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## MEMORANDUM

**TO:** John Lloyd  
Mike Kinski  
Miles Templeman  
Rosemary Thorne

**FROM:** Neville Bain

**DATE:** 12 June 2000

**SUBJECT: APPRAISAL, OBJECTIVES AND FEEDBACK**

Further to my note with John's appraisal and objectives for the year ahead, I attach a copy of my own objectives for the year ended 31 March 2001.

Please let me know if you have any comments, especially if you feel that any areas have been overlooked or under-emphasised.

Kind regards

**GRO**

NCB

15 JUN 2000

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**DR NEVILLE BAIN - CHAIRMAN, THE POST OFFICE**  
**Key Objectives for the Year Ended 31 March 2001**

1. Provide leadership to the Board, ensuring that Board agendas are relevant, meetings are effective, decisions are appropriate and in keeping with the agreed strategy (ongoing.) Key events to include a special meeting on strategy, an effective Away day that adds value for NEDs and management. Ensure an occasional forum of NEDs with the Chief Executive and Chairman for informal discussions and to ensure that top management development and succession planning is addressed.
2. Build effective relationships:
  - externally - with key politicians, senior government officials, key opinion formers, Country Board Chairmen, Trade Unions, Sub-postmasters, and increasingly with key players in the City.
  - internally - with key POEB members and also key managers below this level, especially those managing the Business Units and Support Service groups.
3. Provide input as part of The Post Office team to:
  - (a) continue to make improvements to the strategic planning process, and to gain approval of Ministers and officials to the preferred strategy of The Post Office. To ensure that adequate resources are committed in support of this strategy.
  - (b) obtain the commercial freedom needed to run The Post Office as a successful, commercial State owned distribution company.
4. Fully support the Chief Executive and his team in maintaining the agreed values of the organisation.
5. Monitor progress of the business against the agreed milestones in the strategic plan, and to ensure that results are in line with delivery of the agreed budget and other agreed targets.

Ensure that the Board is presented with better, more concise information on overall performance and the health of the business. The Balanced Scorecard will be implemented by June 2000.

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Ensure further improvements in the management development and succession planning process are made, with resultant high quality discussion at the Board, and resulting in a greater state of readiness across the senior management cadre.

Ensure that the top level risks are addressed, agreed and monitored by the Board. This will include Health & Safety as a Special item, and the distillation of the very top level risks from the Risk Evaluation exercise conducted by the management.

6. Provide a sounding board for the Chief Executive to allow the free flowing of ideas at an early, formative stage.
7. To remain in touch with key issues of the organisation and with the senior people, through an agreed programme of senior interfaces.
8. To be utilised to speak on behalf of The Post Office either as part of training courses, or on external platforms, recognising the growing importance of this as The Post Office moves to Plc status.
9. The following areas are the big issues that need to be monitored, to ensure a successful delivery of the objectives of The Post Office:
  - Relations with the CWU and general IR scene to ensure successful implementation of the Way Forward Agreement and P&E new resourcing deal.
  - Mails volume to exceed 3.4%, with mail productivity increase of 3.1%.
  - Packages & Express must deliver to budget which implies success of the contingency plans.
  - Major IT projects need to deliver to the agreed milestones. Quarterly reports will now be made to the Board.
  - Envision needs to break even and a fallback plan is being worked up by the Chief Executive.
  - Readiness for the new competitive environment remains a key area for the current year.
  - Implement the JV with TPG and Singapore Post, being alert to possible wider opportunities.
  - General Parcel / German Parcel performance to be monitored separately.