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MINUTES OF A MEETING OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE OF POST OFFICE LIMITED HELD ON TUESDAY 12th JULY 2022 AT 20 FINSBURY STREET, LONDON EC2Y 9AQ AT 09:00 AM

Present:	Invited Attendees:
Carla Stent (Chair)	Martin Kearsley (Product Portfolio Director – Banking, Payments and Transactional Products): Item 2.2 (MK)
Tom Cooper (NED, UKGI) (TC)	Simon Oldnall (Horizon and GLO IT Director): Item 3.4 (SO)
Zarin Patel (NED) (ZP)	Simon Recaldin (Historical Matters Director): Item 4 (SR)
	Zdravko Mladenov (Group Chief Digital and Information Officer): Item 5 (ZM)
	Dean Bessell (Interim CISO for Retail and Controls): Item 5 (DB)
Regular Attendees:	Tom Lee (Group Financial Controller): Items 8 and 9 (TL)
Tim Parker (Chairman, POL) (TP)	Christine Kirby (Head of Financial Accounting and Controls): Item 8 (CK)
Nick Read (Group Chief Executive Officer) (NR)	Russell Hancock (Supply Chain Director): Item 8 (RH)
Alisdair Cameron (Group Chief Finance Officer) (AC)	Matthew Rooney (Senior Manager, PwC) (MR): Item 8
Ben Foat (Group General Counsel) (BF)	
Andrew Paynter (Audit Partner, PwC) (AP)	
Haydn Horner (Senior Manager, PwC) (HH)	
Sarah Allen (Senior Manager, PwC) (SA)	
Carol Murray (Deloitte Partner) (CM)	
Johann Appel (Head of Internal Audit) (JA)	
Rebecca Barker (Deputy Head of Risk) (RB)	
Anshu Mathur (Interim Group Compliance Director) (AM)	
Rachel Scarrabelotti (Company Secretary) (RS)	
Marie Molloy (Senior Assistant Company Secretary) (MM)	
Apologies:	
N/A	

		Action
1.	Welcome and Conflicts of Interest	
1.1	A quorum being present, the Chair opened the meeting.	
1.2	The Directors declared that they had no new conflicts of interest in the matters to be considered at the meeting in accordance with the requirements of section 177 of the Companies Act 2006 and the Company's Articles of Association.	
2.	Previous Meetings	



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2.1	The minutes of the Audit, Risk and Compliance Committee meetings held on 21 st June 2022 and 17 th May 2022 were APPROVED and AUTHORISED for signature by the Chair.	
2.2	<i>Martin Kearsley joined the meeting.</i> Progress against the completion of actions as shown on the action log was NOTED, with key discussion points as follows: ACTION ITEM 25 – BF was concerned that this item was not having the pace of progress expected. MK provided context regarding IRRELEVANT which is another entity trading below Equals Group PLC. POL had engaged with IRRELEVANT in 2019 about joining the IRRELEVANT but that never progressed. Their operating arm 'cardonemoney' is depositing cash via this route, which POL should therefore be able to stop. MK advised that he was seeking an urgent meeting with IRRELEVANT as from a regulatory perspective, it was unacceptable. The Chair said there was no agreement with 'cardonemoney'. The meeting discussed unilaterally switching off service to 'cardonemoney's' IIN to minimise risk. AC asked who would have the regulatory issue, POL or IRRELEVANT BF advised both and that taking deposits when not licensed to do so could attract a serious penalty. ACTION: Legal – Renata Prywerek/Sarah Gray (Ben Foat) to circulate a note to the ARC when the position and action regarding this matter was confirmed. <i>Martin Kearsley left the meeting.</i>	Renata Prywerek /Sarah Gray(BF)
2.3	The draft minutes of the Risk and Compliance Committee held on 27 th June 2022 were NOTED .	
3.	Risk, Compliance and Internal Audit Updates	
3.1	Risk Report & Dashboard RB introduced the paper, which had been circulated previously and was taken as read. RB outlined how risks had been grouped in relation to the funding allocation. There were five key areas that were flagged for further action. ACTION: RB to bring this piece of work back for discussion by December 2022 ARC. In relation to GLO Remediations (HIJ & CIJ), the Risk team recommended that the business reassess the impact of not addressing all HIJ findings and prioritise what can/should be remediated on Horizon and what can be moved to NBIT. The risk should be reviewed following the outcome. AC outlined that considerable work had been undertaken in this respect. NR advised management were looking at the outputs of Phase 2 and the expected timescale of Phase 3 Inquiry completion. By the end of the month management should be able to make a sensible decision with a clear, joined up legal and operational view.	RB



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	The Chair asked about the obligations through the Inquiry. BF advised that the Inquiry would look at what had been achieved. The subsequent milestones were not just about the 15 remediations but the ongoing conformance to the 15. AC agreed that the items had to be completed but what had to be done to say that issues had been resolved was a grey area. TC thought the Inquiries remit was slightly different and was about whether the systems were fit for purpose. TC asked about the issue of timing. BF advised it would be Phase 7 which was right at the end and some governance elements would be in Phase 6. There would be interest in what the current POL had done and whether this was robust and had remediated the issues. A paper was going to GE on 3 August 2022. ZP asked that whether the 15 HIJ tasks were being built into the NBIT build ACTION AC was to circulate the paper to ARC by mid-August 2022 regarding funding and timing issues. RB highlighted the Cyber Security Programme where there was insufficient funding to remediate findings from the Internal Audit report, BEIS Mandate and HIJ. The risk team recommended that the business clarifies what can and can't be done, so the risk is better understood and an increase in funding can be considered. Appetite to tolerate the residual risk should then be adjusted with continued monitoring. AC advised that ZM was the risk owner and was working through a list of what could and could not be done in relation to cyber security. The Chair asked about a playbook regarding ransomware demands. ACTION: DM to bring back to ARC the outcome of the ransomware dress rehearsal. RB outlined that Supply Chain Operational Resilience was affected as funding for network maintenance including spend in property, vehicle replacements and security equipment has been significantly reduced. The Chair was concerned about Health and Safety aspects concerning this. AC confirmed that any items important from a Health and Safety aspect would be completed unless there was a complete deterioration in POL's financial situation. The impact on the Data Management Programme was outlined by RB. Without improved Data Governance, we could introduce further risk to the Inquiry due to; limitations on data, unreliable data and the loss of data. POL is aware that this is an issue and management are working through steps to reduce the impact of this risk. AC confirmed BR and ZM were working through this. BF also raised the issue of how POL manages its physical data. BF outlined the loss of 28 prosecution files that came to light last Thursday between Peters & Peters and Oasis. ACTION: The Data Protection Officer - Chris Russell (Ben Foat) to update ARC on the 28 missing prosecution files following investigation. BF had put immediate controls in place such as requesting Peters & Peters to seal boxes before sending and reminding Oasis they were not to accept unsealed boxes. A soft copy of the materials in the boxes existed, so the data contained in the files had not been lost.	AC DM Chris Russell (BF)
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	BF confirmed that they were trying to find the files, they had informed the ICO and the data subjects were being notified. The Chair spoke about the letters printed for the local authority and AM confirmed there had been two data breaches in the last three months. AC outlined the difficulties with less money to spend on the control environment to stop issues happening. The Chair was concerned about reputational damage and that breaches were occurring already. AC said the data piece was a live conversation and NR advised they were revisiting the £1.1m allocation as it did not feel like this was enough. BF outlined the work he and ZM were undertaking on data governance controls and management frameworks, which would only take it so far. TC was concerned about the possibility of prosecution files being found 3 days before the hearing, which had happened previously. AC spoke about checking physical locations and storage partners to be in a situation where management were confident. AC appreciated management had to do this faster as this was a core reputational risk. BF outlined the documents in Chesterfield and work there needed to be brought forward in terms of people and resource to be completed before November. The Chair said that it would be left to management to think this through. ACTION: Plan to expedite work at Chesterfield to be shared with ARC. The Chair asked about the issues with reporting out of Service Now. RB advised that this was due to user issues and JA added user education was being undertaken to get users up to speed. The Committee NOTED the risk update.	Madeline De Matteis (BF)
3.2	Stamp Stock – Control Issues and Fraud JA introduced the paper, which had been circulated previously and was taken as read. JA highlighted that a review by the Supply Chain Compliance team in March 2022, highlighted a number of control weaknesses in stamp stock processes. In May 2022 a fraud of c.£190k was discovered, which was facilitated by transactional mis-use, within Horizon, performed by a staff member of WH Smith. They were investigating and understanding root causes. 23 high risk branches were being analysed. AC updated that the stamps from the WH Smith fraud had been recovered from the staff member's garage. AC explained that two thirds of the stock journey to branch had been completed, the other third had not been completed yet and there was not a visible supply chain. TC recalled that 2 or 3 year years ago stock controls in Swindon had shown signs of improvement. AC advised of the issues with not joining up with stock management, once the branch received stamps the position was reflected in Horizon. It would crystallise this autumn with RMG through the introduction of barcoded stamps. TC asked about plans to automate the stamps journey on Horizon, AC said there	



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	were no plans. They were looking at Horizon and NBIT regarding contract arrangements with RMG. The Committee NOTED the Stamp Stock – Control Issues and Fraud Report.	
3.3	Compliance Update and Stock Review Report AM introduced the paper, which had been circulated previously and was taken as read. AM outlined that on 27 June 2022 POL were informed that printing errors were made on 3450 energy rebate (Pay-out) letters sent on behalf of two borough councils (Tamworth and Burnley) incorrectly disclosing names, and in 2960 of these, also addresses. Tamworth council has reported a Personal Data Breach to the ICO. Burnley Council has decided not to report to the ICO. The printer provider, Zunoma, have identified several fixes, including a new 'scheme' for double sided personalised letters, an improved summary sheet to add controls by the printer operative and additional checks in the process. AM confirmed that two further batches are planned and Tamworth have requested that a sample is sent to them for approval before the next batch of letters are sent out. ACTION AM is assessing the risk associated with use of private emails, social media and other messaging services and a detailed update will be presented at the September ARC. AM outlined the importance of POL having ready access to the data and where it sits. ACTION AM outlined issues with HMRC Fit and Proper reporting and gaps identified. An update would be provided to ARC in September. AC praised AM's clarity and focus which BF echoed. ZP spoke about POL being under significant stress for the next 12-18 months and asked about the understanding of how to engage colleagues 'hearts and minds' rather than more process and control. ZP was looking at it from the perspective of unlocking mindset and optimism, rather than introducing further controls. AC said they were looking to lighten the load where possible and were looking at the CAF process, for example, to make things easier. BF spoke about procurement and templates/training to reduce legal and compliance involvement where it was not needed. ACTION: information regarding these items to be shared with ARC and RCC. The Chair raised the issue of financial/branch controls reviews being lower than she expected at 33%. AC subsequently advised that bank reconciliations are at 85%.	AM AM Sarah Gray/RS



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	AM outlined his work creating the control framework and defining what was meant by controls. It would take 3-6 months for AM to produce a joined up plan to identify risk and controls at an entity level. BF raised a number of issues regarding Payzone. These were: £6m of invoices Payzone owed POL being withheld, the loan facility contained debt of £11m owed to POL and decisions were being taken by Payzone impacting POL without seeking prior consent from POL. BF was concerned about non-compliance with Public Contracts Regulations. An investigation was underway to understand the facts which involved interviews and document reviews. The whistle blowing policy would be followed. AC advised that the financial teams had been through the build-up of inter-company debt and they were not worried about fraud. AC confirmed that Payzone, in its current business model, was not financially viable. There was a strategic question regarding investment in Payzone or building bill payments in NBIT. BF raised the issue of a potential conflict of interest with certain people at POL acting as Directors of Payzone. ZP discussed the right leadership and accountability. NR confirmed that a paper regarding Payzone would go to GE and POL Board. The Committee NOTED the Compliance Update and Stock Review Report.	
3.4	Internal Audit (IA) Update <i>Simon Oldnall joined the meeting.</i> JA introduced the paper, which had been circulated previously and was taken as read. JA advised that the top three themes were the same as 2020/2021, although the order has changed. Change Delivery is now the top theme. The risk team do not interpret this to indicate a deterioration in programme governance and controls, rather the data indicates that there was a higher number of findings as a result of the increased oversight provided by IA, which is appropriate given the challenges of a strategic change portfolio that encompasses critical and complex programmes across the business. JA confirmed that the average number of findings across all reviews remains steady at six. JA flagged that the ability of POL to retain/attract the right skills/people was a finding across the audits. The Audit report turnaround was good, despite the increased audit activity. Delivery of the 2022/2023 programme has commenced and is on track. Three POL audits were completed in the current reporting cycle. • Third Party Data Validation – Bank of Ireland. This was rated satisfactory. • SPM Programme Set-up and Governance Follow-up audit. This was rated Needs Improvement, reflecting that despite the good progress made, more work is required to fully establish governance	



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	and controls that are appropriate for a programme of this size and complexity. • HIJ Improvement Programme Phase 2 audit. This was rated as Needs Significant Improvement driven by the potential consequences of the slower than planned delivery, resulting in a significant risk to PO of not delivering sufficient remediation activity in time for the Inquiry, or being unable to demonstrate a clear route to remediation. SO reflected on the HIJ Improvement Programme Phase 2 audit with significant improvements in the overall tracking and management of complex and intertwined deliverables focussed on remediating the judgement findings. SO advised that the programme continues to work with NRF to get their views on the overall remediation status and their view on potential detriment to Postmasters to inform decisions around scope and funding for further remediation work. The Chair spoke about the impacts of the programme rather than just ticking a box to say that something has been done. NR said there was a bigger point about whether the system was fit for purpose and whether the previous issues could occur again. TC asked about the most important outstanding issue. SO advised they were creating a complete picture of who owns what, when and why. TC enquired why this was not done 2/3 years ago. SO said it was a difficult process due to the technology and the level of security. The Chair said it was necessary to factor possible delays to NBIT into the equation. AC outlined that NBIT would be delivered between February and November 2024. <i>Simon Oldnall left the meeting.</i> ZP observed that she would like to be more confident in the governance of NBIT which was amber on the report. JA advised that the broad findings of the lessons learned from HIJ would be carried to NBIT. They were formalising lesson learned challenges around decision making. The Chair spoke about the different levels of assurance on the programme and about JA and ZM views of the first, second and third lines. JA confirmed that the second line was still being developed, AM and ZM were working on this. JA raised observations regarding the Belfast Exit (BEX) Programme. The Chair confirmed there was a paper on this going to Board that afternoon. The Committee NOTED the Internal Audit Update.	
4.	HMU Risks	
4.1	<i>Simon Recaldin joined the meeting.</i> SR outlined that this paper was presented to RCC on 27th June and has been updated to include HM Business Risks as an appendix. The paper presented a list of more items to complete. A full review of all risks is	



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	being undertaken in HMU as part of the Risk and Three Lines of Defence Review process, to ensure the risks being reported are current, adequate and correctly articulated. SR thanked AM for assisting with this. SR welcomed any ideas, feedback or challenge. SR was concerned about clarity on funding and legal fees and GLO conformance, considering pace v quality v costs aspects. Also risks around HSF. The Chair thanked SR and the team for their work. The Chair asked if from an operational point of view SR had the right people and processes. SR advised three new employees had been engaged. They had just commenced so he was not able to advise regarding their leadership and skill set. He had a person looking at the project management of the data in boxes at Oasis and a commercially skilled person looking at the HSF costs. ZP welcomed the paper and thought that the Historical Remediation Committee (HRC) could be too transactional at times. She considered that HRC could spend more time on the big risks. SR said that HRC had made a lot of key decisions. TC spoke about the overturned convictions end to end and he was keen to see where this was heading. SR confirmed they would apply end to end to the model to get the process. AC praised SR's clarity. The Chair referenced Appendix 3 of the report, business risks, and considered them more within our control and could be taken up through HRC. ACTION SR agreed to look at delegations of authority in this respect and any others that are within POL control. The Chair asked TC and ZP if they were happy with where they had got to. TC said they had a long way to go. There were parts they can and parts they can't control. With the parts they can control they are as effective as they can be but not fast enough, he was aware that SR had been fighting fires. BF added that he was meeting the Global CEO of HSF on Thursday. The Committee NOTED the Historical Matters Unit Risk Report. <i>Simon Recaldin left the meeting.</i>	SR
5.	IT Controls Deep Dive	
5.1	<i>Zdravko Mladenov and Dean Bessell entered the meeting.</i> The Chair enquired about the progress since the last paper in November 2021. DM advised that he and AM had reached a shared view of where they are regarding controls. There was much to do but it was in a better place than expected. There were lots of controls in place but they were not organised in an end to end way, despite the individual components being there.	



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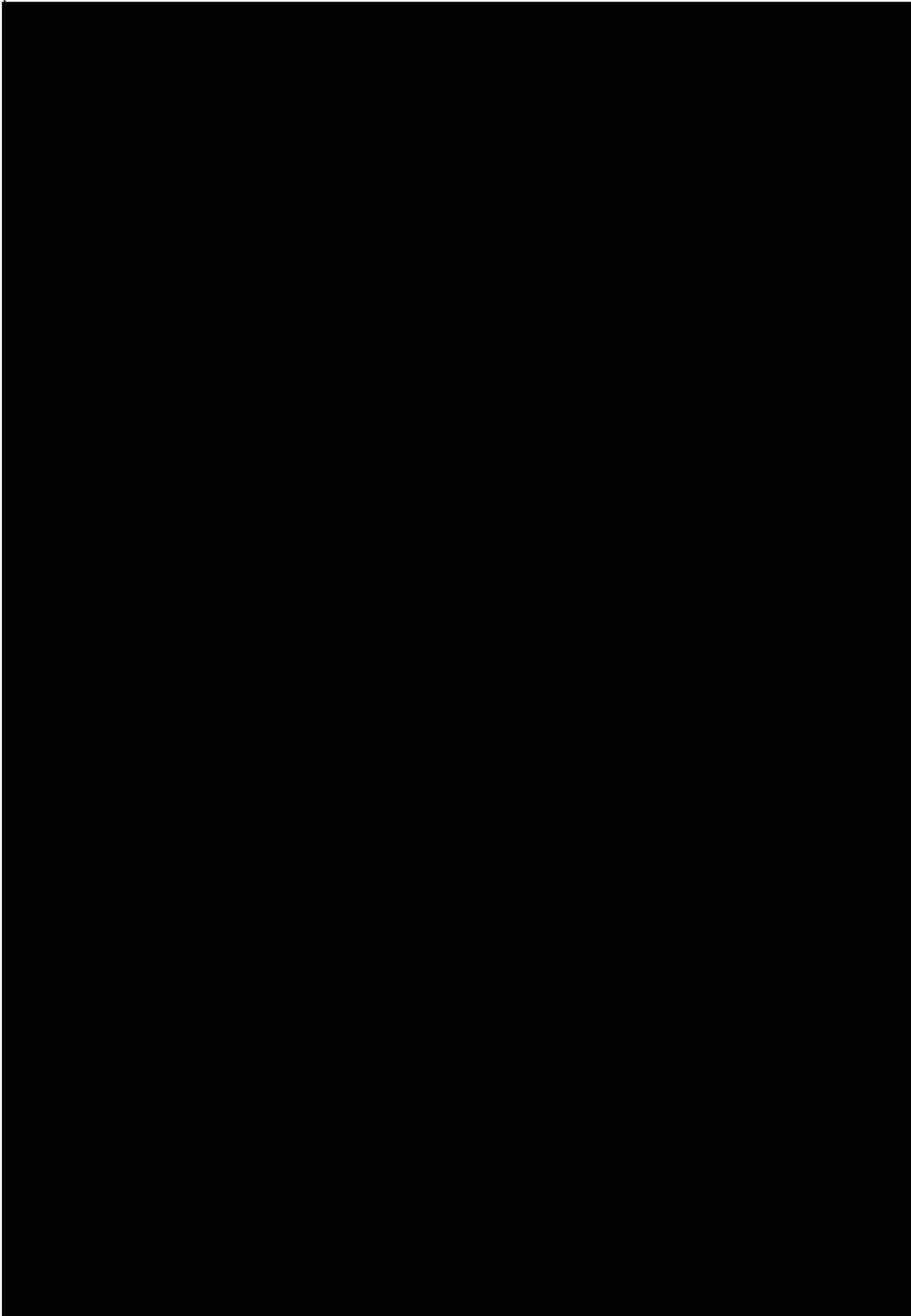
	DB advised that work should be finalised by the end of December 2022 with 12 months to enhance and optimise, giving an implementation date of December 2023. The Chair asked about assurance in the interim. DB advised that penetration tests had been done as part of the HIJ programme. They had also tested in the model office environment. DM spoke about the BEX Programme. There had been component testing but there had not been a test of whether the entire fallback system was fit for purpose in three years. There had been discussion about doing this again but this depended on how long BEX took. AC outlined that the full failover would take two weekends and there was uncertainty regarding if it would switch back on again. ACTION: ZM to provide more information to ARC in September regarding this. ZP acknowledged the good progress on IT controls and requested a dashboard so there could be a focus on the gaps and the top 10 technology risks in the organisation. The Chair added it should include IT being built, running the old and the risk in that. ACTION: ZM to include this as part of regular dashboard reporting with the underlying narrative. JA advised that an interim audit would be taken in Q3 on the IT Controls Framework. AC was keen to keep the conversation moving. ACTION: AM to review the cycle of work when it comes back. The Committee NOTED the IT Controls Deep Dive. Zdravko Mladenov and Dean Bessell left the meeting.	ZM ZM AM
6.	Anti-Bribery & Corruption Report & Policy	
6.1	The paper had been circulated previously and was taken as read. The Committee RESOLVED to APPROVE the Anti-Bribery & Corruption Annual Report and Policy Review.	
7.	Modern Slavery Statement	
7.1	The paper had been circulated previously and was taken as read. The Committee RESOLVED to RECOMMEND that the Modern Slavery Statement be APPROVED by the Board.	
8.	Annual Report & Accounts FY 2021/22	
8.1	<i>Andrew Paynter, Tom Lee and Christine Kirby joined the meeting.</i> <u>ARA COVER NOTE AND FINAL ARA</u> The Chair thanked the PwC and POL teams as the accounts were in substantially good shape. AC echoed that and spoke about the decision regarding a September or December publication of the accounts. Sensitivities regarding the timing of the Inquiry, the pay dispute and the	



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new Chairman commencing were outlined. The Chair advised this would be discussed at the Board meeting.

TL outlined the key questions that ARC needed to address.

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	<i>Matthew Rooney joined the meeting.</i> In relation to Going Concern, ARC agreed that current disclosure is reasonable and in line with expectations. The signing of the updated Working Capital Facility agreement on 9 July 2022 was helpful. ARC considered that an updated letter of comfort was required from BEIS and this was deemed a critical part of signing. ARC debated which items to include in the letter of comfort and determined the following should be sought: • General assurances, in line with last year • Assurances over Remediation, in line with last year • NSP – a statement that BEIS acknowledge that if NSP is not forthcoming in future years, POL will not be held to delivering the linked Network requirements. • HSS – seek assurances that the late applicants will be funded, via the current envelope or a new business case • OHC and HSS tax – seek assurances that should POL be liable to liable to Corporation Tax then BEIS will fund. TL outlined the Payzone debtor, based on work performed there is not a heightened fraud risk. However, an end to end controls review will be done by IA in due course. The ARC debated the level of impairment and provisioning against the investment (£5m) and debtor (18m). It was agreed that writing off the investment was sensible. The ARC determined that the £5m provision against the £18m debt needs revisiting to ascertain if the £13m is recoverable. The Chair confirmed that there would be a conversation regarding Payzone at the Board meeting later that day. Further work would be undertaken to take into account the latest cashflow forecasts from Payzone and impact of ongoing discussions around Payzone to POL recharges. An updated position on provisioning was agreed to be brought back to the sub-committee. In relation to the Payzone issue with British Gas (BG) failed transactions the ARC agreed that the risk is remote as customers owe BG the funds, not Payzone, thus no provision or contingent liability disclosure is required. The position in relation to IR35 remains unchanged from prior years and no investigation is underway by HMRC. However, the disclosures should make reference to tax reviews ongoing. PWC discussed their internal specialists view, with no concerns on the approach to the ARA noted, albeit noting the ongoing tax risk given HMRC's questioning. ACTION AC confirmed management were obtaining expert third party advice in relation to IR35 and that a copy of this advice would be circulated. SA outlined the Impairment review. The ARC noted the importance of including NSP in the review, given the current draft strategic plan	TL
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	numbers. The ARC noted the ARA disclosures, the assumptions around this and the impairment risk (£250m) if removed from the assumptions. The next steps were summarised by the Chair: Approval of the ARA signing would be delegated to a sub-committee of the Board consisting of the Chair, NR, AC and TC. The sub-committee will look to approve, subject to the following being agreed: • Letter of Comfort ("LOC") draft wording, and ultimately the final wording (subject to BEIS agreement) • OHC provision being reassessed if ENE is finalised prior to signing • Tax disclosure to be made around a) uncertainty around tax treatment of OHC / HSS funding, b) IR35 risk. This may be a general statement as opposed to specifics. • Provision level against the Payzone debtor (£18m) to be confirmed (currently £5m, may require more) • HSF tax advice on OHC and HSS funding to be circulated. • Wording around the change in accounting policy for HSS funding to be confirmed with PwC. ACTION: Tom Lee agreed to progress these matters. Subject to the completion of these steps, the Committee RESOLVED to RECOMMEND to the Board that the ARA be signed. The aim was to sign the ARA asap, potentially late July 2022. The publishing date is subject to a separate discussion and will be September to December 2022. The ARC also discussed progressing the plan to lay before parliament. Bonus payment options (to pay in August 2022) are to be considered by Remco. If the ARA signed is signed all payments made could be made. If the ARA is not signed there were the options to make payments based on draft position to all but the CEO and CFO or delay all payments. AC thanked the Chair for all her helpful comments regarding the accounts. <u>PWC 2021/22 AUDIT STATUS UPDATE</u> In relation to assumptions in pension scheme liabilities, SA advised that the methodologies used to derive the assumptions are consistent with the prior year or have been updated to reflect more recently available market information. SA highlighted that in relation to classification of trading profits, procedures have been performed to ensure the correct classification of investment and exceptional items as part of the audit. Exceptional items relate to historical matters, Inquiry costs and other legal costs, primarily	TL
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	relating to the Inquiry. SA agreed with management's assessment that these items met the definition of exceptional items. Based on the procedures performed, some IT control deficiencies where management could further strengthen the IT control environment were highlighted by SA. HH advised PwC had completed procedures in respect of trading profit journals testing and found no evidence of material fraud through management override of controls. No evidence of material fraud in revenue recognition has been identified. In relation to agent's remuneration all adjustments have been agreed, on a sample basis, to corroborating evidence where material. HH outlined they have attended cash counts throughout the year and attended year end cash centre counts. Bank confirmations have been obtained for all bank accounts but are awaiting revised confirmation from NatWest and the Lloyds Bank confirmation. MR provided the non-audit services update. Regarding the Bank of England – Note Circulation Scheme they issued a draft report to management in May 2022 and this was issued in final form shortly thereafter. Their opinion was modified, such that three control objectives were qualified. The remaining four of the seven control objectives were suitably designed and operating effectively. It was a comparable picture from last year. MR flagged limitations with the Sharepoint system, which are being reviewed. MR advised of the Branch network audit, PwC's opinion for the FY2021 audit was unmodified. The audit was signed in early February 2022. In relation to the Banking Framework Audit, at present PwC are still in the contracting stage for this work, given that POL management is still seeking to establish which banks will opt in to receiving the report. The Committee NOTED the PwC FY 2021/2022 Audit Status Update. <u>ACCOUNTABLE PERSON PAPER</u> The Chair checked with NR, as the accountable person, that he was aware of the responsibilities outlined in this paper. NR confirmed that he was. The Committee NOTED the Accountable Person Paper. <i>Andrew Paynter, Sarah Allen, Haydn Horner and Russell Hancock left the meeting.</i>	
9.	External Audit services (Verbal Update)	
9.1	AC outlined that an External Audit tender had been considered however there was not a great deal of interest. AC proposed to postpone the External Audit tender. AP retires in a few years and AC was conscious of having three Audit Partners in three years. There may also be a better competitive response in the future. AC had spoken to AP who had advised	



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	PwC's fee would decrease as hours have been taken out. ZP agreed it was sensible position. The Committee RESOLVED to RECOMMEND to the Board that PwC be retained as POL External Auditors for the next financial year.	
10.	AOB	
10.1	There being no further business, the meeting was closed at 12.26.	
11.	Items for Noting	
11.1	The following papers were circulated to the Committee prior to the meeting, but were not discussed at its meeting and NOTED by the Committee: - Procurement Governance & Compliance - Post Office Insurance ARC Update - Law & Trends - Committee Forward Plan	



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Chair

Voting Results for ARC Minutes from 12.07.2022 (approved on 26.09.2022)

The signature vote has been passed. 1 votes are required to pass the vote, of which 0 must be independent.

Vote Response	Count (%)
For	1 (100%)
Against	0 (0%)
Abstained	0 (0%)
Not Cast	0 (0%)

Voter Status

Name	Vote	Voted On
Stent, Carla	For	18/10/2022 16:51