodgkinson	Non Executive Director
Tony McCarthy	Group Director, People and Organisational Development
David Mills	Chief Executive, Post Office Ltd
John Neill	Non Executive Director
Baroness Prosser	Non Executive Director

RMH04/212

EXECUTIVE DIRECTORS' REPORTS

- (j) Paddington mail centre accident: Marisa Cassoni informed the Board that it was appearing likely that the Company together with RoMec would be prosecuted for failings in safety procedures which led to a fatality at Paddington Mail Centre in 2003.

DOCUMENT 6:

**Minutes of the meeting of the Board of Directors
held at 148 Old Street, London, on 11 January 2005**

Present:

Allan Leighton	Chairman
David Burden	Group Chief Information Officer
Marisa Cassoni	Group Finance Director
Adam Crozier	Chief Executive
David Fish	Non Executive Director
Richard Handover	Non Executive Director
Sir Mike Hodgkinson	Non Executive Director
Tony McCarthy	Group Director, People and Organisational Development
David Mills	Chief Executive, Post Office Ltd
John Neill	Non Executive Director
Baroness Prosser	Non Executive Director
Bob Wigley	Non Executive Director

RMH05/06

EXECUTIVE DIRECTORS' REPORTS

- (g) Paddington mail centre accident: Marisa Cassoni informed the Board that the Company together with Romec would be prosecuted for failings in safety procedures which had led to a fatality at Paddington Mail Centre in 2003. It was currently unclear whether any individual would be prosecuted in connection with the incident.