
From: Saf ismail [GRO]
Sent: Fri 26/01/2024 10:30:47 PM (UTC)
To: Henry Staunton [GRO]
Cc: Elliot Jacobs [GRO]
Subject: RE: Key Agenda Items for Upcoming Board Meeting **Final Version**
Attachment: board action points 26.1.24.docx

Hi both

See attached the final version of my note trimmed down, let me know your thoughts.

@Henry Staunton [GRO] I have highlighted in red regarding the legal bit.

Regards

Saf Ismail
Non-Executive Director

100 Wood Street,
London, EC2V 7ER
postoffice.co.uk

From: Henry Staunton [GRO]
Sent: 25 January 2024 22:52
To: Saf ismail [GRO]
Cc: Elliot Jacobs [GRO]
Subject: Re: Key Agenda Items for Upcoming Board Meeting **Final Version**

Saf ,
Fine - [IRRELEVANT]!
Henry

Sent from [Outlook for iOS](#)

From: Saf ismail [GRO]
Sent: Thursday, January 25, 2024 9:58:02 PM
To: Henry Staunton [GRO]
Cc: Elliot Jacobs [GRO]
Subject: Re: Key Agenda Items for Upcoming Board Meeting **Final Version**

Hi Henry

We are still thinking of the most effective options, can we all have a chat at 3pm tomorrow?

Sent from [Outlook for Android](#)

From: Henry Staunton [GRO]
Sent: Thursday, January 25, 2024 9:50:48 PM
To: Saf ismail [GRO]
Cc: Elliot Jacobs [GRO]
Subject: Re: Key Agenda Items for Upcoming Board Meeting **Final Version**

Dear Both ,
I gather from my call with Elliot that you are reconsidering what you will do . Please keep me posted of your final decision .
Henry

Sent from Outlook for iOS

From: Saf ismail [GRO]
Sent: Thursday, January 25, 2024 8:15:28 AM
To: Henry Staunton [GRO]
Cc: Elliot Jacobs [GRO]
Subject: RE: Key Agenda Items for Upcoming Board Meeting **Final Version**

Hi both,

See below the final version of the note for the board, are you happy with this?

Speak at 9 am.

Dear Chairman,

I trust this message finds you well. As we prepare for the upcoming board meeting, I wish to draw your attention to several critical matters demanding prompt consideration and discussion.

Confidential Email on Project Pineapple: As you are aware It has come to my attention that Nick's confidential email on Project Pineapple which was sent to the individuals involved needs resolving my email response remains unanswered since my communication on Thursday evening.

Suspended Historic Employees: The presence of employees previously identified as high risk in the historic scandal within our workforce raises concerns. A comprehensive review of all personnel involved in the scandal is imperative to safeguard the integrity of our business. I recommend swift action to mitigate potential risks. How was Brian Trotter still in the business until we visited the inquiry? Regarding Steve Bradshaw I mentioned him to four individuals in the business on four different occasions and a board regarding his testimony which would cause our business further issues however, once again I was ignored.

Disbandment of PM Engagement Team: this team lacks credibility and has delivered on the challenges faced by the PM community hence they have no respect within the wider network. I suggest the strategic disbandment of the team. This recommendation is reinforced by their reluctance to conduct a survey when outcomes were not anticipated in their favour. Granting the new oversight committee control over forums and PM engagement is essential for us to be effective and PM-centric.

Investigation of NDAs: A thorough investigation into all Non-Disclosure Agreements (NDAs) executed since CEO Nick assumed office is crucial. During the select committee hearing, Nick was asked if he was aware of any such agreements and he advised No, it is crucial we are transparent with the select committee but also to protect our CEO with accurate information, can we investigate this?

Additionally, urgent steps are required to revoke NDAs with external entities, such as Fujitsu or Second Sight, linked to the Horizon scandal. This decision should be communicated to the public promptly to show we as a board want to help with justice for postmasters and the inquiry.

Role of Legal Council (Ben Foat): Our proposal is a comprehensive review and adjustment of the job role

for Ben Foat, our Legal Counsel, this involves reassigning him to the inquiry and limiting his involvement in other business areas. This adjustment is fundamental for reinforcing transparency and accountability and changing our culture and indecision.

Culture: Postmaster discrimination must end immediately, this rhetoric that they are all on the take and are the same is unacceptable. What Richard was caught saying is common within the walls of POL, the language used by employees can't be spoken about Black people, Muslims or Jews because it's discriminatory. The CRO informing the board of extreme stories again is unhelpful and lacks integrity but then wants PMs to pay 100% for automation and not strategic partners. The culture in this business is toxic and it needs more PMs involved in the entire organisation to help it refocus.

Establishment of Oversight Committee: In light of the evolving landscape, I recommend the immediate establishment of an oversight committee ASAP featuring Postmasters and NEDs as its core members. This committee must be empowered with clearly defined terms of reference and a mandate to proactively take action and ensure accountability among stakeholders. Defining clear terms of reference for the committee is essential to challenging cultural and procedural aspects of the organisation. The establishment of such a committee has been strongly advocated for by the voice of postmasters, the National Federation of SubPostmasters (NFSP), and existing Postmaster NEDs.

To ensure the effective operation of the committee and align with the business's goal of becoming postmaster-centric, it is imperative to grant existing Postmaster NEDs an additional term. Their continued involvement is vital for the success of the committee and the realisation of our aspiration to be postmaster-focused and ensure our business never has untouchable employees and the lessons of the past are learnt and changes are made to ensure these never happen again.

Furthermore, in filling the upcoming NED vacancy, we recommend considering the inclusion of another experienced postmaster. This strategic move will enhance the committee's expertise and contribute to its effectiveness in guiding the business toward a postmaster-centric model.

I appreciate your attention to these matters and eagerly anticipate addressing them collectively during our scheduled board meeting.

Regards

Saf Ismail
Non-Executive Director

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From: Henry Staunton (GRO)
Sent: 24 January 2024 19:08
To: Saf ismail (GRO)
Cc: Elliot Jacobs (GRO)
Subject: Re: Key Agenda Items for Upcoming Board Meeting

Dear Both ,

I have not sent to the NEDs as I do not want a repeat of it being forwarded .

It is your memorandum . Do you want to send it in advance (which would ENSURE its discussion) or will you present it on the day ?

Henry

Sent from Outlook for iOS

From: Saf ismail [GRO]
Sent: Tuesday, January 23, 2024 4:53:33 PM
To: Henry Staunton [GRO]
Cc: Elliot Jacobs [GRO]
Subject: Key Agenda Items for Upcoming Board Meeting

Dear Chairman,

I trust this message finds you well. As we prepare for the upcoming board meeting, I wish to draw your attention to several critical matters demanding prompt consideration and discussion.

Confidential Email on Project Pineapple: As you are aware It has come to my attention that our confidential email on Project Pineapple was sent to the individuals involved by Nick, this still needs resolving and my email remains unanswered since my communication on Thursday evening. As PM I feel vulnerable and exposed and have no where to go as this involves our investigations and whilst blowing team member.

Suspended Historic Employees: The presence of employees previously identified as high risk in the historic scandal within our workforce raises concerns. A comprehensive review of all personnel involved in the scandal is imperative to safeguard the integrity of our business. I recommend swift action to mitigate potential risks. How was Brian Trotter still in the business until we visited the inquiry? Regarding Steve Bradshaw I mentioned him to four individuals in the business on four different and at a board meeting regarding his conduct / testimony and how this would cause our business further issues however, once again I was ignored, is this because I am PM NED? Would this be the same if another NED raised this?

Disbandment of PM Engagement Team: this team lacks credibility and has failed to deliver on the challenges faced by the PM community hence they have no respect within the wider network. I suggest the strategic disbandment of the team. This recommendation is reinforced by their reluctance to conduct a survey when outcomes were not anticipated in their favour. Granting the new Postmaster Director and oversight committee control over forums and PM engagement is essential for us to effective and PM centric.

Investigation of NDA's: A thorough investigation into all Non-Disclosure Agreements (NDA's) executed since CEO Nick assumed office is crucial. During the select committee hearing Nick was asked if he was aware of any such agreements and he advised No, it is crucial we are transparent with the select committee but also to protect our CEO with accurate information, can we investigate this?

Additionally, urgent steps are required to revoke NDA's with external entities, such as Fujitsu or Second Sight, linked to the Horizon scandal. This decision should be communicated to the public promptly in order to show we as a board want to help with justice and the inquiry.

Role of Ben Foat: I am proposing a comprehensive review and adjustment of the job role for Ben Foat, our Legal Counsel, this involves reassigning him to the inquiry only and limiting his involvement in various business areas. This adjustment is fundamental for reinforcing transparency and accountability and to change our culture and indecision.

Culture: Postmaster discrimination must end immediately, this rhetoric of "they are all on the take and are the same" is unacceptable. What Richard was caught saying is common within the walls POL, the language

used by employees can't be spoken about Black people, Muslims or Jews because its discriminatory. The CRO informing the board of extreme stories again is unhelpful and lacking integrity but then wanting PM's to pay 100% for automation and not strategic partners. The culture in this business is toxic and it needs more PM's involved in the entire organisation to help it refocus.

Establishment of Oversight Committee: In light of the evolving landscape, I recommend the immediate establishment of an oversight committee ASAP, with PM Neds assuming leadership. Defining clear terms of reference for the committee is essential to challenge cultural and procedural aspects and help ensure our business never has untouchable employees, we must ensure we truly are PM centric.

I appreciate your attention to these matters and eagerly anticipate addressing them collectively during our scheduled board meeting.

Regards

Saf Ismail
Non-Executive Director

100 Wood Street,
London, EC2V 7ER

GRO