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Department for  
Business, Energy  
& Industrial Strategy

## Meeting with Nick Read, CEO of Post Office Limited

4.30 – 5.15pm, Thursday 12<sup>th</sup> March

### External attendee:

*Nick Read, CEO, Post Office Limited (POL)*

### Purpose of meeting and Handling:

The objectives of this meeting are to:

- Discuss live issues – seek an update from Nick on the implementation of POL commitments made in the Horizon settlement including progress on re-engagement of postmasters and share developments on the independent review.
- Discuss the Framework document and expectations on how POL, BEIS and UKGI work together to deliver against this
- Seek an update from Nick on POL's 4YP and Purpose, Strategy and Growth work and progress on Spending Review case working with BEIS and UKGI
- Discuss latest developments on POCA

You may also wish to touch on future payments of GE bonuses.

### Points to make:

#### Live Issues

#### **POL's implementation of commitments following Horizon settlement [Josh can you review this whole section please]**

- Acknowledge Nick spoke to Minister Scully on 4 March and they touched on steps POL were taking following the settlement [DN Beth anything to add here?]. Say that whilst it is positive that POL has taken operational steps [DN in recent months] to increase postmaster support such as the introduction of 94 area managers and bolstered training opportunities that it is important that more is done to re-establish a more productive relationship with postmasters.
  - Ask Nick about progress on the actions particularly on plans for the shortfalls scheme and when it will be announced
  - Thank Nick for being proactive and engaging with CCRC and ask about his views on next steps and potential implications
  - Ask Nick about POL's plans to demonstrate how they plan to communicate the lessons they have learnt with postmasters
  - [Beth/Tim DN anything else to add on culture change here?]

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## Developments on Independent Review

- [DN **Pranita/Eleanor/Beth** to update latest position once we have heard back from No.10 that Perm Sec can share with Nick Read]

Framework document and expectations on how POL, BEIS and UKGI work together to deliver against this

- State that you are pleased that POL, BEIS, UKGI now have an agreed Framework Document in place. Mention that you have increased the resourcing of the BEIS policy team to ensure that Post Office policy is prioritised and ministers are supported effectively. This has been particularly important where parliamentary pressure has mounted on the Government's role in holding POL to account following the Horizon litigation.
- [DN **Josh/Beth** are there any further points to make about how we expect POL to work with BEIS/UKGI...?]

## POL's 4YP, Purpose, Strategy and Growth and progress on Spending Review case

- Acknowledge that POL is still in the process of bringing together its Purpose, Strategy and Growth (PSG) work that has been supported by McKinsey and 4 Year Plan (4YP) to March 2024.
  - Ask Nick to update you on progress following the Board discussion on 10 March
  - [Alex anything else worth mentioning here?]
- Say that you are pleased that POL are working closely with BEIS and UKGI on developing a robust Spending Review case. Noting POL's key requests (as outlined in UKGI's advice to you on 21 February) you may wish to push Nick further on clarifying the POL ask, particularly in relation to the following:
  - [DN **Alex/Cecilia** do we want to reiterate that POL data received so far has been very helpful but to develop a persuasive SR case we will need more on SGEIs and that he is aware that teams are working on this.]
  - [DN **Alex/me** to update when we hear from POL on their plan to answer Perm Sec's question about market testing on customer journeys + consideration of impact on vulnerable people]. Ask Nick to set out his thinking on splitting out SGEIs and plans to ensure that needs of vulnerable customers are not impacted
  - [DN **Cecilia/Alex** anything else to add?]

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## **POCA**

- [DN Cecilia read out from the DWP/POCA meeting that took place on 5/3 and any agreed next steps]

**Bonuses** [DN Josh do you think it's worth adding anything here?]

### **Relevant context:**

Nick Read and Tim Parker are due to have an introductory meet Minister Scully on 16 March at 11.30am. Although Nick had a phone call with Minister Scully on 4 March, ahead of the Westminster Hall debate on 5 March. During this call he spoke about [DN Beth could you add a few points here]