

From: Tolhurst, Mpst (BEIS)
Sent: Tue, 4 Jun 2019 09:55:40 +0000
To: Cooper, Tom - UKGI;Beal, Eleanor (Advanced Manufacturing and Services)
Cc: Clark Spad, Mpst (BEIS);Creswell, Carl (Better Regulation Executive);Clark, Mpst (BEIS);Permanent Secretary;Lambert, Gavin (Advanced Manufacturing and Services);Watson, Craig (Advanced Manufacturing and Services);Vandini, Cecilia (Advanced Manufacturing and Services);Aldred, Tom - UKGI;Wilson, William (BEIS);Corera, Jane (Legal);Jackson, Louise (Legal);Kilgarriff, Patrick (Legal)
Subject: RE: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Thanks all for sending views over, I will pass onto Kelly ahead of the Industry Meeting at 11:30.

Many thanks,
Jess



Department for
Business, Energy
& Industrial Strategy

Jessica Tysoe
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Parliamentary Under Secretary of State
Department for Business, Energy and Industrial
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From: Cooper, Tom - UKGI <Tom.Cooper@beis.gov.uk>
Sent: 04 June 2019 10:31
To: Beal, Eleanor (Advanced Manufacturing and Services) GRO
Cc: Tolhurst, Mpst (BEIS) GRO; Clark Spad, Mpst (BEIS)
GRO; Creswell, Carl (Better Regulation Executive)
GRO; Clark, Mpst (BEIS) GRO; Permanent
Secretary GRO; Lambert, Gavin (Advanced Manufacturing and
Services) GRO; Watson, Craig (Advanced Manufacturing and
Services) GRO; Vandini, Cecilia (Advanced Manufacturing and
Services) GRO; Aldred, Tom - UKGI GRO
Wilson, William (BEIS) GRO; Corera, Jane (Legal)
GRO; Jackson, Louise (Legal) GRO
Kilgarriff, Patrick (Legal) GRO
Subject: Re: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

I agree with Eleanor bearing in mind that a lot of this is hard to cover in print and is also work in progress for POL.

So we need to look at it as a holding letter and look for substantive answers in a meeting.

My suggestion is to respond to Tim to get a meeting fixed and ask him and his team to prepare more detailed and substantial replies for that meeting

Tom

Sent from my iPhone

On 4 Jun 2019, at 10:22, Beal, Eleanor (Advanced Manufacturing and Services)

 GRO > wrote:

Hi Jess,

Our initial view is that Tim's reply does a reasonable job of addressing Kelly's questions. She might be somewhat frustrated by the lack of detail in some areas, but we understand why POL might not want to put some detail in writing and why they are instead suggesting sharing more detail at a meeting with Kelly.

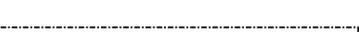
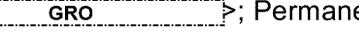
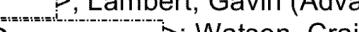
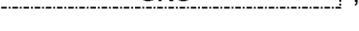
We would recommend that this meeting takes place as soon as is convenient so that Kelly can ask for more detail. After that, we can take stock with her of whether she feels the information POL have provided is sufficient.

It's positive that Kelly has been invited to the July Board meeting, as this will be an away day at which several strategic issues will be discussed (including POL's five-year financial plan).

Best,
Eleanor

<image001.png><image003.jpg>

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From: Tolhurst, Mpst (BEIS) < GRO >
Sent: 04 June 2019 09:45
To: Clark Spad, Mpst (BEIS) < GRO >; Creswell, Carl (Better Regulation Executive) < GRO >; Beal, Eleanor (Advanced Manufacturing and Services) < GRO >
Cc: Clark, Mpst (BEIS) < GRO >; Permanent Secretary < GRO >; Lambert, Gavin (Advanced Manufacturing and Services) < GRO >; Watson, Craig (Advanced Manufacturing and Services) < GRO >; Vandini, Cecilia

(Advanced Manufacturing and Services) < GRO >; Cooper, Tom - UKGI < GRO >; Aldred, Tom - UKGI < GRO >; Wilson, William (BEIS) < GRO >; Corera, Jane (Legal) < GRO >; Kilgarriff, Patrick (Legal) < GRO >; Jackson, Louise (Legal) < GRO >;
Subject: RE: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Hi All,

Apologies I didn't mean to send twice.

I would be grateful for your initial thoughts as soon as possible as I know Kelly would be keen to hear them when she gets in at 11am.

Many thanks,
Jess

<image004.png>

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From: Tolhurst, Mpst (BEIS)
Sent: 04 June 2019 09:43
To: Clark Spad, Mpst (BEIS) < GRO >; Creswell, Carl (Better Regulation Executive) < GRO >; Beal, Eleanor (Advanced Manufacturing and Services) < GRO >;
Cc: Clark, Mpst (BEIS) < GRO >; Permanent Secretary < GRO >; Lambert, Gavin (Advanced Manufacturing and Services) < GRO >; Watson, Craig (Advanced Manufacturing and Services) < GRO >; Vandini, Cecilia (Advanced Manufacturing and Services) < GRO >; Cooper, Tom - UKGI < GRO >; Aldred, Tom - UKGI < GRO >; Wilson, William (BEIS) < GRO >; Corera, Jane (Legal) < GRO >; Kilgarriff, Patrick (Legal) < GRO >; Jackson, Louise (Legal) < GRO >;
Subject: RE: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Hi All,

Please see attached the response from the Chair of POL which I will flag to Kelly.

At a glance, I note that their next catch up is scheduled for the 25th June (clashing with Kelly's evidence session) so will be moved. I am conscious of the sequencing of her meeting with the Permanent Secretary, I will let you know when a date is agreed.

Many thanks,
Jess

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From: Clark Spad, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>
Sent: 29 May 2019 13:50
To: Tolhurst, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>; Creswell, Carl (Better Regulation Executive) <[REDACTED] GRO [REDACTED]>; Beal, Eleanor (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>
Cc: Clark, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>; Permanent Secretary <[REDACTED] GRO [REDACTED]>; Lambert, Gavin (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>; Watson, Craig (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>; Vandini, Cecilia (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>; Cooper, Tom - UKGI <[REDACTED] GRO [REDACTED]>; Aldred, Tom - UKGI <[REDACTED] GRO [REDACTED]>; Wilson, William (BEIS) <[REDACTED] GRO [REDACTED]>; Corera, Jane (Legal) <[REDACTED] GRO [REDACTED]>; Jackson, Louise (Legal) <[REDACTED] GRO [REDACTED]>; Kilgarriff, Patrick (Legal) <[REDACTED] GRO [REDACTED]>
Subject: RE: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Thanks Carl – SpAds also very happy with the letter so please do issue.

Elena

Elena Michael, Assistant Private Secretary, Special Advisers' Office | [REDACTED] GRO [REDACTED]

From: Tolhurst, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>
Sent: 29 May 2019 11:28
To: Creswell, Carl (Better Regulation Executive) <[REDACTED] GRO [REDACTED]>; Beal, Eleanor (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>
Cc: Clark, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>; Permanent Secretary <[REDACTED] GRO [REDACTED]>

<[GRO]>; Lambert, Gavin (Advanced Manufacturing and Services) <[GRO]>; Watson, Craig (Advanced Manufacturing and Services) <[GRO]>; Vandini, Cecilia (Advanced Manufacturing and Services) <[GRO]>; Cooper, Tom - UKGI <[GRO]>; Aldred, Tom - UKGI
<[GRO]>; Clark Spad, Mpst (BEIS)
<[GRO]>; Wilson, William (BEIS)
<[GRO]>; Corera, Jane (Legal) <[GRO]>; Kilgarriff, Patrick (Legal)
<[GRO]>

Subject: RE: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Hi Carl,

Just to say Kelly is really happy with the letter, she thinks it is strong and reflects all of her steers.

She would like to issue today but would like SpAds to have a look first.

Many thanks,
Jess

<image006.png>

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From: Tolhurst, Mpst (BEIS)

Sent: 29 May 2019 09:53

To: Creswell, Carl (Better Regulation Executive) <[GRO]>;

Beal, Eleanor (Advanced Manufacturing and Services)

<[GRO]>

Cc: Clark, Mpst (BEIS) <[GRO]>; Permanent Secretary

<[GRO]>; Lambert, Gavin (Advanced Manufacturing and Services) <[GRO]>; Watson, Craig (Advanced

Manufacturing and Services) <[GRO]>; Vandini, Cecilia

(Advanced Manufacturing and Services) <[GRO]>; Cooper, Tom - UKGI <[GRO]>; Aldred, Tom - UKGI

<[GRO]>; Clark Spad, Mpst (BEIS)

<[GRO]>; Wilson, William (BEIS)

<[GRO]>; Corera, Jane (Legal) <[GRO]>; Kilgarriff, Patrick (Legal)
<[GRO]>

Subject: RE: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Thanks All,

I have sent the final version over to Kelly and hope to hear back from her today.

Elena – Please let me know if SpAds have any comments as Kelly is not contactable from tomorrow.

Many thanks,
Jess

<image007.png>

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From: Creswell, Carl (Better Regulation Executive) <[REDACTED] GRO [REDACTED]>
Sent: 29 May 2019 08:48
To: Tolhurst, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>; Beal, Eleanor (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>
Cc: Clark, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>; Permanent Secretary <[REDACTED] GRO [REDACTED]>; Lambert, Gavin (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>; Watson, Craig (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>; Vandini, Cecilia (Advanced Manufacturing and Services) <[REDACTED] GRO [REDACTED]>; Cooper, Tom - UKGI <[REDACTED] GRO [REDACTED]>; Aldred, Tom - UKGI <[REDACTED] GRO [REDACTED]>; Clark Spad, Mpst (BEIS) <[REDACTED] GRO [REDACTED]>; Wilson, William (BEIS) <[REDACTED] GRO [REDACTED]>; Corera, Jane (Legal) <[REDACTED] GRO [REDACTED]>; Kilgarriff, Patrick (Legal) <[REDACTED] GRO [REDACTED]>
Subject: Final draft letter to POL for Kelly to consider - OFFICIAL SENSITIVE COMMERCIAL

Hi Jess,

With thanks for your comments yesterday, I attach our final draft letter for Kelly to consider. This includes helpful contributions from UKGI and has been legally-cleared.

We copied an earlier version to Spads yesterday afternoon, but haven't heard back yet. You may wish to liaise with their office, depending on Kelly's views, but we wanted to send this up now given Kelly's limited availability.

Many thanks,
Carl.

<image001.png><image003.jpg>

Carl Creswell

Director, Professional Business Services, Retail and Post

Tel: GRO

GRO

Orchard 2, 1 Victoria Street, London SW1H 0ET

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From: Tolhurst, Mpst (BEIS) <GRO>

Sent: 28 May 2019 16:35

To: Beal, Eleanor (Advanced Manufacturing and Services)

<GRO>

Cc: Creswell, Carl (Better Regulation Executive) <GRO>;

Watson, Craig (Advanced Manufacturing and Services)

<GRO>;

Vandini, Cecilia (Advanced Manufacturing and

Services) <GRO>; Cooper, Tom - UKGI

<GRO>;

<GRO>;

Aldred, Tom - UKGI <GRO>; Permanent Secretary

Clark Spad, Mpst (BEIS) <GRO>; Wilson, William (BEIS)

<GRO>;

<GRO>;

Clark, Mpst (BEIS) <GRO>;

Subject: RE: FAO Kelly: information on POL Board and governance

Hi Eleanor,

Thank you for sending across.

I have made some edits in track and tried to be in line with changes SpAds made previously to the Dear Colleague.

I noted your points on clearances and hope to share a final version with Kelly tomorrow morning.

Many thanks,
Jess

<image014.png>

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<GRO>;

<GRO>;

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From: Beal, Eleanor (Advanced Manufacturing and Services)

[REDACTED] GRO [REDACTED]

Sent: 28 May 2019 15:58

To: Tolhurst, Mpst (BEIS) [REDACTED] GRO [REDACTED]

Cc: Creswell, Carl (Better Regulation Executive) [REDACTED] GRO [REDACTED];
Watson, Craig (Advanced Manufacturing and Services)

[REDACTED] GRO [REDACTED]; Vandini, Cecilia (Advanced Manufacturing and
Services) [REDACTED] GRO [REDACTED]; Cooper, Tom - UKGI

[REDACTED] GRO [REDACTED]; Aldred, Tom - UKGI [REDACTED] GRO [REDACTED];
Clark Spad, Mpst (BEIS) [REDACTED] GRO [REDACTED]; Permanent Secretary

[REDACTED] GRO [REDACTED]; Wilson, William (BEIS)

[REDACTED] GRO [REDACTED]; Clark, Mpst (BEIS) [REDACTED] GRO [REDACTED]

Subject: RE: FAO Kelly: information on POL Board and governance

Dear Jess,

As discussed, sharing a draft letter in response to action 3. I mentioned on the phone that this is not final for three reasons: (1) Tom C is yet to review, but will do so this evening, as he is tied up with POL Board meetings today; (2) I am seeking clearance via the Secretariat for the BEIS Audit and Risk Committee for the offer for the Chair (Nigel Boardman) to meet with POL; (3) Legal have reviewed, but might send final tweaks first thing when their DD is back in the office.

SpAd's office: given that time will be tight for Kelly to review this tomorrow, it might be worth SpAd's reviewing this version if they have time.

Jess, please do send your own comments as soon as you can and we can then share a final version with Kelly first thing tomorrow. For others to note, you said that if Kelly chases to see a version today you would share this version with her, noting the above caveats.

Many thanks,
Eleanor

<image001.png><image003.jpg>

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From: Tolhurst, Mpst (BEIS) [REDACTED] GRO [REDACTED]

Sent: 24 May 2019 18:37

To: Beal, Eleanor (Advanced Manufacturing and Services)

GRO
Cc: Creswell, Carl (Better Regulation Executive) <**GRO**>;
Watson, Craig (Advanced Manufacturing and Services)
<**GRO**>; Vandini, Cecilia (Advanced Manufacturing and Services) <**GRO**>; Cooper, Tom - UKGI
<**GRO**>; Aldred, Tom - UKGI <**GRO**>; Permanent Secretary
Clark Spad, Mpst (BEIS) <**GRO**>; Tolhurst, Mpst (BEIS)
<**GRO**>; Wilson, William (BEIS)
<**GRO**>; Clark, Mpst (BEIS) <**GRO**>
Subject: RE: FAO Kelly: information on POL Board and governance

Hi Eleanor,

Thank you for sending this note, of which I have had a discussion with Kelly about and summarised the actions below. I also followed up with Carl who I know is seeing Tom C on Tuesday, where they can discuss next steps.

1. She would like to launch the recruitment campaign for the NED whose term expires in September early, in order to get a good candidate for the role. I would be grateful if this could be explored in order to have no gap between an outgoing and incoming board member.
2. She would like to explore putting another member of UKGI on the board, specifically one with legal background to have an overlooking role of the litigation cases.
3. She would like to write to the Chair and Interim CEO, following their meeting last week to ask that they provide the information promised on the impact assessment, risk management work and costs of the litigation. The letter should be strong and have a deadline for them to respond. She has asked for a draft by **4pm Tuesday 28th May**. Once we have received their reply, she would like to meet with them again to discuss.
4. She would like to seek the opinion of BEIS' NED who chairs the Audit and Risk Committee to gain his views on how he would handle the case. I would be grateful if our lawyers could approach him on Kelly's behalf.

Please let me know if the above is clear, I am happy to chat anytime next week.

I hope you all have a lovely bank holiday weekend!

Many thanks,
Jess

<image015.png>

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From: Beal, Eleanor (Advanced Manufacturing and Services)
<**GRO**>
Sent: 14 May 2019 11:56
To: Tolhurst, Mpst (BEIS) <**GRO**>
Cc: Creswell, Carl (Better Regulation Executive) <**GRO**>;
Watson, Craig (Advanced Manufacturing and Services)
<**GRO**>; Vandini, Cecilia (Advanced Manufacturing and
Services) <**GRO**>; Cooper, Tom - UKGI
<**GRO**>; Aldred, Tom - UKGI <**GRO**>
Subject: FAO Kelly: information on POL Board and governance

Dear Jess,

When Carl and I spoke with Kelly in the margins of her meeting with John Redwood on POL, she raised a few questions about POL's Board and governance. With thanks to Tom A and UKGI colleagues, see below for a short factual note for Kelly on these issues.

I understand a meeting between Kelly and the Perm Sec is being scheduled, at which they will discuss some of these issues. However, we thought best to share a brief update with Kelly as soon as possible. **Grateful if you can make sure she sees this ASAP, ideally in advance of her meeting with Tim/AI tomorrow** (although not expecting her to raise this there).

How the Board is appointed

The Chair is a ministerial appointment, meaning that the Minister selects from three 'appointable' candidates. The current chair, Tim Parker was appointed in October 2015, and re-appointed for a further four years in 2018.

Appointment of all other board members also requires ministerial consent, and the minister must approve the job description and remuneration. In addition, the shareholder Non Executive Director (NED; Tom Cooper) would normally sit on the selection panel.

NEDs are typically appointed for 3 years and can serve two terms. Tom Cooper was appointed as the shareholder NED in November 2017.

Two members of POL's executive team also sit on the Board: the CEO and CFO. These are both typically permanent appointments but are currently both interims. Please find below a list of current Board members and their appointment dates.

Role	Name	Start Date	Term Expires
Interim CEO	Alisdair Cameron	Appointed as CFOO 28/01/2015	N/A (Employee)
Interim CFO	<i>Awaiting appointment</i>	-	-
NED	Timothy Franklin	19/09/2012	19/09/2019

Chair	Timothy Parker	01/10/2015	31/09/2022
NED & SID	Ken McCall	21/01/2019	20/01/2022
NED	Carla Stent	21/01/2019	20/01/2022
NED	Shirine Khoury-Haq	24/05/2018	23/05/2021
UKGI NED	Tom Cooper	27/03/2018	N/A

**Afua Kyei has accepted the role as interim CFO but has not yet been appointed.*

How we can make changes to the board

The shareholder is entitled to appoint or remove any Director (board member) at any time. It would be good corporate practice to raise any serious concerns about the Board with the Chair first, and a high bar should be passed before using these provisions.

Further clarity on why the Minister has not been able to attend board meetings

It is possible for the Minister to attend the Board as an observer or an external speaker, and Baroness Neville-Rolfe attended a POL Board meeting when she was Minister for the Post Office. A Board dinner could also be a good opportunity for the Minister to meet Board members. We are happy to discuss these options with POL. We have informed POL that you would be keen to talk to the Board and suggest that you ask Tim and Al about this option when you see them on Wednesday.

While a one-off engagement would likely be welcomed by the Board, there are risks associated with regular attendance. It could affect the dynamics of board discussions, and create confusion around the Board's operational freedom and the Minister's distance from their decisions.

Establishment of a protocol of information sharing with POL

Following your request that we establish stronger information sharing arrangements with POL, we have considered options and would like to recommend that we set this out in the formal 'Shareholder Relationship Framework Document' between BEIS, UKGI and POL. The Framework Document is a long-term document that is intended (among other things) to set out (i) certain obligations with which POL is expected to comply and (ii) how the parties will interact with each other. The Framework Document is being finalised as part of Post Office's wider corporate restructuring project, which has been delayed due to POL's focus on the litigation case. We hope to complete this over the next few months and would be happy to discuss this with you in greater detail.

This approach would build on current arrangements, whereby POL's Articles of Association entitle the shareholder to ask for any information it likes, which POL must comply with provided they are reasonable. POL is also required to provide information on financial, investment and network performance on a more frequent basis. A specific protocol has been agreed in relation to the litigation, because POL requested greater safeguards to protect legally privileged information. Including a specific commitment on information-sharing in the Framework Document will provide a strong foundation for the future. If you are happy with this, we would be comfortable with you mentioning this during your meeting on Wednesday.

At working level, we are continuing to work with Private Office to ensure that the Minister is kept up to date on developments with POL in a timely manner.

If you have any questions, please let us know.

Best,
Eleanor

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