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**From:** Henry Staunton [REDACTED] **GRO**  
**Sent:** Sun 14/01/2024 6:48:46 PM (UTC)  
**To:** Henry Staunton [REDACTED] **GRO**  
**Subject:** Project Pineapple

Note of conversation with Saf and Elliot on Sunday 10 January

Saf said the views expressed by Richard Taylor , and previously by management and even members of the Board , still persisted - that those PMs who had not come forward to be exonerated were "guilty as charged " . It is a view deep in the culture of the organisation ( inc at Board level ) including that Post Masters are not to be trusted . SOMETHING NEEDS TO BE DONE .

Martin Roberts and certain members of his team were singled out . There has been no feedback on the investigation into Roberts ( inc for inappropriate behaviour and lack of integrity ) . He was responsible for the postage stamps debacle where changes were made to accounts by his team just like Fujitsu . If Elliot had not been on ARC the controls would not have been strengthened . Roberts and his team do not want any extension to their terms of office as they believe new PMs would not have the experience to challenge them .

Equally Saf and Elliot are FED UP WITH THE AMOUNT OF POWER WIELDED BY FOAT . He and other members of the senior team act as if PMs ARE GUILTY UNTIL PROVED INNOCENT ( " as per my experience " they both said ) . " No one believes us " is a constant refrain from PMs . . WHILST FOAT IS AT THE HELM NOTHING WILL CHANGE . We must also part company with all those investigators who behaved so terribly with PMs. What on earth is happening if Steve Bradshaw is still with us - his performance at the Inquiry was a disgrace and reflected terribly on Post Office . Foat uses his leadership of the Inquiry team as an instrument of his power - it all has to stop . The PM" is not the enemy ." " Only PMs can solve this" and tell us how to change . JB is an ex police man . His behaviour has been unacceptable and he needs to move on to prove we have changed .

The payment to one of PM of £16 as compensation said it all .

There are some 48 people involved in Investigations . There are over 40 just like Bradshaw . These people need to go . Project Phoenix was allowed by Foat to go into the long grass . Bradshaw went into one of Saf's stores some years ago and immediately said" we are closing you down " . PMs tell him not much has changed since . There is a complete lack of respect for PMs and that has to change .

As a Board we need to send a signal to the Executive providing guidance and improving the culture significantly. The current culture was described as" toxic " ( references to our reaction to fake notes , ATM differences etc etc ) . We discussed a suggestion that we set up a BOARD Committee on Culture with both PMs on it with one or two others . It would need to have teeth . It would be outside Saf and Elliot's NED responsibilities and would require additional rem . It would have the benefit of making us more PM centric . We need as a Board to be seen to grip the situation .

Both thought there ought to be PM NED membership on all committees inc RemCo . It may be another PM Director would be needed - but that may be difficult . Wrt rem it was noted that the December bonuses went down badly with PMs . There were no similar bonuses for PMs . Our generous Sick Leave was highlighted - there are no similar benefits to PMs . How are we accepting so many people drawing sick leave payments esp in HR .

A lot in this note to consider and take forward with the Board .

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