
From: Jane MacLeod [REDACTED] **GRO** [REDACTED]
Sent: Thur 11/04/2019 3:37:15 PM (UTC)
To: Alisdair Cameron [REDACTED] **GRO** [REDACTED]; Rina Patel [REDACTED] **GRO** [REDACTED]
Cc: Debbie.K Smith [REDACTED] **GRO** [REDACTED]
Subject: RE: STRICTLY CONFIDENTIAL AND SUBJECT TO LEGAL PRIVILEGE: Key note speech
Attachment: NFSP script v2 - AI key note speech Thurs (002).docx

AI

Given this will be, effectively, an open forum and a number of the attendees may have links to the CWU etc, I would strongly counsel that the language you use in relation to any discussion of the Common Issue trial aligns with the external messaging that was agreed and used when the judgement was released. For much of the network, the judgment is either irrelevant or at least not material, and so we don't want to make more of it than is necessary. Therefore my suggestion would be to change those paragraphs and use the text set out below.

In addition, both you and Debbie should review the Q & A prepared at the time (Rina will be able to send this to you) so that you can respond to any questions in a consistent way.

I have included my comments on Debbie's version so as not to create multiple versions.

Jane

Jane MacLeod

[REDACTED] **GRO** [REDACTED]

From: Alisdair Cameron [REDACTED] **GRO** [REDACTED]
Sent: 11 April 2019 10:12
To: Rina Patel <[REDACTED] GRO [REDACTED]>
Cc: Nick Beal [REDACTED] **GRO** [REDACTED]; Debbie.K Smith <[REDACTED] GRO [REDACTED]>; Thomas P Moran [REDACTED] **GRO** [REDACTED]
Subject: RE: STRICTLY CONFIDENTIAL AND SUBJECT TO LEGAL PRIVILEGE: Key note speech

Thanks Rina, I really appreciate it. I have changed it but that doesn't mean your version wasn't as good, I just needed to find my own words – attached.

A few things

1. Is everyone comfortable with this as a narrative
2. Is there any wording that feels dangerous or unwise – copied Jane for the GLO wording
3. There are some facts and figures I am after and generally it needs fact checking – all came out of my head and that is not an accurate place
4. Does it set Debbie up as she wants to be set up (and Debbie can you share your speech in reverse)
5. I haven't tried it for length yet

Honestly, be as critical as you like, that's the only way it will get better.

In a perfect world I would like to share it with Calum tomorrow so he doesn't feel blindsided by anything.
Views?

Al



**Alisdair Cameron
Interim Chief Executive**

20 Finsbury Street
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GRO

From: Rina Patel GRO
Sent: 09 April 2019 12:31
To: Alisdair Cameron GRO
Cc: Nick Beal GRO
Subject: RE: STRICTLY CONFIDENTIAL AND SUBJECT TO LEGAL PRIVILEGE: Key note speech

Hi Al,

Please find attached an updated script for you to review.

I think it is now clear and really focusses on the Postmaster and what's important to them, and strikes the right tone.

If you feel it's still not right, please let me know. So important we get this right.

We've also received some changes and builds from Debbie on her script so I will make sure it's consistent/not doubling up.

Thanks

Rina P



Rina Patel
Interim Head of Retail Communications

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GRO

From: Alisdair Cameron
Sent: 08 April 2019 08:59
To: Rina Patel GRO >; Debbie.K Smith GRO
Cc: Rodric Williams GRO >; Mark Underwood GRO

Nick Beal **GRO** >; Martine Munby **GRO** >; Charlotte Power
GRO
Subject: RE: STRICTLY CONFIDENTIAL AND SUBJECT TO LEGAL PRIVILEGE: Key note speech

Thanks, the narrative I suggested in an earlier note was

1. The business we inherited in 2013 was going bust and going to fail operationally. There would have been no PO to the detriment of all of us.
2. We have spent six years trying relentlessly to remedy that. IT, DMBs, NT etc. On our way to becoming resilient.
3. Commercially, on our way to becoming sustainable. We have removed fixed pay from agents. Otherwise agents pay has not fallen but we understand it hasn't kept up with costs. Our people and 3rd party costs have borne a much heavier brunt and that will continue. You should welcome improved profits because it is all spent on PO.
4. Then deal with 1-3 above. We could acknowledge that the financial settlement on simplification was too blunt and self-serving. Hence more money on x and y. Competition from other parcel operators is what they are business to deal with. Etc.
5. Then say, its more than that – our strategy recognises (pre GLO) that we have to do better on many fronts from training to language etc etc. The GLO judgement will help us prioritise some of that agenda but doesn't profoundly change it – we need to be better partners. Explain the workstreams.
6. But there are challenges for you as well. We need you to be more truly representative of PMs etc.

The difference is that I think your proposed narrative is very fluffy and focused on POL – as though we are scared of saying anything. I view it as an opportunity to communicate what we care about and listen to what they care about – so can I see something sharper? Much better if I am the one saying “oh, I’m not sure I can say that...”

Al



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GRO

From: Rina Patel **GRO**
Sent: 05 April 2019 19:49
To: Alisdair Cameron **GRO** >; Debbie.K Smith
Cc: Rodric Williams **GRO** >; Mark Underwood
 Nick Beal **GRO**
Subject: STRICTLY CONFIDENTIAL AND SUBJECT TO LEGAL PRIVILEGE: Key note speech

GRO

Dear Al/Debbie,

Please find attached suggested draft key note speech for the NFSP conference on 15 April.

Al – your script was initially drafted by Charlotte and a few changes have been made following input from Nick.

Debbie – this is the updated version following our catch up earlier this week and covers the key themes of Activity since last year, What we're doing for customers, and What we're doing for postmasters.

We'll have one slide each for you, which will be your name. Feels modern, less corporate this way.

For info, the theme for the conference is Creating connections and this comes through both speeches. It would be great to add your own experiences/stories to help bring this to life.

The speech should be 20-25 mins long, followed by a Q&A.

I'm around next week to make any updates.

I'll also be going up to the conference on the Sunday so suggest we meet then if you'd like to run anything through.

Best wishes

Rina P



Rina Patel

Interim Head of Retail Communications

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GRO