

From: [Nick Read](#) on behalf of [Nick Read](#) <██████████@postoffice.co.uk>
To: [Henry Staunton](#) <██████████@postoffice.co.uk>
Cc: [██████████](#)
Subject: FW: BEIS Partnerships Newsletter for Chairs and CEOs - 2nd December
Date: 02 December 2022 16:32:53
Attachments: [2nd December 2022 - BEIS Partnerships Newsletter for Chairs and CEOs.pdf](#)
[28 November 2022 - Letter from Permanent Secretary to Chairs and CEOs \(002\).pdf](#)
[Ministerial Portfolios \(Nov 2022\) - Final Approved - Read-Only.pptx](#)
[image003.png](#)
[image004.png](#)
[image001.png](#)

Henry,
Just in case you are not yet on the circulation list...
Nick

Nick Read
Group CEO

E.A: ██████████@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: BEIS Partnerships Mailbox <beis.partnershipsteam@beis.gov.uk>
Sent: 02 December 2022 16:27
Subject: BEIS Partnerships Newsletter for Chairs and CEOs - 2nd December

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Dear Chairs and CEOs,


Please find attached the December BEIS Partnerships Newsletter for Chairs and CEOs. We are also resending, for your information, the letter and slide Sarah Munby sent you in November regarding the new ministerial portfolios.

Kind Regards

██████████


Department for
Business, Energy
& Industrial Strategy


BEIS
Partnerships
collaborating, delivering, improving


E.A: ██████████@postoffice.co.uk
Department for Business, Energy & Industrial Strategy
7th Floor Spur 2, 1 Victoria Street, London, SW1H 0ET
www.gov.uk/beis | <https://twitter.com/beisgovuk>

BEIS Proposed Ministerial Portfolios (November 2022)

Minister for Enterprise, Markets and Small Business

Kevin Hollinrake MP

- Small business, enterprise and access to finance
- Covid business support
- Business frameworks (in the Commons)
- Consumer and competition policy
- Office for Product Safety and Standards
- British Business Bank
- Labour Markets and Employment Rights
- National Minimum Wage
- Recognition of Professional Qualifications
- Groceries Code Adjudicator & Pubs Code Adjudicator
- Postal Affairs
- Subsidy Controls
- Retail, consumer goods, personal care
- Hospitality, weddings & nightclubs
- EU Issues, Internal Market Implementation and Trade

Minister for Science, Research and Innovation

George Freeman MP

- Science and research (domestic & international)
- Horizon Europe Membership
- Innovation Strategy / Science Superpower
- Space Strategy
- Technology, Strategy and Security
- Artificial Intelligence (Office for AI)
- Fusion
- R&D People & Culture Strategy
- Research Approvals
- UKRI
- ARIA
- Intellectual Property

Minister for Energy and Climate

Rt Hon Graham Stuart MP

- Net Zero strategy
- Net Zero (science and innovation)
- Carbon budgets
- Low carbon generation
- International energy
- EU energy and climate
- Green Finance
- International climate change
- Hydrogen
- Emissions Trading Scheme
- CCUS
- Nuclear
- Nuclear Supply Chains
- Smart Systems
- Energy Retail Markets
- Oil and Gas
- Security of Supply
- Electricity and gas wholesale markets and networks
- Energy security, inc. resilience

Commons lead on:

- Energy Efficiency and Local
- Smart Meters
- Fuel Poverty
- Clean Heat

Minister for Industry and Investment Security

Nus Ghani MP

- Advanced manufacturing (including aerospace, Made Smarter, defence)
- Automotive (including Office for Zero Emission Vehicles)
- Infrastructure and materials (incl. steel, EII, chemicals, construction)
- Life Sciences (including vaccine production)
- Professional and business services
- Industrial decarbonisation
- Economic Shocks
- Supply Chains
- Levelling up / regional growth
- Secondary Legislation
- Skills
- Maritime and Shipbuilding
- Critical Minerals and Critical Mineral Supply Chains
- Investment Pipeline and Opportunities
- Investment Security
- REUL
- Brexit Opportunities
- Better Regulation

Minister for Business, Energy and Corporate Responsibility

Lord Callanan

- Lords lead on all BEIS business
- Devolved Administrations
- Land Registry
- Ordnance Survey
- Procurement Double-Lock
- Insolvency Service
- Companies House
- Company Law
- Audit (including Financial Reporting Council)
- Corporate Governance and Responsibility
- Appointment Approvements
- BEIS corporate including places for growth
- Energy Efficiency and Local
- Smart Meters
- Fuel Poverty
- Clean Heat



Department for Business, Energy & Industrial Strategy

Chairs and CEOs
BEIS Partner Organisations

Sarah Munby
Permanent Under-Secretary of State
1 Victoria Street
London
SW1H 0ET
T: + [REDACTED]
E: permanentsecretary@beis.gov.uk

28 November 2022

Dear Chairs and CEOs

Ministerial Portfolios and 2nd Permanent Secretary

After the announcement of a new ministerial team at the end of last month, I am pleased to share that we can now confirm portfolios. As our Secretary of State, the Rt Hon Grant Shapps MP will have oversight across the department, supported by the relevant junior ministers on our key areas.

Within our ministerial team, the Rt Hon Graham Stuart MP will continue in his role as Minister of State, with an amended portfolio as Minister for Energy and Climate; George Freeman MP becomes Minister of State for Science, Research and Innovation; Nusrat Ghani MP will continue her role as Minister of State, with an amended portfolio as Minister for Industry and Investment Security, and Kevin Hollinrake MP is our Parliamentary Under Secretary of State and Minister for Enterprise, Markets and Small Business. Lord Callanan will continue his role at BEIS as a Parliamentary Under Secretary of State and maintain his portfolio as Minister for Business, Energy and Corporate Responsibility. He will also act as lead for Public Appointments. Details of all portfolios can be seen in the slide attached.

2nd Permanent Secretary

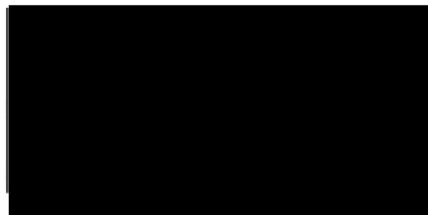
I am also very pleased to introduce Clive Maxwell as BEIS' Second Permanent Secretary. We will be working in close partnerships to deliver the department's ambitious agenda. I will remain as the overall lead policy adviser, Principal Accounting Officer and Head of Department.

Clive will focus on improving our delivery performance right across BEIS and our Partner Organisations, enhancing delivery capability and outcomes including:

- working across the department and with Partner Organisations on the biggest delivery responsibilities, challenges and risks;
- leading cross-department structures and teams to increase and support organisational capability and to deliver and to tackle delivery risks;
- acting as Accounting Officer for a set of the biggest projects, with accountability for associated funding and risks;
- taking the lead on all delivery-related (and risk related) governance arrangements, including working with ARAC, PIC and Performance & Risk committees.

Clive will be providing delivery leadership across the breadth of the department's programme portfolio. Clive will be holding an introductory Teams call with you in the next couple of weeks to introduce himself and set out his vision for the role.

These are significant, and positive changes for BEIS and I look forward to continuing to work with you all on delivering one of the most challenging portfolios in Government.



Sarah Munby

BEIS Partnerships Newsletter for Chairs and CEOs

2nd December 2022

Welcome to the BEIS Partnerships Newsletter which provides a roundup of matters relating to BEIS Partner Organisation governance and appointments.

Partnerships Team Update

1. Ministerial Portfolio

Sarah Munby wrote to you on 28th November 2022 setting out the new BEIS Ministerial Portfolios. Please find this letter attached together with a slide setting out the details of the portfolios.

2. Permanent Secretary conference call with Partner Organisation (PO) Chairs and CEOs

In that letter Sarah Munby also introduced Clive Maxwell as the second Permanent Secretary. Clive Maxwell will be hosting the next conference call with Chairs and CEOs in the week commencing 12 December to introduce himself. We will send you the appointment as soon as arrangements are confirmed. He will also be meeting with you bi-laterally over the next few months.

3. Chairs and CEOs Networking Event

We are planning the next Chairs and CEOs networking event in person which we expect to take place in late February or early March. We will send you the appointment and event details in due course. We welcome any agenda items or areas of interest that you would like covered at the event. Please send any views to the [Partnerships mailbox](#).

4. NED Induction Session

Our next NED induction session takes place on 15th December, covering the day-to-day aspects of the NED role in BEIS partner organisations. The morning session (10:00-12:30) covers corporate governance (including a Q&A session with a guest speaker – an existing PO chair), with the afternoon session (14:00-16:00) covering finance. Please email the Partnerships Team mailbox to register attendees or to request further information.

5. Appointments

Process update

Ministers have agreed to no longer be bound to a monthly decision-making cycle, so the team can now send appointments decisions to Ministers on an ad-hoc basis. This gives policy teams more control over timelines and deadlines and more flexibility when forward-planning for

campaigns. Likewise, Junior Ministers now no longer need to comment on every stage of a campaign but only at launch and final appointments stage (although Ministers are of course sighted at every stage of a campaign, as per requirements under the Code). The team is also looking to re-balance the level of input from No 10 colleagues on some campaigns and are looking to revisit the "No. 10 interest list" which determines the campaigns over which No.10 have oversight. Ministers will need to be informed of appointments regulated by the commissioner.

Looking forward

We've worked hard to try to make the Public Appointments system more efficient and effective. We've listened to feedback from candidates, colleagues in our Partner Organisations, policy teams and private offices, Ministers and Special Advisers. We've rebalanced how our team can help and support others across BEIS to plan and manage our public appointments campaigns, and we continue to reform the system to prioritise swifter decision-making and smoother-running campaigns. Over the next few months we are looking forward to improving our talent management and outreach, to ensure that we attract and retain capable, qualified and diverse candidates into these critical public sector roles.

Current appointment campaigns

There are a number of prominent appointment campaigns at present, which include:

- ACAS, Chair and Members
- Biotechnology and Biological Sciences Research Council, Chair
- Central Arbitration Committee, Chair
- Climate Change Committee, Chair and Members
- Committee on Radioactive Waste Management Member
- Companies House, Chair
- Competition and Markets Authority Board, Non-Executive Directors
- Competition Appeal Tribunal, Members
- Council for Science and Technology, Member
- Economic and Social Research Council, Chair
- Engineering and Physical Sciences Research Council, Chair
- Industrial Development Advisory Board, Member
- Low Pay Commission, Chair and Commissioners
- Medical Research Council, Executive, Chair
- Natural Environment Research Council, Executive Chair
- Office of the UK Internal Markets, Member
- OFGEM, Non-Executive Directors
- OFGEM, Chair
- Salix Finance Ltd, Chair
- Small Business Commissioner, Non-Executive Director
- UK Atomic Energy Authority, Chair
- UK Research and Innovation, Non-Executive Director

6. ALB Reviews

During 2022/23 we committed to complete six reviews of BEIS ALBs. The UKRI review was published in July 2022 and has transitioned into the recommendation implementation stage, with progress being monitored by the ALB Review Team, alongside UKRI and policy sponsor colleagues.

The Insolvency Service, Met Office and North Sea Transition Authority reviews have each concluded the self-assessment stage, with advice on outcomes and recommendations due to be shared with the Secretary of State in December. The reviews of Salix and the Small Business Commissioner continue to make progress. The ALB Review Team is grateful for all of the work that has gone into the reviews to date and would like to extend their thanks to the above organisations.

We are also expecting the Cabinet Office pool of Lead Reviewers to be refreshed early next year. If you, your NEDs or other executives would like to know more, some information can be found [here](#), alternative please contact [REDACTED] who will be happy to discuss the role of Lead Reviewers with you.

Those organisations with reviews scheduled to take place in 2023/24 will be contacted by the ALB Review Team in January, to discuss the detail around expectations, process and timings.

In the interim, if there are any questions regarding ALB reviews then please contact [REDACTED].

Contact Us

Please send any queries to beis.partnershipsteam@beis.gov.uk

From: [Nick Read](#) on behalf of [Nick Read \[REDACTED\]@postoffice.co.uk](#)
To: [Henry Staunton \[REDACTED\]](#); [Creswell, Carl \(Professional Business Services, Retail & Post Directorate\)](#); [Cooper, Tom - UKGI](#)
Subject: BEIS Select Committee
Date: 03 December 2022 10:40:57
Attachments: [image001.png](#)

Just a heads up. I have been invited to the BEIS select committee on Tuesday 17 Jan along with Dave Ward and Simon Thompson. The brief seems wide ranging – industrial action to network sustainability, USO, horizon, detriment payments and compensation...in other words 'everything there is to say on post'. I haven't heard if Govt are being invited along too ?
Nick

Nick Read
Group CEO

EA: [\[REDACTED\]@postoffice.co.uk](#)

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Your MBS Weekend Edition and Elliott Goldstein on the parcels delivery market
Date: 03 December 2022 10:41:26
Attachments: [image001.png](#)

Thank you Henry. You too.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 03 December 2022 10:38
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Your MBS Weekend Edition and Elliott Goldstein on the parcels delivery market

Nick ,
A good read setting out our role in this growing market especially wrt returns . Good PR for us .
Enjoy your weekend .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Saturday, December 3, 2022 10:26:20 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>; Lisa Harrington [REDACTED]@postoffice.co.uk>; Zarin Patel [REDACTED]@postoffice.co.uk>; Brian Gaunt [REDACTED]@postoffice.co.uk>; Cooper, Tom - UKGI [REDACTED]@ukgi.org.uk>; Alisdair Cameron [REDACTED]@postoffice.co.uk>; Saf ismail [REDACTED]@postoffice.co.uk>; Elliot Jacobs [REDACTED]@postoffice.co.uk>; Carla Stent [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>
Subject: FW: Your MBS Weekend Edition and Elliott Goldstein on the parcels delivery market

Colleagues,
I know some of you are on the distribution list of the MBS retail weekend edition, but in case you aren't, I thought I would share the piece I did earlier this week, published this morning.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Nick Read [REDACTED]
Sent: 03 December 2022 10:15
To: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: Fwd: Your MBS Weekend Edition and Elliott Goldstein on the parcels delivery market

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From: MBS News <mbsnews@thembsgroup.co.uk>
Date: 3 December 2022 at 10:00:51 GMT
To: [REDACTED]
Subject: Your MBS Weekend Edition and Elliott Goldstein on the parcels delivery market
Reply-To: MBS News <mbsnews@thembsgroup.co.uk>

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The Weekend Edition

Good morning Nick,
Weekly Column



Parcel deliveries: a very modern Christmas miracle

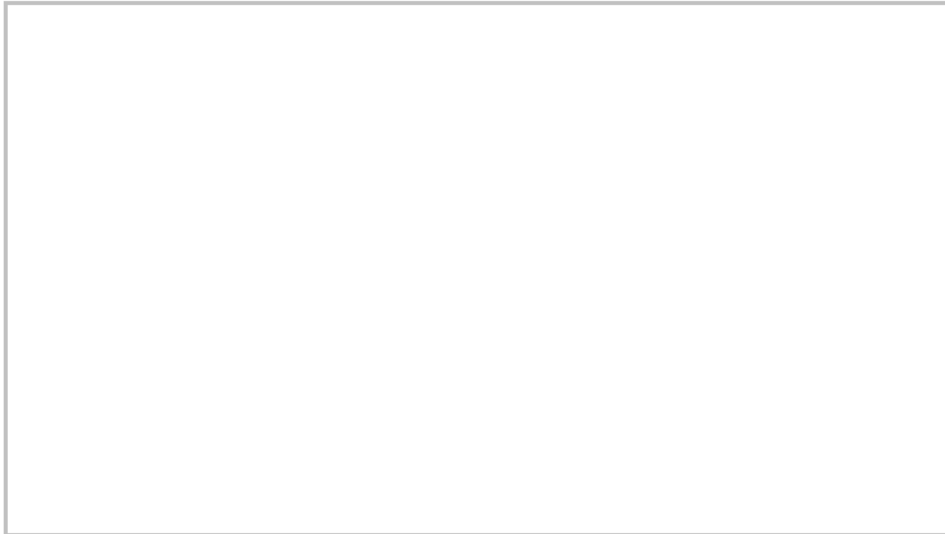
By Elliott Goldstein, Managing Partner

Approximately 4.2 billion parcels were delivered in the UK last year. That's 80.2 million parcels per week, or 11.4 million per day. If my maths is correct, that equates to 132 parcels delivered each and every second! Whichever way you look at the numbers, this is a huge volume of complex deliveries – with the majority of parcels delivered on time and undamaged.

As we move into December, the prime Christmas shopping period, I wanted to take the chance to reflect on the landscape of parcel deliveries today – and how quickly the sector has evolved.

In the past few decades, the parcels delivery market has grown at a rapid rate. Since 2014 – when 1.7 billion parcels were sent – the industry has ballooned by more than 140%, and according to McKinsey, the ratio of letters-to-parcels is expected to shift from 13:1 in 2005 to 1:1 by 2025.

Earlier this week, it was a pleasure to sit down with Nick Read, CEO at the Post Office, to discuss how the landscape of deliveries is changing. With 11,500 branches across the UK, the Post Office plays a unique role in the parcel ecosystem enabling end consumers to send and receive parcels through its branches.



Nick

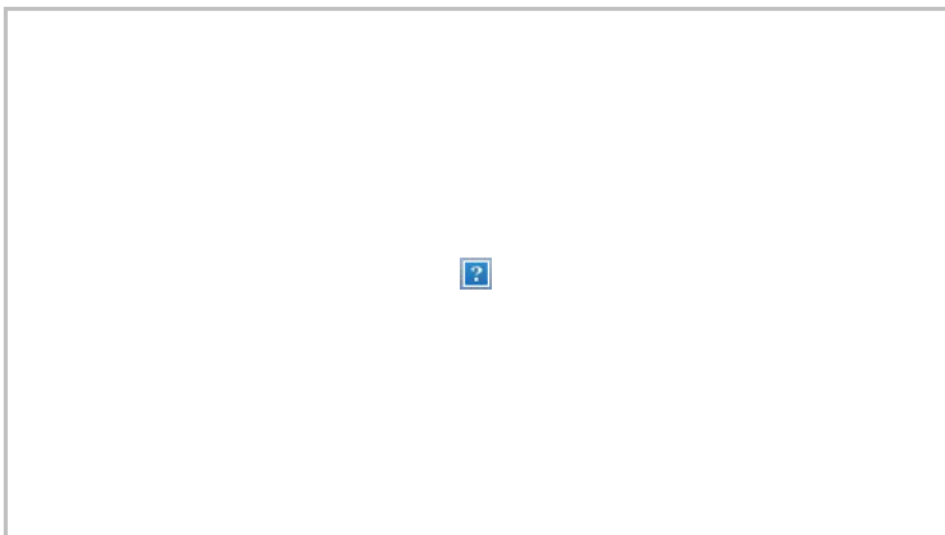
Read, CEO at the Post Office.

“Put simply, we’re migrating our traditional mail business from letters to parcels,” Nick told me on Tuesday. “Fewer and fewer people are sending letters or cards, so growth at the Post Office means becoming a home for parcels.”

“Put simply, we’re migrating our traditional mail business from letters to parcels” – Nick Read, CEO at the Post Office

But how did we get here? In my mind, there have been three major turning points. First, the widespread adoption of ecommerce, which transformed the way consumers shop and heralded a new era for global logistics.

Second, the introduction of Amazon Prime. Launched in 2005, the tech giant’s signature membership programme offered customers unlimited two-day shipping on more than one million items, raising the bar for what customers expect from ecommerce. Now, businesses which can’t deliver the next day, or at least the same week, are considered unresponsive and slow to most customers.



Amazon

Prime raised the bar for what customers expect from ecommerce.

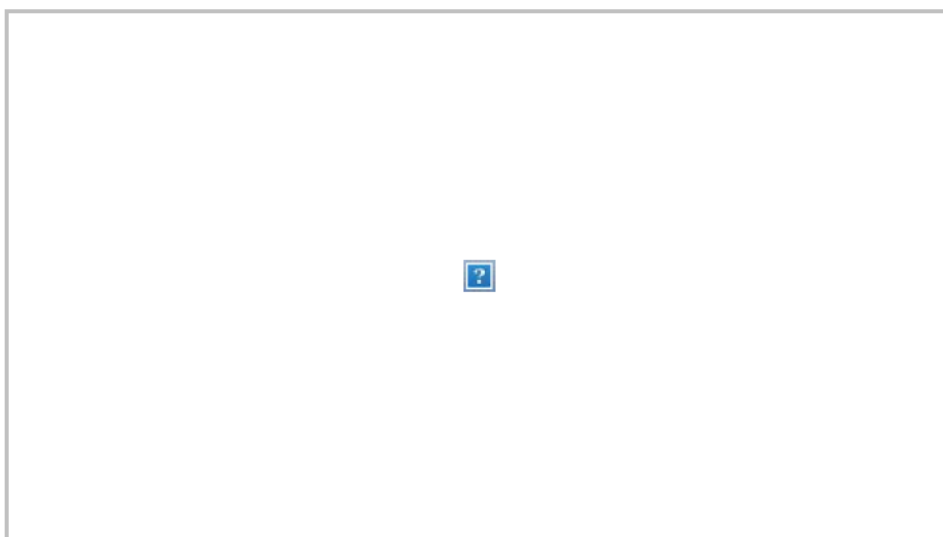
Third is, of course, the global pandemic. Covid-19 increased immediate demand for parcel delivery: according to US technology company Pitney Bowes, the number of global deliveries exceeded 131 billion in 2020 – a 27% increase from 2019. While the volume of packages has since receded, lockdowns did have a long-term impact on the deliveries landscape, giving rise to new concepts and permanently changing consumer behaviour. Before the pandemic, for example, only 16% of people over 65 used delivery services on a weekly basis. Fast forward to today, and more than two-fifths of this group send or receive deliveries every week.

“Before the pandemic, only 16% of people over 65 used delivery services on a weekly basis. Fast forward to today, and more than two-fifths of this group send or receive deliveries every week.”

Today, seven big players – Royal Mail, Evri, DPD Group, Parcel Force, DHL, Yodel and UPS – are responsible for the vast majority all UK deliveries, with Royal Mail still commanding more than half of market share. For these organisations, success means driving growth and maximising efficiency without losing sight of the customer.

It will be interesting to see if the strikes currently underway at Royal Mail permanently damage the company’s reputation as the consumer-delivery brand for parcels – and whether or not it will continue to be seen as a reliable delivery partner for retailers, particularly at peak Christmas shopping periods. Indeed, there is anecdotal evidence that many retailers and independent sellers are moving their businesses away from Royal Mail to more reliable partners this Christmas (many of Royal Mail’s frontline staff will be striking on the 23rd and 24th December – the busiest period for the company).

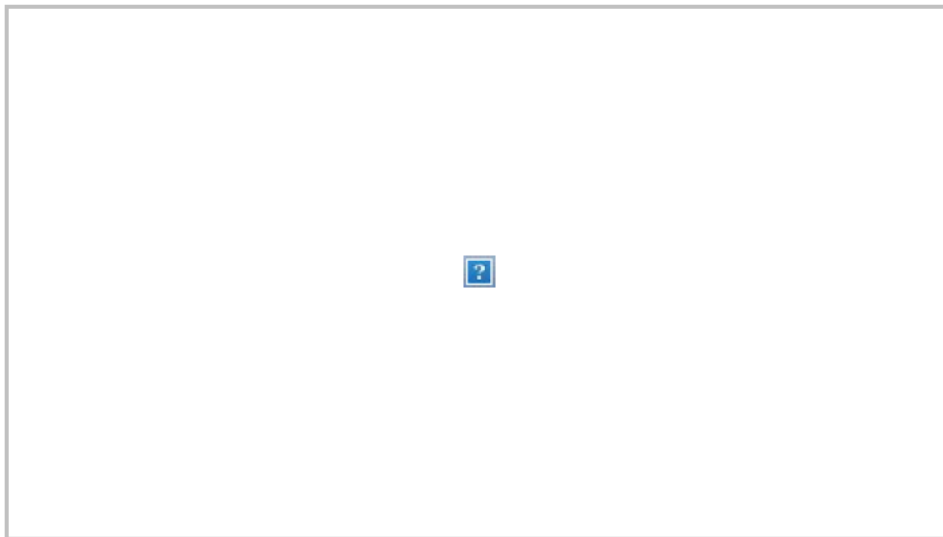
Today’s customers definitely have high expectations of parcel delivery companies, demanding a choice of methods to send/receive parcels; flexibility on dates and times; complete oversight of their parcel’s progress; and for their packages to be delivered in rapid time.



Today’s customers definitely have high expectations of parcel delivery companies. Photo credit: Evri.

To meet these needs, many companies are focusing on automation and AI in fulfilment. In September of this year, for example, Evri opened its new automated parcel distribution hub, which increased the company's overall parcel processing capacity to 4.2 million parcels a day. Similarly, The Very Group, which has the same owners as Yodel, opened a new automated fulfilment centre last year, which slashed dispatch time down from four hours to thirty minutes, allowing the ecommerce giant to move the cut-off time for ordering next-day deliveries from 7pm to 10pm. We're also seeing businesses roll out sophisticated package tracking services. DPD's customer app, for example, allows users to see exactly where their parcel is at any given point, and to change the day or place of delivery from their phone.

The Post Office is looking to capitalise on innovation and investment from all these parcel delivery companies, to offer real choice to the consumer. "Our long-term play is to become a ubiquitous aggregator for parcels," Nick told me. "So customers – who tell us frequently how much they value choice – can visit their local Post Office, and decide which carrier they'd like to use." This gameplan is already gaining momentum: after forging its first external partnership in 360 years with DPD in 2021, this month the Post Office announced it was teaming up with Evri to trial in-branch sales, parcel pick-ups, and drop-offs.



The Post Office forged its first external partnership in 360 years with DPD in 2021.

While significant thought and investment has been channeled into outbound delivery, the same cannot be said for reverse logistics. Returning parcels to retailers remains a relatively underdeveloped, and consequentially highly costly, process. While there are certainly pockets of innovation – Amazon has developed returns lockers, in-store returns kiosks, and label-free returns – most businesses are still in very early stages. "Returns are a massive cost to retailers," reflected Nick, "especially in fashion, where the rate of return can be as high as forty percent. Looking ahead, low-cost, automated solutions are the only way to manage returns efficiently."

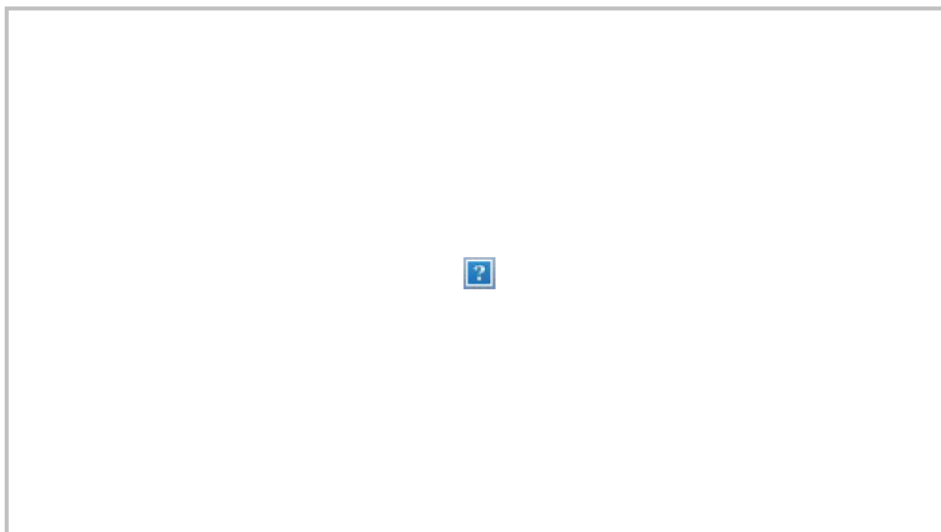
"Looking ahead, low-cost, automated solutions are the only way to manage returns efficiently" – Nick Read, CEO at The Post Office

The Post Office will clearly play a massive role going forward in return

logistics. Indeed, sending parcels back to retailers has become a major driver footfall into Post Offices across the country. “Historically, the Post Office’s primarily fulfilled a critical role in communities, particularly providing services, and support, to the isolated, elderly, vulnerable and deprived,” reflected Nick. “But now, we’re seeing completely different demographics visiting our branches to send or receive packages.”

“The Post Office is becoming the ubiquitous home for parcels,” he continued, “our network is uniquely convenient for both ends of ‘last mile’, and consumers have total trust in the brand and our postmasters.”

Indeed, 8,000 Post Offices are now used for Amazon click-and-collect, and the Post Office has become the key partner for retailers in their reverse logistics operations: “Low cost, automated solutions are the only way that retailers can manage returns process efficiently and successfully – and the Post Office is the frontline here. With our delivery partners, we will invest capital, space and capability to ensure we offer the right service for customers.”



Leaders

in the sector are also faced with navigating how home delivery fits into a more sustainable future.

Leaders in the sector are also faced with navigating how home delivery fits into a more sustainable future. Last-mile delivery represents one of the most polluting and carbon intensive components of the retail supply chain, and the World Economic Forum has estimated that if the rate of online shopping growth continues, emissions from last-mile deliveries will increase by a third by 2030. Swapping to electric vehicles and using alternative, greener, fuels will play a part in becoming more planet-friendly – as will utilising local resources, like the Post Office, fully.

Indeed, Nick’s vision for the Post Office highlights the value of local, community based, institutions: “We’re reinventing the Post Office in a way that will combine commercial with social enterprise. The Post Offices of the future will continue to play an integral role in their local communities – and minimise the impact of last mile delivery and returns”.

With the Royal Mail striking, and several hundred million parcels due to be

delivered in this last period of the year, it is a modern-day Christmas miracle that the vast, vast majority of parcels will be delivered on time, undamaged, and to our front doors.

It is hard to imagine UK retail without delivery companies, which play such a critical role in our retail community. So here's saluting the achievements of Royal Mail, Evri, DPD Group, Parcel Force, DHL, Yodel, UPS, Collect Plus and the Post Office over the Christmas Period. We are all quick to complain on the rare occasion things go wrong with home deliveries – but we shouldn't forget the billions of occasions when delivery companies get things right!

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Week in Review

The most important industry headlines from the last week

Retail

[Joules bought out of administration by Next](#)

[EG Group sees profits increase](#)

[Topps Tiles posts record revenues for the second year](#)

Consumer Products & Services

[Greencore sees soaring revenue](#)

[EG Group sees profits increase](#)

[Boohoo Group increases stake in Revolution Beauty](#)

Fashion, Luxury & Lifestyle

[Mulberry swings to loss](#)

[PVH posts better-than-expected Q3 sales](#)

[LVMH launches Heristoria.com for finest archive items](#)

Digital & Tech

[Alibaba launches marketplace Miravia in Spain](#)

[Disney acquires BAMTech streaming company](#)

[Shopify merchants achieves £3.12bn Black Friday sales](#)

Private Equity

[ThinCats invests £11m in ETM Group](#)

[MidEuropa buys Optegra](#)

[Everstone in talks to sell healthcare platform Everlife](#)

Travel, Leisure & Hospitality

[easyJet posts revenue rise](#)

[Like-for-like revenue increases at PureGym](#)

[Azzurri Group trading ahead of last year](#)

Healthcare

[Pfizer to inject over \\$1.26bn in Irish job market](#)

[Audax takes stake in clinic operator Medi-Weightloss](#)

[UnitedHealth expects higher revenue and lower profit](#)

On The Move

[Hush appoints Sarah Miles as CEO](#)

[Interim CFO Katy Mecklenburgh to leave ASOS](#)

[Foot Locker CFO to step down](#)

Recommended Reading

Industry reports, analysis & opinion pieces we've been reading



[The State of Fashion 2023](#)

In 2023, the global fashion industry will need to weather inflation while finding opportunities in shifting consumer patterns, channel and digital marketing strategies, and manufacturing approaches, says McKinsey in its annual report into the fashion industry.



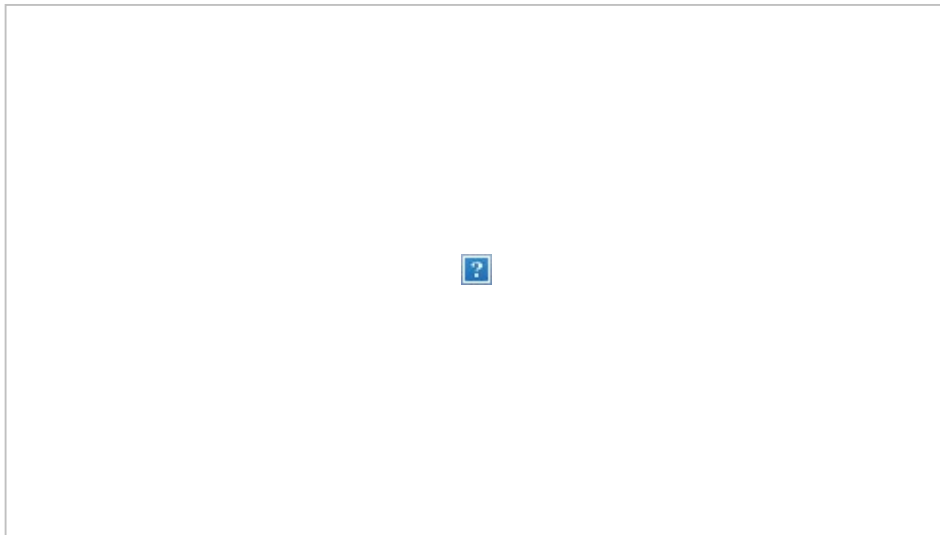
[The Problem of Unchecked Founder Power](#)

Noam Wasserman, writing in Harvard Business Review, suggests that it's time to retire the founder-as-monarch model.

The Agenda

From the arts to events and talks - what's in our diary this week

[Fashion and finance: The new economic realities of luxury consumers](#)



In this event from Vogue Business, Anusha Couttigane, head of advisory for Vogue Business joins Kristen Gall, president of Rakuten Rewards, to unpack how the economic downturn is affecting the budgets and loyalty of luxury consumers.

[FT presents: Business Book of the Year Awards](#)



The shortlist includes *Influence Empire: The Story of Tencent and China's Tech Ambition* by Lulu Chen; *The Power Law: Venture Capital and the Art of Disruption* by Sebastian Mallaby; and *Disorder: Hard Times in the 21st Century* by Helen Thompson.

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The MBS News is published by:

The MBS Group Limited

3 Primrose Mews
Sharpeleshall Street
London
NW1 8YW
United Kingdom

+44 (0)20 7722 1221

+44 (0)20 7722 1441

info@thembsgroup.co.uk

www.thembsgroup.co.uk

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From: [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
To: [Nick Read](#)
Subject: Re: NED discussion tomorrow
Date: 04 December 2022 17:58:38
Attachments: [image001.png](#)
[image002.png](#)

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: Sunday, December 4, 2022 5:57:54 PM
To: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: RE: NED discussion tomorrow

I will ask [REDACTED] to set up a teams call.

Nick Read
Group CEO

EA: [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: 04 December 2022 17:57
To: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: Re: NED discussion tomorrow

Nick , 10.00 am is just fine . Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: Sunday, December 4, 2022 5:52:56 PM
To: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: RE: NED discussion tomorrow

Of course, Henry. Is 10am ok ?

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](https://www.postoffice.co.uk)

From: Henry Staunton [REDACTED]@postoffice.co.uk>

Sent: 04 December 2022 17:48

To: Nick Read [REDACTED]@postoffice.co.uk>

Subject: Fwd: NED discussion tomorrow

Nick ,

I would appreciate a call tomorrow wrt to Tom's Waterfall chart in particular . I guess that as the facts change so do the numbers !

Will you have the time to call tomorrow ? I am around tonight if you are tied up tomorrow .

KR ,

Henry

Sent from [Outlook for iOS](#)

Agenda points for POL NED only meeting

1. Scenarios for BEIS funding
 - a. Timing
 - b. Flight risk
2. Quality of the financial forecasts
 - a. Waterfall chart attached
3. Strategy for the policy review
 - a. Access criteria
 - b. Business model
 - c. HMG engagement
4. Management team
5. Culture

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Benjamin Tidswell](#) [REDACTED]; [Henry Staunton](#) [REDACTED]
Subject: FW: BEIS Inquiry Compensation Statement - 8th December 2022
Date: 09 December 2022 08:30:10
Attachments: [image001.png](#)

Both,
You should be aware of the email that [REDACTED] wrote to Carl, copied below.
A deeply frustrating performance from BEIS at the Inquiry yesterday – misjudged and inaccurate - has compounded a number of other working issues.
A particularly strange approach ahead of January’s Select Committee hearing.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#); [Jane Davies](#)
Subject: Fwd: Attached Letter from Henry Staunton
Date: 09 December 2022 17:21:03
Attachments: [image001.png](#)

Dear Nick ,

The Secretary of State has asked for a meeting on 19 December or in the New Year re Rem etc . I can only meet him on Teams on 19 December but can meet him in person in January

Jane was going to prepare a detailed crib sheet wrt your remuneration . I also asked her to chat to you about preparing a note about our funding so that we do not miss an opportunity

I look forward to seeing both notes soon so that we have the opportunity to chat about the points that need to be made .

You will see that Sarah Mumby has written to me about the key points BEIS want covered in terms of controls . She has asked that her letter is forwarded to the Board which I have asked [redacted] to do .

Have a good weekend .

Best ,
Henry

Sent from [Outlook for iOS](#)



Department for Business, Energy & Industrial Strategy

Henry Staunton
Chair
Post Office Limited
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

Sarah Munby
Permanent Under-Secretary of State
1 Victoria Street
London
SW1H 0ET

E: permanentsecretary@beis.gov.uk

Dear Mr Staunton,

Congratulations on your appointment as Chair of Post Office Limited (POL). It is a unique opportunity to make a nationally significant contribution and you take up your role at an important juncture in the company's transformation journey.

Each year, I write to the Chair to set out the key strategic priorities that BEIS, as sole Shareholder, would like POL to focus on over the coming twelve months. Earlier this year, I wrote to Tim Parker, the outgoing Chair, setting out the strategic priorities for 2022/23.

I have attached my letter to Tim for your reference. I am aware that POL, under Tim's stewardship, has already made considerable efforts in addressing these priorities and I would be grateful for this momentum to continue under your leadership.

In particular, I would be grateful if you could focus your attention on the following:

1. Effective financial management and performance, including effective management of legal costs, to ensure medium term viability;
2. Maintaining and improving POL's capacity, capability, and resilience at all levels of the organisation including the top team;
3. Engaging positively with the Post Office Horizon IT Inquiry and implementing change, including resolving historical litigation issues, successfully delivering the Strategic Platform Modernisation Programme (SPMP), and reaching settlements with claimants.

I would be pleased to talk you through these priorities and the importance that we place on them as the Shareholder.

Finally, Tim Parker wrote to me on POL's work to transform the cultural and process aspects in response to the Inquiry shortly before his departure. I will write to you on this matter separately.

I would be grateful if you could share this letter with the POL Board.

I look forward to forging a close working relationship with you. My office will be in touch to arrange a meeting soon.

Yours sincerely,



Sarah Munby

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: BEIS Inquiry Compensation Statement - 8th December 2022
Date: 11 December 2022 09:55:21
Attachments: [image001.png](#)

Very good...thank you Henry.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 10 December 2022 20:02
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: BEIS Inquiry Compensation Statement - 8th December 2022

Nick ,
This is what I wrote to [REDACTED] this morning .

Dear [REDACTED] ,

Nick copied me with your letter . I have said that I was " appalled " especially as we were ahead of target and doing a terrific job . BEIS's legal counsel seemed to want to undermine the management of POL and this upset me more than anything .

I wanted to write and express my support for you and thank you for the excellent work you and your team are doing .

Yours ,
Henry

PS I say " appalled " but , between you and me , I am incandescent!

Sent from [Outlook for iOS](#)

Sent from [Outlook for iOS](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: Saturday, December 10, 2022 7:51:03 PM
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: BEIS Inquiry Compensation Statement - 8th December 2022

Nick ,

What you say is fair comment . You make some telling points . I think these issues also need to be in my note to the Secretary Of State.

Regarding your comment that [REDACTED] would appreciate my support I will copy you with my email to him this morning . You will see that it was very supportive .

Mumby's letter on the major control issues needs discussion . If a reply is required can someone draft something . Should we have these controls as standing items on the agenda for the Board or ARC ?

Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Sent: Saturday, December 10, 2022 11:32:42 AM

To: Henry Staunton [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Subject: FW: BEIS Inquiry Compensation Statement - 8th December 2022

For the avoidance of doubt...Tom and Carl will have crafted the Munby letter...

Nick Read

Group CEO

EA: [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Nick Read

Sent: 10 December 2022 11:27

To: Henry Staunton [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>; Benjamin Tidswell [REDACTED]

[REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Subject: RE: BEIS Inquiry Compensation Statement - 8th December 2022

Thanks Henry and I agree with your assessment and sentiment.

I have been in contact this morning with [REDACTED] and given him my complete support. He is a superstar and we cant afford to lose him. I feted him at the SLG (Senior Leadership Group) party on Thursday night and he of course won the award, in front of his colleagues, for 'Rebuilding Trust' - one of our three core objectives this year (along with branch profitability and transforming technology). I suggested he try and enjoy his weekend but he is absolutely livid. Rightly so.

He would welcome support from you and the Board.

Unfortunately this is typical of the relationship with BEIS/UKGI. We can try and pretend otherwise and look for ways to compromise etc... but in my 3.5 years they only 'take' and never 'give'.

[REDACTED]

Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 10 December 2022 10:57
To: Nick Read [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]
[REDACTED]@postoffice.co.uk>
Subject: Re: BEIS Inquiry Compensation Statement - 8th December 2022

Nick ,
I am appalled . You say it is “ frustrating “ but that is such an understatement . BEIS seemed to deliberately undermine the management of the Post Office which is all the more galling as we are in fact ahead of target . I have to tell you I am deeply upset .

I will be writing to [REDACTED] to express my congratulations for beating target and my support and the support of the Board .

I have seen some “ backside covering “ in my time but this takes the biscuit .

Please add this matter to the crib sheet I asked to be prepared for my chat to the Secretary of State .

Should I pick this up with Sarah Mumby ? Her letter of yesterday listing the key control issues was another piece of “ backside covering “ . I would not be surprised therefore if she knew that BEIS’s legal team would make those statements . If so we have a job on our hands if we want to change her approach . Any thoughts ?

Have a good weekend ,
KR ,
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Saturday, December 10, 2022 9:03:01 AM
To: Benjamin Tidswell [REDACTED]@postoffice.co.uk>
Cc: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: FW: BEIS Inquiry Compensation Statement - 8th December 2022

FYI...I don't think [REDACTED] response needs any additional commentary from me.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: BEIS Inquiry Compensation Statement - 8th December 2022
Date: 11 December 2022 18:01:14
Attachments: [image001.png](#)

Henry,
I have corresponded with [REDACTED] and he is on it.

[REDACTED]
[REDACTED]
Nick

Nick Read
Group CEO

EA: [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: 11 December 2022 10:42
To: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: Re: BEIS Inquiry Compensation Statement - 8th December 2022

Nick ,
Agreed . Thank you also for arranging a reply .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: Sunday, December 11, 2022 10:02:28 AM
To: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: RE: BEIS Inquiry Compensation Statement - 8th December 2022

Henry,
I suspect a reply is required. We will get [REDACTED] and Richard to craft it and share with you. The ARC is probably the best place to monitor 'controls' but I agree we should discuss first, in light of your meeting with SoS and your broader thinking on how you want to run the Board and the Committees.

Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#); [Jane Davies](#)
Cc: [redacted]
Subject: Re: Notes for the Secretary of State meeting on 19th
Date: 12 December 2022 18:21:28
Attachments: [image001.png](#)

Nick ,

I am quite relaxed about giving the SoS a range as you suggest i think the SoS will be keen to have a “ number “ .

Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED], [Benjamin Tidswell](#) [REDACTED]
Subject: RE: BEIS Inquiry Compensation Statement - 8th December 2022
Date: 13 December 2022 11:58:01
Attachments: [image003.png](#)
[image004.png](#)

Will do...

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 13 December 2022 10:34
To: Nick Read [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>
Subject: Re: BEIS Inquiry Compensation Statement - 8th December 2022

Nick,

I copied you with my note to [REDACTED] at the weekend. I expressed my full support for him but please do report to him today how pleased the Board is with his contribution. He wrote to me over the weekend saying how much he appreciated my email. I would hate to lose him over this matter so an apology is needed.

BW,
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Tuesday, December 13, 2022 8:07:18 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>; Benjamin Tidswell [REDACTED]@postoffice.co.uk>
Subject: FW: BEIS Inquiry Compensation Statement - 8th December 2022

Both,

I am yet to hear from [REDACTED] but will catch up with him today. I made it very clear to Carl that we were appalled and the lack of an apology, either public or private, was unacceptable. He was suitably chastised. I am with the Minister at 1030 with Carl in attendance. It will be interesting to see how they handle it...
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Nick Read](#)
Subject: Re: Reply to Perm Sec - letter re Controls over major issues
Date: 13 December 2022 21:36:06

Re today - Getting a number out quickly may not be such a bad thing as we will not have to consider the overall strategy. I guess the ask will still be large - well over the [REDACTED] ? I look forward to your thoughts in due course .
Henry

Sent from my iPhone

On 13 Dec 2022, at 18:23, Nick Read [REDACTED]@postoffice.co.uk> wrote:

Yes. It's on [REDACTED] pad. It was important to get today out of the way first and gauge reaction. I will discuss with him tomorrow.

From: Henry Staunton [REDACTED]
Sent: Tuesday, December 13, 2022 5:53:57 PM
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Reply to Perm Sec - letter re Controls over major issues

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick ,
I know how busy you have been but a reminder that someone was going to draft a reply to Sarah Mumby .
Henry

Sent from my iPad

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From: [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: Re: Yesterday
Date: 14 December 2022 18:58:06
Attachments: [image002.png](#)
[image003.png](#)

Nick ,
Noted - look forward to the draft in the next few days .
Henry

Sent from [Outlook for iOS](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: Wednesday, December 14, 2022 6:41:05 PM
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Yesterday

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Wednesday, December 14, 2022 5:06 pm
To: Alisdair Cameron [REDACTED]@postoffice.co.uk>; Henry Staunton [REDACTED]
[REDACTED]@postoffice.co.uk>
Subject: RE: Yesterday

[REDACTED] is working on it as we speak, although I understand your meeting is now f2f in the New Year, Henry.
I think where Al and I slightly differ is in tone (rather than on the numbers). I don't want to be too pointed at the this stage – more about shared problem, rather than 'you BEIS are more than a little responsible for this situation' – given Telco proceeds, [REDACTED] of legal costs, fees and compensation etc..that have been removed from our balance sheet. Hence the crafting needs thought.
This is [REDACTED] speciality...even if he acknowledges he can sometimes be a little risk averse ! I will review and revert in the morning.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: Response to Munby letter of congratulations
Date: 15 December 2022 08:13:53
Attachments: [221213 - Henry Staunton to Sarah Munby .docx](#)
[image001.png](#)

Henry,

Having discussed with Richard and [REDACTED], we think your response should reflect the style of Sarah's letter - a welcome/ congratulations/ good luck, type of communication.

This follows the formula of showing how we have already acted to direction from the shareholder whilst putting down our own markers for where further investment is required if we are to meet their objectives.

If you wish to raise their approach to 'control frameworks' I recommend this would be best in a face-to-face meeting with Sarah followed by a paper of recommendations as needed.

I am not sure it should be conflated into this perfunctory exchange of welcome letters.

Nick

Nick Read

Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk



14 December 2022

Sarah Munby
Permanent Under-Secretary of State
Department of Business, Energy and Industrial Strategy
1 Victoria Street
LONDON
SW1H 0ET

Dear Permanent Secretary

Strategic Priorities 2022/23

Thank you for letter congratulating me on my appointment as Chair of Post Office Limited. I appreciate deeply the importance of the post office network to communities across the United Kingdom and the essential services that we provide. As Chair I hope to secure a commercially sustainable future for this national asset.

Post Office is making good progress with the Strategic Priorities for 2022/23 in very challenging market conditions. The network has consistently been above 11,500 branches throughout the year and to date we remain ahead of budget thanks to the strong return of our travel business. However, our core service of mails is experiencing significant stress including industrial action affecting Royal Mail; and headwinds are also affecting banking, notably the impact of regulation on cash deposits. Our revenue performance over Christmas and in the fourth quarter will determine whether we meet our budget or not. For postmasters, even with the additional remuneration announced in August, their returns are likely to be flat year-on-year taking into account inflation.

You have asked me to focus on three particular issues:

1. Post Office will seek to maximise our revenues and manage costs tightly to ensure medium term viability. Legal costs are challenged regularly and all options explored to secure best value whilst ensuring good quality external support for delivery of the historical compensation schemes and support for the Horizon IT Inquiry. In the long term, further support with legal costs will be required in the three year plan if we are to meet our obligations to postmasters affected and the Inquiry effectively.
2. Post Office continues to make good progress with organisational and cultural reform to ensure that there is sufficient capacity, capability and resilience at all levels of the business including the top team. For example, this year we strengthened support for postmasters across the nations and regions; and are implementing our *Leading to Serve* programme to all colleagues that report to a Group Executive member and other high performers. The priority is to ensure we are able to recruit and retain IT professionals in a very competitive market to complete our exit from Horizon by the end of March 2025. The scrutiny of the Horizon IT Inquiry in parallel to the rollout of New Branch Information Technology (NBIT) makes this harder and potentially more expensive.

3. Post Office is cooperating fully with the Inquiry and is implementing the necessary change including the recommendations from the Common Issues Judgment and the Horizon Issues Judgment as well as any matters arising from the hearings. We are making very good progress with compensation. The Historical Shortfall Scheme has already met its target of 95% of offers made by the end of December this year. Two full settlements have been finalised for overturned historical convictions with a further 22 cases agreeing 'non-pecuniary' compensation so far this year. The Strategic Platform Modernisation Programme (SPMP) has implemented the first release of NBIT in two branches enabling daily live transactions separate from Horizon. The successful implementation of NBIT is critical to the future of Post Office. As the Board finalises our three year plan in the New Year, I will confirm to you the request for sufficient funding to enable its effective completion by March 2025.

I look forward to meeting you at the earliest opportunity and working with you to resolve the past and ensure the Post Office is set up for a commercially sustainable future that meets the policy direction of its shareholder.

Yours sincerely

Henry Staunton

Chair, Post Office Limited

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Yesterday
Date: 15 December 2022 08:23:38
Attachments: [image001.png](#)
[image002.png](#)

Understood.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 14 December 2022 18:55
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Yesterday

Nick ,

[REDACTED] informed me late this afternoon that the Sec of State wants to meet face to face in January but did not give a specific date. I have asked [REDACTED] to pick the earliest date that suits the SofS .

Henry

Sent from [Outlook for iOS](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: Wednesday, December 14, 2022 6:41:05 PM
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Yesterday

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Response to Munby letter of congratulations
Date: 15 December 2022 09:59:21
Attachments: [image001.png](#)

Very good...

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 15 December 2022 09:59
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Response to Munby letter of congratulations

Nick ,
Letter is excellent thanks .
I will ask [REDACTED] to print out and sign .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Thursday, December 15, 2022 8:28:18 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: FW: Response to Munby letter of congratulations

For the avoidance of doubt Henry, we will be crafting a separate letter from me to Sarah on the funding, medium term policy and strategy issues which we discussed at the Ignition session.

I am speaking with Carl this morning to assess his reaction to Tuesday and to elicit his views...which may differ from the those of UKGI. What I have learned is that the BEIS Policy advisors have more clout and cut through than UKGI...ie, better access to decision makers – SoS and PS. Their view actually matters.

Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)
To: [Henry Staunton](#) [REDACTED]
Cc: [Cooper, Tom - UKGI](#); [Alisdair Cameron](#)
Subject: FW: Trading Headlines for Yesterday
Date: 16 December 2022 09:12:31
Attachments: [image001.png](#)

A snapshot, below, from this morning's daily trading meeting, Henry.

[REDACTED]

Nick

Nick Read
Group CEO

EA: [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED] [@postoffice.co.uk](#)
To: [Henry Staunton](#) [REDACTED]
Subject: FW: One | Digest: your weekly round-up of Post Office news - 15 December
Date: 16 December 2022 12:31:07
Attachments: [image001.png](#)
[image004.png](#)
[image009.png](#)
[image013.png](#)
[image015.png](#)
[image016.png](#)
[image003.png](#)
[image012.png](#)
[image024.png](#)

Henry,
I thought this might give you a flavour of how we are performing and where we are focused, going into the last 10 days before Christmas.
You can see the Wednesday Townhall by clicking on the link in the text.
Best,
Nick


Nick Read
Group CEO

EA: [REDACTED] [@postoffice.co.uk](#)

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: one post office <one.post.office@postoffice.co.uk>
Sent: 16 December 2022 12:14
To: Communications Team <communications.team@postoffice.co.uk>
Subject: One | Digest: your weekly round-up of Post Office news - 15 December



The banner features a light blue background with white snowflakes and a white reindeer. On the left, the text 'one | Digest' is written in red, with 'one' in a stylized font. On the right, there is an illustration of a smartphone with a red notification bubble and a speech bubble. Below the banner, the date 'Friday 16 December 2022' is centered.

Friday 16 December 2022

This week we take a look at why [Uley Post Office is very much at the heart of its community](#), as well as how [colleagues are continuing to support The Trussell Trust](#) over and above our campaign to help those most in need this winter.

[Watch this week's 'Let's talk about...disability' session](#) with members of our 'Be You' disability, mental health and wellbeing network and sign up for our next [culture conversation, taking place in January](#).

You can also [read about our peak posting media coverage](#) and [latest Drop & Collect milestone](#). Finally, [catch up on this month's town hall with Nick](#), our [regular trading performance](#), the [latest on Industrial Action](#) and [actions and reminders for the week ahead](#).

Latest News

December town hall

If you missed this week's town hall live from Finsbury Dials, you can [watch it here](#). Nick shared his usual reflections on trading, along with updates on CWU Industrial Action, our Drop & Collect and Evri trials, and our Energy Bill Relief Scheme campaign. Nick also reflected on some of our achievements from 2022, sharing a video with [a selection of highlights from the year](#).

CWU Industrial Action update

On Monday and Tuesday of this week, Industrial Action took place in our Directly Managed Branches (DMBs) and support centre locations. Over 67% of DMBs remained open on average across the two days, supporting customers with their Christmas posting.

Industrial Action also took place on Wednesday 14 December in Supply Chain, with a period of 'action short of strike' taking place until 24 December, discouraging colleagues from working overtime and scheduled attendance. Further 'action short of strike' in Supply Chain is expected to take place between 26 December and 15 January. This will potentially have an impact on cash collections and deliveries, but our contingencies remain in place to ensure our branches are supported.

A period of 'action short of strike' began in our DMBs on Wednesday 14 December in the form of a sales boycott, where some members may choose not to upsell additional products to customers, which is expected to last until Christmas Eve.

The Communication Workers Union (CWU) has announced further Industrial Action across our DMBs, Supply Chain and support centre locations on Wednesday 28 December.

██████████ Post Office at the heart of the community

In this week's town hall, Nick shared ██████████ Post Office as a fantastic example of the role we play in communities across the UK. ██████████ is a community-run branch where postmaster, ██████████, runs a great operation with the help of volunteers who all contributed to the set-up and have run the branch for a number of years.

You can watch some videos of ██████████ Post Office, showcasing a community that successfully delivers local services, [here](#).

Trussell Trust Christmas Hamper Appeal

Post Office has once again joined forces with The Trussell Trust to help those facing hunger and poverty this winter, and ██████████, ██████████, will also be supporting the charity this year by taking part in their annual Christmas Hamper Appeal at ██████████ Foodbank.

The appeal sees local churches, businesses, charities and community groups partnering with ██████████ Foodbank to deliver hampers to local families in crisis throughout the town. Read about why ██████████ returns to support the appeal every year, [here](#).

Peak posting media coverage

Following our press activity around 'peak posting' last week, we secured an impressive 400 pieces of coverage encouraging customers to get into branches early, including a national

article in [The Independent](#).

Key messages included our anticipated busiest day in branches, encouragement to post early because of CWU Royal Mail strike action being likely to cause delays, planning your trip to avoid peak times and top tips to make sure parcels are accepted, delivered and insured.

Additional activity around final posting dates has so far generated a further 120 pieces of coverage with [REDACTED], helping to extend our reach.

Drop & Collect branches

Many of you will be aware that we've been trialling our new Drop & Collect branch format over the past several months. This is a new flexible format focused on the prepaid parcels market. It provides customers with an efficient way to collect and return their online shopping and supports our small business customers who rely on prepaid parcel services to reach their customers.

We opened [REDACTED] Drop & Collect branches in November, bringing the total to [REDACTED] across the country. Well done to everybody involved.

Week 37 trading performance

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Actions & reminders

Let's talk about...disability

If you missed the 'Let's talk about... disability' session on Monday, you can watch the recording [here](#). This month's session was hosted by 'Be You' disability, mental health and wellbeing network members, [REDACTED], who shared their personal experiences of living with a disability.

You can also view fantastic photos of colleagues and branches taking part in the Purple Light Up in honour of International Day of People with Disabilities on 3 December, [here](#).

Sign-up for our next culture conversation

Here's something to look forward to in the New Year! Our next culture conversation is with [REDACTED],

The session will be held in Finsbury Dials on 25 January from 1:30pm – 2:30pm with both in-person and virtual attendance available. You can register your interest via [this form](#).

Contacting the Horizon Solution Authority Forum

The Horizon Solution Authority Forum has a new shared mailbox to make it easier for you to get in touch with the team. You can contact the team at HSA@postoffice.co.uk.

Please use this mailbox rather than individual colleague email addresses, as it will allow for a faster response from the team.

*Please note that the next issue of One Digest will be on 5 January.
Wishing you all a very happy festive season.*

**One | Digest is your regular update of news and views important to Post Office.
This email has been sent to all Post Office colleagues' email addresses.**

One Post Office



From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Cc: [Richard Taylor](#)
Subject: Lexington
Date: 16 December 2022 17:20:10
Attachments: [221215 - Nick Read to Sarah Munby FINAL.docx](#)
[image001.png](#)

As discussed Henry. A copy of the final version of the Sarah Munby letter. Richard will reach out to Lexington and guide you through a session of political orientation, with them, next week. Richard, might you share the letter with [REDACTED] and [REDACTED] from Lex, too ? This should help with setting up Henry for the meetings with the PS and SoS.

Best,
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk



[•] December 2022

Sarah Munby
Permanent Secretary
Department of Business, Energy and Industrial Strategy
1 Victoria Street
LONDON
SW1H 0ET

Dear Sarah,

Post Office Limited (POL) Three Year Plan Update

When we met in November we spoke about POL's three year plan and the challenge we had identified over the Summer with regard to our funding position. Following debate at our December Board as well as subsequent guidance from your officials and UKGI, I wanted to take this opportunity to write to you with an update. Recognising the extent and nature of the challenges POL is facing I would also like to use this letter to start a process for POL to apply for funding from BEIS, to help us navigate the challenges we are facing and where, because self-help alone is proving insufficient, we need your support.

In September my team identified a £210 million gap in our forecast position over the three year plan, driven by trading pressures, cost increases (including inflationary increases) and unplanned spend in technology and historical matters. Through self-help, we believe we have now identified around £170 million of cash generating or cost reduction opportunities and even though we are committed to delivering this, we recognise doing so will be difficult, it will place further strain on an already fatigued workforce and it will also require the Board to accept materially increased levels of risk. BEIS will also need to be comfortable with the range of challenging actions we need to take, in particular to reduce the cost of our uncommercial network. Notwithstanding this, in light of our unsatisfactory Spending Review settlement, I believe this scale of proposed self-help is impressive.

Our business has also traded well this year which is reassuring, however over the last couple of months very concerning trends have emerged in mails and banking in particular. These are our two biggest businesses and they are two areas that deliver the most policy value to BEIS, and in both weak economic conditions are being compounded by the impact of either Industrial Action at Royal Mail or the FCA's actions to cap deposit limits. This is having a short term impact today, but it is also risking an acceleration of structural change which will have lasting consequences on us, as well as our Postmasters. We should still be on course to exceed our FY22/23 budget at the full year but this is far from guaranteed, and Christmas trading will be an important barometer for this outcome.

In parallel with this work a number of new issues have emerged that we could not foresee over the Summer and this has increased the scale of the response needed in our three year plan, to such an extent that POL cannot now solve the challenge alone. We will need near-term support from BEIS to navigate this period. As we also see significant risks in the medium-term – both within this funding period, and in the next funding period – at the right time we must also engage on a wider package of potential assistance. This will ensure the solvency of our business but also the continued delivery of BEIS's policy objectives.

I have outlined to my Board as well as to Minister Hollinrake that, in the near-term, I believe POL will need at least

£160 million to see us through to the end of FY24/25. This is intentionally not a precise number as my team will only complete its reforecasting and replanning activities early in 2023 but based on what we know today I believe this is the right place to start a conversation with you. While recognising there are significant risks that currently sit outside this number, it is made up of four principal parts.

Firstly, over the last few months we have reforecast the cost of our Horizon replacement programme and, due to additional scope needed to help de-risk delivery, hardware inflation and resource costs as well as the direct challenges posed by the Horizon Inquiry this will now cost us more to deliver. Our current forecast for the lifetime cost of NBIT is at least £60 million higher than it was in the Summer, and it could easily be more, and without cover we will simply be unable to deliver this much needed transformation. There is still a degree of uncertainty on this forecast and we are now finalising our plans for the rollout of NBIT, which we expect to put to the Board alongside an updated forecast in January. The rollout of NBIT is complex and it will be the most ambitious Technology delivery programme the UK retail sector has seen in over a generation, but we must get it right to show that we have learned from the lessons of the past. Our January plans may also reinstate a contingency which was fully utilised in the recent replanning exercise, in recognition of the inherent uncertainty in a programme as complex as this.

Secondly, the forecast for the cost of our participation in the Horizon Inquiry has increased given extended timelines, higher levels of complexity and, associated with this, greater demands being placed on POL for disclosure. Our forecasts have therefore risen by at least £30 million since the Summer and we expect it to rise further given likelihood of more delays, increasing complexity and the precedent of past statutory public inquiries. These forecasts are still undergoing robust challenge within POL so they have not been presented to the Board yet – we are aiming to discuss this in January – however we are certain today that it will not be possible to deliver the Horizon Inquiry at any level close to our previous forecasts.

It is also important to recognise that POL has limited flexibility in relation to these first two issues. We must do everything we can to exit our relationship with Fujitsu by the end of FY24/25 since if we do not, the cost of running Horizon for another year could be upwards of £100 million. Also we cannot deliver NBIT badly, given our past and the interest Sir Wyn Williams will have in Horizon's replacement, the rollout of which we will be mobilising for when Phase VII of the Horizon Inquiry commences. In addition, we cannot control the length of the Horizon Inquiry or its breadth of investigation, meaning even though we do have some levers on how we manage our lawyers, many of our costs are outside our control. Delays outside our current forecast, including in relation to the Maxwellisation process and the cost to deliver any recommendations made by the Horizon Inquiry are not costed and we can see scenarios in which these could be very material.

Thirdly, our change forecast for the next three years has also increased, principally due to projects we had taken a risk on as part of our Spending Review discussions earlier this year and either where risks have now crystallised, where it is clear that deferral is materially more costly for POL and BEIS, or both. This includes the cost of replacing telephony and internet connections in all branches as part of BT Openreach's 'Copper Switch Off' programme and restated forecasts on the Horizon remediation programme, to ensure Horizon is operating robustly and is well governed for the duration of its remaining life. The aggregate impact of these issues is currently forecast to be around £20 million to £30 million over the three year planning period.

Fourthly, as outlined above, we do not believe we will be able to meet our £210 million self-help target set in the Summer and, even though we continue to challenge the business to do more, at the moment we believe we will miss this by £40 million and, if this proves undeliverable, maybe more. At the same time it is worth noting that the POL ARC have said that a number of risks are currently outside acceptable tolerance levels – in addition those already outlined, specifically cyber risk and data management risk – and so it is almost certain that deeper cuts would make this position worse. The POL ARC will be writing to the BEIS ARC on this separately.

In addition to the four issues outlined above – and the uncertainties already set out related to NBIT and the Horizon Inquiry – POL also faces a number of other risks over the three year planning period which, to date, are unquantified. In the immediate term we are facing acute trading pressures that compound the impacts already reflected in our Summer reforecast, and this is being driven by both weak economic conditions but also structural shifts resulting from Industrial Action at Royal Mail and the uncoordinated steps taken by the FCA on cash deposits. We plan to set out a view on these early in 2023 as part of our recommended three year plan but, based on what we are already seeing, it is very probable that our forecasts will be downgraded further, increasing the need for support from BEIS. These are also outcomes we cannot easily influence. In the longer term we also see risk in the transition from Horizon to NBIT, as this change is likely to crystallise, over a short period of time, any differences between the cash and stock holdings we believe branches should have, and what they actually have. We would like to engage with BEIS on this in the coming months as a clear policy will be needed on how we identify and investigate any shortfalls or overages, and how they are treated once validated. As you will understand this has to respect the findings of Mr Justice Fraser in the CIJ.

I accept that a funding request of more than £160 million is significant however much has changed with our business and in our markets since finalising the Spending Review outcome in March. I also accept that a comprehensive solution is unlikely to be fast to deliver, given we will not be recommending a plan to our Board until early 2023, and it will only be at this point that we will have plans that can be scrutinised in detail. I do however recognise that you have many conflicting demands on your own tight Spending Review settlement, and as such I wanted to surface POL's position as soon as we felt able to do so given the importance of finding a solution to our current challenges and the role BEIS will need to play in that. If this means we should engage earlier on a smaller request as your officials have intimated, representing a subset of the challenge we are facing – potentially related to a specific area such as NBIT – I would be very happy to do so.

In addition I would also like to take this opportunity to signal our desire to borrow from BEIS (or externally, with BEIS's support) to enable POL to exit from its remaining loss-making Directly Managed Branches. This is a commercial proposition with a ca.3 year payback period and it is a necessary step towards reducing our costs and simplifying our business. It also forms a core pillar in our cost-reducing network strategy that I will be discussing with Minister Hollinrake in January.

POL, BEIS and UKGI all recognise the nature of the challenges we ~~are~~ face and the need to work together on a solution. I believe we all also recognise that there are no easy decisions only trade-offs, and as such I would welcome the opportunity to meet with you to answer any questions you might have and to agree a navigable path forward. As part of this I would also welcome the opportunity to talk about the affordability of the commitment we made to part-fund settlement payments for the Historical Shortfall Scheme, and the gap between what it costs POL to deliver your Department's policy and the contribution you make to this cost by way of subsidy. I understand these might be fruitful topics to discuss.

The challenge POL faces today is unprecedented and it is also not a challenge the business can solve on its own. I am therefore grateful in advance for you and your Department's support and its commitment to work together on identifying and delivering the right solution for all parties concerned.

Yours sincerely,

Nick Read

Chief Executive, Post Office Limited

From: [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED] [@postoffice.co.uk](mailto:Henry.Staunton@postoffice.co.uk)>
To: [Nick Read](#)
Subject: Re: Briefing ahead of your meetings with the Secretary of State and Permanent Secretary
Date: 18 December 2022 20:11:33
Attachments: [image001.png](#)

Nick ,
Thank you - a good summary for my info .
Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Diary - 16th January
Date: 19 December 2022 13:58:38
Attachments: [image002.png](#)
[image003.png](#)

Very good...

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 19 December 2022 13:49
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: Diary - 16th January

Nick ,
You can see that Carl and Tom wish to discuss our reply to Sarah's letter on 16 Jan .
Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Nick Read](#)
Subject: Re: The letter from me to Sarah Mumby
Date: 20 December 2022 09:38:51
Attachments: [image001.png](#)
[image001.png](#)

Sounds v comprehensive thanks Nick .
BW
Henry

capco



Henry Staunton
Chairman
Direct [REDACTED]
Mobile [REDACTED]

Capital & Counties Properties PLC
C&C Management Services Limited
Regal House, 14 James Street, London, WC2E 8BU
Telephone 020 3214 9150
Fax 020 3214 9151
www.capitalandcounties.com
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Financial Times



On 20 Dec 2022, at 08:14, Nick Read [REDACTED]@postoffice.co.uk> wrote:

Understood Henry. I will ask [REDACTED] to make the arrangements.
We will try and make this a simple single meeting for ease. Just for completeness, I will also ask [REDACTED] to send everyone a copy of the letter;

I will suggest [REDACTED] gives you a broad strategic overview
[REDACTED] will pick up cost management (in the absence of AI)
Owen Woodley on Revenue generation
Ben Foat should cover the Inquiry
[REDACTED] will pick up compensation
Richard Taylor will talk about broader cultural change
Jane Davies can give you thoughts on People/capability/succession etc..

Thanks,
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]
Sent: 19 December 2022 20:13
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: The letter from me to Sarah Mumby

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick ,
I would appreciate a briefing on the points made in that letter . Just an overview so only need 5/10 minutes (max) on each point .
I have most of tomorrow dedicated to interviews of the RemCo Chairs (finishing at 4.00pm) but am free all day on Wednesday . Please ask the briefer(s) to put a time that suits them in my diary .
Many thanks ,
Henry

capco


Henry Staunton
Chairman
Direct [REDACTED]
Mobile [REDACTED]

Capital & Counties Properties PLC
C&C Management Services Limited
Regal House, 14 James Street, London, WC2E 8BU
Telephone 020 3214 9150
Fax 020 3214 9151
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Financial Times


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From: [Nick Read](#) on behalf of [Nick Read](#) [redacted]@postoffice.co.uk>
To: [Henry Staunton](#); [Zarin Patel](#); [Lisa Harrington](#); [Carla Stent](#); [Tom Cooper](#); [Benjamin Tidswell](#) [redacted]; [Brian Gaunt](#); [Saf ismail](#) [redacted]; [Elliot Jacobs](#) [redacted]
Subject: 2022
Date: 20 December 2022 18:03:13
Attachments: [image001.png](#)
[image002.png](#)


Colleagues,

Despite the gloom – and there is plenty, as you will see from this snap shot of last week’s trading performance – I thought I would share this video of the calendar year, which I first aired with colleagues at our monthly Townhall, last Wednesday. Just click on it and it will play. Its just over 4 mins long.

This week has not started much better with the hangover from the rail strike and the push to get final posting dates (last Friday) clear for customers. [redacted], as you would expect, has had a more encouraging couple of days.

Another difficult week in W38 with income [redacted] to target impacted by RMG IA Wed 14th & Thu 15th Dec

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

 [2022 Colleagues highlights.mp4](#)

Best,
Nick

Nick Read
Group Chief Executive Officer

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ



From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Nick Read](#)
Subject: Fwd: Thank you and signing off
Date: 20 December 2022 20:41:43
Attachments: [image001.png](#)
[image001.png](#)

FYI .

capco



Henry Staunton
Chairman
Direct [REDACTED]
Mobile [REDACTED]

Capital & Counties Properties PLC
C&C Management Services Limited
Regal House, 14 James Street, London, WC2E 8BU
Telephone 020 3214 9150
Fax 020 3214 9151
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Financial Times



From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: IDG STIP targets for Tom C
Date: 21 December 2022 08:00:54
Attachments: [image001.png](#)

Happy too.

Perhaps after you have spoken with colleagues about your meeting with the PS.
Between 3-4pm ?

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 20 December 2022 20:50
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: IDG STIP targets for Tom C

Nick ,
Let's discuss tomorrow .
Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read \[REDACTED\]@postoffice.co.uk](#)
To: [Henry Staunton \[REDACTED\]](#)
Subject: RE: IDG STIP targets for Tom C
Date: 22 December 2022 09:29:18
Attachments: [image001.png](#)

Thank you Henry...bringing some balance is helpful. Tom's narrative tends to pervade, if not challenged. We know we have much to do, but we also need a fair crack of the whip.
Nick

Nick Read
Group CEO

EA: [\[REDACTED\]@postoffice.co.uk](#)

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [\[REDACTED\]@postoffice.co.uk](#)
Sent: 21 December 2022 17:25
To: Nick Read [\[REDACTED\]@postoffice.co.uk](#)
Subject: Fwd: IDG STIP targets for Tom C

Nick ,

Please see a letter to the RemCo which is primarily written to [\[REDACTED\]](#)

[\[REDACTED\]](#)

- [\[REDACTED\]](#)
- [\[REDACTED\]](#)
- [\[REDACTED\]](#)
- [\[REDACTED\]](#)
- [\[REDACTED\]](#)

[\[REDACTED\]](#) . I hoped to bring some balance to the debate and hope it influences some of the other NEDs . If I have seen the issues through rose tinted specs you should tell me .

KR ,

Henry

Sent from [Outlook for iOS](#)

From: Henry Staunton [\[REDACTED\]@postoffice.co.uk](#)
Sent: Wednesday, December 21, 2022 5:12 pm
To: Cooper, Tom - UKGI [\[REDACTED\]@ukgi.org.uk](#); Brian Gaunt [\[REDACTED\]](#)
[\[REDACTED\]@postoffice.co.uk](#); Lisa Harrington [\[REDACTED\]](#) Benjamin Tidswell [\[REDACTED\]@postoffice.co.uk](#)
Subject: Re: IDG STIP targets for Tom C

I may have misunderstood when I was briefed . The list of projects dealt with each of the recommendations raised by Judge Fraser . It was anticipated that many would not be funded and were not necessarily considered mandatory . We just need to ensure we are aware of the consequences of not proceeding with a project ie we must be comfortable that the position is " fixed " . I do agree , and I thought Nick did too , that we need to push forward with the leadership of IDG in the New Year .

[REDACTED]

[REDACTED] With regard to the funded projects I thought the team had made good progress .

All of the above is based on my many Induction meetings . My detailed knowledge , however , I accept is far less than others on the Board but I would be more complimentary and supportive of the team's efforts in this area .

BW for Christmas ,
Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: IDG STIP targets for Tom C
Date: 23 December 2022 17:54:33
Attachments: [image001.png](#)

Thanks Henry.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 23 December 2022 17:31
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: IDG STIP targets for Tom C

Nick ,
See you on the 5th if you are in . Please do not come especially .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Friday, December 23, 2022 5:19:42 PM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: RE: IDG STIP targets for Tom C

Thanks Henry.

I understand your Sarah Munby meeting has moved to the 5th because of the week long rail strike. I will try and get in on the 5th either way.

Best,
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>

Sent: 23 December 2022 15:35

To: Nick Read [REDACTED]@postoffice.co.uk>

Subject: Re: IDG STIP targets for Tom C

Nick ,

I think there is no getting away from the issue . It was the pathway to getting the right result that I was reflecting on and your email made good sense . I am in on 3 January seeing Sarah Mumby and will pop into the office after that . If you are in we can discuss in specific detail .

BW ,

henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>

Sent: Friday, December 23, 2022 9:15:24 AM

To: Henry Staunton [REDACTED]@postoffice.co.uk>

Subject: RE: IDG STIP targets for Tom C

That's a fair summary Henry.

My primary issue with Tom is that he fails to fulfil his role, which is to act as an interface between the company and government and to act as a 'cheerleader' for what we do and the value we play in society. Nothing about the way he conducts himself suggests this happens. He has little or no influence in Government and he doesn't understand the politics. I am consequently fearful for the next 4 weeks and how we are being positioned in Whitehall. Deeply disappointing...and it needs to change. I would encourage you to lobby Charles Donald and to raise the issue with the PS. I will also be asking Charles Donald what progress he has made on 'removing him' (Donald's words). The additional problem is the Inquiry and Tom's reluctance to distance himself from it. He is determined to stay and influence how we position POL and compensation, so that he can effectively manage his own reputation and that of UKGI. He of course was on the Board when the judge was recused and fundamental questions were raised over governance. This is a material conflict. He has said to me on occasions he is going nowhere until the Inquiry is over – this is his core driver...not the long term future of Post Office.

At the Board he has asymmetric information and therefore an undue influence over everyone, the Chair included. He is simply much closer to the day to day mechanisms of the business, has an army of analysts to delve into his personal areas of interest and, consequently, undue influence.

Tim did duck it. He felt he could influence him...sadly no evidence of that.

The opportunity and challenge for any incoming NED will be corporate knowledge, history and how Government works. Getting the selection right of course will be important, but I am afraid you will struggle to have an effective and most importantly, independent Board, until you address the elephant in the room.

Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 22 December 2022 21:59
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: IDG STIP targets for Tom C

Nick ,

Have a think over the Christmas break on how we might effect that change you referred to .

In the past I have had a couple of NEDs who have struggled with understanding the difference between EDs and NEDs . They were both new to the NED role . I took them out to lunch / coffee and explained it was not going well . Interestingly they both said they thought they were being “ helpful”! They both got the message and changed their behaviour .

Unfortunately Tom is not inexperienced ; he feels he has a special status ; and I do not think he wants to be “ helpful “ . He seems to want to undermine management and to be antagonistic .

We do have an opportunity with three new NEDs . We need to invest time with them so that Tom is isolated . Ben is sensible and I think Brian can be won round .

Tim said he ducked the “ Tom issue “ but we need to tread carefully if we are to sort it .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Thursday, December 22, 2022 3:38:19 PM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: RE: IDG STIP targets for Tom C

Thank you Henry.

This is part of the problem. NED's attempt to play exec roles, dipping in and out, which

causes confusion amongst colleagues. Unfortunately because Tom works 4 days a week on POL, he sets a precedent. This needs to change.

Nick

Nick Read

Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](https://www.postoffice.co.uk)

From: Henry Staunton [REDACTED]@postoffice.co.uk>

Sent: 22 December 2022 15:36

To: Nick Read [REDACTED]@postoffice.co.uk>

Subject: Fwd: IDG STIP targets for Tom C

Nick ,

You will see that we have agreed that we will measure only against funded projects - accepting that Tom dissents .

I am slightly worried that Lisa talked direct to Z . I would have expected her to talk to you . How do you want to operate in future ? We have new NEDs joining and if they are " seasoned " I am sure they would be less executive .

Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#)
Subject: Re: Disintermediation - eating ourselves alive.
Date: 28 December 2022 11:37:14
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Nick ,

Thank you for forwarding that correspondence re HSBC and the Passport Office . One can feel the frustration building up in the postmaster community which is using the press quite effectively. Elliott is reflecting those frustrations with his colourful language .

It was though a good response from Owen .

Glad you had a good Christmas - my best wishes for 2023 .

Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Meeting with Permanent Secretary 5 January
Date: 30 December 2022 09:05:54
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)

Thank you Henry.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 29 December 2022 20:07
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Meeting with Permanent Secretary 5 January

Nick ,

[REDACTED]
[REDACTED]
[REDACTED] . The brief helps hugely in that regard .

I will write and thank [REDACTED] too .

Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Thursday, December 29, 2022 2:41:01 PM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: FW: Meeting with Permanent Secretary 5 January

Henry,

This is a broader more generic briefing. Let me know if there is anything you would like more detail on. [REDACTED] works in the [REDACTED] team for Richard Taylor.

Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](https://www.postoffice.co.uk)

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) @postoffice.co.uk>
To: [Nick Read](#); [Henry Staunton](#)
Subject: Re: Letter to Williams Inquiry
Date: 04 January 2023 23:34:17
Attachments: [image001.png](#)
[image003.png](#)

Nick ,
Thank you for forwarding the letter . I agree with your sentiments and will touch on the points with Sarah .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read @postoffice.co.uk>
Sent: Wednesday, January 4, 2023 7:35:56 PM
To: Henry Staunton @postoffice.co.uk>
Subject: FW: Letter to Williams Inquiry

Henry,

[REDACTED]

Best,
Nick

Nick Read
Group CEO

EA: @postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)



Government Legal Department

Post Office Horizon IT Inquiry
PO Box: Post Office Horizon Inquiry
1 Victoria Street
Westminster
London
SW1H 0ET

Litigation Group
102 Petty France
Westminster
London
SW1H 9GL

T 020 7210 3000

DX 123243, Westminster 12 www.gov.uk/gld

By email to:

██████████@postofficehorizoninquiry.org.uk
Solicitor@postofficehorizoninquiry.org.uk

Your ref:

Our ref: Z2013328/PBJ/JD3

4 January 2023

Dear Sir/Madam,

Compensation issues - update

We are instructed to write to you following the compensation hearing of 8 December to clarify the Department's position on a point that has arisen following the hearing. We understand that Post Office has been contacted on the basis that the end of January has been set as a deadline for making all the HSS offers.

In its written submissions dated 5 December 2022, the Department stated at paragraphs 3 and 4:

"3. Good progress is being made on issuing offers to HSS claimants. As of 30 November 2022, 93% of claimants have now received an offer, meaning that a total of £70.8million has been offered. The Post Office will meet its own target of offers being made in at least 95% of cases before the end of the year. BEIS continues to encourage Post Office to make as many offers as possible during the remainder of this year, and to continue to make good progress thereafter.

4. The cases that remain are the most complex and therefore the most difficult to resolve, including malicious prosecution cases and cases where the claimant has been made insolvent. The Independent Advisory Panel is working with legal counsel to develop assessment principles for these cohorts to ensure that the treatment of these claims is fair and consistent. BEIS expects Post Office to have made offers in most of these cases by the end of January 2023."

During the hearing of 8 December, Mr Chapman expressed disappointment on the Department's behalf that Post Office had not issued offers to all HSS claimants by the end of the year.

██████████ - Head of Division

Emma Parker - Deputy Director, Team Leader Planning, Infrastructure & Environment



As stated by ministers, it is the Department's ambition that all HSS cases should be resolved as soon as possible. The Department knows that the Post Office shares that ambition. The Department accepts that the Post Office has, however, never committed to that ambition in the form of a target of making offers to all HSS claimants by the end of 2022. The Department therefore apologises for, and regrets, any confusion that may have been caused by its submissions. The Department has also directly communicated this apology to Post Office leaders. The Department has and does recognise the efforts that the Post Office has made over the past year and confirms that in fact Post Office, on the date of the compensation hearing, met its target of 95% by the end of the year. It also recognises that the Post Office continues to make positive efforts towards making offers in all outstanding cases, many of which have complicating factors.

It is the Department's view that the complexities of these remaining cases mean it would be inappropriate to set any formal target for January 2023, and based on Post Office's forecasts it is clear that some of the more complicated cases will receive offers after that point.

However, the Department's ambition remains that all HSS cases should be resolved as soon as possible and continues to encourage the Post Office to make all best efforts to issue offers in the remaining cases by the end of March 2023, and will continue to monitor Post Office's progress closely.

The Department hopes that this clarifies the position on this point.

Update on interim GLO payments

In the Department's oral submissions, Mr Chapman discussed the issues which have arisen with one Insolvency Practitioner in respect of interim payments to bankrupt GLO claimants. He indicated (page 50) that it might be necessary to make partial payments to those individuals.

We wanted to update the Inquiry that these partial payments have now been made, and the Department has reserved its position in relation to the treatment of the bankruptcy when final compensation is considered.

Clarification on reasonable legal costs

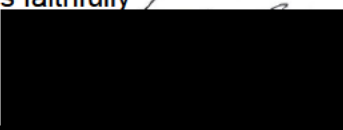
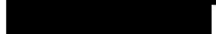
During the hearing, Mr Stein discussed the Department's 7 December announcement about the GLO scheme, and in particular the arrangements to meet claimants' reasonable legal costs. He suggested that the Department had offered £900 per claimant to prepare a claim (page 116).

Respectfully, the Department notes that that is not correct. The Department's letter of 8 December to legal representatives made clear that the £900 is an allowance intended to enable lawyers to **start** this work. It added that further cost allowances for the remaining phases up to and including the submission of claims would be published in the next few weeks.

These allowances are being developed by a costs draftsman independent of BEIS, and are the subject of mediation involving the law firms known to be involved.

The Department hopes this reassures claimants of the position in respect of their legal costs.

Yours faithfully /



for the Treasury Solicitor

D [REDACTED]
E [REDACTED]@governmentlegal.gov.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
To: [Henry Staunton](#)
Subject: RE: Note of meeting with Sarah Mumby on 5 Jan 2023
Date: 06 January 2023 14:23:55

Thanks Henry.
Very clear...and depressing, as you remarked.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

-----Original Message-----

From: Henry Staunton [REDACTED]
Sent: 06 January 2023 10:49
To: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: Fwd: Note of meeting with Sarah Mumby on 5 Jan 2023

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick ,
My file note as promised . I have not copied to anymore but will cover with Board colleagues at the Board orally .
Henry
>
> Sarah asked for first impressions , i said i had been on over a dozen public company Boards and not seen one with so many challenges .
> I focussed on the financing and Network challenges :
> - On Financing we had identified in Sept a deficit of £210m . After much effort we had identified savings of £170m (mainly out of the change budget , cap exp and exceptionals) . However since then extra costs of £120m have arisen : from Horizon £60 m(training needs esp with Inquiry) ; Inquiry £30 m (taking longer) ; and telephony/Internet £30m . In total we have a shortfall therefore of £160 mand this before the deficit arising from the material downturn in the parcels business , and to a lesser extent from the implications for our cash business of the FCA Money Laundering regs on deposits .
> - there was a likelihood of a significant reduction in post offices if more funding was not required . Last year half of all Post Offices were either loss making or earning less than £5,000 profit . The position would have deteriorated substantially because of increase in Minimum Wage and fuel /electricity prices .A recent survey indicated that one third of PMs would hand back their keys over the next 5 years and that figure would now be higher because of extra costs . The reputational consequences for PO and for Government were fraught .
> Sarah was sympathetic to all of the above . She understood the” huge commercial challenge “ and the “ seriousness “ of the financial position . She described “ all the options as unattractive “ . However , “ politicians do not necessarily like to confront reality “ . This particularly applied when there was no obvious “ route to profitability “ .
> She said we needed to know that in the run up to the election there was no appetite to “ rip off the band aid “ . “ Now was not the time for dealing with long term issues “ . We needed a plan to “ hobble “ up to the election .
> Having said that we and BEIS needed to do the long term thinking for a new Government of whichever colour . This would include what is politically acceptable wrt the size of the network . . She also referred to “ operational “ issues colouring HMT’s thinking. (“Trust” in the PO Board and management has not been high .)

They could see this as another “ begging bowl “ request from the PO . I said the funding issues revolved around poor decisions made many years ago wrt Horizon and related legal issues .

>

> With regard to the forthcoming meeting with the SoS she gave some advice . He is nice and easy but not interested in meetings . He prefers the written form . We should expect him to be “ pushy and demanding “ as he was with the train operators whilst SoS for Transport . He would “ hold us to account “ . He will take a hard line on pay . So far Sarah’s efforts on pay have fallen on deaf ears .

>

> Sent from my iPad

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#); [redacted]; [redacted]; [Benjamin Tidswell](#) [redacted]
Subject: Fwd: Simon Jeffries
Date: 06 January 2023 18:42:43
Attachments: [image308595.png](#)
[image900690.png](#)
[image843256.png](#)
[image557734.png](#)

Spoke to Simon this morning and said we were delighted he had decided to join the Board . He understands that it will take a while for the formalities to be completed . I said [redacted] would handle these formalities .

Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Nick Read](#)
Subject: Re: Chair's Letter Discussion - Henry, Tom & BEIS
Date: 07 January 2023 12:18:30
Attachments: [image001.png](#)
[image002.png](#)

Nick ,
Am still getting used to it !
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Saturday, January 7, 2023 10:42:11 AM
To: Henry Staunton [REDACTED]
Subject: RE: Chair's Letter Discussion - Henry, Tom & BEIS

Understood. On balance, the right thing to do. But this is Government, Henry !
Everyone feels entitled to a view...without accountability.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]
Sent: 06 January 2023 19:46
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: Chair's Letter Discussion - Henry, Tom & BEIS

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick ,
Odd - it looks as if Tom wants a meeting on the matter I discussed with Sarah .
Sent FYI . I will take this meeting this time .
Henry

Sent from my iPad

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Jane Davies](#); [Nick Read](#)
Subject: Fwd: Chair's Letter Discussion - Henry, Tom & BEIS
Date: 11 January 2023 10:54:59
Attachments: [image001.png](#)

Copied FYI .
Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Nick Read](#)
Subject: Re: Chair's Letter Discussion - Henry, Tom & BEIS
Date: 16 January 2023 12:20:08
Attachments: [image001.png](#)
[image001.png](#)

Nick ,
Good luck with the Select Committee . I do understand the stars involved .
Speak tomorrow .
Henry

Sent from my iPad

On 16 Jan 2023, at 12:14, Nick Read [REDACTED]@postoffice.co.uk> wrote:

Happy to discuss tomorrow Henry. I am spending today getting ready for the Select Committee at 1045hrs tomorrow morning and trying to reassure Minister Hollinrake (on a call with him now) that I wont air my dirty laundry in public...will ask [REDACTED] to find us some time.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]
Sent: 16 January 2023 11:21
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Chair's Letter Discussion - Henry, Tom & BEIS

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick,
Just had a one hour call with Tom, Carl and two others to follow up on my letter . Are you free for a call at say 1.00 today to discuss or any time tomorrow.
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Wednesday, January 11, 2023 8:05:49 AM
To: Henry Staunton [REDACTED]
Subject: RE: Chair's Letter Discussion - Henry, Tom & BEIS

Agreed, Henry.
There is clearly a need for you to get alignment with BEIS/UKGI on my future and provide me with some concrete feedback. Can I recommend you speak with Jane before you meet them. I did last night. It would be unfortunate for all parties if we stumble into an unwelcome situation. I also look forward to hearing how BEIS/UKGI propose to 'operationalise' the letter.

Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]
Sent: 10 January 2023 22:27
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: Chair's Letter Discussion - Henry, Tom & BEIS

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick ,
Will reply to Tom tomorrow . As your rem will be the main issue I should do this without you .
BW
Henry

Sent from my iPad

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: POL Board Agenda - POL Board Meeting
Date: 17 January 2023 18:25:18
Attachments: [image002.png](#)
[image003.png](#)

Thank you Henry...

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](https://www.postoffice.co.uk)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 17 January 2023 18:08
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: POL Board Agenda - POL Board Meeting

Nick ,
FYI
Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED] [@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
To: [Nick Read](#)
Subject: My availability over the weekend
Date: 21 January 2023 16:05:24

Nick ,

There have some difficulties transferring my phone from WH Sith to PO . This includes my phone being out of commission at the end of last week until next Tuesday . If you need to contact me over the weekend please ring my home number - [REDACTED] .

KR

Henry

Sent from [Outlook for iOS](#)

Nick ,
FYI .

[REDACTED]

Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#); [Alisdair Cameron](#)
Cc: [Carla Sten](#) [redacted]
Subject: Re: 2021-22 ARA
Date: 22 January 2023 17:48:47
Attachments: [image002.png](#)
[image003.png](#)

Agreed .
Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Horizon costs
Date: 22 January 2023 21:25:11
Attachments: [image001.png](#)

Do you mean Inquiry costs or the horizon system replacement - NBIT ?

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 22 January 2023 19:25
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Horizon costs

Nick ,

I gather we are meeting tomorrow . I have been briefed by Jane and do understand the seriousness of the intubation .

At some stage though I would also like your reaction to latest Horizon costs .

Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: BEIS / UKGI response
Date: 26 January 2023 12:24:51
Attachments: [image001.png](#)

Henry,
I will be free between 1430-1630 if that helps.
Nick

Nick Read
Group CEO

EA: [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: 26 January 2023 12:23
To: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: Re: BEIS / UKGI response

Nick ,
Totally agree that management appts are for you - was staggered they might have thought otherwise .
As you might expect they were opaque on [REDACTED] .
The key outstanding issue is your package . Will ring you at lunch time to discuss .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: Thursday, January 26, 2023 8:31:24 AM
To: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: RE: BEIS / UKGI response

[REDACTED]

Nick Read
Group CEO

EA: [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](https://www.postoffice.co.uk)

From: Henry Staunton [REDACTED]@postoffice.co.uk>

Sent: 25 January 2023 20:31

To: Nick Read [REDACTED]@postoffice.co.uk>

Subject: BEIS / UKGI response

Nick ,

David and Charles rang tonight . They have spoken to the Sec of State .

I left a message but a summary is :

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) <[REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) <[REDACTED]>
Subject: FW: RMG trading update
Date: 26 January 2023 18:52:42
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Fyi...I thought this summary might interest you, Henry – IDS results for the 9 months to December 31.
Nick

Nick Read
Group CEO

EA: <[REDACTED]@postoffice.co.uk>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Henry Staunton](#) [REDACTED] on behalf of [Henry Staunton](#) [REDACTED] [@postoffice.co.uk](mailto:Henry.Staunton@postoffice.co.uk)>
To: [Nick Read](#)
Subject: Fwd: NEDs only: International Mail Cyber Attack
Date: 30 January 2023 13:37:11
Attachments: [image003.png](#)

Nick ,
Just tried to ring you to discuss .
I have three calls at 3.00 and 4.00 and 4.30 wrt the RemCo Chair appt . Could we please
chat before or after .
Many thanks ,
Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) on behalf of [Henry Staunton](#) [REDACTED]
To: [Nick Read](#)
Subject: Fwd: Amanda Burton
Date: 31 January 2023 16:44:38
Attachments: [image895706.png](#)
[image625083.png](#)
[image238371.png](#)
[image446856.png](#)

Nick ,
FYI .
Henry

Sent from my iPhone

Begin forwarded message:

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#)
Subject: RE: Amanda Burton
Date: 31 January 2023 18:25:58
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Well done. Encouraging news.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]
Sent: 31 January 2023 16:45
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: Amanda Burton

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Nick ,
FYI .
Henry

From: [Nick Read](#) on behalf of [Nick Read \[REDACTED\]@postoffice.co.uk](#)
To: [Benjamin Tidswell \[REDACTED\]](#); [Brian Gaunt \[REDACTED\]](#); [Carla Stent \[REDACTED\]](#); [Elliot Jacobs \[REDACTED\]](#); [Henry Staunton \[REDACTED\]](#); [Lisa Harrington \[REDACTED\]](#); [Saf Ismail \[REDACTED\]](#); [Zarin Patel \[REDACTED\]](#)
Subject: Strategic Partners
Date: 01 February 2023 11:57:58
Attachments: [image001.png](#)

Dear Colleagues,

You will have seen some quite lively press coverage this morning and over the weekend from two of our Strategic Partners – Asda and Tesco – and I thought it worth updating you on our current approach. [REDACTED]

[REDACTED]

[REDACTED]

Asda

We have been working with Asda for previous 12 months using our staff and customer modelling tools to create branch efficiencies:

- [REDACTED]
- [REDACTED]
- [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

Couple of points to note regarding the Press reporting:

- The main headline announced 300 night worker roles being put at risk with reduced pay for more than 4,000. Additionally, 7 in-store pharmacies will shut. The Post Office story

would have been unlikely to make any news on its own, and has been added as a side-note to this wider update.

- It is a reporting error that Asda have revealed a '25% cut to the opening hours of 23 in-store Post Office shops'. Asda's press office are aware and are dealing with this.

Tesco

Tesco have announced changes to their in store operating model of which the change to Post Office plays a very small part. [REDACTED]

[REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

Nick

Nick Read
Group Chief Executive Officer

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ



From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#); [Ben Foat](#)
Subject: Re: Strictly confidential - Project Venus - branch assurance visits and EJ interview
Date: 02 February 2023 11:38:46
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Dear Nick and Ben ,

Is us a very delicate situation and as you say , Nick , far from “ normal “ . I also agree with all the other points you made . I am also unaware of the amounts involved , the reasons for the investigation and the evidence currently available .

If the team feels it is appropriate to proceed I would like a forensic briefing and would need to discuss the matter with Zarin and Ben , our outgoing and incoming SIDS .

Please let me know how you decide to proceed after you have reflected on Nick’s comments .

Regards ,
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
Sent: Thursday, February 2, 2023 10:06:47 AM
To: Ben Foat [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>; Henry Staunton [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
Subject: RE: Strictly confidential - Project Venus - branch assurance visits and EJ interview

Whatever way we look at this, it is not a normal situation. Elliot is a main Board Director. The idea that we conduct assurance/audit activity as if he were a typical franchisee is not appropriate....and this is before we assess our approach, in light of the CIJ recommendations and the Inquiry. The idea that we can talk about culture, the role of a NED, and the governance of the business at the Board meeting in January and then spring an unannounced audit on Elliot seems perverse to me.

To my mind the Board/Henry will need to sanction any activity.

Nick Read
Group CEO

EA: [\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#); [redacted]
Subject: Fwd: [redacted] Post Office Application
Date: 16 February 2023 18:56:11
Attachments: [image001.png](#)

FYI .
Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#)
Subject: Fwd: Note to BEIS for tomorrow
Date: 16 February 2023 18:56:46
Attachments: [image001.png](#)

FYI
Henry

Sent from [Outlook for iOS](#)

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: HMU Weekly Update 17-2-23
Date: 19 February 2023 14:54:30
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)

No idea Henry...Ben Tidswell chairs HRC. I don't attend.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 17 February 2023 20:04
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: HMU Weekly Update 17-2-23

Nick ,
Attached refers to a call by me to RM Chair . Why not CEO to CEO ?
Henry

Sent from [Outlook for iOS](#)

From: [Henry Staunton](#) [redacted] on behalf of [Henry Staunton](#) [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
To: [Nick Read](#)
Subject: Re: Elliot
Date: 20 February 2023 13:32:13
Attachments: [image001.png](#)

Agreed - we should chat on my return.
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
Sent: Monday, February 20, 2023 4:49:19 AM
To: Henry Staunton [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>
Subject: Elliot

Hi Henry,
On your return we should probably have a chat about Elliot and his passionate/emotional emails. Unfortunately this is now spilling over into less productive feedback to my GE colleagues and he needs to tone his language down markedly. I will be happy to speak to him about this, but we also need to discuss how we manage the branch audit process and his refusal to engage with colleagues over his outstanding loan position. This all feels uncomfortable, most especially as he now wants to be considered for another new branch – all rather inconsistent with his rhetoric, too.
Nick

Nick Read
Group CEO

EA: [redacted] <[\[redacted\]@postoffice.co.uk](mailto:[redacted]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Tom
Date: 20 February 2023 13:39:14
Attachments: [image001.png](#)

That's very clear. Thank you Henry.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 20 February 2023 13:31
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Tom

Nick ,

He understands that Charles just wants some changes . He said he was the longest serving NED on a UKGI Board so agreed a move was required .

Ominously he said he would have a freer hand when called as a witness in the Inquiry . On further questioning he said I should not read too much into that !
He does not think the change is anything to do with anything you or I said .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Monday, February 20, 2023 5:04:35 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: Tom

Henry,
I note Tom has put time in my diary this afternoon...is there any further background/update to his departure that I need to be aware of ?
Keen for it not to be an awkward conversation.
Thanks,
Nick

Nick Read

Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Feedback on UKGI's performance during FY 22/23
Date: 20 February 2023 13:40:49
Attachments: [image001.png](#)
[image002.png](#)

Have fun !
Enjoy the pace...
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 20 February 2023 13:34
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Feedback on UKGI's performance during FY 22/23

Thanks Nick . I will do that on my return . The pace is slow here so I will need to pick up speed when back on English soil . !
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Monday, February 20, 2023 4:44:26 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: RE: Feedback on UKGI's performance during FY 22/23

Morning Henry,

I hope you are well and having an uninterrupted and enjoyable time in [REDACTED]. Thanks for the UKGI email. Personally, I think these surveys are inappropriate. I actually declined to fill it in last year but responded to Charles to say I was more than happy to have a conversation with him. This we did, over the phone, and I could articulate my thoughts (especially about Tom) more clearly. I think in the current climate there is plenty of opportunity for misunderstanding and, you may not want to commit to something in a single page survey - it will be played back to you at the Inquiry, for instance. It doesn't strike me as the most appropriate way to engage.

I would pick up the phone.

Nick

Nick Read

Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>

Sent: 09 February 2023 16:28

To: Nick Read [REDACTED]@postoffice.co.uk>

Subject: Fwd: Feedback on UKGI's performance during FY 22/23

Nick ,

THIS CAN AWAIT YOUR RETURN -

Nick ,

I hope you enjoyed [REDACTED] and are relaxing now on a sandy beach .

I need to complete this form received from Charles Donald within a fortnight . You have seen more of UKGI over the last 12 months . How would you complete ?

Let me have your thoughts . I will then [REDACTED] draft and submit a reply !

BW ,

Henry

Sent from [Outlook for iOS](#)



UK Government Investments Performance Evaluation Survey - Corporate Governance

Governance - acting as proactive shareholder for and leading the establishment of departments' key ALBs in line with HMG priorities

Over the course of 22/23, please rate how well UKGI has challenged and supported Post Office Ltd to have:

1. Effective corporate governance structure and documentation which govern the department-asset relationship?
 Poor Satisfactory Well Extremely well Not applicable
2. Effective objectives, business planning and performance against the business plan?
 Poor Satisfactory Well Extremely well Not applicable
3. Effective leadership – high quality board and senior management team
 Poor Satisfactory Well Extremely well Not applicable
4. Strong governance systems supporting organisational performance?
 Poor Satisfactory Well Extremely well Not applicable
5. Effective relationships between the department and the ALB, including via the shareholder NED on the Board?
 Poor Satisfactory Well Extremely well Not applicable

Please see below if you would like to add any additional comments:

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: HMU Weekly Update 17-2-23
Date: 21 February 2023 08:56:18
Attachments: [image003.png](#)
[image004.png](#)
[image005.png](#)

Thanks Henry. Yes, all good with Tom. Absolutely no issues.
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

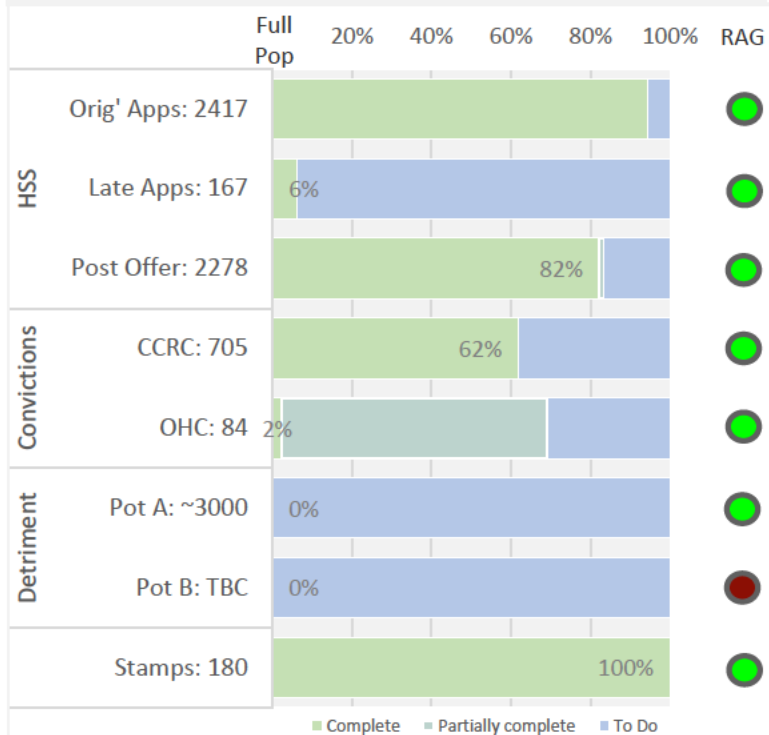
From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 20 February 2023 20:08
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Fwd: HMU Weekly Update 17-2-23

Nick ,
FYI see my email to Ben .
Henry
PS I hope the call with Tom went well .

Sent from [Outlook for iOS](#)

HMU Chairman Summary as at 17-Feb-2023

Strategic Priorities:	HSS	Focus is on completing 100% of original applications by end Mar-23
		Switch resource to Late Applications. BEIS would like 100 Offers issued by end Mar-23
Convictions/OHC		Follow up triage work and proactively identify potential cases then secure clear audit trail of exhaustive process
		Resolve pecuniary settlement process and complete non-pecuniary settlements
		HRC have requested that POL Chairman reach out to Royal Mail Chairman to follow up on the Non-Pol prosecution disclosure – we will provide you with additional colour on this point. We are expecting Royal Mail to reply 'mid-February', so will revisit if that is not forthcoming.
Detriment		Suspension Pay letters are being sent, and we have engagement with postmasters
		Complete business case for BEIS funding of Detriment 2



Notes on Status, Progress and Issues:

- **Original HSS Applications** – 2,278 Offers (£76m) issued to the original claim population, leaving 139 that still need an outcome. We expect to issue 99% of all claims by end March 2023, with up to 27 claims needing a little longer, largely because we're waiting for info from claimant and/or third parties.
- **Late HSS Applications** - Since Late Applications were accepted in Oct-22, 196 late applications have been received, and 167 eligibility checks completed. POL Ops are chasing invited applicants who have not yet applied. 10 offers have been issued. BEIS would like 100 Offers issued by 31/3/23, but this is unlikely.
- **Post Offer** – Of 2,278 offers (£76m) issued, we have received 1,898 accepts (+5 wow), and made 1,871 payments (+17 wow) totalling £50.3m after tax. To date 75 disputes have been resolved to resolution, of which 43 at stage 1 (prior to a Good Faith Meeting). There are currently in progress 25 queries and 246 disputes (a total WIP of 271, being 12.5% of responses to date)
- **Criminal Case Review Commission** –705 POL convictions, of which 672 Potential Future Appellants have been contacted and 21 are untraceable. Of the 672, some 130 appealed: 81 were overturned, and 49 were unsuccessful. Additionally, 3 non-POL convictions were overturned.
- **Overturned Historical Convictions** – Total population is forecast to reach 161 claimants. To date, 84 claims (81 POL + 3) have been received, of which 2 Public Interest cases, 2 pecuniary and 50 non-pecuniary claims have been settled (Total £17.6m, of which £10.3m was paid as interim / hardship payments). 1 Non-pec claim is being processed for payment, and 7 are pending Claimant acceptance.
- **Detriment Pot A: Suspension Pay** – Population ~3000 Postmasters. So far ~565 initial ID&V letters have been sent to former SPMs, before offer letters can be issued. We have engagement with 125 SPMs. Although we are still waiting for a final sign off from BEIS on how legal costs are treated, they have agreed that we can start to issue the 107 8% offers that are ready to send.
- **Detriment Pot B: Balances and other matters** – Ongoing work with BEIS who are processing the funding application. It is anticipated that funding will be in place at the end of Jun-23, and the redress process for unreconciled loss issues will be stood up in Jul-23. Meanwhile, POL has paused payments from Postmasters, except for 19 cases where investigation found misappropriation of funds.
- **Other: Stamp Scheme**: All Offers issued on 180 eligible claims; 162 payments made totalling £930k

From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED]@postoffice.co.uk>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: One | Digest: your weekly round-up of Post Office news - 23 February
Date: 26 February 2023 18:47:23
Attachments: [image002.png](#)
[image003.png](#)
[image010.png](#)
[image011.png](#)
[image012.png](#)
[image024.png](#)
[image025.png](#)
[image026.png](#)

Will do.

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](#)

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 26 February 2023 16:00
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: One | Digest: your weekly round-up of Post Office news - 23 February

Nick ,
Thank you . Please put me down to receive this even though some publications will be of less interest to me .
I have not been able to access your Town Hall as I need a password but will look at next week .
Best ,
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Sunday, February 26, 2023 7:58:38 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: FW: One | Digest: your weekly round-up of Post Office news - 23 February

Henry,
Not sure if you are on the circulation list for the weekly comms we provide for colleagues (see below) or Postmasters ?
Let me know if it is of interest...alternatively, I can continue to forward to you when I think it is of particular relevance.
Best,
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

[postoffice.co.uk](https://www.postoffice.co.uk)

From: one post office <one.post.office@postoffice.co.uk>
Sent: 23 February 2023 13:59
To: Communications Team <communications.team@postoffice.co.uk>
Subject: One | Digest: your weekly round-up of Post Office news - 23 February

One | Digest



Thursday 23 February 2023

This week we celebrate the launch of our new [Part and Parcel report, demonstrating the economic and social value of Post Office](#), and welcome the [return of Royal Mail international services in our branches](#).

Find out more about our [loneliness campaign highlighting the role our branches play](#) in their local communities, as well as our partnership with The Trussell Trust, and [watch and listen to some of our Postmaster media coverage](#) from the week.

You can also access a whole host of [resources on LGBT+ History Month](#) and read about our [Leading to Serve leadership development programme](#).

Finally, catch up on [this month's town hall with Nick](#), our regular [trading performance and actions and reminders for the week ahead](#), including an [upcoming change to the Microsoft Authenticator app](#).

Latest news

February town hall

If you missed this week's town hall live from Finsbury Dials, you can [watch it here](#). Nick shared his usual reflections on trading, as well as the publication of our Annual Report and Accounts for 2021-22, the latest on our pay talks with the unions, our data capture solution for Royal Mail international services, next steps for our New Branch IT (NBIT) programme, and our new report highlighting the economic and social value of Post Office.

Nick was joined by [REDACTED], who shared some of the great initiatives we're involved in that demonstrate our broader social purpose.

Royal Mail international services resume in branch

After several weeks of disruption caused by a cyber attack in Royal Mail, the sale of Royal Mail international services has been reinstated across our branch network. Earlier this week, we introduced a new data capture system for international services, which sees full customs information now entered digitally on Horizon. The new system will have several benefits for customers, including speeding up customs clearance and the import process for faster delivery times, and reducing the risk of items being returned.

Post Office is providing additional remuneration to Postmasters for handling international items at branches, in the form of a new fixed payment for each transaction. In addition, for all Royal Mail international labels sold in branch during February and March, we will pay additional commission on the value of each item.

Part and Parcel: The Economic and Social Value of Post Office

This week we launched a new report demonstrating the economic and social value of Post Office. The report reveals that the Post Office has an economic impact of £4.7 billion, and that for every £1 spent by Post Office, an additional £1.51 is generated across the wider economy - highlighting how essential our branches are to the high street, driving footfall and generating wider nearby economic activity, as well as providing an economic infrastructure that supports small businesses.

Overall, the report found that the total socio-economic value of the Post Office is in excess of £3.8bn per annum, with the social value we deliver 16.5 times greater than funding we receive from Government. [Find out more here.](#)

Post Office loneliness campaign

This week we shared our latest research into loneliness in the UK. The findings demonstrate the importance of the role we play and how getting out of the house for a simple task at the Post Office can help people feel part of their community, with more people feeling lonely now than before the pandemic. [REDACTED], featured alongside some of our Postmasters in a series of local radio interviews, including BBC Radio Leeds which [you can listen to here](#). We also had a supportive quote from Civil Society Minister, Stuart Andrew MP.

"This important work from the Post Office highlights how simple things such as meeting up with friends and family, taking part in sport and staying in touch via a letter can help those feeling lonely. I also encourage people to look out for our Better Health: Every Mind Matters campaign with its message to Lift Someone Out of Loneliness by taking similar steps, such as inviting them for a walk or cup of tea."

Stuart Andrew MP, Minister for Sport, Tourism and Civil Society at the Department for Culture, Media and Sport.



The research highlighted that anxiety around finances and the cost of living were contributing to people feeling lonely; with a third of people telling us they are using cash to

help them manage their budgets. This provided an opportunity to raise awareness of our Everyday Banking services and encourage people to withdraw cash at the Post Office to support our partnership with The Trussell Trust, which sees us donate 1p to charity for every cash withdrawal made over the counter.

Postmasters in the media

[REDACTED] Post Office in [REDACTED], featured on BBC Radio Norfolk earlier this week, in a segment where he shared his experience of taking on his new branch. Listen to [REDACTED] talk about [his learning curve, the many services we provide and the role Post Office plays in his community, here](#) (from 1:36).

[REDACTED] Post Office, featured on BBC Breakfast over the weekend, airing her growing concerns around some of the key issues currently facing Postmasters and also showcasing the vital role her branch plays in the local community. You can [watch the interview here](#).

Week 47 trading performance

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Actions & reminders

Resources for LGBT+ History Month

February marks LGBT+ History Month; an annual event recognising struggles faced by the LGBT+ community, as well as some of the events throughout history that have shaped society today. The Post Office Prism network has been leading on a series of activity over the course of the month to celebrate and remember LGBT+ history, culture and contributions. [Find links to the various resources here](#).

An update on our Leading to Serve programme

Leading to Serve is a leadership development programme designed to promote positive behaviours to help drive culture change across the business. The training has been designed to support those specifically in leadership roles and provides practical tools to build self-awareness and develop leadership skills. You can [find out more about our Leading to Serve rollout here](#).

Finsbury Dials housekeeping

Earlier this week, colleagues based in Finsbury Dials received communications with details of how to help us get prepared for our move to Wood Street in May/June 2023. We would also like to know if you have an occupational health need, so that we can ensure you have

the right equipment, such as a specialist chair, to do your role at 100 Wood Street. If you have a health need, please contact culture@postoffice.co.uk by no later than **Monday 13 March**.

[REDACTED]

[REDACTED]

[REDACTED]

Reminder: Please make sure your personal information is up to date

Please remember to regularly check that your personal details are up to date in [REDACTED]. It's really important that we have all of your correct details, such as name, address and emergency contact. We're also asking you to provide your Equity, Diversity & Inclusion data to us on a voluntary basis. If you prefer not provide this information, you can choose 'prefer not to say' or 'undeclared' as this still helps our database. If you would like further information on why we collect this data you can watch [this video](#).

While you're checking in, please also take a look at your [Expression of Wish form](#) on [PeopleHub 2.0](#). Please make sure the details are regularly updated to reflect any life changes you've recently experienced, such as getting married or having a baby. We will remind you every six months to update your details.

One | Digest is your regular update of news and views important to Post Office.
This email has been sent to all Post Office colleagues' email addresses.

One Post Office



From: [Nick Read](#) on behalf of [Nick Read](#) [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
To: [Henry Staunton](#) [REDACTED]
Subject: RE: Ministerial update
Date: 27 February 2023 17:55:45
Attachments: [image001.png](#)

Agreed...

Nick Read
Group CEO

EA: [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: 27 February 2023 17:55
To: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: Re: Ministerial update

Nick,

Of course we have the band width . The comment from Tom was rather derogatory. I believe he just does not think before he says this stuff .

Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Sent: Sunday, February 26, 2023 2:45:12 PM
To: Henry Staunton [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>
Subject: RE: Ministerial update

Not explicitly, but he completely understood that a [REDACTED]
[REDACTED]...he thought this was sensible business.

Tom attempted to interject and imply w didn't have the bandwidth to do it. I disagreed and argued it was a ringfenced team, who have done this before and can efficiently do it again. He got it...

Nick Read
Group CEO

EA: [REDACTED] <[\[REDACTED\]@postoffice.co.uk](mailto:[REDACTED]@postoffice.co.uk)>

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

postoffice.co.uk

From: Henry Staunton [REDACTED]@postoffice.co.uk>
Sent: 26 February 2023 15:45
To: Nick Read [REDACTED]@postoffice.co.uk>
Subject: Re: Ministerial update

Nick ,
Terrific - congratulations . Glad he understands the issues and trade offs . Did he give any hints of agreement [REDACTED] ? I guess not with the cast of thousands .
Thank you for the update .
Henry

Sent from [Outlook for iOS](#)

From: Nick Read [REDACTED]@postoffice.co.uk>
Sent: Sunday, February 26, 2023 8:05:35 AM
To: Henry Staunton [REDACTED]@postoffice.co.uk>
Subject: FW: Ministerial update

Henry,
We had a positive Ministerial meeting on Thursday with Minister Hollinrake.
It was an extended invitation to bring alive our Network strategy and I attach the short deck we used to engage him. It was a useful meeting (and included a cast of thousands from BEIS/UKGI silently listening in) and the Minister understands the trade off –
[REDACTED]

I also attach a few more details about his own rural constituency which I suspect will become topical overtime !

Best,
Nick

Nick Read
Group CEO

EA: [REDACTED]@postoffice.co.uk

Finsbury Dials, 20 Finsbury Street
London, EC2Y 9AQ

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Delivering a sustainable Post Office Network

23rd February 2023



What we are going to cover today

1 Why do we **need to change** our network?

2 What is the **target Post Office** network?

3 **How** are we going to deliver this network?

4 What are our **next steps**?

Why do we need to change our network?



1. Deliver a more convenient network for customers, closing the gaps in urban coverage and reducing under-used branches



2. Concentrate our limited resources on the branches we want to retain long term to support our commercial objectives

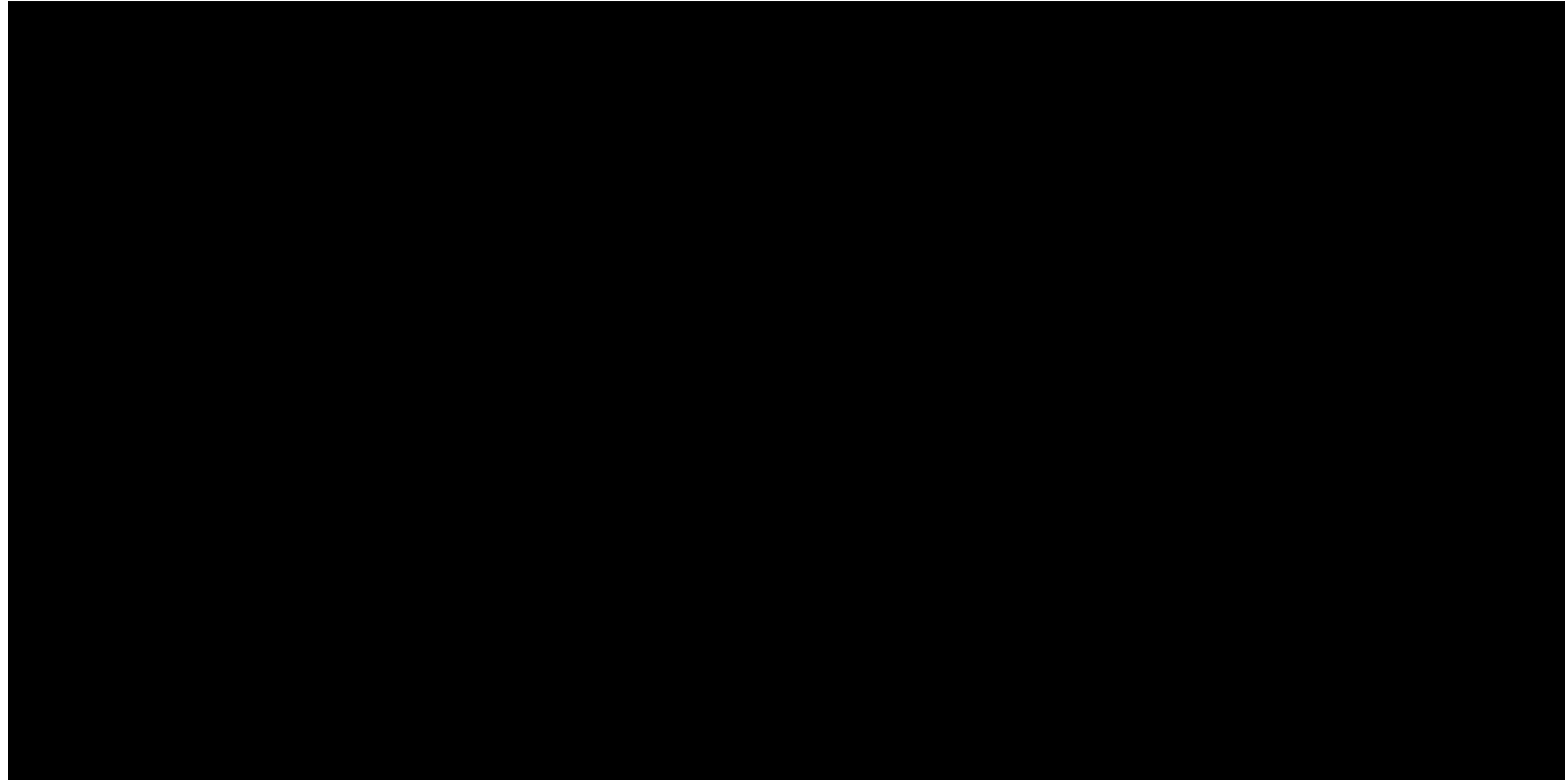


3. Support roll-out of new branch IT, ensuring efforts are focussed on sustainable branches while right-sizing the number of counters

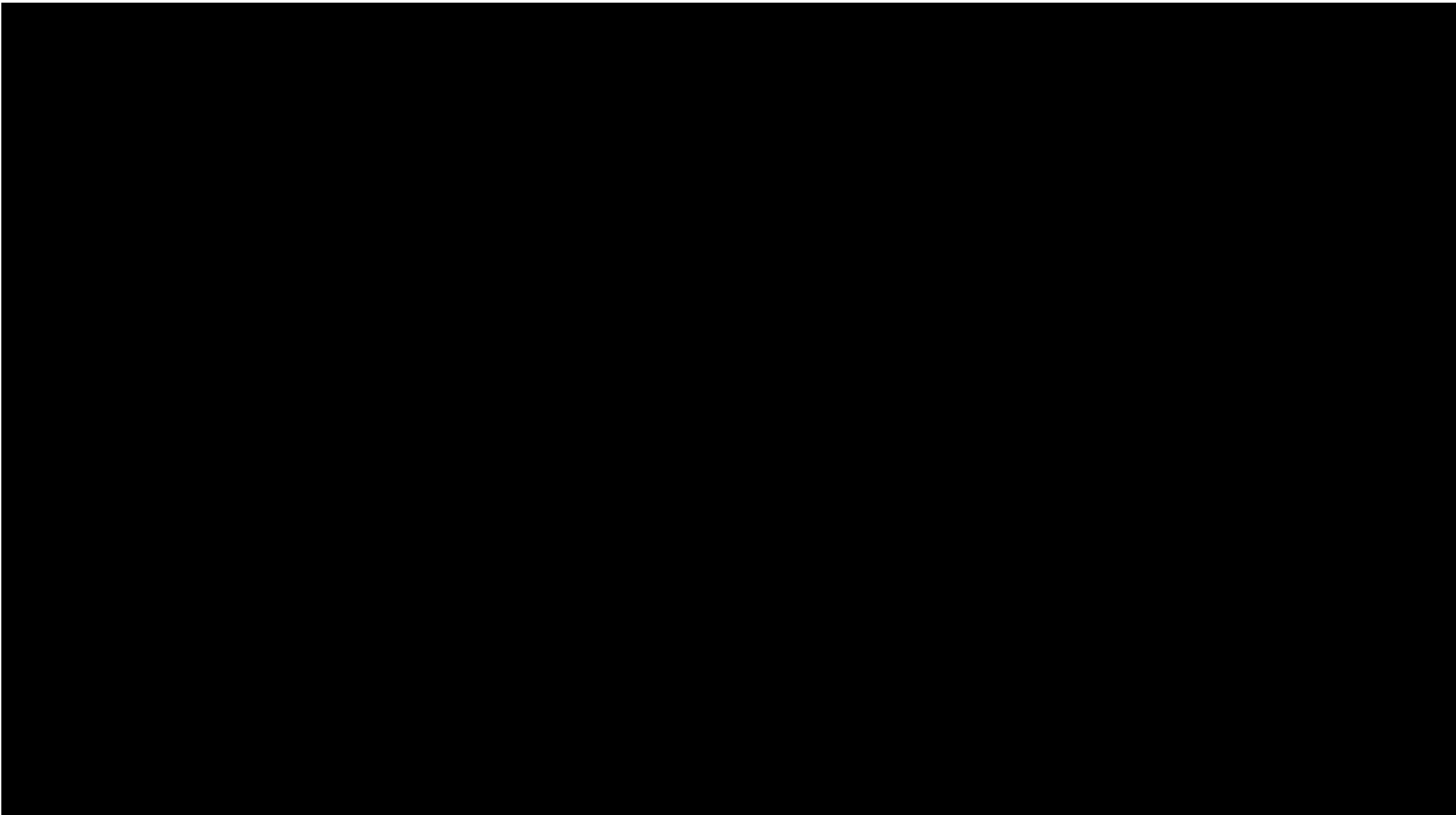


4. Release savings to support both short and long-term business sustainability

What is the target Post Office network?



The target network shifts branches to areas of higher customer demand

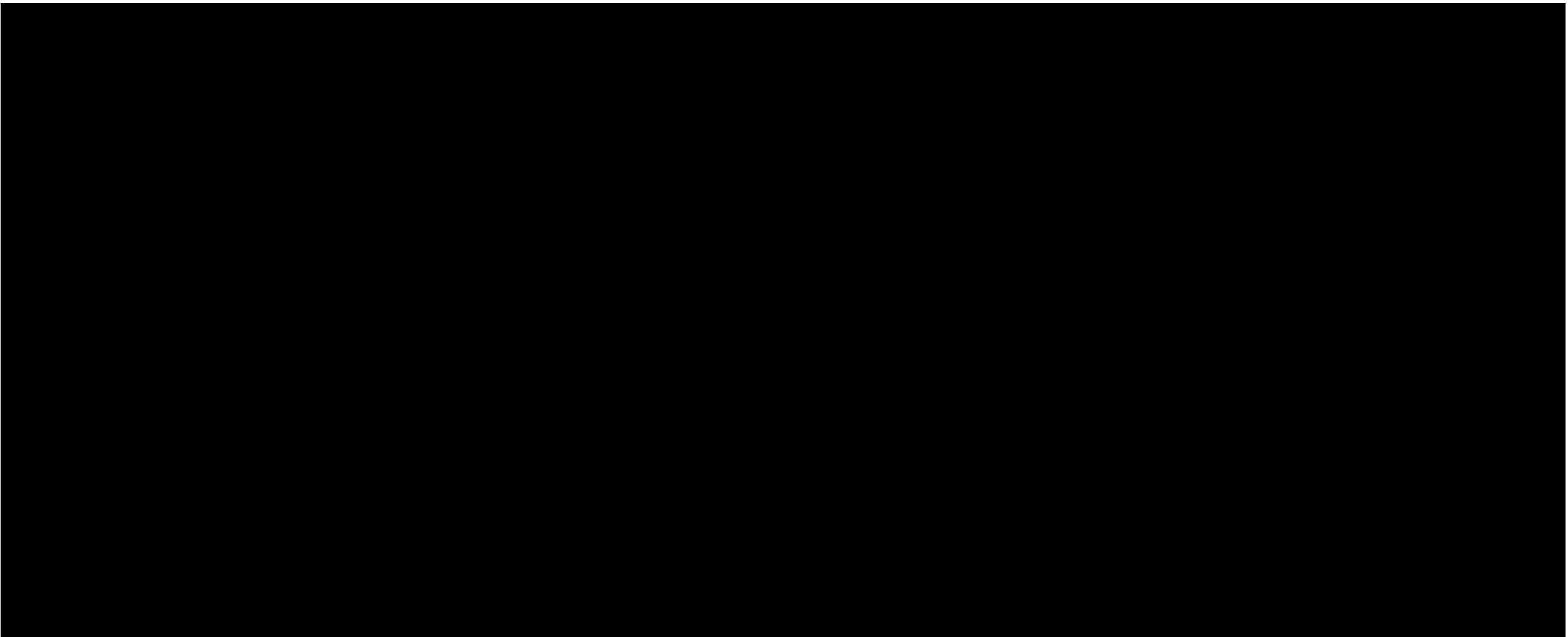


How are we going to deliver this network?

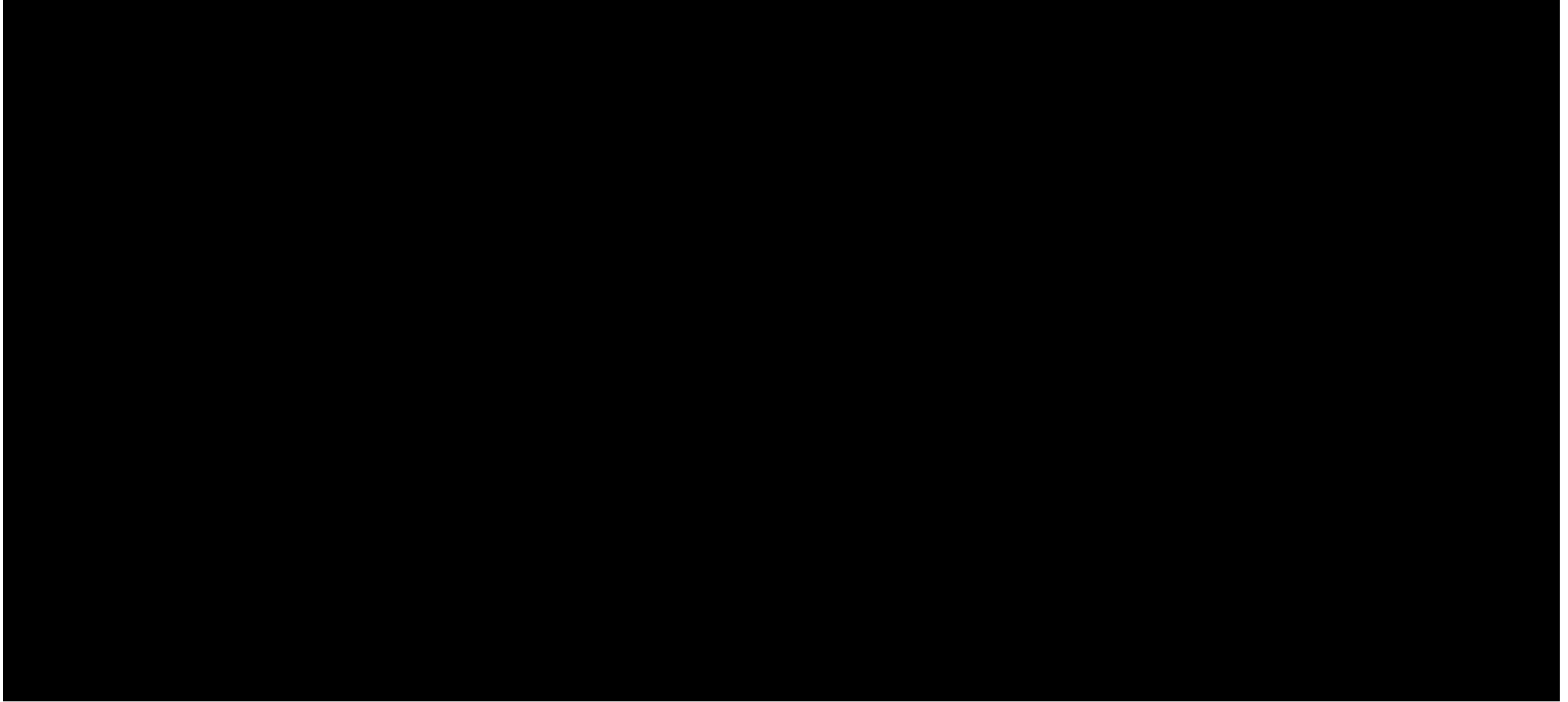
Already completed in Q3

Feb - June 2023 plans

Jul '23-Mar '25 (indicative)
Subject to D&C roll-out & quarterly reviews



By March 2025 this plan addresses a quarter of the opportunity....



Case study 1 - Drop & Collect:

Case study 2 - Outreaches:

[Redacted]

[Redacted]

[Redacted]

What are our next steps?

1

- **Development & mobilisation of the detailed implementation plan** - underpinned by careful stakeholder management at the local & national level

2

- **Regular progress updates:** we will keep your team fully briefed on progress with implementation, with quarterly reviews

3

- **Confirm new approach to 'Hard to Place' branches:** their current offers expire in March so we need to communicate the new arrangements urgently

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