

## MEMORANDUM

11 OCT 2000

**TO:** Post Office Board                      **FROM:** Neville Bain

**DATE:** 10 October 2000

**SUBJECT: FOLLOW-UP TO BOARD APPRAISALS**

I have now had individual discussions with each Board member, including the Group Managing Directors. The discussions did not re-visit the areas covered at the Board. Opportunity was given for individuals to raise any additional items, for two-way feedback on personal contribution to the meetings, and for any development needs to be considered. The following points were raised:

- Good process. Meetings are seen as constructive, and in many cases enjoyable.
- While the Board exercised good judgement on issues, it was felt that perhaps the Board did not always offer a robust challenge to papers put forward.
- The Board is a team with different contributions to bring. It is a pity that there are gaps in attendance, especially Away Days.
- The need to clarify the relationship with Government and the Board is seen as the big issue.
- Top-level salaries need to be addressed if we are to recruit, retain and motivate people with the right skills for the future.
- The value of specific meetings such as "Away Days" and extended Board with dinner for the Strategic Plan are valued by NEDs and executives alike.
- NEDs value informal meetings with the Chairman and CEO but we have difficulty in finding convenient dates!
- Some concern expressed over the business model we are following for the future and whether this will deliver the returns we need in the new environment. I indicated that this was an item for the Strategic Plan discussion.

- The importance of business risks was emphasised including Health & Safety. Some surprise expressed by NEDs at big, adverse changes in the numbers (projects and forecasts).
- The importance of excellent communication for internal and external consumption was emphasised, especially given our public interest status, and the size of the change programme.

I valued the opportunity of talking about individual's contributions to the Board meetings and how these can be optimised.

There were also some individual training needs identified which I will follow up with the individuals concerned.

**GRO**  
NCB

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