

Index	Requested by	Submitted to	Title	Date Submitted	Response Provided	Days to Respond	Status
POL001	Tony Williams	Post Office Ltd	Post Office Balances	7/26/2013	9/23/2013	59	Partially Successful
POL002	Tony Williams	BIS	Paula Vennells Correspondence	8/22/2013	10/17/2013	56	Successful
POL003	Tony Williams	Post Office Ltd	Royal Mail Strike 2014	10/17/2013	10/25/2013	8	Successful
POL004	Tony Williams	Post Office Ltd	POL Annual Report Discrepancy	10/6/2013	11/4/2013	29	Successful
POL005	Tony Williams	Post Office Ltd	Below Minimun Wage	9/6/2013	9/25/2013	19	Successful
POL006	Tony Williams	Post Office Ltd	FCA Compliance	11/16/2013	12/16/2013	30	Successful
POL007	Tony Williams	Post Office Ltd	FOI Statistics	12/16/2013	1/8/2014	23	Successful
POL008	Tony Williams	Post Office Ltd	Source of Funding	2/19/2014	4/28/2014	68	Unsuccessful
POL009	Tony Williams	Post Office Ltd	Number of new contracts unfulfilled	5/8/2014	6/2/2014	25	Successful
POL010	Tony Williams	Post Office Ltd	Bank Account Details	5/17/2014	6/17/2014	31	Successful
POL011	Tony Williams	Post Office Ltd	The £500k	4/18/2014	6/17/2014	60	Partially Successful
POL012	Tony Williams	Post Office Ltd	Faults in Horizon	5/13/2014	7/9/2014	57	Refused
POL013	Tony Williams	BIS	Memorandum of Understanding	6/10/2014	8/5/2014	56	Successful
POL014	Tony Williams	Post Office Ltd	Compensation	7/11/2014	8/12/2014	32	Unsuccessful
POL015	Tony Williams	Post Office Ltd	Network Transformation Numbers	7/28/2014	8/22/2014	25	Successful
POL016	Tony Williams	Post Office Ltd	Temporary Substitutions	8/2/2014	9/2/2014	31	Successful
POL017	Tony Williams	Post Office Ltd	MOU	6/10/2014	9/23/2014	105	Unsuccessful
POL018	Tony Williams	Post Office Ltd	Contingent Liability for Horizon Errors	12/5/2014	12/12/2014	7	Refused
POL019	Tony Williams	Post Office Ltd	MOU	5/22/2015	6/22/2015	31	Refused
POL020	Tony Williams	Post Office Ltd	2015 Network Report	8/9/2015	8/11/2015	2	Refused
POL021	Tony Williams	BIS	STate Aid	8/24/2015			Failed
POL022	Tony Williams	BIS	Post Office Network Report	8/25/2015	9/10/2015	16	Successful
POL023	Tony Williams	Post Office Ltd	Horizon Patches	11/23/2015	1/21/2016	59	Refused
POL024	Tony Williams	Post Office Ltd	Financial Information	1/11/2016	2/8/2016	28	Successful
POL025	Tony Williams	Post Office Ltd	Suspensions, Prosecutions and reinstatements	9/26/2016	10/12/2016	16	Partially Successful
POL026	Tony Williams	Post Office Ltd	Filling a Suspense Account	1/2/2017	1/31/2017	29	Refused

POL027	Tony Williams	Post Office Ltd	Accounting for Suspense Accounts	1/2/2017	1/31/2017	29	Partially Successful
POL028	Tony Williams	Post Office Ltd	Crown Office Losses	3/29/2017	4/26/2017	28	Partially Successful
POL029	Tony Williams	Post Office Ltd	Suspense Accounts	11/29/2016	4/26/2017	148	Refused
POL030	Tony Williams	Post Office Ltd	JFSA Legal Costs	4/3/2017	5/3/2017	30	Successful
POL031	Tony Williams	Ministry of Defence	Windows NT	5/14/2017	6/3/2017	20	Successful
POL032	Tony Williams	Post Office Ltd	Consequences Policy	4/25/2017	7/23/2017	89	Unsuccessful
POL033	Tony Williams	Post Office Ltd	Interviews under Caution	11/16/2018	12/10/2018	24	Partially Successful
POL034	Tony Williams	UKGI	POL Legal Funding	2/13/2019	3/11/2019	26	Successful
POL035	Tony Williams	Post Office Ltd	POL Legal Funding	2/14/2019	3/13/2019	27	Refused
POL036	Tony Williams	Post Office Ltd	Known Errors Log	2/15/2019	3/13/2019	26	Refused
POL037	Tony Williams	Post Office Ltd	Document Required	11/25/2019	12/17/2019	22	Successful
POL038	Tony Williams	UKGI	Quarterly Requests from POL	2/5/2021	3/3/2021	26	Successful
POL039	Tony Williams	BEIS	Paula Vennells Correspondence	2/5/2021	3/30/2021	53	Unsuccessful
POL040	Tony Williams	Post Office Ltd	POL Board Minutes 1999	3/22/2021	7/14/2021	114	Successful
POL041	Tim McCormack	Post Office Ltd	Keeping in Touch	12/28/2015	1/27/2016	30	Successful
POL042	Tim McCormack	Post Office Ltd	Misconduct in Public Office	5/20/2016	6/30/2016	41	Successful
POL043	Tim McCormack	Post Office Ltd	Settlement of Mediation Case	8/29/2016	9/21/2016	23	Unsuccessful
POL044	Tim McCormack	Post Office Ltd	Known Errors Log/List	12/6/2016	1/6/2017	31	Unsuccessful
POL045	Tim McCormack	Post Office Ltd	In the Spirit of Xmas (Known Errors Log)	12/20/2016	1/20/2017	31	Unsuccessful
POL046	Tim McCormack	Post Office Ltd	Horizon Error Codes	10/20/2017	11/14/2017	25	Unsuccessful
POL047	Tim McCormack	Post Office Ltd	Cash Remittances	11/23/2018	12/21/2018	28	Unsuccessful
POL048	Tim McCormack	Post Office Ltd	Wallasley Post Office Investigation	12/5/2018	1/7/2019	33	Unsuccessful

POL049	Tim McCormack	Post Office Ltd	Known Errors Log again	12/19/2019	1/22/2020	34	Unsuccessful
POL050	Tim McCormack	Post Office Ltd	The Dalmellinton Bug	3/7/2020	4/15/2020	39	Successful
POL051	Tim McCormack	Post Office Ltd	Known Errors Log	10/14/2020	10/29/2020	15	Successful
POL052	Tim McCormack	BEIS	The Dalmellington Bug	8/12/2022	9/12/2022	31	Unsuccessful
POL053	Tim McCormack	Post Office Ltd	Horizon and ATM Issues Spreadsheet	7/17/2022	9/13/2022	58	Successful
POL054	Tim McCormack	Post Office Ltd	Horizon and ATM Issues Spreadsheet	9/24/2022	10/24/2022	30	Successful
POL055	Tim McCormack	Post Office Ltd	An Unknown Known Error	8/16/2022	9/14/2022	29	Unsuccessful



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T: **GRO**

Mr Tony Williams
request-170566-65531b8b

GRO

Our reference : 00LO-9A3B9J

23 September 2013

Dear Mr Williams,

Ref: Freedom of Information Request - 00LO-9A3B9J

I am writing in response to your email received by Post Office Limited on 26 July 2013, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following question:

Could you please tell me the number of post offices that declared a negative discrepancy, the number of post offices that declared a positive discrepancy and the number of post offices that declared an exact match?

I would also like to know the total amounts of the discrepancies.

I can confirm that we do hold the information you have requested. It may help if I explain that Post Office Limited's Horizon computer system and its supporting processes allow the Post Office network to function effectively across our network. It is used by around 68,000 people in more than 11,500 branches, successfully processing more than six million transactions every day. Branches are required to carry out cash declarations in all stock units that have been accessed at the end of the day's activity.

Post Office Limited use cash declarations to optimise cash levels held in the Post Office[®] Network to protect branches against cash outs (where a branch has insufficient cash to meet demand), reduce the level of risk through robbery and reduce the costs of holding excess cash.

Branches are encouraged to make cash declarations every day before 7pm; this helps in terms of automated cash replenishment, good cash management and housekeeping. I would stress that branches are not forced to make daily cash declarations, although a cash declaration is an essential part of the completion of a monthly branch trading statement: branch trading statements are completed at the end of a trading period, typically 4 or 5 weeks, and are signed by the operator to confirm the accuracy of the cash and stock held at the time of the statement.

Cash declarations are only a snapshot in time and it is not unusual for individuals to choose to make a number of cash declarations throughout the day, or miss the 7pm cash declaration deadline; where a branch does not complete a cash declaration by 7pm no data is recorded by Post Office Limited. Accuracy in making cash declarations is encouraged by Post Office Limited however, some individuals may choose to estimate the smaller cash denominations around the margins as this would not have a material effect on cash replenishment.

Turning to the information you have requested, It is important to make clear that the date in question, 22 July, is a regular operating day wherein branch trading statements were not required to be completed by the branch network and as such the variances in completed and accurate cash declarations, as described above, is a factor. I can advise that 5062 cash declarations showed a positive variance, 4951 showed a negative variance and 708 showed an exact match to the amount of cash expected to be held at the time of submission; a number of branches did not declare cash on the 22 July. To be clear a variance in the case declaration could be as little as 1 pence and there are many legitimate operational factors within individual branches that would create these outcomes.

In response to the last part of your request, for the amounts of the discrepancies, Post Office Limited believes that this information is exempt from disclosure under Section 43 (2) of the Act, concerning likely prejudice to commercial interests.

Commercial Interests

An example of how Post Office Limited's interests would likely be prejudiced by the disclosure of this information is how the information could affect Post Office Limited, Subpostmaster's and their private business. Disclosing information about a cash declaration that is only a snapshot in time and not a true reflection of branch trading could affect the level of business being transacted by an individual branch and the branch network as a whole. This information could subsequently be used by competitors to target our branch network; competitors are not required to and do not share this type of information.

Public Interest

As information has been exempted under Section 43 (2) of the act, a public interest test applies. We understand the public interest in promoting transparency and accountability. However, there is also strong public interest in ensuring that our branches are able to operate in a fair marketplace and are not commercially damaged by the release of the information relating to this information.

Post Office Limited considers that, with regard to the information that has been withheld from disclosure, the public interest is best served by maintaining the current operating conditions for Post Office Limited and its agents. Post Office Limited therefore considers that on balance the public interest is in favour of maintaining the exemption in respect of the information requested.

I am sorry that I cannot provide you with all of the information you have requested this time, however I do hope the information I have provided is of use. If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request:

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team Support
1st Floor
Old Street Wing

148 Old Street
London
EC1Y 9HH

foia:

GRO

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

Telephone:

GRO

www.informationcommissioner.gov.uk

Yours sincerely

Kerry Moodie

Information Rights Team Leader

Information Rights Team

foia:

GRO

<http://www.postoffice.co.uk/our-publication-scheme>



Department
for Business
Innovation & Skills

By email: Tony Williams (request-174184-2345a11d: GRO)

BIS Ref: FOI 13/1151

14 October 2013

Dear Tony Williams

This response is further to your email of 22 August 2013 where you asked:

"Could you please provide me with copies of all the correspondence between BIS and Ms Paula Vennells, MD of Post Office Ltd between 1st June 2012 and 31st May 2013."

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

We have now completed the search of our records for the information we hold relating to your request. A copy of the information which can be disclosed is attached, in a redacted form.

The majority of the information redacted is exempt under **section 40(2)**, in that it relates to personal data. Section 40(2) is an absolute exemption and not subject to a public interest test. Section 40 of the FOI Act provides an absolute exemption for personal data which then falls to be dealt with under the Data Protection Act. Personal data of third parties can only be disclosed in accordance with the data protection principles. In particular, the first data protection principle requires that disclosure must be fair and lawful and must comply with one of the conditions in Schedule 2 of the Data Protection Act. We do not think that it is fair to release the names of junior members of staff or third parties and do not think that any of the relevant conditions apply.

One item of information is redacted under **section 36(2)(b)**, as disclosure would, or would be likely to, inhibit the free and frank provision of advice. Section 36(2)(b) is a qualified exemption, meaning that its application has been subject to the public interest test.

In accordance with Section 36 of the Act, the reasonable opinion of a qualified person is that an adverse effect would follow from disclosing the information.

Application of this exemption has been subject to the public interest test. Specifically, the importance to the public interest of disclosing information about government affairs, versus the powerful public interest in ensuring that there is a space within which Ministers, officials and senior management at Post Office Ltd are able to discuss options and delivery, freely and frankly. In this specific instance of the one item of information that has been redacted, it has been judged that the public interest is better served by allowing open discussion between the Department and Post Office Ltd to continue without an expectation that such exchanges will be released publically.

If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original letter and should be addressed to FOI.Requests@ **GRO**

Please remember to quote the reference number above in any future communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF.

Yours sincerely,

Post Office Network Team
Shareholder Executive
Department for Business, Innovation and Skills
1 Victoria Street, London SW1H 0ET

From: Gibson Will (ShEx)
Sent: 30 August 2012 13:09
To: 'paula.vennells [REDACTED]'
Subject: Quick catch-up, perhaps after Monday's Crowns meeting?

Hi Paula,

[REDACTED] GRO [REDACTED] We had a great session with [REDACTED] earlier.

I was hoping to grab a couple of minutes with you this morning to catch-up on how everything went on Monday. When I was over on Monday afternoon, everything was clearly pretty busy and moving rapidly, and so I didn't think it made sense to try to take up your time. But as things settle down, it would be good to find out how things went with [REDACTED], the team as well as the major stakeholders. Maybe we could grab 5 minutes after the Crowns meeting with Norman on Monday?

These things can never be pleasant, but I hope it went as well as it could have.

All the best,

Will Gibson
Shareholder Executive
Tel [REDACTED] **GRO**

From: Gibson Will (ShEx)
Sent: 28 September 2012 15:48
To: 'paula.vennells'; [REDACTED]
Subject: Monday catch-up

Hi Paula,

I hope all's well. I've just about survived the first week back after my holiday! We're catching up on Monday so I thought it might be helpful to add to your list and jot down the key things it would be good for us to talk through.

- New Minister
- Crowns and pay
- NFSP matters
- Leading from that, Stakeholder Forum preparations
- NTP update
- DVLA
- Project Polo

Have a great weekend.

Will Gibson
Shareholder Executive
Tel: [REDACTED] GRO

From: Gibson Will (ShEx)
Sent: 14 October 2012 19:31
To: 'Paula Vennells'
Subject: RE: Proud of our past, present and future

Thanks for this Paula - the ad looks great. I'm now looking forward to catching it in real life, as it were. [REDACTED]

See you on Tuesday.

Will.

From: [REDACTED] [mailto:[REDACTED]] **On Behalf Of** Paula Vennells
Sent: 12 October 2012 11:07
To: Paula Vennells
Subject: Proud of our past, present and future

Hello

On Sunday 14 October our new advertising campaign launches which will see us back on TV and across the streets of the UK with the aim to surprise and challenge customers to think again about the Post Office.

The new TV ad, which features our very own colleague - Paul Mead, Customer Service Manager - aims to show how relevant we are to customers' lives and how we stand out as an organisation which can be trusted to put them first.

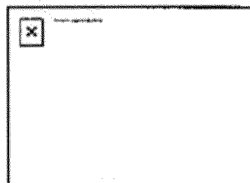
Alongside this we are running an internal, press and media programme to show how the Post Office is transforming, still at the heart of communities, but thriving in a digital world, growing our services and modernising our products and services to provide excellence for our customers.

You can view our new advertising using the details below.

www.viewtheads.net

Username – [REDACTED]
Password – [REDACTED]

Best wishes



Paula Vennells
Chief Executive
Post Office Ltd
148 Old Street, LONDON, EC1V 9HQ

GRO or [REDACTED] / Mobile: [REDACTED] / Mobex: [REDACTED]
Paula.vennells [REDACTED]

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender and then delete this email from your system.

ROYAL MAIL GROUP LIMITED registered in England and Wales at 100 VICTORIA EMBANKMENT, LONDON EC4Y 0HQ with the registered company number 04138203

POST OFFICE LIMITED registered in England and Wales at 148 OLD STREET, LONDON EC1V 9HQ with the registered company number 02154540

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

[redacted] Mobex: [redacted]
 [redacted]
 [Post Office stories](#)
 [@postofficenews](#)

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender and then delete this email from your system.

ROYAL MAIL GROUP LIMITED registered in England and Wales at 100 VICTORIA EMBANKMENT, LONDON EC4Y 0HQ with the registered company number 04138203

POST OFFICE LIMITED registered in England and Wales at 148 OLD STREET, LONDON EC1V 9HQ with the registered company number 02154540

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

*Status: This version of this cross heading contains provisions that are prospective.
Changes to legislation: There are outstanding changes not yet made by the legislation.gov.uk
editorial team to Postal Services Act 2011. Any changes that have already been made by the team
appear in the content and are referenced with annotations. (See end of Document for details)*



Postal Services Act 2011

2011 CHAPTER 5

PART 1

RESTRUCTURING OF ROYAL MAIL GROUP

PROSPECTIVE

Ownership of the Post Office

4 Restrictions on issue and transfer of shares and share rights in a Post Office company etc

- (1) No disposal of the Crown's interest in a Post Office company may be made other than a disposal that—
 - (a) is made pursuant to a direction under subsection (2), or
 - (b) is authorised under subsection (3).
- (2) The Secretary of State may by order—
 - (a) direct a Post Office company (if it is wholly owned by the Crown) to issue shares or share rights to a relevant mutual, or
 - (b) direct a company wholly owned by the Crown to transfer shares or share rights in a Post Office company to a relevant mutual.
- (3) A disposal of the Crown's interest in a Post Office company is authorised under this subsection if—
 - (a) the disposal is by way of an issue or transfer of shares or share rights in a Post Office company to a relevant mutual, and
 - (b) the Secretary of State has by order approved the issue or transfer.
- (4) An order under subsection (2) or (3)(b) is subject to affirmative resolution procedure.
- (5) No disposal of a relevant mutual's interest in a Post Office company may be made other than a disposal to—

*Status: This version of this cross heading contains provisions that are prospective.
Changes to legislation: There are outstanding changes not yet made by the legislation.gov.uk
editorial team to Postal Services Act 2011. Any changes that have already been made by the team
appear in the content and are referenced with annotations. (See end of Document for details)*

- (a) another relevant mutual,
 - (b) the Secretary of State or the Treasury (or a nominee of either of them), or
 - (c) a company wholly owned by the Crown.
- (6) Any disposal in contravention of subsection (1) or (5) has no effect.
- (7) For the meaning of “Post Office company” and “relevant mutual”, see sections 6 and 7.
- (8) In this section any reference to a disposal of a person's interest in a Post Office company is to—
- (a) the issue or transfer of shares in a company the effect of which is to reduce the proportion of the Post Office company owned by the person, or
 - (b) the issue or transfer of share rights to a person the effect of which would be, if the shares to which the share rights relate were issued or transferred to the person, to reduce the proportion of the Post Office company owned by the person.
- 5 Report on transfer of interest in a Post Office company to a relevant mutual**
- (1) This section applies where the Secretary of State proposes to make an order under section 4(2) or (3)(b) (order directing or approving issue or transfer of shares or share rights in a Post Office company to a relevant mutual).
- (2) The Secretary of State must lay before Parliament a report on the proposed issue or transfer before making the order.
- (3) The report must—
- (a) give details of the proposed issue or transfer (including the expected time-scale for the issue or transfer),
 - (b) name the body to whom shares or share rights are proposed to be issued or transferred, and
 - (c) explain how that body meets the conditions set out in section 7.
- 6 Meaning of “Post Office company”**
- (1) In this Part “Post Office company” means a company that—
- (a) is engaged in the provision of post offices,
 - (b) is or has at any time been—
 - (i) a subsidiary of the original holding company, or
 - (ii) in the same group as a company that is or (as the case may be) was at that time designated under this section, and
 - (c) is designated for the purposes of this subsection by order made by the Secretary of State.
- (2) A company may be designated only if, immediately before it is designated, it is wholly owned by the Crown.
- (3) An order under subsection (1) may not be amended or revoked.
- (4) An order under section 93 that appoints a day for the commencement of section 1 (removal of restrictions on ownership of Royal Mail Holdings plc etc) may not be made unless Post Office Limited (registered number 02154540) has been designated under subsection (1).

*Status: This version of this cross heading contains provisions that are prospective.
Changes to legislation: There are outstanding changes not yet made by the legislation.gov.uk
editorial team to Postal Services Act 2011. Any changes that have already been made by the team
appear in the content and are referenced with annotations. (See end of Document for details)*

7 Meaning of “relevant mutual”

- (1) In section 4 “relevant mutual” means a body in respect of which the Secretary of State considers that conditions A to C are (and will continue to be) met.
- (2) Condition A is that the purpose (or main purpose) for which the body exists is to act for the public benefit by promoting the use by the public of services provided by a Post Office company or at its post offices.
- (3) Condition B is that the members of the body are—
 - (a) persons who have an interest in the use by the public of such services (including employees of the Post Office company and other persons engaged in the provision of its post offices), or
 - (b) persons who act on behalf of, or represent, persons within paragraph (a).
- (4) Condition C is that the body has in place arrangements for the prevention of disposals of property or rights by the Post Office company that would be inconsistent with the purpose (or main purpose) for which the body exists.

Status:

This version of this cross heading contains provisions that are prospective.

Changes to legislation:

There are outstanding changes not yet made by the legislation.gov.uk editorial team to Postal Services Act 2011. Any changes that have already been made by the team appear in the content and are referenced with annotations.

Commencement Orders yet to be applied to the Postal Services Act 2011:

Commencement Orders bringing provisions within this Act into force:

- S.I. 2011/2329 art. 2-3 commences (2011 c. 5)
- S.I. 2011/3044 art. 2 commences (2011 c. 5)

Commencement Orders bringing legislation that affects this Act into force:

- S.I. 2012/628 art. 2-8 commences (2011 c. 20)

From: Paula Vennells
Sent: 22 November 2012 17:48
To: mpst.swinson [REDACTED]
Subject: Letter from Paula Vennells, CEO Post Office Ltd

Dear Jo,

Please refer to letter, together with enclosure.

Kind regards
Paula

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender and then delete this email from your system.

ROYAL MAIL GROUP LIMITED registered in England and Wales at 100 VICTORIA
EMBANKMENT, LONDON EC4Y 0HQ with the registered company number 04138203

POST OFFICE LIMITED registered in England and Wales at 148 OLD STREET, LONDON
EC1V 9HQ with the registered company number 02154540

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or
recorded for legal purposes.



1st Floor
148 Old Street
London
EC1V 9HQ

T GRO
E paula.vennell@



Jo Swinson MP
Department for Business, Innovation and Skills
1 Victoria Street
London
SW1H 0ET

22 November 2012

Dear Jo,

Thank you for taking the time out of your busy schedule to visit us last week. I hope you found the Model Office tour and subsequent discussion useful. From my perspective your close engagement in our plans for transforming the Post Office is absolutely invaluable. I am writing to update you on some of the issues we discussed, and to highlight the particular areas where I would appreciate your further input.

Front Office of Government

As we discussed, expanding the range of services we deliver on behalf of central and local government is a key plank of our long-term growth strategy, and has the potential to deliver a triple benefit for taxpayers and citizens of more accessible and convenient services, lower public spending on administration and more sustainable financial foundations to safeguard our network. We are part of the UK's infrastructure, and it is in the collective interest that we are used to our full potential.

But equally, we need to demonstrate to individual departments and local authorities that we represent clear value for money when compared against the best of our private sector competitors. The awards of the DVLA and DWP identity assurance framework contracts were particularly pleasing in this respect, extending our success rate to 10 out of 10 government contracts won over the last two years.

However, there are still substantial untapped opportunities across government, and I am therefore determined to build on this momentum over the coming months. We had a very useful introductory meeting with Danny Alexander in the summer, where he shared our enthusiasm about our potential to support the government efficiency programme, and asked us to develop more detailed proposals. We are therefore preparing a report setting out what we see as the opportunities for the Post Office to enable departments and local authorities to rationalise their own front office estates, by either delivering or hosting face-to-face services on their behalf or by supporting customers to access the growing number of services that are delivered through digital channels.



www.postoffice.co.uk



We will send you a draft of this report in the next few days, and I would very much welcome your views on both the content and how best to drive this agenda forward within government. We are meeting on Monday evening and so I suggest we cover this topic then.

As we discussed last week, additional focus needs to be given to the challenge of encouraging more local authorities to follow the successful models of joint working which we have developed with Westminster and Kent County Council, amongst others. I would very much appreciate your support in harnessing MPs and local councillors to champion these models. Our round table discussion on 3 December should provide a good opportunity to share ideas on this issue, building on the experience of the Pathfinder councils.

Network transformation programme

I appreciated our detailed discussion last Monday on the issues facing the Network Transformation programme. The strong results to date have strengthened my conviction that the new Locals and Mains models provide the right foundations for securing the long-term viability of the Post Office network. Customer satisfaction is running at 93% or higher (compared with 87% for the network as a whole); customer visits are up 15% for Locals in comparison to the flat or declining trend for the rest of the network (and most retail outlets); and crucially from the perspective of our agents, overall retail sales have increased by around 10% on average.

These statistics are supported by the anecdotal evidence on the ground that conversions are helping sub-postmasters to kick-start both their own businesses and their local economies. The funding provided for the Network Transformation programme should therefore be seen as an investment in the UK economy, not just the Post Office.

But as we discussed, while these positive results are generating considerable interest from sub-postmasters, the conversions process is nonetheless a major step for them, particularly in the current economic environment. It is understandable that many agents want to take their time in evaluating the opportunities, especially given the voluntary nature of the programme with no specific deadlines at the individual level.

I am determined to manage these challenges and provide careful stewardship of the public funding that has been provided to support the transformation programme, getting as close as possible to the year-end check point of 1,200 branches committed to conversion, and continuing that momentum in the second and third years. Every step of the conversions process is being programme managed in microscopic detail, and this is supported by clear performance incentives for our field teams to support each individual sub-postmaster through the process. We are updating your officials regularly on the numbers flowing through the pipeline, and greatly value their support and challenge in managing the programme.



Communications and stakeholder engagement

We have developed a detailed, integrated campaign to engage sub-postmasters, the media, MPs and opinion formers in order to advertise the benefits of the Network Transformation programme and our wider plans for modernising the business. I would be delighted if you would be able to lend your direct support in two specific initiatives to this end:

- joining me and George Thomson at one of our seminars with sub-postmasters to answer their questions and concerns about the new branch models - we will discuss with your office some possible dates and locations; and
- engaging MPs at the constituency and national level. Building on the very helpful 'Dear Colleague' letter your circulated last week, we will share with your officials a detailed analysis of the constituency position for network conversions, which we will keep updated as the programme develops. We are also arranging open house sessions for MPs and their researchers early in the New Year, which we will confirm with your office as soon as possible in the hope that you will be able to join us for part of the events.

We will also happily provide you with full support in pursuing any other ideas you have for engaging MPs, the media and other stakeholders.

Further meetings on Post Office issues

Finally, we would be delighted to arrange further briefing sessions with members of my senior team to cover the areas of business which we haven't had the opportunity to discuss in detail as yet. I also suggest we arrange some branch visits which give you the opportunity to see the new Crown, Main and Local models in operation. We will discuss a potential programme of meetings with your office.

Yours sincerely

GRO

Paula Vennells
Chief Executive

*- Really looking forward to
seeing you on Monday evening.
Thanks for making the time.
P
/*

From: [redacted] [mailto:[redacted]] **On Behalf Of** Paula Vennells

Sent: 13 December 2012 17:10

To: [redacted]

Cc: [redacted]; Swinson MPST; [redacted]; [redacted]

Subject: Post Office's role in supporting Government efficiency

Please see the attached letter and report setting out the opportunities for the Post Office to support the Government's efficiency programme.

To discuss any meeting arrangements, please contact [redacted] on [redacted].

Kind regards
Paula

Paula Vennells | Chief Executive

<input type="checkbox"/>	148 Old Street, LONDON, EC1V 9HQ
<input type="checkbox"/>	[redacted] Postline: [redacted]
<input type="checkbox"/>	
<input type="checkbox"/>	paula.vennells [redacted]
<input type="checkbox"/>	Post Office stories
<input type="checkbox"/>	@postofficeneews
<input type="checkbox"/>	

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender and then delete this email from your system.

ROYAL MAIL GROUP LIMITED registered in England and Wales at 100 VICTORIA EMBANKMENT, LONDON EC4Y 0HQ with the registered company number 04138203

POST OFFICE LIMITED registered in England and Wales at 148 OLD STREET, LONDON EC1V 9HQ with the registered company number 02154540

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.



1st Floor
148 Old Street
London
EC1V 9HQ

T **GRO**
E paula.vennells



Rt Hon Danny Alexander MP
Chief Secretary to the Treasury
HM Treasury
1 Horse Guards Road
London
SW1A 2HQ

13 December 2012

Dear Danny,

The Post Office's role in delivering front office services for Government

I am writing to follow up our meeting in July where we discussed how the Post Office could support the Government's drive for efficiency savings by delivering face-to-face services on behalf of departments and local authorities.

The essence of our argument is that the Post Office is part of the UK's infrastructure, and it is in the interests of taxpayers and citizens that we are used to our full potential. By expanding the range of public services delivered through us, the Government can unlock the twin benefits of more efficient and accessible services for its customers and more sustainable financial foundations to safeguard our network.

The attached paper is designed to serve as the starting point for a dialogue with you and your colleagues in the Cabinet Office and departments about how to drive forward these opportunities. It sets out three main arguments, summarised below.

1. While the Government has rightly focused on digital by default, it still needs to find a cost effective solution for face-to-face service delivery

- As the recently published *Digital Efficiency Report* identifies, switching from offline to digital services has the potential to deliver large savings for taxpayers, but these will only be realised in full if action is taken to tackle the high fixed cost base of the Government's front office estate. Even if the most optimistic ambitions for digital take-up are achieved, there will still be a demand for face-to-face services, for example in verifying identity to reduce fraud, or in supporting the large proportion of the population who lack basic digital skills or face other barriers to accessing services.
- Rather than preserve its own front office network in the context of declining customer numbers and diminishing levels of efficiency, central and local government should look for opportunities to outsource or co-locate its face-to-face services with trusted partner organisations, thereby enabling these costs to be reduced and variabilised.



www.postoffice.co.uk



2. The Post Office is uniquely placed to support this approach

- With over 11,800 branches reaching into every community in the UK, the Post Office is a trusted brand and the UK's largest retail network – bigger than all the banks and building societies combined. Over 99 per cent of the UK population lives within three miles of a Post Office branch, and around 20 million people and half of all small businesses visit us every week. The current investment programme is transforming our network, with modern environments, longer opening hours and cutting edge technologies. Over 750 of our branches are equipped with world-leading biometric data capture technology.
- These capabilities enable us to deliver a wide range of services on behalf of government, including secure payment services, identity assurance and support to customers in completing application forms and accessing online services.
- We have a proven track record in this area. For example, in central government we are managing driving licence applications and car tax renewals on behalf of the DVLA, enabling it to close down all of its 39 front offices and save £25m by 2015. In local government we have enabled Westminster Council to save £2 million by closing its one-stop shops and using local Post Offices to deliver counter services on its behalf. If these models were replicated across central and local government, we could help save hundreds of millions of pounds for taxpayers.

3. There is a critical opportunity at this point in time

- There is a key window of opportunity during the first half of 2013 for us to work together in exploring these options in more detail. Alongside your work with departments to finalise their budgets for 2015/16 and to follow up the *Government Digital Strategy* published last month, there may be merit in a dedicated workstream to identify the opportunities for rationalising the front office estate.
- We would be delighted to support this process. In parallel to this, we are reviewing our own long-term strategy for modernising our branch network and digital services, and would be keen to take a collaborative approach so we can shape our investment plans in a way which meets the evolving needs of central and local government.

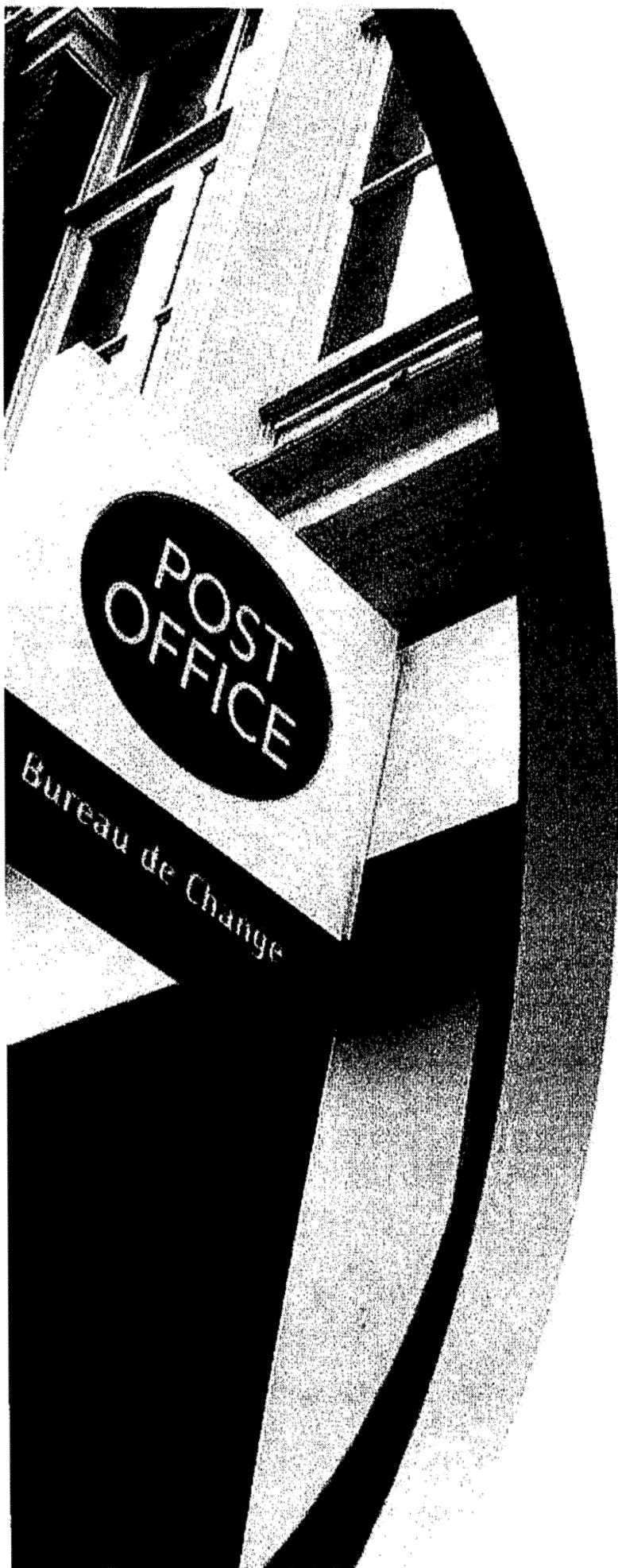
I would very much welcome the opportunity to meet with you again to outline the specific opportunities we have identified to support the Government's efficiency programme, and to agree the most productive way for us to work with the Treasury, Cabinet Office and departments in driving this forward.

I am copying this letter to the Minister for the Cabinet Office, Francis Maude, and look forward to continuing our engagement with him and the Efficiency and Reform Group in this process. I am also copying it to Jo Swinson, as the Minister responsible for the Post Office, with whom we have discussed our proposals with over recent weeks.

Yours sincerely

GRO

Paula Vennells
Chief Executive



Face-to-face with efficiency

How a new approach to the front office could help Government deliver better services and save money

"We believe that the Post Office can become a genuine Front Office for Government, acting as a natural home for the delivery of face-to-face government services and helping citizens interact with Government online."

Rt Hon Vince Cable MP

Rt Hon Ed Davey MP

Securing the Post Office Network in a Digital Age, November 2010



1. Introduction

This paper is intended to serve as the starting point for a discussion on how, by working with the Post Office, the Government could transform the delivery of face-to-face services in a way that makes them more accessible and convenient for customers, while also generating large savings for taxpayers.

The full benefits of the Government's digital by default agenda will only be realised if a cost effective solution is found to deliver those elements of the customer journey that will continue to depend on some form of face-to-face interaction. The size and reach of the Post Office network, our leading-edge technological capabilities in identity services and other areas, and the trust and confidence which the public have in our staff make us ideally placed to meet those customer requirements which cannot be shifted online, enabling central and local government to unlock the substantial opportunities to rationalise its own front office estate.

We want to make a reality of the vision of our network becoming a true front office for government, both to underpin our commercial targets and to reinforce our social role as a cornerstone for communities across the country and a key touch point between citizens and the state.

2. The future for the front office

Central and local government currently deliver front office services from at least 4,000 locations across the UK, not including the NHS, schools and police estates. As a result of changing customer behaviours and the active shift by government to more cost effective delivery channels, fewer and fewer people are using these front offices each year. For example, since 2005 HMRC estimates that its enquiry centres have seen a 40 per cent reduction in visits, whilst 80 per cent of tax returns are now filed online. Today, HMRC estimates that its public enquiry centres receive only 6 per cent of all contact with individuals, and 3 per cent of all contact with small businesses (HMRC Customer Insight, 2010/11).

The Government's focus on making services digital by default, outlined in the Digital Strategy published at the end of November, means that the number of people visiting physical front offices will continue falling. The DWP, for example, is aiming over time for 80 per cent of Universal Credit applications to be made digitally. This move to digital services, together with alternative models of delivering job search support, is likely to lead to a long-term reduction in footfall to the Jobcentre Plus network of over 700 offices.

In evidence given to the Treasury Select Committee in 2011, HMRC highlighted how if action is not taken to respond to these changing customer trends it could lead to very inefficient outcomes for taxpayers. One HMRC enquiry centre with an average of four appointments a week was spending £162,000 a year on rent, equating to a cost of more than £800 for each customer contact, not including staff costs. While HMRC is

taking steps to tackle these extreme examples, across central and local government there remain many instances of out-dated and inefficient service delivery models.

This does not mean that there is no longer a role for front office services. Some elements of service delivery will always require a physical interaction, for example in verifying identity to reduce fraud, providing advisory services and improving the accuracy of application processes. And even in an increasingly digital age there is often a need for a human touch. Go ON UK, the charity launched by Martha Lane Fox (of which the Post Office is a founder partner), recently estimated that there are 16 million adults in the UK lacking basic online skills, who therefore need face-to-face help in using digital services. Many customers will also face other barriers to accessing government services, for example in completing application forms, which they need support to overcome.

There are also wider public policy arguments for keeping open a front office network across the country, as the fulcrum for community interactions and the anchor for many local economies.

3. The Post Office as a partner

As explained in more detail below, the Post Office's branch network, people and technologies make it uniquely well placed to help public sector organisations meet the challenge of delivering cost effective face-to-face services in an increasingly digital age. We can offer three broad service delivery models that can be tailored to the specific needs of individual organisations, thereby enabling them to rationalise their own estates:

- **outsourcing** – where we take on front office counter and identity services on behalf of government, such as those were already delivering for the DVLA;
- **co-location** – where we offer access to specific central or local government services such as specialist advisors, hosted through our branch network; and
- **assisted digital** – where we can help customers to overcome their barriers to accessing online public services, to ensure no one is marginalised by the migration to digital by default.

Our network

With 11,800 branches reaching into every community in the UK, the Post Office is a trusted brand and the UK's largest retail network – bigger than all the banks and building societies combined. 93 per cent of the UK adult population live within one mile of a Post Office branch, rising to 99 per cent in urban deprived areas. Over 20 million people and half of all small businesses visit the Post Office every week.

The current investment programme – the biggest in our history – is transforming our branches, with improved customer service, modern environments and longer opening hours. The days of closure programmes are over.

Our people

Our trust is of course built on the skills, professionalism and dedication of our staff, many of whom are security-cleared to deal with sensitive transactions and information. We continue to invest in our people to ensure they are equipped to deliver high levels of customer service, ranging from the basic up to the most complex transactions.

As part of our commitment to supporting GoOn UK's drive to improve the nation's online skills, we recently announced plans to help our 8,000 directly employed staff develop the necessary digital skills to support all our customers. We also plan to assess the digital skills of the 45,000 staff in our wider agency network, to identify and address their needs.

Our technologies

While we are proud of our 377 year history, this commitment highlights how the Post Office is very much a forward looking business. We are investing in our digital and broader technological capabilities in a way that directly complements the Government's own objectives.

For example, our cutting-edge biometric data capture technology is already the cornerstone of our services to the UKBA and DVLA. We are trialling WiFi and Internet access in some of our larger branches, and we are in the process of installing contactless payment terminals at 30,000 counter positions, making us the largest user of this technology in Europe.

Our services

Bringing these capabilities together enables us to offer an end-to-end suite of transactional services that can provide greater convenience for customers and lower costs for government. This range includes:

- **secure payment services** – we can process transactions via our secure IT infrastructure, working seamlessly with the back offices of partner organisations. We have 30,000 Point of Sale terminals handling 750 transactions a second across our network, and we already provide bill payment services to over 370 local authorities;
- **other counter services** – our staff can deliver a broad range of other over-the-counter services for public sector organisations, such as the parking permit applications, trader vouchers, parking scratch cards and commercial waste sacks that we are already providing on behalf of Westminster Council;
- **supported applications** – we can ensure applications are completed accurately and submitted securely, such as the 'Check and Send' service we provide for the UK Passport Service;

- **identity assurance** – through document checking and the biometric data capture services available in 752 branches, we can help reduce the number of fraudulent applications for services such as benefits, licences and permits. We are a Government-approved provider of identity assurance services, having recently won a DWP framework contract (to support the introduction of Universal Credit) which other departments can utilise; and
- **a digital gateway** – we can support customers who don't have the skills or equipment needed to transact online, and we can provide or host the face-to-face services that are frequently needed alongside digital channels, such as advisory services.

We have a proven track record in all of these areas. In a year, our network supports:

- 120 million cash withdrawals;
- 3 million low income Post Office card account holders;
- 20 million people to buy their car tax;
- 2.6 million customers to check their passport applications (reducing error from 14 per cent to 2 per cent);
- 1 million customers to apply for fishing licenses online, by phone and in branch; and
- more than 700,000 motorists to renew their driving licences through our paperless system, using biometric digital capture services available in 752 branches.

This range of services has already made the Post Office a trusted partner for government and an important part of local communities, helping customers to access the vital public services they need.

4. The potential for Government

There are therefore significant opportunities for Government: the continuing need for efficient front office services can be combined with an existing network which can deliver those services from a bed rock of trust and experience, underpinned by leading edge technologies.

So how much could be saved? The Digital Efficiency Report (published in November 2012 to accompany the Government Digital Strategy), estimated that annual savings of between £1.7 and £1.8 billion could be realised for the government and service users as a result of bringing central government transactional services online, with around 12 per cent of those savings (£210 million) coming from accommodation costs. However, as the report itself acknowledges, "in some situations it may be that the overhead costs of, for example, a network of local offices, are not reduced by shifting transactions online, and so digitisation may not on its own release significant savings from estates in all cases".

This is an important point: the full potential of digital by default will only be realised if it is accompanied by a strategy for tackling the high fixed cost base of the Government's front office estate, for example by meeting the on-going demand for face-to-face

services by outsourcing or co-locating with a trusted partner organisation like the Post Office.

If such an approach is taken across both central and local government (the Digital Efficiency Report only looks at the former), then we believe there is the potential to realise far greater savings for the Exchequer, both through the upfront proceeds of asset sales and a reduction in annual running costs. To arrive at a specific estimate of this potential it might be appropriate for the Government Property Unit in the Cabinet Office to conduct an updated audit of the size of the front office estate, its current operating costs and the scope for efficiency savings in the new digital environment.

Separate focus will need to be given to the challenge of how to unlock the opportunities that exist in local government. This should build on the findings of our joint project with the LGA and BIS over the last year to deepen the Post Office's relationships with 25 'Pathfinder Councils', and also on the recommendations of the Westminster Sustainable Business Forum, which conducted a detailed study of the way local government estates are managed. One of its key conclusions was that rationalising front office services would generate both large savings and transformational improvements in the way local services are delivered and co-ordinated:

"One of our main findings is that savings are greatest when all public services are provided from the same location. Coordinating the myriad of service providers is not easy. But the severity of budget constraints means that the status quo is no longer an attractive option, which in turn, may promote change among disparate groups."

Matthew Hancock MP, Inquiry Chair, Effective Estates Management, Westminster Sustainable Business Forum, 2010

Existing evidence

The case for a comprehensive programme of front office rationalisation is strengthened when the existing evidence from organisations in central and local government is considered:

- **The DVLA is saving £25 million a year**
By 2015, the DVLA will be closing its remaining 39 front office counters, centralising some services, and outsourcing the rest. This is on top of the savings it will make from shifting more transactions online. These savings are 30 per cent higher than the next best option considered (running a lower number of shared front offices with other public service providers). It also provides a better service for customers – driver services previously provided at 39 DVLA offices will soon be available at over 4,700 high street locations.
- **Westminster Council is saving £2 million**
Westminster Council is saving £2 million by closing its one-stop shops and moving its enquiry and counter services to self-service counters at more than 30 Post Offices. Again this means a better service for customers, who previously had just three one-stop shops to choose from.

- **Kent County Council has estimated £4 million of savings**

Kent County Council is testing the co-location of front offices, by delivering services through 'Gateway Hubs'. They've seen the potential to make savings of £4 million (£3.5 million in staff time and £0.5 million in property) and ongoing savings of £1.1 million every year. They have also estimated social benefits of £20 for each £1 spent on their 'Benefits Gateway' (which focuses on support for redundancy), through shorter waiting times, earlier intervention and less stress or illness.

5. Conclusions

The Post Office is part of the UK's infrastructure, and it is in the interests of taxpayers and citizens that we are used to our full potential. We are at a crucial juncture in developing and implementing our long-term strategy for modernising our branch network and digital services. We are therefore keen to take this opportunity to work collaboratively with departments and local authorities to shape our strategy in a way which actively supports them to meet their own efficiency challenges, at the same time as meeting the rising expectations of their customers.

We have already piloted services like print on demand and assisted digital services that could improve front office services, and we are ready to scale up these pilots where there is demand from Government. Working more closely with Government will give us the certainty we need to underpin the business case for investing in opportunities such as assisted digital devices or dedicated meeting spaces to host specialist public service professionals.

A cross-government approach is crucial. All sides would benefit from a commitment across central and local government to work with us on common solutions to front office service processes, as bespoke solutions drive up costs for both the Post Office and the procuring organisation.

The recent DVLA framework contract for front office counter services and the DWP framework for identity services are good examples of the benefits of such an approach, making the procurement of common solutions quicker and easier for all departments.

We look forward to working collaboratively with central and local government to seize these opportunities, to our mutual benefit.

From: Gibson Will (ShEx)
Sent: 24 December 2012 11:50
To: 'Paula Vennells'
Subject: Merry Christmas

Hi Paula,

Sadly once again this year, we have no Departmental Christmas cards (notwithstanding that our SoS is the owner of both the Post Office and Royal Mail). [REDACTED]

I also want to say thank you to you and the whole POL team for all your work over the past year. It's been an excellent year, with many achievements - separating from RM, Eagle, the establishment of the stakeholder forum, DVLA and the launch of the new advertising campaign. As you know I also think the team's work on Project Rainbow has been outstanding. As you said in your card - a not so dull year!

[REDACTED]

All the best,

Will Gibson
Shareholder Executive
Tel: [REDACTED] **GRO**

From: Gibson Will (ShEx)
Sent: 07 February 2013 10:54
To: 'Paula Vennells'
Cc: [REDACTED] (ShEx)
Subject: Local Retail Forum

Hi Paula,

Thanks for the voicemail about Mark Prisk's Local Retail Forum. This is a CLG-led initiative rather than a BIS one and we've been doing some digging. Unhelpfully, the BIS retail team (who met the relevant CLG officials recently) were not informed of today's announcement either. We will get in touch with the relevant CLG officials asap to find out more and to seek to involve POL. I've copied in [REDACTED] who will lead on this in the team.

I hope the sessions in the Crowns go as well as possible today. How was the MP dinner last night?

See you soon,

Will Gibson
Shareholder Executive
Tel: [REDACTED] **GRO**

From: Gibson Will (ShEx)
Sent: 07 March 2013 14:45
To: 'Paula Vennells'; [REDACTED]
Subject: Sorry - I'm running about 15 minutes late

I will get my skates on!

Will Gibson
Shareholder Executive
Tel: [REDACTED] **GRO**

From: Gibson Will (ShEx)
Sent: 07 March 2013 15:23
To: paula.vennells [REDACTED]
Cc: [REDACTED]
Subject: Re: Sorry - I'm running about 15 minutes late

I'm downstairs, but they can't track down anyone to let me up!

Will.

From: Paula Vennells [REDACTED] GRO
Sent: Thursday, March 07, 2013 02:48 PM
To: Gibson Will (ShEx)
Cc: [REDACTED]
Subject: RE: Sorry - I'm running about 15 minutes late

I've let Paula know but please be aware that she must leave just before 4pm today.

Kind regards

[REDACTED]

[REDACTED] | Assistant to Paula Vennells, Chief Executive

148 Old Street, London, EC1V 9HQ

[REDACTED] Postline: [REDACTED]

[REDACTED] Mobex: [REDACTED]

postoffice.co.uk

[\[REDACTED\]@postofficenews](mailto:[REDACTED]@postofficenews)



From: Gibson Will (ShEx) [REDACTED] GRO
Sent: 07 March 2013 14:45
To: Paula Vennells; [REDACTED]
Subject: Sorry - I'm running about 15 minutes late

I will get my skates on!

Will Gibson
Shareholder Executive
Tel: [REDACTED] GRO

The Business in You campaign highlights support for start-ups and growing businesses, and encourages entrepreneurial spirit. For more information search online for "business in you".

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender by reply email and then delete this email from your system. Any views or opinions expressed within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office: 148 OLD STREET, LONDON EC1V 9HQ.

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

From: Gibson Will (ShEx)
Sent: 08 March 2013 10:52
To: 'Paula Vennells'
Subject: RE: Yesterday

Hi Paula,

[REDACTED]

[REDACTED] and I agreed a few follow-ups which we'll set in train. We'll meet McKinsey and we also thought it would be a good idea for you to come in to see Jo: (i) at the beginning of April to run through where it looks like we are on year end results and NTP numbers, and recommending a further meeting to talk future strategy in more detail; and (ii) that session at the start of May to talk through where the strategy is coming out (and covering off overlap with development of mutuality).

We should pick up some of the particular network sensitivities we discussed yesterday after we've met McKinsey and heard more about their recommendations.

All the best,

Will.

-----Original Message-----

From: Paula Vennells [mailto:GRO]
Sent: 08 March 2013 07:06
To: Gibson Will (ShEx)
Subject: Yesterday

Will, I just wanted to say that I am sorry we didn't have longer yesterday on such an important discussion. I am sure that [REDACTED] was able to fill the gap more than adequately but that doesn't make up for my short time. (It wasn't bad planning more bad luck [REDACTED])

[REDACTED]

So I wanted to say that if you would like to catch up further over the phone today please say so. Otherwise, I'll pick up with [REDACTED] and progress as you both agreed.

Many thanks for your understanding.

Paula

Sent from my iPad

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender by reply email and then delete this email from your system. Any views or opinions expressed within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office: 148 OLD STREET, LONDON EC1V 9HQ.

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

From: [redacted] [mailto:[redacted]]
Sent: 25 March 2013 10:28
To: Swinson MPST
Cc: [redacted]; [redacted]
Subject: RE: Post Office meetings

Dear [redacted]

Thank you for your email and I confirm the two meetings as mentioned below. I will let you know nearer the time who will accompany Paula to each meeting. Perhaps you would be kind enough to reciprocate regarding Jo.

Kind regards

[redacted]

[redacted] | Assistant to Paula Vennells, Chief Executive

148 Old Street, London, EC1V 9HQ

[redacted] Postline: [redacted]

[redacted] Mobex: [redacted]

[redacted]

postoffice.co.uk

[@postofficenews](mailto:[redacted]@postofficenews)



On 22 Mar 2013, at 18:27, "Swinson MPST" <[redacted]> wrote:

GRO

Dear [redacted]

I have been asked to contact you to arrange two meetings with Paula Vennells.

The first is a half hour meeting to discuss an update on the Post Office, which I would suggest takes place on Monday 15 April between 11:00 - 11:30.

The second is an hour's meeting to discuss POL Future Strategy, which I would suggest takes place on Tuesday 30 April 14:00 - 15:00.

Please could you kindly confirm whether these dates/times are acceptable, at your earliest possible convenience.

I look forward to hearing from you.

Kind regards



██████████ | Diary Secretary to Jo Swinson MP, Minister for Employment
Relations and Consumer Affairs | Department for Business, Innovation
& Skills | 1 Victoria Street, London SW1H 0ET |
mpst.swinson@bis.gov.uk | **GRO** | www.bis.gov.uk

The Business in You campaign highlights support for start-ups and
growing businesses, and encourages entrepreneurial spirit. For more
information search online for "business in you".

Communications via the GSi may be automatically logged, monitored
and/or recorded for legal purposes

This email and any attachments are confidential and intended for the addressee only. If you
are not the named recipient, you must not use, disclose, reproduce, copy or distribute the
contents of this communication. If you have received this in error, please contact the sender
by reply email and then delete this email from your system. Any views or opinions expressed
within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office:
148 OLD STREET, LONDON EC1V 9HQ.

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or
recorded for legal purposes.

From: Gibson Will (ShEx)
Sent: 27 March 2013 15:04
To: 'Paula Vennells'
Subject: And there was much rejoicing!

Hi Paula,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Will Gibson
Shareholder Executive
Tel: [REDACTED] GRO [REDACTED]

PS I have mentioned to [REDACTED] and the NTP team but I'm not sure I mentioned to you the other day - very well done indeed in breaking through the 1200 number on the NTP conversion contracts. I know there's still a great deal for us all to do, but that's been a really impressive increase in momentum. Please pass this on to Kevin too.

From: Gibson Will (ShEx)
Sent: 02 May 2013 19:22
To: paula.vennells [REDACTED]
Subject: Re: Out of Office AutoReply: Thank you

Thanks Paula,

[REDACTED]

I've just got home so tomorrow's good to catch-up. Any time before 12 or after 3 is best.

Will.

From: Paula Vennells [REDACTED] GRO
Sent: Thursday, May 02, 2013 06:12 PM
To: Gibson Will (ShEx)
Subject: Re: Out of Office AutoReply: Thank you

Will, I'll try you some time tomorrow. I hope you've had a good day.

BW Paula

Sent from my iPhone

On 2 May 2013, at 17:34, "Gibson Will (ShEx)"
[REDACTED] GRO [REDACTED] > wrote:

I am out of the office on Thursday 2 May and will not have access to emails.

Many thanks,

Will.

The Business in You campaign highlights support for start-ups and growing businesses, and encourages entrepreneurial spirit. For more information search online for "business in you".

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender by reply email and then delete this email from your system. Any views or opinions expressed within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office:

148 OLD STREET, LONDON EC1V 9HQ.

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

From: Gibson Will (ShEx)
Sent: 22 May 2013 16:52
To: 'Paula Vennells'
Subject: Catch-up tomorrow

Hi Paula,

[REDACTED] so I'm thankfully turning my
mind back to work!

I'm due to come over tomorrow morning for our monthly catch-up. I thought it might be a good idea to use a good chunk of it to catch-up on the NFSP conference and Mark's attendance at the Board, and any matters arising out of each. But I also think it'd be good to touch on POCA and the wider work on the strategy/funding. Does that work for you? Is there anything else you'd like us to cover?

All the best,

Will Gibson
Shareholder Executive
Tel: **GRO**

From: Gibson Will (ShEx)
Sent: 25 June 2013 09:49
To: Paula Vennells
Subject: Jo's news

Hi Paula,

I'm not sure if you or your team will have picked up the news below, but in case not I thought I should forward it. [REDACTED]

Will Gibson
Shareholder Executive
Tel: [REDACTED] **GRO**

From: [REDACTED] (MPST MIN)
Sent: 25 June 2013 08:55
To: SCS Pay Band 2 in core BIS; SCS Pay Band 1 in core BIS (A-L); SCS Pay Band 1 in core BIS (M-Z)
Cc: Perm Sec (BIS); DG only; Swinson MPST; MPST All Staff
Subject: Jo Swinson

[REDACTED] **GRO**

[REDACTED] **GRO**

<https://twitter.com/joswinson>

[REDACTED] **GRO** cover will be provided for her Ministerial role. I will share details of this once it has been agreed.

Please cascade to your teams.

Best wishes,

[REDACTED]

[REDACTED] | Principal Private Secretary to the Secretary of State and Head of MPST |
Department for Business, Innovation and Skills | 1 Victoria Street, London SW1H 0ET **GRO**
GRO | [REDACTED] | www.bis.gov.uk

The Department for Business, Innovation and Skills (BIS) is making a difference by supporting sustained growth and higher skills across the economy. **BIS: working together for growth**

From: Gibson Will (ShEx)
Sent: 25 June 2013 15:42
To: 'Paula Vennells'
Subject: RE: Jo's news

No I haven't mentioned to Alice yet - feel free to pass on.

[REDACTED]

Will Gibson
Shareholder Executive
Tel: [REDACTED] GRO [REDACTED]

From: Paula Vennells [REDACTED] GRO
Sent: 25 June 2013 15:38
To: Gibson Will (ShEx)
Subject: Re: Jo's news

Thx Will. Great news for them! Btw did you mention to Alice?

[REDACTED]

Paula

Sent from my iPhone

On 25 Jun 2013, at 09:48, "Gibson Will (ShEx)"
[REDACTED] GRO [REDACTED] > wrote:

Hi Paula,

I'm not sure if you or your team will have picked up the news below,
but in case not I thought I should forward it. [REDACTED]

Will Gibson
Shareholder Executive
Tel: [REDACTED] GRO [REDACTED]

From: [REDACTED] (MPST MIN)
Sent: 25 June 2013 08:55
To: SCS Pay Band 2 in core BIS; SCS Pay Band 1 in core BIS (A-L); SCS Pay Band 1 in

core BIS (M-Z)
Cc: Perm Sec (BIS); DG only; Swinson MPST; MPST All Staff
Subject: Jo Swinson

GRO

<https://twitter.com/joswinson>

GRO
GRO I will share details of this once it has been agreed.

Please cascade to your teams.

Best wishes,

[Redacted]

[Redacted] | Principal Private Secretary to the Secretary of State and Head of MPST | Department for Business, Innovation and Skills | 1 Victoria Street, London SW1H 0ET | GRO | [Redacted]
[Redacted] | www.bis.gov.uk

The Department for Business, Innovation and Skills (BIS) is making a difference by supporting sustained growth and higher skills across the economy. **BIS: working together for growth**

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender by reply email and then delete this email from your system. Any views or opinions expressed within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office: 148 OLD STREET, LONDON EC1V 9HQ.

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored
and/or recorded for legal purposes.

From: [redacted] [mailto:[redacted]]
Sent: 03 July 2013 09:05
To: Swinson MPST
Cc: Gibson Will (ShEx); [redacted] (ShEx); [redacted] (ShEx); [redacted]; [redacted]
Subject: RE: Phone call Jo Swinson/ Paula Vennells

Hi [redacted]

We are indeed moving meetings in Paula's diary so would you kindly confirm whether Jo will call Paula at 13:50?

Kind regards

[redacted]

[redacted] | Assistant to Paula Vennells, Chief Executive

148 Old Street, London, EC1V 9HQ

GRO [redacted] Postline: [redacted]

[redacted] Mobex: [redacted]

[redacted]

postoffice.co.uk

[@postofficeneews](mailto:[redacted]@postofficeneews)



From: [redacted]
Sent: 02 July 2013 19:53
To: 'MPST.Swinson'; [redacted]
Cc: 'William.Gibson'; [redacted]; [redacted]; [redacted]
Subject: Re: Phone call Jo Swinson/ Paula Vennells

Hi [redacted] - I think that should be fine. Paula is in another meeting at that time but we'll look to move things around. Unless you hear otherwise from [redacted] first thing in the morning, let's work on that basis.

Will Jo call Paula? Grateful if you could confirm details with [redacted] (cc-ed).

Many thanks,

[redacted]

From: Swinson MPST [redacted] **GRO** [redacted]
Sent: Tuesday, July 02, 2013 06:23 PM
To: [redacted]
Cc: Gibson Will (ShEx) <William.Gibson [redacted]>; [redacted] (ShEx) <[redacted]>; [redacted] (ShEx) <[redacted]>
Subject: Phone call Jo Swinson/ Paula Vennells

Hi [redacted],

Would Paula be free for a quick phone call at 13:50 with Jo? I know she has her meeting with James Arbuthnott earlier that morning but Jo is unfortunately out all morning at an employment conference so that is the earlier we could do

██████████

██████████ | Private Secretary to Jo Swinson - Minister for Employment
Relations and Consumer Affairs | Department for Business, Innovation & Skills |
mpst.swinson@bis.gov.uk | T: **GRO** | www.bis.gov.uk

All emails and attachments sent by a member of the Private Office to an official on behalf of a Minister relating to a decision, request or comment made by a Minister, or a note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such emails or attachments.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes

This email and any attachments are confidential and intended for the addressee only. If you are not the named recipient, you must not use, disclose, reproduce, copy or distribute the contents of this communication. If you have received this in error, please contact the sender by reply email and then delete this email from your system. Any views or opinions expressed within this email are solely those of the sender, unless otherwise specifically stated.

POST OFFICE LIMITED is registered in England and Wales no 2154540. Registered Office:
148 OLD STREET, LONDON EC1V 9HQ.

This email was received from the INTERNET.

Communications via the GSi may be automatically logged, monitored and/or recorded for legal purposes.

From: Gibson Will (ShEx)
Sent: 03 July 2013 18:07
To: 'Paula Vennells'
Subject: Catch-up

Hi Paula,

Let me know when tomorrow might be good to catch-up. I'm leaving the office now but could do a call on my mobile later if that's preferable. I can give you a read-out of Jo's call with James and I'd be keen for a read-out of your meeting with Second Sight. Also, James suggested to Jo that one of her officials (would be me or [REDACTED]) call [REDACTED] at 2nd Sight. Would that present any issues?

Will Gibson | Executive Director | Shareholder Executive
BIS, 1 Victoria Street, London SW1H 0ET | [REDACTED] GRO [REDACTED] | will.gibson [REDACTED]
www.gov.uk/government/organisations/the-shareholder-executive

PA: [REDACTED] GRO [REDACTED]

The Department for Business, Innovation and Skills (BIS) is making a difference by supporting sustained growth and higher skills across the economy. BIS: working together for growth



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T **GRO**

Mr Tony Williams
request-181281-f3e79da5 **GRO**

Our reference : 00LO-9CKBM7

25 October 2013

Dear Mr Williams,

Ref: Freedom of Information Request - 00LO-9CKBM7

I am writing in response to your email dated 17 October 2013, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following question:

Could you please inform me of the remuneration and logistical arrangements for subpostmasters in light of the recently announced strike by Royal Mail employees called for Monday 4th November?

I can confirm that we do not hold the information you have requested. At the time of your request the Communication Workers Union had yet to serve a formal notice on Royal Mail Letters to undertake Industrial Action, as such Post Office Limited have not been advised of any contingency plan arrangements, by Royal Mail Letters and subsequently have not created any records to that effect.

However, I can advise you that should the formal notice be served, Post Office Limited will, as is appropriate and usual in such circumstances, communicate necessary arrangements to our branch network and will ensure customers are advised to keep inconvenience to a minimum. As part of the arrangements our branch network will be provided with the information to manage post and mails based on the particulars of the formal notification received by Royal Mail Letters.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ

foia **GRO**

www.postoffice.co.uk

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie
Information Rights Team Leader
Information Rights Team
foia: **GRO**
<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T **GRO**

Mr Tony Williams
request-179986-7647f009 **GRO**

Our reference : 00LO-9C9BFU

04 November 2013

Dear Mr Williams,

Ref: Freedom of Information Request - 00LO-9C9BFU

I am writing in response to your email dated 06 October 2013, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following question:

Under the FOI could you please tell me in the financial year 2012/13 was the revenue from Government Services greater than £163m and was the revenue from Telephony greater that £134m

I can confirm that for the financial year 2012/13, the revenue From Government Services was £16 4m and the revenue from Telephony was £1 29m.

It may help if I explain that the information contained in the Annual Report and Financial Statements 2012/13 is correct and that the figures used have been rounded to the nearest whole number for both the financial data and percentage figures. The starting point for the calculations is the financial data (rounded to the nearest whole number) contained in the revenue table of page 30 of the report. For example; Government Services revenue for 2012/13 is reported as £164m. As a percentage of the revenue total of £1234m Government Services revenue this equates to 13.2% of overall revenue, which has subsequently been rounded down to 13% for the purposes of reporting.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

www.postoffice.co.uk

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ

foia: **GRO**

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie

Information Rights Team Leader
Information Rights Team

foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T: **GRO**

Mr Tony Williams
request-175581-03e21ac9

GRO

Our reference : 00LO-9BABE5

25 September 2013

Dear Mr Williams,

Ref: Freedom of Information Request – 00LO-9BABE5

I am writing in response to your email received by Post Office Limited on 06 September 2013, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have asked the following question:

The number of Sub Post Offices whose remuneration in August 2013 fell below the National Minimum Wage. To be more specific: Multiply the number of contracted opening hours for each branch for the month of August by £6.19 and tell me the number of branches that received remuneration less than that total.

I can confirm that the information requested is not held by Post Office Limited. Please note that the Act only applies to information held by Post Office Limited; the Act does not require Post Office Limited to create information (including conducting calculations).

I would also like to take the opportunity to confirm that the National Minimum Wage Act 1998 (as amended) ("NMWA") does not apply to Sub Post Offices as Subpostmasters are engaged by Post Office Limited via a contract for services and are not therefore employees of Post Office Limited. Additionally, whilst many Subpostmasters choose to work in Branch they are not obliged to do so and could instead engage members of staff to provide Branch services.

I am sorry that I cannot provide you with all of the information you have requested this time, however I do hope the information I have provided is of use. If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request:

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team Support
1st Floor
Old Street Wing

www.postoffice.co.uk

148 Old Street
London
EC1V 9HQ

foia: **GRO**

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Telephone: **GRO**

www.informationcommissioner.gov.uk

Yours sincerely,

GRO

O. Olabopo
Information Rights Team Support, Information Rights Team

foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T G **GRO**

Mr Tony Williams
request-185185-02f182dd **GRO**

Our reference : 00LO-9DKCPT

16 December 2013

Dear Mr Williams,

Ref: Freedom of Information Request - 00LO-9DKCPT

I am writing in response to your email received by Post Office Limited on 16 November 2013, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email, you have requested the information in two parts:

Could you please tell me how does Post Office Ltd ensure all subpostmasters are FCA compliant for items such as money laundering etc.

Each subpostmaster undertakes Induction Training upon their appointment which includes training on money laundering. This is then followed with annual training on a variety of compliance tests on the Horizon system, which includes one for FCA procedures (compliant selling of financial products etc) and one for Anti-Money Laundering. In addition to this training Post Office Limited undertakes various monitoring activities to ensure that branches are compliant with FCA/Money Laundering procedures and other compliance issues.

Could you please tell how many subpostmasters are currently assessed as being compliant with these regulations and how many are not.

All subpostmasters are currently assessed as being compliant.

www.postoffice.co.uk

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team Support
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ
foia: **GRO**

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely,

GRO

O. Olabopo
Information Rights Team Support, Information Rights Team
foia: **GRO**
<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T: **GRO**

Mr Tony Williams
request-189612-0958a836

GRO

Our reference : FOI201312170941

08 January 2014

Dear Mr Williams,

Ref: Freedom of Information Request - FOI201312170941

I am writing in response to your email dated 16 December 2013, which I am dealing with under the terms of the Freedom of Information Act 2000 (FOIA).

In your email, you have requested the information in four parts:

Could you please provide me with the total number of FOI requests your organisation has received since 1/1/2013?

Post Office Limited has received 205 requests for recorded information subject to FOIA from 01 January 2013.

Could you please provide me with the number of people assigned to answering these requests?

The Information Rights Team is responsible for the management of requests for recorded information, subject to FOIA, and requests for personal information, Data Subject Access Requests (DSAR's), subject to the Data Protection Act (DPA). The team structure consists of a team leader and two team supports. Unfortunately the team has been without one team support since February 2013 we are currently recruiting for one team support role.

Could you please tell me the number of these requests that were only answered on the very last day you were obliged to respond by?

Of the 205 FOIA requests received, 61 have been answered on the due date for response. In relation to DPA requests for the same period, 93 DSAR's were received and 4 were answered on the due date for response.

www.postoffice.co.uk

Could you please tell me why you deliberately delay providing the information to the very last moment?

Post Office Limited takes their statutory duty under the FOIA and DPA very seriously, and we aim to respond at the earliest opportunity to any requests for information received by Post Office Limited. We are also mindful that our responses to these requests should be clear and address the specific request and in addition where information is being disclosed, that the information is accurate and will not cause harm, personally or commercially. As such, sometimes the full response will be sent on the due by date as prescribed in Section 10 (1) of the FOIA.

You may find the document 'Time Limits for Compliance under the Freedom of Information Act' helpful, which has been produced by the Information Commissioners Office for Public Authorities on managing timescales under the Act, the link has been provided below :

http://www.ico.org.uk/for_organisations/guidance_index/~/_media/documents/library/Freedom_of_Information/Detailed_specialist_guides/time-for-compliance-foia-guidance.pdf

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ
foia: **GRO**

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie

Information Rights Team Leader
Information Rights Team
foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ
T: **GRO**

Tony Williams
request-198414-12e6c137: **GRO**

Our reference : FOI201403241515

28 April 2014

Dear Mr Williams

Ref: Freedom of Information Request - FOI201403241515

I am writing in response to your email received on 24 March 2014, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following question:

As a follow up could you please provide with a copy of the written approval you received from the EU State Subsidy Commission for utilising the proceeds of the state subsidy in the way you detail in your response.

I can confirm that Post Office Limited does hold the information relevant to your request. However, under Section 21 of the Act, we are not required to provide information in response to a request if it is already reasonably accessible to you. The information requested is available on the Commission's website at http://ec.europa.eu/competition/elojade/isef/case_details.cfm?proc_code=3_SA_33054.

The part relevant to your question is in section 2.4/ page 6 within the Letter to the Member State - authentic language: http://ec.europa.eu/competition/state_aid/cases/243441/243441_1314203_66_2.pdf

I hope the information provided satisfies your request, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request:

Senior Engagement & Involvement Manager
Post Office Limited
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ
foia: **GRO**

www.postoffice.co.uk

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office

Wycliffe House

Water Lane

Wilmslow

Cheshire

SK9 5AF

Telephone:

GRO

www.informationcommissioner.gov.uk

Yours sincerely

GRO

Anna Gos

Information Rights Team Support, Information Rights Team

foia:

GRO

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T **GRO**

Mr Tony Williams
request-210302-a0f2ebb6 **GRO**

Our reference : FOI201405080950

02 June 2014

Dear Mr Williams,

Ref: Freedom of Information Request - FOI201405080950

I am writing in response to your email dated 08 May 2014 2014, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following question:

On the 2nd of May Post Office Ltd published the following figures... ..

Mains branches open 1384
Local branches open 828
Contracts signed 3353
This leaves a balance of 1141 contracts awaiting conversion.

Out of this balance could you please tell me the number which signed the contract before 2nd may 2013. In other words how many of these unfulfilled signed contracts are over one year old.

I can confirm that Post Office Limited do hold the information you have requested. There are 106 contracts signed before 02 May 2013 that awaits conversion to one of our new models. The large majority of the branches awaiting conversion are with Multiples Partners as physical refurbishment of the branch needs to coincide with wider store refurbishment plans which are often planned over 12 months in advance.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ
foia **GRO**

www.postoffice.co.uk

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Anna Gos
Information Rights Team Support
Information Rights Team
foia: **GRO**
<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T **GRO**

Mr Tony Williams
request-211898-fae3e7fe

GRO

Our reference : FOI201405190942

17 June 2014

Dear Mr Williams,

Ref: Freedom of Information Request – FOI201405190942

I am writing in response to your email dated 17 May 2014, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email, you have requested the information in two parts:

Could you please tell me if the NFSP bank account into which these payments were made are one and the same? Or was the £500 paid into a different account?

If the £500k was paid into a different bank account could you please provide me with sight of the correspondence from NFSP that requested the payment be made into a different bank account?

Again if the £500k was paid into a different account please tell me which individual in POL was responsible for authorising such a payment.

I can confirm that Post Office Limited do hold the information you have requested, the payment was made into the same account as all other payment made to the National Federation of Subpostmasters.

I note with interest your statement above that 'these payments would be reported in the NFSP annual accounts'.

I am sure that Ms Vennells will be as disturbed as we are that the £500k payment did not appear in the NFSP accounts.

I am sure she will also be disturbed to hear that in our recent conference, our Treasurer Mr Milner refused to answer a direct question as to the location of this 'missing' £500k.

In relation to the remainder of your questions above, Post Office Limited considers that they do not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the remainder of the questions you have raised.

www.postoffice.co.uk

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ
foia: **GRO**

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie

Information Rights Manager
Information Rights Team
foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ



Our reference : FOI201405190935

Mr Tony Williams
request-212003-2f8ccd2a



17 June 2014

Dear Mr Williams

Ref: Freedom of Information Request - FOI201405190935

I am writing in response to your email dated 18 May 2014, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following questions:

- a) Was the £500k a grant or a contract?

Post Office Limited considers that your question above does not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the question you have raised. However I can advise that Post Office Limited has made the payment to the National Federation of Subpostmasters (NFSP) for Network Transformation and support activities. These payments cover items such as the expenses and costs of the NFSP attending road shows held for subpostmasters, the cost of NFSP meetings, workshops and extraordinary NFSP member communication costs related to the Network Transformation Programme.

- b) Was the £500k provided for services already provided or for services to be provided?

The payment made to the NFSP was partially for retrospective costs incurred whilst some of the payment was made in advance.

- c) What steps have POL taken to recover the unspent portions of previous funding provided to the NFSP for Network Transformation projects?
- d) What steps are provided for in the agreement with the NFSP regarding this £500k payment for POL to recover unspent portions of this funding?

I can confirm that Post Office Limited do not hold the information you have requested.

www.postoffice.co.uk

- e) Does POL consider the funds used to provide this money to the NFSP as coming from part of the EU approved state subsidy or not? (not asking for an opinion here, I am asking for a fact)

I can confirm that Post Office Limited do not hold the information you have requested. The nature and calculation of the method of funding is described in the State Aid SA 33054 document referred to in our previous response to you under Ref: FOI201403241515 dated 28 April 2014.

I am sorry that I could not provide you with all the information you have requested on this occasion. If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request:

Senior Engagement & Involvement Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ
foia [GRO]

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: [GRO]
www.informationcommissioner.gov.uk

Yours sincerely

GRO

O. Olabopo
Information Rights Team Support, Information Rights Team
foia [GRO]
<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T **GRO**

Our reference : FOI201405130944

Mr Tony Williams
request-211084-e8608e08: **GRO**

09 July 2014

Dear Mr Williams,

Ref: Freedom of Information Request - FOI201405130944

I am writing in response to your email dated 13 May 2014, in which you requested the following information:

"Could you please answer the following question. The only answer required is either 'yes' or 'no'.

Has the Board of Directors and Senior Management of Post Office Ltd ever been made aware of ANY fault within the software or hardware of their Horizon System that would have impacted in ANY way on the accuracy of the accounts of any post office?

To make this perfectly clear I do not wish to know how many, when, where or how much. Just a simple Yes or No."

Your email was entitled 'Freedom of Information request - Faults in Horizon'. Please note that the Freedom of Information Act 2000 (the "Act") provides a right of access to recorded information held by Post Office; the Act does not impose any obligation upon Post Office to create information. I note that you are not requesting recorded information, but simply wish to have an answer to your 'yes/no' question. We therefore consider this request to fall outside the scope of the Act.

However you may find the Interim Report into Alleged Problems with the Horizon System prepared by Second Sight of interest. This report has been reviewed by Senior Management at Post Office and is available on our website:

<http://media.postoffice.co.uk/News-Releases/Post-Office-statement-on-findings-of-interim-report-into-Horizon-computer-system-a0.aspx>

If you wish to make a request for information via the Act, you may wish to refine your request by narrowing its scope by being more specific about what information you particularly wish to obtain, including any dates or period of time relevant to the information required. Should you choose to resubmit your request, I will treat this as a new request for information; exemptions may however apply.

www.postoffice.co.uk

Please note information that Post Office Limited publishes can be found on the Post Office Limited website at <http://www.postoffice.co.uk/our-publication-scheme> .

If you are dissatisfied with the handling of this response, you do have a right to request an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original letter. You can do this by writing to the address below stating the reasons for your internal review request:

Senior Engagement & Involvement Manager
Information Rights Team
Post Office Limited
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ

foia: **GRO**

Please remember to quote the reference number above in any future communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision, which can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie

Information Rights Manager
Information Rights Team

foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Department
for Business
Innovation & Skills

1 Victoria Street
London
SW1H 0ET

By email: Tony Williams
(request-215829-87b13045)

GRO

T GRO
E enquiries: GRO

www.gov.uk/bis

Our ref: 2014/12174

5 August 2014

Tony Williams

This is in response to your email of 10 June 2014 where you wrote:

Is the Department aware of a document entitled "Memorandum of Understanding" (MOU) that exists in the public domain at least.

This document contains details of a £500k payment to be made by Post Office Ltd to the NFSP on condition that the delegates at the NFSP Special Conference in December vote to support NT MK II.

The £500k payment was subsequently made by POL to NFSP after the Conference voted to support the project.

Could you please provide me with all emails between BIS and POL that contain a reference to this MOU.

Is the Department aware that this £500k has for the moment 'disappeared' or in fact 'never appeared' in the books of the NFSP.

Is there a cover up?

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you have requested;
- be provided with that information (subject to any exemptions under the Act which may apply).

Your email contains one request for information, specifically "*Could you please provide me with all emails between BIS and POL that contain a reference to this MOU*".

Discussions between Post Office Ltd and the National Federation of Subpostmasters are an operational matter, and are the responsibility of management at Post Office Ltd and at the National Federation of Subpostmasters respectively. The Government, as shareholder, does not play a role in operational matters of Post Office Ltd; and it plays no role whatsoever in the operation of the National Federation of Subpostmasters. The Government is not involved in discussions between the two parties regarding a memorandum of understanding.

The Department understands that discussions concerning a memorandum of understanding between the two parties are confidential and ongoing. However, the Department has previously received correspondence from a third party enclosing a draft version of the memorandum. In response, the Department has notified both parties that a draft version has been made public, and the only emails the Department holds are in relation to this correspondence.

Copies of the correspondence are disclosed at Annex A. Some information constitutes personal data and has been withheld. Section 40 of the Act provides an absolute exemption for personal data which then falls to be dealt with under the Data Protection Act (DPA). Personal data of third parties can only be disclosed in accordance with the data protection principles. In particular, the first data protection principle requires that disclosure must be fair and lawful and must comply with one of the conditions in Schedule 2 of the DPA. We do not think that it is fair to release the names of junior members of staff or third parties and do not think that any of the relevant conditions apply.

Some information also relates to the commercial interests of Post Office Ltd, and is being withheld under Section 43 of the Act. Section 43(2) exempts information if its disclosure would, or would be likely to, prejudice the commercial interests on any person. In this context, we recognise that there is a general public interest in the disclosure of information, as greater transparency makes Government more accountable. Against this, however, there is a public interest in ensuring that the commercial interests of external businesses and organisations are not damaged or undermined by disclosure of information which could adversely impact future business. Releasing such information could prejudice the ongoing commercial and confidential discussions between two organisations that are operationally independent of Government.

Therefore, having considered the public interest in detail we consider that the public interest in disclosing this information is outweighed by the public interest in favour of withholding the information.

In our letter dated 8 July, we advised you that we were considering the public interest in relation to section 36(2)(b) of the Act. After careful consideration, we have concluded that the public interest in relation to the information falling within scope of this exemption falls in favour of release.

The other points made in your email are not requests for recorded information. Where a 'request for information' does not contain a specific request for copies of information held by BIS, the Department deals with the request as a 'normal course of business' enquiry rather than a formal request for information under the Act.

Your query is similar to a request that the Department has already responded publicly to. For your ease of reference, the Department's response is available at:

<https://www.whatdotheyknow.com/request/200819/response/495316/attach/html/2/140319%20Peterson%20response.pdf.html>

Appeals Procedure

If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original letter and should be sent to the Information Rights Unit at:

Information Rights Unit
Department for Business, Innovation & Skills
1 Victoria Street
London
SW1H 0ET
E-mail: foi.requests@bis.gov.uk **GRO**

Please remember to quote the reference number above in any future communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at:
Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF

Yours sincerely,

Post Office Network Team
Shareholder Executive

Department for Business, Innovation and Skills
1 Victoria Street, London, SW1H 0ET

From: [REDACTED] (ShEx)
Sent: 07 May 2014 11:42
To: [REDACTED]; [REDACTED]
Cc: [REDACTED] (ShEx); [REDACTED]
Subject: RE: Memorandum of Understanding between the Post Office and the NFSP
Attachments: image2014-05-07-110957.pdf

Dear [REDACTED], [REDACTED]

Please see attached for your information the response sent to the CWU earlier today in response to the recently received email (below for reference) regarding the ongoing discussions between the NFSP and POL.

Kind regards
[REDACTED]

[REDACTED] | Shareholder Executive | Department for Business, Innovation & Skills |
[REDACTED] | [REDACTED] | www.bis.gov.uk |

The Department for Business, Innovation & Skills (BIS) is building a dynamic and competitive UK economy by creating the conditions for business success; promoting innovation, enterprise and science; and giving everyone the skills and opportunities to succeed. To achieve this we will foster world-class universities and promote an open global economy. **BIS - Investing in our future**

From: [REDACTED] (ShEx)
Sent: 16 April 2014 17:55
Cc: Callard Richard (ShEx); [REDACTED]
Subject: FW: Memorandum of Understanding between the Post Office and the NFSP

Dear [REDACTED], [REDACTED]

The below email and attachment relates to live discussions between your organisations I wanted to flag this letter for your information. [REDACTED]

Kind regards
[REDACTED]

[REDACTED] | Shareholder Executive | Department for Business, Innovation & Skills |
[REDACTED] | [REDACTED] | www.bis.gov.uk |

The Department for Business, Innovation & Skills (BIS) is building a dynamic and competitive UK economy by creating the conditions for business success; promoting innovation, enterprise and science; and giving

everyone the skills and opportunities to succeed. To achieve this we will foster world-class universities and promote an open global economy. **BIS - Investing in our future**

From: Mark Baker [mailto:cwupostmasters@postoffice.co.uk] **GRO**
Sent: 11 April 2014 10:43
To: Enquiry Enquiry (Other Government Departments)
Subject: Memorandum of Understanding between the Post Office and the NFSP

Rt Hon Dr Vince Cable
Secretary of State for Business Innovation and Skills
1 Victoria St
London SW1 0ET

Dear Dr Cable

Memorandum of Understanding between the Post Office and the NFSP

I have been supplied with a copy of the attached draft agreement which purports to be a Memorandum of Understanding (subject to contract) between the Post Office and the National Federation of Sub Postmasters, this document arrived via an unattributable source.

Because this agreement quotes the involvement of your department I am enquiring if you are aware of any such agreement, have sanctioned any such agreement and given that the Post Office appears to have paid the 2013/2014 element of £500k as quoted in the memorandum of understanding, has this agreement now become a signed contract between the Post Office and the NFSP?

If there is such an agreement, can you assure me that this funding has not come from nor will come from the Network Transformation funding your department has supplied to POL.

Given the substantive nature of this and other payments the Post Office have already made to the NFSP on matters relating to Network Transformation, I look forward to seeing these payments itemised in the accounts of the Post Office.

I have further concerns regarding the content of this agreement, given the large sums of money involved, there is seemingly little in return to the Post Office within this agreement, except for what can only be described as the purchasing of a vote of Conference delegates of the NFSP in November 2013. This affirmative vote then prompted your Minister for Employment Relations and Consumer Affairs, Jo Swinson MP to announce to the House further funding of £680m for the Network (subject to State Aid clearance).

It is noteworthy that following the Ministers announcement the NFSP were then paid £500,000 on the 27th December which I believe would be the first due payment date for Novembers monies owing, as detailed within the memorandum of understanding.

As you know the Post Office is charged with returning to profit by 2015, and this level of

expenditure on an outside organisation appears to be unnecessary to the running of the company.

I look forward to your answers to the above questions.

Yours sincerely

Mark Baker
National Branch Secretary
Postmasters Branch
CWU

1. The first section of the document discusses the importance of maintaining accurate records in a business environment. It highlights the various ways in which data is collected and stored, and the potential for errors and inconsistencies. The text emphasizes the need for a systematic approach to record-keeping, including the use of standardized forms and procedures. It also discusses the role of technology in streamlining the process and reducing the risk of human error.

2. The second section of the document focuses on the challenges of data management in a rapidly changing business landscape. It explores the impact of new technologies and the increasing volume of data being generated. The text discusses the need for robust data security measures and the importance of regular backups. It also touches on the issue of data privacy and the need to comply with relevant regulations. The section concludes by suggesting strategies for effective data management, such as implementing data governance policies and investing in data management software.

3. The third section of the document addresses the issue of data quality and the impact of poor data on business performance. It discusses the various factors that can lead to data quality issues, such as incomplete or inaccurate data entry. The text emphasizes the importance of data validation and the need for regular data audits. It also discusses the consequences of poor data quality, including reduced productivity and increased costs. The section concludes by providing tips for improving data quality, such as training staff on data entry procedures and using data quality management tools.

4. The fourth section of the document discusses the importance of data analysis in making informed business decisions. It explores the various techniques used for data analysis, including descriptive statistics and predictive modeling. The text emphasizes the need for a clear understanding of the data and the importance of using appropriate statistical methods. It also discusses the role of data visualization in making data more accessible and understandable. The section concludes by suggesting ways to integrate data analysis into the business decision-making process.

5. The fifth section of the document discusses the importance of data security and the need to protect sensitive information. It explores the various threats to data security, such as malware and phishing attacks. The text emphasizes the need for a multi-layered security approach, including firewalls, antivirus software, and employee training. It also discusses the importance of data backup and recovery plans. The section concludes by providing a checklist of key data security measures that every business should implement.

6. The sixth section of the document discusses the importance of data privacy and the need to comply with relevant regulations. It explores the various data privacy laws, such as the GDPR and the CCPA. The text emphasizes the need for a data privacy policy and the importance of obtaining consent from users. It also discusses the importance of data minimization and the need to delete data when it is no longer needed. The section concludes by providing a checklist of key data privacy measures that every business should implement.

7. The seventh section of the document discusses the importance of data governance and the need to establish a clear framework for data management. It explores the various components of a data governance framework, including data ownership, data access, and data retention. The text emphasizes the need for a data governance committee and the importance of regular data governance reviews. It also discusses the importance of data documentation and the need to keep data records up-to-date. The section concludes by providing a checklist of key data governance measures that every business should implement.

8. The eighth section of the document discusses the importance of data integration and the need to ensure that data from different systems is consistent and accurate. It explores the various challenges of data integration, such as data silos and data inconsistency. The text emphasizes the need for a data integration strategy and the importance of using data integration tools. It also discusses the importance of data mapping and the need to ensure that data is correctly transferred between systems. The section concludes by providing a checklist of key data integration measures that every business should implement.

9. The ninth section of the document discusses the importance of data archiving and the need to preserve data for long-term storage. It explores the various challenges of data archiving, such as data format obsolescence and data corruption. The text emphasizes the need for a data archiving strategy and the importance of using data archiving tools. It also discusses the importance of data backup and the need to test backup and recovery procedures. The section concludes by providing a checklist of key data archiving measures that every business should implement.



Department
for Business
Innovation & Skills

1 Victoria Street
London
SW1H 0ET

Mr Mark Baker
Via email – cwupostmaster@bis.gov.uk **GRO**

T **GRO**
E enquiries **GRO**

www.gov.uk/bis
Our ref: TOB2014/08037

07 May 2014

Dear Mr Baker

Thank you for your letter of 11 April to the Secretary of State, regarding a proposed memorandum of understanding between Post Office Ltd ("POL") and the National Federation of Subpostmasters ("NFSP"). The Secretary of State receives a large amount of correspondence every day and is unable to respond to each one personally. I have been asked to reply.

The Government supports Network Transformation, and sees it as essential to the long term future of a successful and vibrant Post Office network that is responsive to the needs of its customers and remains at the heart of our communities. A significant proportion of the funding that has been made available by this Government to POL has therefore been allocated to Network Transformation, ensuring the efficient delivery of this strategy and the transformation and modernisation of the Post Office network.

To ensure the strategy can be delivered effectively it is extremely important that POL is able to communicate clearly with subpostmasters and that resource – for instance training or engagement activities – is made available to support the transition to one of the new network models. The NFSP has played a central role, together with POL, in providing this support since implementation of Network Transformation began, and this role will continue and remain important in the future.

To enable the NFSP to provide this support POL makes clearly defined payments to the NFSP, linked to the activities it undertakes. These have included organising Network Transformation workshops for subpostmasters, maintaining clear communication channels across the network and hosting roadshows, meetings and conferences linked to Network Transformation. Together these ensure that the views of more than 8,000 subpostmasters can be properly represented. One of these Network Transformation support payments was made on 27 December.

I understand that there is support from POL, the NFSP and the NFSP's membership to build on the co-operative and productive relationship that has developed over the past year, which is closely linked to the two parties' work on mutualisation and Network Transformation. The Government is aware of the confidential discussions between POL and the NFSP that are looking at ways of shaping this relationship, against the context of a transforming and modernising post office network. I understand that these confidential discussions are ongoing.

Yours sincerely



SHAREHOLDER EXECUTIVE



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T **GRO**

Mr Tony Williams
request-219817-3a950940(**GRO**)

Our reference : FOI201407110911

12 August 2014

Dear Mr Williams

Ref: Freedom of Information Request - FOI201407110911

I am writing in response to your email received by Post Office Limited on 11 July 2014, which has been considered under the terms of the Freedom of Information Act 2000.

In your email, you have requested information in two parts:

- a) how much money has been set aside to cover potential liability towards SPMRs that have been wrongfully accused of false accounting? (you may be aware of the recent Second Sight Investigation and subsequent report)
- b) where is this potential liability indicated in the Annual Report as I don't seem to see it anywhere. In fact I see no mention at all of the second sight investigation.

Post Office Limited considers that your email does not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the questions you have raised.

We deal with requests that do not fall under the Freedom of Information Act through standard business enquiry processes rather than as a formal request for information.

Therefore, in answer to your questions, Post Office Limited prepares its Financial Statements in accordance with international accounting standards, which set out a clear definition of what constitutes a liability. Any potential liabilities for the business are discussed with external auditors who agree whether they meet the definition and are required to be recognised in the Financial Statements for any particular year.

Yours sincerely

GRO

O. Olabopo
Information Rights Team Support, Information Rights Team
foia: **GRO**
<http://www.postoffice.co.uk/our-publication-scheme>

www.postoffice.co.uk



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London

EC1V 9HQ
T **GRO**

Mr Tony Williams
request-222027-ffabba9b

GRO

Our reference : FOI201407290911

26 August 2014

Dear Mr Williams

Ref: Freedom of Information Request - FOI201407290911

I am writing in response to your email dated 28 July 2014, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email, you have requested the information in three parts:

Please tell me as at the 25th July the following:

- Number of Mains Branches Open
- Number of Local Branches Open
- Number of NT contracts signed

I can confirm that Post Office Limited does hold the information you have requested. As of 25 July 2014 Post Office Limited had 1066 open and trading local branches, 1663 open and trading main branches and 3789 new model contracts signed.

I trust the information I have provided is of use. If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ

foia **GRO**

www.postoffice.co.uk

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

O. Olabopo

Information Rights Team Support, Information Rights Team

foia

GRO

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

T: **GRO**

Mr Tony Williams
request-222985-4dff8409

GRO

Our reference : FOI201408040853

02 September 2014

Dear Mr Williams,

Ref: Freedom of Information Request - FOI201408040853

I am writing in response to your email received by Post Office Limited on 04 August 2014, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested information to the following question:

How many branches, not including Crown Offices, do POL currently lease from third parties?

I can confirm that Post Office Limited does hold the information you have requested, there are currently 72 Agency branches leased from third party Landlords.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Team Manager
Post Office Limited
Information Rights Team
1st Floor
Old Street Wing
148 Old Street
London EC1V 9HQ

foia: **GRO**

If, having requested an internal review by Post Office Limited, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

www.postoffice.co.uk

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

O. Olabopo

Information Rights Team Support
Information Rights Team

foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ
T **GRO**

Mr Tony Williams
request-215826-44ff37fd **GRO**

Our reference : FOI201407090859

12 September 2014

Dear Mr Williams,

Ref: Freedom of Information Request - FOI201407090859

I am writing in response to your email dated 08 July 2014, which I am dealing with under the terms of the Freedom of Information Act 2000 ("the Act").

In your email, you have requested information in two parts:

Please provide me with the date that the MOU was signed and a copy of the MOU - you can redact all but the date and the signatories as I have a copy of the unsigned MOU.

I can confirm that Post Office does not hold the information you have requested, as there is no signed Memorandum of Understanding in place between Post Office and the National Federation of Subpostmasters ("NFSP"). I can confirm that negotiations and discussions remain on-going.

Please provide me with a copy of all emails and letter (sic) between POL and the NFSP that refer to this MOU.

I can confirm that we do hold the information you have requested, however after careful consideration of your request, we are withholding the information in accordance with Sections 36(2)(b)(i), (b)(ii) and (c) of the Act - prejudice to the effective conduct of public affairs.

Prejudice to Effective Conduct of Public Affairs

Post Office's Qualified Person has determined that disclosure of the requested information would be likely to:

- inhibit the free and frank provision of advice;
- inhibit the free and frank exchange of views for the purposes of deliberation ; and
- prejudice the effective conduct of public affairs.

The risks identified above would be likely to apply in respect of the on-going discussions between Post Office Limited and the NFSP, as well as future similar discussions and negotiations with other third parties.

Public Interest

Post Office Limited considers that the public interest in withholding the information outweighs the public interest in disclosing it and that therefore the information is exempt from disclosure, on the following basis:

Post Office recognises that there is a general public interest in disclosing information about its affairs, as greater transparency enables public authorities to be more open and accountable to the public for spend and the development of key relationships and partnerships and the effect those relationships have on its strategy and direction.

However, against this there is a compelling public interest in ensuring that there is a safe space for Post Office Limited to have the freedom and ability to negotiate agreements and commercial proposals with third parties such as the NFSP. Removing this safe space is likely to have a direct adverse impact on the willingness and ability of all parties to engage in free and frank dialogue and negotiations. This risk of prejudice applies to both the on-going discussions, as well as future similar discussions and negotiations.

It is in the public interest to ensure there is proper engagement and debate and, where necessary, there is space for a free and frank exchange of views and for the provision of free and frank advice, without the expectation of those deliberations, written or verbally, being made public. This allows views to be examined and debated, which enables more thorough policy development and decision-making in the public interest. Disclosure of the requested information could seriously inhibit the exchange of information and the deliberation of thinking and opinions between Post Office Limited and the NFSP in respect of the on-going discussions. Business Innovation & Skills ("BIS") is also involved in the on-going discussions and, whilst your request does not extend to emails and letters between Post Office Limited and BIS, we consider disclosure of the requested information could also have a chilling effect on the exchange of information and views, as well as the provision of free and frank advice, between Post Office Limited and BIS.

There is also a real risk that disclosure will prejudice Post Office Limited's ability to conclude an agreement with the NFSP on satisfactory terms or at all.

I am sorry that I could not provide you with the information you requested. If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request:

Information Rights Manager
Information Rights Team
Post Office Limited
1st Floor
Old Street Wing
148 Old Street
London
EC1V 9HQ

foia: GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

O. Olabopo

Information Rights Team Support

Information Rights Team

foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>



Information Rights Team
Post Office Limited
1st Floor, Old Street Wing
148 Old Street
London
EC1V 9HQ

GRO

Our reference : FOI201412051202

Mr Tony Williams
request-242872-f423295f

GRO

12 December 2014

Dear Mr Williams,

Ref: Freedom of Information Request – FOI201412051202

I am writing in response to your email received by Post Office Limited (Post Office) on 05 December 2014, in which you asked:

Could you please point out where in your recently published interim accounts do you account for this contingent liability? If it is there it would be recorded information so it is a request for recorded information.

As advised to you previously in a similar request under Ref: FOI201407110911 on 12 August 2014, Post Office considers that your email does not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the question you have raised.

As advised previously, Post Office Limited prepares its Financial Statements in accordance with international accounting standards, which set out a clear definition of what constitutes a liability. Any potential liabilities for the business are discussed with external auditors who agree whether they meet the definition and are required to be recognised in the Financial Statements for any particular year.

Yours sincerely

GRO

Anna Gos

Information Rights Team Support
Information Rights Team

foia: **GRO**

<http://www.postoffice.co.uk/our-publication-scheme>

www.postoffice.co.uk



Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference : FOI201505221429

Mr Tony Williams

[request-269537-81d7bf9b](#)

GRO

22 June 2015

Dear Mr Williams,

Freedom of Information Request - FOI201505221429

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 22 May 2015, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you have raised the following questions:

*Publicly available is this copy of an MOU between POL and the NFSP
While I understand it has not been signed as yet could you please confirm that
this is the final copy of this agreement that will be debated by the NFSP at
their next conference?*


If not

*Please provide me with a copy of the said Memorandum of Understanding that
WILL be debated by the NFSP at the next conference.*

*Could you please confirm that the new minister at BIS has been made aware of
this by POL and is fully aware of the political backlash that will result should
POL go ahead with it.*

Post Office considers that your email does not contain a request for recorded information as you are asking us to access and comment on information that is held on a third party website, the FOIA does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the question you have raised. Please refer to our previous reply dated 12/09/2014 under Ref: FOI201407090859 in respect of the Memorandum of Understanding.

Yours sincerely


Martin Humphreys
Information Rights Team

foia:

GRO

[@postofficenews](http://corporate.postoffice.co.uk/access-information)



Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201508101130

Mr Tony Williams

[request-284960-3d139cd4](#)

GRO

11 August 2015

Dear Mr Williams,

Freedom of Information Request – FOI201508101130

I am writing in response to your email received by Post Office ("**Post Office**") on 10 August 2015, which, I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you have requested information to the following question:

Please provide me with a copy of your 2015 Network Report.

I can confirm that Post Office does hold the information you have requested, however, under Section 22 of the FOIA concerning information intended for future publication, we are not required to provide information in response to a request if that information is intended for publication at a future date. Post Office routinely publishes its' Network Report as described in its Publication Scheme available at:

<http://corporate.postoffice.co.uk/access-information>.

As this information has been exempted under Section 22 a public interest test applies. Having examined the test, Post Office believes that the public interest would be best served by publishing the information as part of our Publication Scheme under the FOIA.

I am sorry that I cannot provide you with all of the information you have requested this time, however I do hope the information I have provided is of use.

If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request:

Information Rights Manager
Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

[foia:](#) GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Remi Kersey
Information Rights Team
foia: **GRO**
<http://corporate.postoffice.co.uk/access-information@postofficenews>



KPMG LLP
Advisory
15 Canada Square
Canary Wharf
London E14 5GL
United Kingdom

To: **GRO**
Fax:
DX 157460 Canary Wharf 5

Private & confidential

The Directors
Post Office Ltd.
1st Floor
Finsbury Dials
20 Finsbury Street
London EC1V 9HQ

Contact

REDACTED

FAO:

REDACTED

21 July 2015

Ladies and Gentlemen

Post Office Limited – State Aid Calculation

In accordance with the terms of our engagement letter dated 10 July 2015, we have carried out certain agreed procedures in respect of certain information included in the State Aid Calculation ('the document'), a copy of which is attached hereto and initialled by us for the purpose of identification. The information is the responsibility of the directors of the Post Office Ltd. We draw your attention to the responsibility statement set out in the State Aid Calculation.

The procedures do not constitute an audit and have the limited scope described below. We report as follows:

We confirm that, on the basis of our work, the items of financial information identified in the attached annotated copy of the document have been accurately extracted from their respective sources or found to be arithmetically correct, as indicated by us therein, using the convention set out below:

Compared and found to be in agreement with the applicable memo as referenced

Compared and found to be in agreement with the historical financial information set out in the Consolidated Income Statement on page 62 of the Post Office Ltd. 2014/15 Annual Report and Financial Statements.

Compared and found to be in agreement with the historical financial information set out in note 5 on page 75 of the Post Office Ltd. 2014/15 Annual Report and Financial Statements.



KPMG LLP
Post Office Limited – State Aid Calculation

Compared and found to be in agreement with the historical financial information set out in the Consolidated Statement of Cash Flows on page 64 of the Post Office Ltd. 2014/15 Annual Report and Financial Statements.

Compared and found to be in agreement with the Entrustment letter dated 18 March 2012, signed by Norman Lamb MP, Minister for Employment Relations, Consumer and Postal Affairs.

Compared and found to be in agreement with the historical financial information set out in note 13 on page 81 of the Post Office Ltd. 2014/15 Annual Report and Financial Statements.

Compared and found to be in agreement with the historical financial information set out in the Financial review – Network Subsidy Payment and other Government grants section on page 24 of the Post Office Ltd. 2014/15 Annual Report and Financial Statements.

Compared and found to be in agreement with the base rates calculated in accordance with the Commission communication of 19.01.2008. http://ec.europa.eu/competition/state_aid/legislation/base_rates_eu28bis_en.pdf

Compared and found to be in agreement with the base rates calculated in accordance with the Commission communication of 19.01.2008. http://ec.europa.eu/competition/state_aid/legislation/base_rates_eu28tris_en.pdf

Calculation reformed and found to be arithmetically correct.

This letter is for your benefit and information only and, save as set out in our engagement letter, is not to be copied, referred to or disclosed, in whole or in part, without our prior written consent.

Yours faithfully

REDACTED

, KPMG LLP

£m	2014/15	
EBIT	50	Memo 1
Impairment	-141	Memo 2
Exceptionals	-237	Memo 3
Pension	5	Memo 4
Interest on Network cash	-13	Memo 5
Total Loss	-446	
LESS:		
Profit in Commercial Counterfactual	50	
Allowable Funding	-496	
NSP	160	
non-NSP funding	170	
Total Funding	330	

Memo 1	
Operating profit before Exceptional Items	100
LESS NSP Funding	160
EBIT	-60

Memo 2	
Impairment of intangible assets	-57
Impairment of property, plant and equipment	-81
Impairment	-141

Memo 3	
Restructuring costs	-225
Other	-12
Cash payments in respect of operating exceptional Items	-237

Memo 4	
Pension operating costs	-28
Pension operating costs paid	-23
Pension	5

Memo 5		
Opening Network cash holding	657	708
Closing Network cash holding	708	761
Average Network cash holding	683	735
MULTIPLIED BY Interest rate	1.96%	1.96%
Interest on Network cash	-13	-14

The Board of Post Office Ltd is responsible for the preparation of the State Aid Calculation and formally acknowledges responsibility for the financial information set out above.

	UK base rate	No months	Weighted rate	
01.04.2014 to 30.04.2014	0.88	1	0.88	
01.05.2014 to 31.08.2014	0.88	4	3.52	
01.09.2014 to 30.09.2014	0.88	1	0.88	
01.10.2014 to 31.10.2014	1.04	1	1.04	
01.11.2014 to 31.12.2014	1.04	2	2.08	
01.01.2015 to 28.02.2015	1.01	2	2.04	
01.03.2015 to 31.03.2015	1.02	1	1.02	
		12	11.45	
				0.96 Applicable base rate
				1.00 add 100 basis points
				1.96 Recovery rate

The Board of Post Office Ltd is responsible for the preparation of the State Aid Calculation and formally acknowledges responsibility for the financial information set out above.

Source

http://ec.europa.eu/competition/state_aid/legislation/base_rates_eu28bis_en.pdf
http://ec.europa.eu/competition/state_aid/legislation/base_rates_eu28tris_en.pdf



Department
for Business
Innovation & Skills

Shareholder Executive
Department for Business, Innovation &
Skills
1 Victoria Street
London
SW1H 0ET

Mr Tony Williams

request-287864-b1364fc7

GRO

T **GRO** Public enquiries
Textphone (for
those with hearing impairment)
E [foi.requests](mailto:foi.requests@bis.gov.uk) **GRO**

www.gov.uk/bis

Our ref: FOI2015/17863

23 September 2015

Dear Mr Williams,

Thank you for your email of 25 August 2015 where you requested the following information:

As stated in the letter from Norman Lamb (then Minister) to Paula Vennells MD of Post Office Ltd dated 18th March 2012, POL are required to provide to BIS an SGEI Compensation Statement as soon as possible after the publication of POL's 2014/5 financial accounts.

Please provide me with a copy of that statement as well as a copy of the statement from an independent financial adviser as required in the same letter.

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

I can confirm that the Department holds the information you have requested. I attach a copy of the SGEI compensation statement and statement from an independent financial adviser provided to the Department by POL after the publication of POL's 2014/15 annual report and accounts (they were provided together as one document).

Some information constitutes personal data and has been withheld. Section 40 of the Act provides an absolute exemption for personal data which then falls to be dealt with under the Data Protection Act. Personal data of third parties can only be disclosed in accordance with the data protection principles. In particular, the first data protection principle requires that disclosure must be fair and lawful and must comply with one of the conditions in Schedule 2 of the Data Protection Act. We do not think that it is fair to release the names of third parties and do not think that any of the relevant conditions apply.

Appeals procedure

If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of the response to your original request and should be addressed to the Information Rights Unit:

Information Rights Unit
Department for Business, Innovation & Skills
1 Victoria Street
London
SW1H 0ET
Email: FOI.Requests@GRO

Please remember to quote the reference number above in any future communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF.

Yours sincerely,

Shareholder Executive
Department for Business, Innovation & Skills



Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201511231034

Mr Tony Williams
[request-304062-8d8ae8dc](#)

GRO

21 January 2016

Dear Mr Williams,

Freedom of Information Request - FOI201511231034

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 23 November 2015, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you have requested the following information:

Fujitsu have stated that they will be releasing a system upgrade to the Horizon system, used in Post Offices, in March 2016 which will include fixes to a list of known bugs in the system.

Could you please provide me with a list of the bugs/errors that they are currently aware of and intend to fix as of 23/11/2015.

I can confirm that Post Office does hold the information you have requested. However we believe that this information is exempt from disclosure under Section 43(2) of the Act, concerning likely prejudice to commercial interests and Section 31(1)(a) Law Enforcement.

Commercial Interest

Post Office considers that disclosure of information requested about updates to the Horizon system would be likely to prejudice the commercial interests of Post Office and other commercial partners, in that software updates for the Horizon system are released on a regular basis to ensure that operational performance is maintained at optimal levels, as you would expect for any large IT system. Such updates include, for example, upgrades and improvements to functionality; and the introduction of new business capabilities for products & services and to be commercially sensitive.

Post Office in this respect considers that disclosure of the information would weaken its position in a competitive environment, by revealing information which could be unfairly used by its competitors.

Law Enforcement

Post Office also relies upon the exemption under Section 31(1)(a) of the FOIA, concerning law enforcement. Post Office considers that disclosure of this information would be likely to inhibit its abilities to prevent and detect crime, in that software

updates for the Horizon system are released on a regular basis to ensure that operational performance is maintained at optimal levels, as you would expect for any large IT system. Such updates include, for example, security-related matters; upgrades and improvements to functionality.

Depending on the nature and extent of changes they are applied in carefully managed periodic releases, following thorough impact assessment and testing. The Post Office cannot make public information that could compromise the security of its systems and I am unable therefore to provide you with technical details of our software updates.

Public Interest

As information has been exempted under Section 43(2) and Section 31(1)(a) of the act, a public interest test applies. This involves weighing the balance of public interest in maintaining the exemption or releasing the information. Post Office understands that there is public interest in promoting the transparency and understanding of matters which are of interest to the public. However, there is also strong public interest in ensuring that Post Office is able to operate in a fair marketplace regarding the commercial activities and security and also the risk to other commercial partners and are not commercially damaged by the release of the information.

Post Office considers that, with regard to the information that has been withheld from disclosure, the public interest is best served by maintaining the exemption respect of the information requested.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

foia: **GRO**

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Martin Humphreys
Information Rights Team

foia: **GRO**

<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ
GRO

Our reference: FOI201601121020

Tony Williams
[request-310085-ce4dd7d4](#) **GRO**

08 February 2016

Dear Mr Williams,

Freedom of Information Request - FOI201601121020

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 11 January 2016, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email, you have requested the following information:

Please provide me with the following information for the period 1/4/15 to 30/9/15

- Turnover*
- Network Subsidy Payment*
- People Costs*
- Other Operating Costs*
- Amount retained as a contingent liability for settlement of JFSA Claim*

The financial information about the period to which you refer is covered by the Interim Report for 2015/16 for the six months ended 27 September 2015 and is available on the Post Office website via the following link:
http://corporate.postoffice.co.uk/sites/default/files/interim201516_FINAL.pdf as part of Post Office's Publication Scheme.

In respect to your last point, I would refer you to our previous responses dated 12 August 2014 (FOI201407110911) and 12 December 2014 (FOI201412051202).

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

[foia:](#) **GRO**

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Martin Humphreys
Information Rights Team
foia@**GRO**
<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
 Post Office Limited
 1st Floor
 Finsbury Dials
 20 Finsbury Street
 London EC2Y 9AQ
 GRO

Our reference: FOI201609271113

Mr Tony Williams
 request-361319-373f4067

GRO

12 October 2016

Dear Mr Williams,

Freedom of Information Request - FOI201609271113

I am writing in response to your email received by Post Office Limited ("Post Office") on 26 September 2016, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email you have requested the following information:

Please provide me with a yearly breakdown of the number of Subpostmaster suspensions, reinstatements and prosecutions from 1990 to 2010.

I can confirm that Post Office does hold some information you have requested.

Please find below a table containing the information you requested. Please note the reasons for prosecution, suspension and/or reinstatement are varied and will depend on their own particular facts and circumstances.

Financial Year	Prosecutions	Postmasters Suspended	Postmasters Reinstated
2004/2005	4	Not Held	Not Held
2005/2006	26	Not Held	Not Held
2006/2007	37	Not Held	Not Held
2007/2008	16	190	36
2008/2009	17	229	56
2009/2010	37	214	48
2010/2011	31	193	54

Please note that a postmaster may not necessarily be reinstated in the same financial year in which s/he was suspended.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

foia: **GRO**

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Gagan Sharma
Information Rights Team
foia: **GRO**
[@postofficenews](http://corporate.postoffice.co.uk/access-information)



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201701031050

Mr Tony Williams

[request-379573-8cab56dd](#)

GRO

31 January 2017

Dear Mr Williams,

Freedom of Information Request - FOI201701031050

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 02 January 2017, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email, you requested information in two parts:

Is that your standard policy?

If not then I assume you place these amounts in a suspense account while you attempt to track down the former subpostmaster due the money.

Post Office considers that information as requested above does not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act 2000 does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgement that is not already recorded, which applies to the question that you have raised above.

Please tell me how many former subpostmasters you tracked down in 2014, 2015 and 2016. And in these years how much money remained unaccounted for in these suspense accounts?

From our preliminary assessment, it is clear that we will not be able to answer your question above without further clarification. Therefore we would be grateful if you could provide a clearer explanation of the type of information that you wish to receive i.e. what do you mean by 'track down'? It would be helpful if you could rephrase the way the question has been asked.

We are unable to progress your request, until we understand your description of the information you are seeking. Under the terms of the Act, the 20 working day time limit will not start until we have sufficient information to enable us to deal with the request. Therefore, our response date will be revised based on the date you provide clarification to your request; however we will of course endeavour to respond to your request as soon as possible.

When you provide this information we can begin to process your request. If we do not receive clarification within 20 working days your request will be considered to have lapsed. (Under section 1(3) of the FOIA, a public authority need not comply with a request unless any further information reasonably required to locate the information is supplied.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ
foia: **GRO**

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie
Information Rights Team
foia: **GRO**
[@postofficenews](http://corporate.postoffice.co.uk/access-information)



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ
GRO

Our reference: FOI201701031034

Mr Tony Williams

[request-379569-3dc57fc6](#)

GRO

31 January 2017

Dear Mr Williams,

Freedom of Information Request - FOI201701031034

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 02 January 2017, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you requested the following information:

In the 9th April 2015 Second Sight Report the following was stated..

"8. In addition to the credits being taken to Post Office's General Suspense Account we have been informed very recently that at each year end substantial unreconciled balances existed on many of the individual suspense accounts. These unreconciled balances for the 2014 financial year were approximately £96 million in respect of Bank of Ireland ATMs and approximately £66 million in respect of Santander. These unmatched balances represent transactions from individual branches that occurred in the preceding six months. "

With regard to these suspense accounts could you please provide the following information:

a) In your Annual Accounts for the period please tell me under which heading do these amounts fall?

b) I understand that unreconciled balances in these suspense accounts are ultimately transferred to the income statement. Your income statement is broken down in your financial statements into several different categories. Into which category are the unreconciled balances transferred to?

d) please tell me where in the audited accounts published on your web site, do your auditors comment on these large unreconciled suspense account balances? I cannot appear to see any comment but surely £162 million rings some alarm bells?

Post Office considers that questions, a), b) and d) above do not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the FOIA does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the questions you have raised above.

c) Please provide me with the total amount transferred from these suspense accounts to the income statement during the financial year 14/15

I can confirm that we do hold information in relation to client accounts, however Post Office considers that a request for such information engages section 43(2) of the Act concerning likely prejudice to Commercial Interests.

Public Interest

As information has been exempted under section 43(2) of the act, a public interest test applies. This involves weighing the balance of public interest in maintaining the exemption or releasing the information. Post Office understands that there is public interest in promoting the transparency and understanding of matters which are of interest to the public. However, there is also strong public interest in ensuring that Post Office is able to operate in a level playing field regarding the commercial arrangements and transactions relating to its client accounts and are not commercially damaged by the release of the information.

Post Office considers that, with regard to the information that has been withheld from disclosure, the public interest is best served by maintaining the exemption respect of the information requested.

I am sorry I could not provide you with the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ
foia: GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane, Wilmslow
Cheshire SK9 5AF
Telephone: GRO
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie
Information Rights Team
foia: GRO
<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201729031927

Mr Tony Williams

request-398125-1098d894

GRO

26 April 2017

Dear Mr Williams,

Freedom of Information Request - FOI201729031927

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 29 March 2017, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email, you requested information in five parts:

- 1. The number of Crown Office employees that were interviewed under stage 1 of the process during 2016*
- 2. The number of Crown Office employees that were interviewed under stage 2 of the process during 2016*
- 3. The number of Crown Office employees that were interviewed under stage 3 of the process during 2016*

I can confirm that we may hold information relevant to your request; however after a further review of your request, Post Office believes that to determine the exact information that you require would significantly exceed the cost limit set out under Section 12(1) of the Act.

The appropriate limit for Post Office is set at £450. This represents the estimated cost of one person spending 18 hours in determining whether we hold the information, and in locating, retrieving and extracting the information which is held locally in 300 branch locations. Therefore to search through our records in order to identify all of the information falling within the scope of your request would take significantly longer than 18 hours. Consequently, Post Office is not obliged by the FOIA to respond to the request.

- 4. The number of Crown Office counter staff employed by POL at 1/1/2016*

As of 01 January 2016 there were 3,062 Crown Office counter staff employed, this number does not include Branch and Assistant Managers.

- 5. The number of Crown Office counter staff employed by POL at 31/12/2016*

As of 31 December 2016 there were 2,785 Crown Office counter staff employed, this number does not include Branch and Assistant Managers.

I am sorry I could not provide the all the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

foia: **GRO**

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie
Information Rights Team
foia: **GRO**
<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: APP201701270916

Mr Tony Williams

request-374194-128c9152

GRO

26 April 2017

Dear Mr Williams,

**Internal Review under the Freedom of Information Act
APP201701270916**

I am writing in response to your request for an Internal Review of Post Office Limited's ("Post Office") handling of your recent request for information under the Freedom of Information Act 2000 ("FOIA"). Please accept my sincere apologies for the delay in providing a response, which was due to administrative oversight due to staff absence

In your original request for recorded information under Ref: FOI201611291218 received by Post Office on 29 November 2016 you requested the following information:

IN the 9th April 2015 Second Sight Report the following was stated..

"8. In addition to the credits being taken to Post Office's General Suspense Account we have been informed very recently that at each year end substantial unreconciled balances existed on Page 6 many of the individual suspense accounts. These unreconciled balances for the 2014 financial year were approximately £96 million in respect of Bank of Ireland ATMs and approximately £66 million in respect of Santander. These unmatched balances represent transactions from individual branches that occurred in the preceding six months. "

Could you please provide me with the corresponding amounts for the 2015 and 2016 financial years.

That is the unreconciled balances for BOI ATMs and Santander.

Post Office responded to you on 27 January 2017 to state that the information was held but that we are not required to disclose it on the basis that a request for such information engages section 43(2) of the Act concerning likely prejudice to Commercial Interests

On the 27 January 2017, you sent an email requesting that Post Office undertake an internal review of your request titled 'Suspense Accounts'. In particular you raised one point which you asked to be reviewed:

There is a strong subpostmaster interest in ensuring that subpostmasters are able to operate in a level playing field regarding the commercial arrangements and transactions relating to their Post Office Horizon accounts and are not criminally damaged by the failure of Post Office Ltd to release this information.

In line with the requirements of the FOIA and the associated Code of Practice, we have carried out an internal review of your request for information and the way your request has been handled by the Information Rights Team in accordance with the Act.

Subsequent to its review, The Post Office Review Panel considers that Post Office's response of 27 January 2017 was accurate and only withheld information that is properly exempt from disclosure. Post Office holds a contract with its clients in respects of client deposits which is wholly separate and distinct from the contract for services it holds with each Postmaster. Any disclosure of the type of information you seek would be actionable against Post Office as a breach of contract and would likely result in harm and future loss of business, refusal to disclose the information is to ensure that Post Office are not commercially damaged by the release of the information.

I am sorry not to have been able to provide you with the information you seek on this occasion. If in the event that you remain unhappy with the handling of this request, you also have a right to appeal to the Information Commissioner who can be contacted at the address below:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Mark Underwood
Head of Portfolio: Legal Risk & Governance
foia: **GRO**
<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ
GRO

Our reference: FOI201704030901

Mr Tony Williams

request-398832-020999d2

GRO

03 May 2017

Dear Mr Williams,

Freedom of Information Request - FOI201704030901

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 03 April 2017, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email, you requested information in three parts:

Part 1

For the year ending 31st March 2017 please provide me with the total amount spent by POL so far on defending this action including any accruals.

I can confirm that Post Office does hold the information you have requested, however, this information exempt from disclosure under section 42 of the FOIA, as it is subject to legal professional privilege.

Additionally, under Section 22 of the FOIA concerning information intended for future publication, Post Office is not required to provide information in response to a request if that information is intended for publication at a future date. Both parties are required by the court to publish their costs information in respect of the action in open court in October 2017, and it is reasonable in all the circumstances to withhold such disclosures until this date.

Public Interest

A public interest test applies to the withholding of information under sections 42 and 22 of the FOIA. This involves weighing the balance of public interest in maintaining the exemptions or releasing the information. Post Office understands that there is public interest in promoting the scrutiny of how Post Office spends its funds and increasing the public's understanding of matters which are of general interest to the public. In this case, however, Post Office considers there to be a strong countervailing public interest in maintaining both exemptions. The courts and the Information Commissioner have long acknowledged there to be an inbuilt public interest in the Section 42 exemption, to avoid weakening the principle behind it which serves to protect the confidentiality of legally privileged material. In this case, maintaining the exemption is particularly important given that the relevant legal proceedings are still live and that the issue of costs may yet be an area of potential dispute between the parties. As noted above, the court has ordered disclosure of both parties' costs in October 2017, and any disclosure

of Post Office's costs before that date would prejudice Post Office's position and put the other side at an advantage as it would not be required to disclose its equivalent information until the later date. Any public interest in such disclosures prior to the date set by the court is heavily outweighed by the factors for maintaining the exemption.

The public interest is therefore best served by maintaining the exemptions respect of the information requested.

Part 2

Please provide me with the account heading that this amount will be allocated under in your final accounts i.e. general expense, operating cost, government subsidy etc

Post Office confirms that it does not hold this information, since Post Office's final accounts have not yet been prepared. The FOIA does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the question you have raised.

Part 3

Please provide me with the source of funds for this expense. i.e. government subsidy, retained profit (which you only make because of a government subsidy), loan etc

I can confirm that Post Office does not hold the information you requested. This expenditure is not drawn from a specific source of funds.

I am sorry I could not provide the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ
foia: GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: GRO
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Kerry Moodie
Information Rights Team

foia: **GRO**

<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Ministry
of Defence



John Izzard
DE&S Sec LD&SE

DESSEC-PolSecLE-JSC-WPNS **GRO**

Mr Tony Williams

email: [request-406566-7a09cc82](mailto:request-406566-7a09cc82@mod.gov.uk) **GRO**

Defence Equipment & Support
#2043 Maple 0a
MOD Abbey Wood
Bristol BS34 8JH

Our Reference: FOI2017/05426

13 June 2017

Dear Mr Williams

Thank you for your email dated 14 May 2017. You asked:

I am treating your email as a request for information in accordance with the Freedom of Information Act 2000 (FOIA). A search for the information has now been completed within the Ministry of Defence (MOD), and I can confirm that information in scope of your request is held.

How much money have you provided Post Office Ltd - a wholly owned vehicle of the government just like the NHS - to prevent cyber attacks against their ancient computer system known as Horizon that runs under Windows NT?

Please provide evidence that you have warned Post Office Ltd that the possibility of cyber attacks is a real and present danger.

British Forces Post Office (BFPO) mail and counter services are provided in partnership with the Royal Mail Group and Post Office Ltd to ensure that where possible service personnel, their families and entitled civilians serving overseas are not disadvantaged. The BFPO operates as an extension of the UK's domestic mail system for the benefit of service personnel, their families and entitled civilians serving overseas.

BFPO has not provided Post Office Limited with any funding for the security of the Horizon system or advice about cyber attacks.

The National Cyber Security Centre (NCSC), part of GCHQ, provides guidance aimed at helping UK government departments, agencies, the critical national infrastructure and its supply chains protect their information and systems. It also has relevance for local government and the wider public sector. Further information can be found on the NCSC website:

<https://www.ncsc.gov.uk/>

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution

is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance team, 1st Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@GRO). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.org.uk>.

Yours sincerely

John Izzard
DE&S Secretariat

Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference:APP201706191000

Mr Tony Williams
[request-403420-88701cfb](#)

GRO

20th June 2017

Dear Mr Williams,

**Internal Review under the Freedom of Information Act
APP201706191000**

Thank you for your email received 19th June 2017 requesting an Internal Review of Post Office Limited's reply to your request Ref: FOI201704252042 for information under the Freedom of Information Act 2000. This is receiving our attention and we will write to you again once the Internal Review has been concluded.

In accordance with guidelines from the Information Commissioner's Office, Post Office Limited will answer all appeals and requests for Internal Review of Freedom of Information requests as soon as it reasonably can. This will usually be within 20 working days and in any case no later than 40 days from receipt of the appeal.

If in the meantime, you have any questions or would like to contact us about your request, please contact us by telephone on [GRO](#) or alternatively email or write to us. Please be assured that we are giving this our attention and will get back to you shortly.

Yours sincerely

GRO

Neena Sharma
Information Rights Team
foia: [GRO](#)
<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI2018/00566

Mr Tony Williams
request-533117-21efa421

GRO

10 December 2018

Dear Mr Williams,

Freedom of Information Request – FOI2018/00566

I am writing in response to your email received by Post Office Limited ("Post Office") on 16 November 2018, which I am dealing with under the terms of the Freedom of Information Act 2000 ("FOIA").

In your email you have requested the following information:

Please tell me the date that Post Office Ltd lost the right to investigate and prosecute alleged criminal offences in their own right.

Could you please tell me how many interviews under caution have post office ltd carried out since then using a standard template form to be signed by the suspect.

Post Office considers that the two questions above do not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the FOIA does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgment that is not already recorded, which applies to the questions you have raised.

Please tell me under what authority did you carry out such interviews in the past.

Interviews in the past and currently, are carried out and conducted within the provisions of Code C codes of practice, Police and Criminal Evidence Act.

Please provide me with a copy of the standard template form used.

Please find attached, the Friend Form and Legal Rights Form as requested.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone **GRO**
<https://ico.org.uk>

Yours sincerely,

GRO

Kerry Moodie
Information Rights Team
information.rights@postoffice.co.uk **GRO**
<http://corporate.postoffice.co.uk/access-information>
@postofficenews

Enclosed: Friend Form
Legal Rights form

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

Interviewee

1. Post Office Ltd has agreed with the unions and the National Federation of Sub Postmasters that Post Office Ltd staff or Post Office branch staff may have a 'Friend' present when interviewed by a Security Manager. This applies both to the interview and any associated searches. Any 'Friend' invited to attend an interview or search, must be at least 18 years of age and not already involved in the inquiry. He or she must be a Post Office Ltd employee or a member of Post Office Ltd branch staff, who may be the local union or federation representative or another official of the recognised union for the grade.
2. The right to a 'Friend' as described in this document is in addition to your right to seek legal advice.
3. If there is a search of your home address, you have the right to ask for an employee 'Friend', other friend, neighbour or other person to act as a witness. ***delete if not applicable.**

Do you understand 1-3* above?

.....

Do you require a 'Friend' present today?

.....

Signed:

.....

Name:

.....

Time & date:

.....

Friend

You have been called by to act as a 'Friend' during this interview and / or search*.

Your role as a 'Friend' is to witness what happens during the interview and/or search, if so requested. Whilst you are permitted to attend, you may not take part in the interview proceedings nor touch anything during any search.

During the interview you may take notes, which must be treated as 'Confidential'. If the interviewee so requests at a later stage, you may let him/her have a copy of these notes for use in any subsequent official appeal about the procedures followed during the interview. If the person being interviewed so wishes, your statement may be communicated to his/her union as 'Confidential'.

No other communication about the interview or search, except in connection with Court proceedings, is allowed without the permission of Post Office Ltd.

I have read and understood the above and am willing to act as a 'Friend'.

Signature:

.....

Name:

.....

Grade & office:

.....

Time & Date:

.....

Date Shown: _____ **Time:** _____ **Hours**

Because you are suspected of having committed a criminal offence which may result in a criminal prosecution I must inform you that:

You do not have to say anything, but it may harm your defence if you do not mention when questioned something which you later rely on in court. Anything you do say may be given in evidence.

Do you understand?

(Reply to be written by person being interviewed)

I must also inform you that:

- 1. You are not under arrest. (1)**
- 2. You are free to leave if you wish. (If the interview is being conducted anywhere other than Post Office Ltd premises, consent must also be obtained from the interviewee and person entitled to grant entry to premises, to carry out the interview there). (1)**
- 3. If you do remain you have the right to legal representation and advice including the right to speak with a Solicitor in private, either in person, on the telephone or in writing. (The Solicitor will give you advice regarding Legal Aid). (2) I can provide you with assistance in contacting a Solicitor if you wish. The interview can be delayed whilst legal advice is obtained.**
- 4. You are entitled to read the Police and Criminal Evidence Act, 1984 Codes of Practice if you wish. The Codes set out your legal rights and the rules governing the conduct of this interview.**
- 5. If you are prosecuted in respect of this matter you have the right to access all evidence in the case before your trial in accordance with the Criminal Procedure Investigations Act 1996, the Attorney General's Guidelines on Disclosure, the common and the Criminal Procedure Rules.**

Have you read 1 - 5 above? _____

Do you understand 1 - 5 above? _____

(Reply to be written by person being interviewed)

I wish to speak with a Solicitor as soon as it is practical. (3)

Signed: _____

or

I do not want to speak with a Solicitor at this time.

Signed: _____

If you do not wish to have legal advice please give reason why:

If you do not want to speak with a Solicitor at this time, you can change your mind at anytime during the interview. (3)

Do you understand? _____

(Reply to be written by person being interviewed)

Signed: _____

Date: _____

Time: _____

Print Name:

- (1) To be deleted if the interviewee has been arrested.
- (2) This sentence to be deleted when the interview is conducted at a police station.
- (3) If a solicitor is requested at any stage the interview must be immediately suspended.

Time: Date:

Time: Date:

I confirm that I have been reminded that I remain under caution (4) /have been re-cautioned (4) and reminded of my legal rights. I have also been reminded that I am not under arrest and am free to leave if I wish.

Signed: Timed: Dated:

Signed: Timed: Dated:

I wish to speak with a Solicitor as soon as practical. (5)

Signed: Timed: Dated:

Signed: Timed: Dated:

I still do not want to speak to a Solicitor at this time.

Signed: Timed: Dated:

Signed: Timed: Dated:

If you do not wish to speak with a solicitor please give reason why:

..... Timed: Dated:

..... Timed: Dated:

If you do not want to speak to a Solicitor at this time, you can change your mind at any time during the interview. (5)

Signed: Timed: Dated:

Signed: Timed: Dated:

(4) Delete as appropriate. When there is a break in questioning under caution and there is any doubt that the person being questioned is aware that he remains under caution, the caution shall be given again in full when the interview resumes.

(5) If a Solicitor is requested at any stage the interview must be immediately suspended.



UK Government Investments

Upper Ground Floor
1 Victoria Street
London
SW1H 0ET

freedomofinformation(GRO
GRO
www.ukgi.org.uk

Mr Tony Williams (Via email)

[request-552470-](#)

[a56cbd6f](#) GRO

Ref: FOI 2019 TWilliams POL

11 March 2019

Dear Mr Williams,

Freedom of Information Act 2000

Thank you for your request of 13 February to UK Government Investments Freedom of Information Enquiries inbox.

You have requested information as follows:

“Please provide me with all correspondence between yourselves and Post Office Ltd with regard to the funding of the defence of the current civil litigation brought by JFSA.

Could you please provide me with the documentation that shows you have approved funding of this defence and the amount you have approved so far.

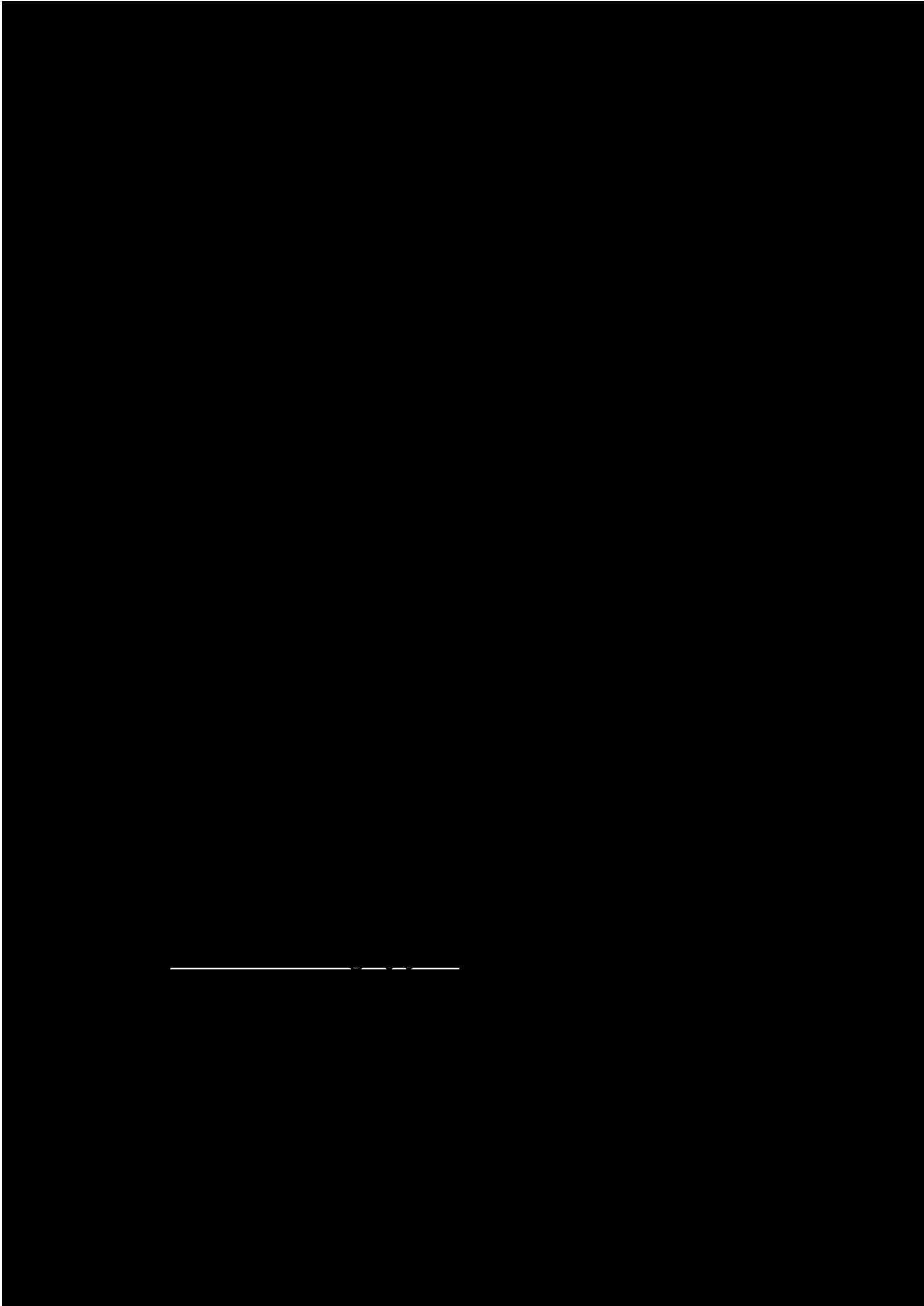
As you know POL do not currently make sufficient profit to fund this defence out of their own resources and I am particularly concerned that current funding may be coming from an EU state aid loan that cannot be used for such a purpose”.

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

Firstly, we should explain that while Post Office Ltd is publicly owned, it is a commercial business operating across a range of competitive markets. The Government sets the strategic direction for the Post Office – to maintain a national network accessible to all and to do so more sustainably for the taxpayer – and allows the company the commercial freedom to deliver this strategy as an independent business. As such, the Government does not play a role in the day-to-day operational responsibilities of the company, including its defence of the civil litigation.

Secondly, we can confirm that we hold and have enclosed the following three pieces of correspondence that fall within the scope of your request:



UK Government Investments



Department for
Business, Energy
& Industrial Strategy

Alex Chisholm
Permanent Under-Secretary of State
1 Victoria Street
London
SW1H 0ET

T: GRO
E: [permanentsecretary](mailto:permanentsecretary@beis.gov.uk) GRO

Paula Vennells

[By email]

Our ref: AC/SL1046

3 January 2018

Dear Paula

[REDACTED]

As you will be aware, the Minister wrote to Tim Parker on 20 December 2017 to set out the basis for providing transformation funding to Post Office and her expectations on how this was to be used. The Minister emphasised the need for funding to be used prudently and efficiently in accordance with the objectives of the three-year strategic plan whilst recognising the need for some flexibility for a commercial business engaged in investment projects.

In your recent funding request, you indicated that you intended to use BEIS funds for non-transformation related spend specifically in relation to the ongoing Horizon Litigation. I understand that this is now no longer the case and UKGI have communicated to your team the requirement for BEIS funding only to be used against those projects which are related to transformation or approved investment activities.

As Principal Accounting Officer, I am personally responsible for ensuring the department has a high standard of governance and exercises effective controls over the management of resources, including those through its partner organisations. So that I may have ongoing assurance that BEIS funds entrusted to Post Office are being used as the Minister intended, please can you confirm this on a quarterly basis in arrears. UKGI will provide you with further details on the exact wording and format for how this assurance is to be provided.

I wish you and Post Office continued success in delivering the transformation programme.

Kristy Reynolds

GRO

Alex Chisholm



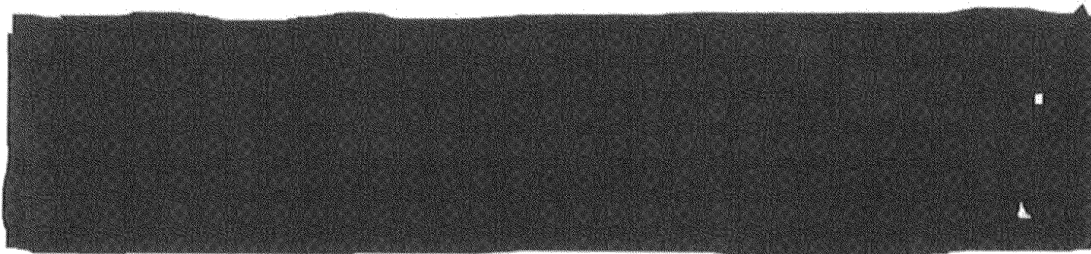
Post Office Limited
Post Office Customer Support Centre
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

Alex Chisholm
Permanent Under-Secretary of State
Department for Business, Energy
& Industrial Strategy
1 Victoria Street
London, SW1H 0ET

8 January 2019

Dear Alex,

This comes with my best wishes to you and colleagues at BEIS for a successful 2019 and is further to your letter of 3 January.



We operate a single portfolio of large change projects, which form the basis of our reporting to the Board. As you know, our change funding comes from a combination of Post Office trading profit and Government transformation funds. The GLO work draws on shared (scarce) resources from this change budget; we have been transparent about these costs. I will ensure we make it clear that the source of funds for GLO work is Post Office, not Government. When this was brought to our attention in December we removed the £2.4m from our quarterly request. We will not include GLO spend in future funding requests and will confirm this quarterly, agreeing the wording with UKGI as requested.

Furthermore, to ensure that the distinction is absolute and consistent, I have asked Al Cameron, CFOO, to arrange for £2.3m to be returned to BEIS: the GLO was listed in our earlier reporting and we received funding from you of £2.3m for Q2.

If you have any questions, don't hesitate to get in touch.

With best wishes,

GRO

Paula Vennells
Group Chief Executive



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI2019/00092

Mr Tony Williams

[request-552763-1b624ff2](#)

GRO

13 March 2019

Dear Mr Williams,

Freedom of Information Request – FOI2019/00092

I am writing in response to your email received by Post Office Limited ("Post Office") on 15 February 2019, which I am dealing with under the terms of the Freedom of Information Act 2000 ("FOIA").

In your email you have requested the following information:

In yesterday's Horizon pre-trial review it was revealed that there are at least 22 errors in Horizon that could give rise to losses in a branch's accounts.

Could you please provide me with details of those errors so that I can check my branch accounts to ensure that the error has not occurred and I have not lost money as a result.

The reference to 22 errors was in relation to the Claimants' case in the ongoing Post Office Group Litigation. Post Office does not accept the Claimants' case. Although this information was provided to Post Office through the Court proceedings and is therefore exempt under section 32(1)(b) FOIA, it will become a matter of public record in April, when the Claimants' IT expert gives evidence.

I am sorry I could not provide you with the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
<https://ico.org.uk>

Yours sincerely,

GRO

Kerry Moodie
Information Rights Team
information.rights@postoffice.co.uk **GRO**
<http://corporate.postoffice.co.uk/access-information>
@postofficenews

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI2019/00548

Mr Tony Williams

[request-622980-0c8a05c6](#)

GRO

17 December 2019

Dear Mr Williams,

Freedom of Information Request – FOI2019/00548

I am writing in response to your email received by Post Office Limited ("Post Office") on 25 November 2019, which I am dealing with under the terms of the Freedom of Information Act 2000 ("FOIA").

In your email you have requested the following information:

Could you please provide me with a copy of a document that was mentioned in the current Horizon trial.

I can confirm that Post Office does hold the information you have requested, please find the document attached.

If you have any queries about this response, please contact me. Do remember to quote the reference number above in any future communications.

[I hope the information I have provided on this occasion is useful/I am sorry I could not provide you with the information you requested on this occasion], however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire SK9 5AF
Telephone: GRO
<https://ico.org.uk>

Yours sincerely,

GRO

Kerry Moodie

Information Rights Team

information.rights:GRO

<http://corporate.postoffice.co.uk/access-information>

@postofficenews

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

Post Office Account S70 Archive4.1 on msdc01poadb02

PH4POAS70 on msdc01poadb02

29/11/2012

Call E-0602230104

©2002 Fujitsu Services Limited

Status: Closed	Opened: Thu 23 February 2006 08:59	Affected Site: 126023
Severity: 3 B	Closed: Fri 03 March 2006 13:55	FAD/Path Code: 126023
Customer: 1039		No. Counters: 3
Priority: 0	Local / Intermediate / Remote: L	CSR/Team: uk952016 / HSH1

Caller Details

Caller: mrs seema	Phone: GRO	Site: 126023
Title: PostMaster	Login:	Department:
	Caller ID:	Location:

Call Problem Details

Product Type:	Call Type: S	ProbType: SD21	Problem:
Problem Text: annetea nbcs - pm states that she has losses every week in two stock units			

Call Closure Details

Closed: 03/03/2006 13:55	Cause: CW6	Repair: R58	Resolution: RS16
Text: Call Close by David Dawe: pm was getting discrepancy's ssc have investigated and advised that the NBSC take a 2nd look at this as the office stock units appear to be in a mess.			

Call Asset Details

Asset ID:	Description:	Serial No.:
Product: Riposte	Description:	Server Name:
OTI Reference: PC0132673	Counter Affected: 1	Associated Reference: H22005255L

Call Activity Log

OPEN	Thu 23 February 2006 08:56 by uk952601 / HSH1	Saved: Thu 23 February 2006 08:59
	New call taken by Joanne Rowland: annetea nbcs - pm states that she has losses every week in two stock units	
Information	Thu 23 February 2006 09:02 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:02
	nbcs states there have gone through all the checks with PM	
Information	Thu 23 February 2006 09:03 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:03
	NBSC states that on the CC stock unit pm has rolled over with 1,500 loss JSA stock unit pm has rolled over with a 200. loss nbcs states that on sat 18th Feb pm declared her cash and she had a 900 loss up until sat and then when pm declared her over night cash on sat AT 13.00 WENT BACK TO 200 loss nbcs also states that her AA stock unit has a 6, 000 loss pm has rolled over this as well	
Information	Thu 23 February 2006 09:11 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:11
	nbcs states that the AA stock unit has had problem for the last two weeks regarding 6, 000 loss nbcs states stock unit has rolled over with this loss	
Information	Thu 23 February 2006 09:14 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:14
	nbcs states these losses are not linked to any transactions	
Information	Thu 23 February 2006 09:18 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:18
	pm states that she has 3 stock units which are showing losses pm has rolled over and pm states nbcs went through checks with her	
Information	Thu 23 February 2006 09:19 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:19
	Stock unit CC pm has rolled over with 1,500 loss node 1 user name MIS RA1 pm rolled into TP 11 with this loss Tp 11 BP 01	
Information	Thu 23 February 2006 09:31 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:31
	PM states she has a loss on the AA stock unit node 1 user Name SMI 001 TP 11 BP 01 PM has rolled over with a loss Trail balance shows net disc 6901.59 shortage 6906.74 over 5.15 pm states that in week TP 10 pm had a shortage of europes which amounted to 4,000 in english money this was around 2,800 which PM made good trail balance for TP 10 shows net disc 2433.38 shortage 2433.38 over is zero pm has rolled over with this	
Information	Thu 23 February 2006 09:44 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:44
	Stock unit JSA pm has rolled over with a loss of 227.01 use name JSA 001 node 2 Trail balance net disc 227.01 shortage 446.97 over 219.96 pm has rolled in to TP 11 BP 02	
KEL Ref No.	Thu 23 February 2006 09:48 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:48
	no kel found	
Information	Thu 23 February 2006 09:49 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:49
	file id 714182	
Recommend	Thu 23 February 2006 09:49 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:49
	please check why pm has losses in three of her stock units pm has rolled these over before i could check her system nbcs states that there have gone through all her paper work with her please see call for details	
Open OTI	Thu 23 February 2006 09:50 by SYSADM / ASTEA	Saved: Thu 23 February 2006 09:50
	Automatic Open OTI ***Updated by Joanne Rowland at 23/02/2006 09:50:59	
REASSIGN	Thu 23 February 2006 09:50 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:50
	Call # E-0602230104 was Reassigned from Joanne Rowland, Group HSH1 to Group EDSC1	
MODIFY	Thu 23 February 2006 09:18 by uk952601 / HSH1	Saved: Thu 23 February 2006 09:51
	Call information modified by Joanne Rowland Action Group: from 'HSH1' to 'EDSC1' Associated Ref: from " to 'H22005255L' CSR ID: from 'uk952601'	
OTI Success	New call sent to PINICL	
OTI Success	Received an Acknowledgement from PINICL PINICL call number is PC0132673	
UPDATE	Thu 23 February 2006 10:20 by PINICL /	Saved: Thu 23 February 2006 10:22
	Update by Lorraine Elliott:Call routed to Team:EDSC Member:Anne Chambers	
UPDATE	Thu 23 February 2006 16:21 by PINICL /	Saved: Thu 23 February 2006 16:22
	Update by Anne Chambers:Category 40 -- Pending -- Incident Under Investigation:Under investigation.	
OTI_CLOSE	Mon 27 February 2006 12:48 by PINICL /	Saved: Mon 27 February 2006 12:48
	NO TRANSACTION DATE AND TIME WAS PROVIDED FOR THIS ACTION USING CURRENT DATE AND TIME Update by Anne Chambers:Category 94 -- Final -- Advice and guidance given:I have checked very carefully and can see no indication that the continuing discrepancies are due to a system problem. I have not been able to pin down discrepancies to individual days or stock units because the branch does not seem to be operating in a particularly organised manner. In particular I have noted 1. There are 6 stock units for this 3 counter branch, which seems a bit excessive. 2. The loss in euros in TP 9 appears genuine - the declared quantity was 4000 fewer than the system expected. It is not clear from the information above whether anyone found out why this happened (there were several rem outs, and a rem in, on 23rd Dec - did the pouches contain the declared number of euros?). 3. Stock is sometimes transferred out of a stock unit where it is not held. In particular there were several transfers out of stock unit SMI in TP 10. At the end of the period the stock figures were corrected back up to zero via Adjust Stock. This gave a gain of over £2000 in SMI. Equivalent negative stock adjusts in AA gave a corresponding loss in AA. 4. I am not confident that the stock declarations are always correct e.g. at the end of TP 9 there was a declared holding of 5 £20 PO phonecards in the branch, then a few days later 20 were transferred from one SU to another. None were remmed in until a week after that. 5. The branch had declared 27 £20 Argos vouchers at the end of TP 9. Branches have now been instructed to rem out this product; they remmed out 17 and adjusted stock to account for the remaining 10 (so did they really only have 17 to start with?). This has correctly caused a loss of £200 in SU AA. 6. Lottery instants sales are entered onto the system as a single transaction every 10 days or so. 7. Stock units SMI and AA rolled over with non-zero cheque holding. This may be to do with how the discrepancies have been accounted for but I do not really understand this (the total is greater than the sum of the branch adjustments for TP 9 and 10). I recommend that this call is passed back to NBSC tier 2 for further investigation, since there is no evidence that the discrepancies are being caused by a system problem. If you want the above information in an email, let me know.	
REASSIGN	Mon 27 February 2006 12:48 by PINICL /	Saved: Mon 27 February 2006 12:48
	OTI monitor reassigned this call from PINICL to the Action Group HSH1 as directed by the OTIReturn activity	
OTI.Success	OTI monitor reassigned this call from PINICL to the Action Group HSH1 as directed by the OTIReturn activity	

OTI Success	Received call closure from PINICL	
Information	Mon 27 February 2006 14:00 by uk952016 / HSH1 tried to call the po but no answer at the moment so will try later.	Saved: Mon 27 February 2006 14:00
Repeat Call	Thu 02 March 2006 09:59 by uk951588 / HSH6 Anne Chambers has called to chase the referral of this call to NBSC tier 2.	Saved: Thu 02 March 2006 09:59
Information	Thu 02 March 2006 10:54 by uk952016 / HSH1 tried to call the po again but unable to contact them still to advice update.	Saved: Thu 02 March 2006 10:54
Information	Fri 03 March 2006 13:28 by uk952016 / HSH1 have called the po again but still unable to get hold of the po.	Saved: Fri 03 March 2006 13:28
Information	Fri 03 March 2006 13:29 by uk952016 / HSH1 still can not get hold of the po as tried again now.	Saved: Fri 03 March 2006 13:29
Information	Fri 03 March 2006 13:30 by uk952016 / HSH1 have paged the nbcs for the rlm to get the po to call in to the help desk so we can advice of the update in the call.	Saved: Fri 03 March 2006 13:30
SUSPEND	Fri 03 March 2006 13:31 by uk952016 / HSH1 Due for Release on 04/03/2006 at 08:00:00 Call suspended by David Dawe	Saved: Fri 03 March 2006 13:31
RELEASE	Fri 03 March 2006 13:51 by uk952016 / HSH1 Call released by David Dawe:	Saved: Fri 03 March 2006 13:51
Information	Fri 03 March 2006 13:54 by uk952016 / HSH1 have got hold of the pm now and have passed to the nbcs 2nd tier and they are investigateing.	Saved: Fri 03 March 2006 13:54
CLEAR	Fri 03 March 2006 13:55 by uk952016 / HSH1 pm was getting discrepency's ssc have investigated and advised that the NBSC take a 2nd look at this as the office stock units appear to be in a mess.	Saved: Fri 03 March 2006 13:55
CLOSE	Fri 03 March 2006 13:55 by uk952016 / HSH1 Call Close by David Dawe: pm was getting discrepency's ssc have investigated and advised that the NBSC take a 2nd look at this as the office stock units appear to be in a mess.	Saved: Fri 03 March 2006 13:55



UK Government
Investments

Upper Ground Floor
1 Victoria Street
London
SW1H 0ET

freedomofinformation@
www.ukgi.org.uk

GRO

Mr. Tony Williams

Via email: request-724569-8b0bc70e@

GRO

3 March 2021

Dear Mr. Williams,

Freedom of Information Act 2000

Thank you for your request of 5 February 2021 to UK Government Investments Freedom of Information Enquiries inbox.

You have requested information as follows:

“Please provide me with copies of the Quarterly Request from Post Office Ltd since Jan 2019 as detailed in a previous FOI response to me here:

<https://www.whatdotheyknow.com/request/552470/response/1326855/attach/html/4/190108%20Letter%20from%20Paula%20Vennells%20to%20Alex%20Chisholm.pdf.html>

I appreciate you may want to redact the figures (personally I would advise against that) but at the very least let me have sight of the documents and the dates which they were sent.”

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

You will find attached three documents which provide information of quarterly funding requests from Post Office Limited (POL) since January 2019. The requests are dated 29 January 2019, 28 May 2019 and 26 July 2019. There have since been no further quarterly funding requests from POL as this completed the funding allocation from BEIS to POL for the period 2018/19 to 2020/21.

You will find in the attached documents reference to funding from UKGI. Please note that the funds are from BEIS with UKGI providing a monitoring role on behalf of BEIS.

You will find the attached documents contains redactions as UKGI considers that the information you have requested engages section 43(2) of the Act concerning likely prejudice to commercial interests. As a result, we are not willing to disclose this information as it falls within the exemption in section 43 of the Act. We have set out below details of this exemption and how we have conducted the necessary public interest test.

Section 43(2) exempts information when “disclosure would, or would be likely to, prejudice the commercial interests of any person (including the public authority holding it”. Section

Quarterly Delivery Report and Funding Request

Author: [REDACTED]

Sponsors: Alisdair Cameron

Date: 26 July 2019

Executive Summary

5

Context

As part of our funding agreement, the Board should approve a quarterly report on recent and projected change spend, agreeing a request for investment funding from BEIS where appropriate.

Questions this paper addresses

1. What happened in Q1?
2. What Q2 spend are we proposing?
3. What is our expectation of full year spend and benefits?
4. Can we afford the proposed spending?
5. What investment funding are we requesting from BEIS?

Summary

At a company level, in Q1 we spent [REDACTED] below budget, driven by underspend on the [REDACTED]
[REDACTED]
[REDACTED]

Despite the Q1 underspend, the quarterly review of investments identified further funding needs not identified within the scope of the initial budget. This initially increased the overall project spend outlook by [REDACTED] however, urgent prioritisation work has already been done to bring the full year spend forecast back to a current 3+9 forecast of [REDACTED] with further prioritisation work during the quarter being undertaken to bring full year spend to below or at the very most in line with the budget [REDACTED]

The re-forecast for quarterly spend and benefits for the year therefore currently stands at:

£m	Q1 Cumulative	Q2 Cumulative	Q3 Cumulative	Q4 Cumulative
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

In our Three Year Plan, we originally included a cash spend level on change of [REDACTED]
[REDACTED]
[REDACTED] The current total company forecast change spend over the 3-year period (Apr-18 to Mar-21) stands at [REDACTED] however, as stated above: further prioritisation of both 19/20 and 20/21 funding years is ongoing, to align back to our original position of the Three Year Plan. It should also be noted that the forecast, particularly for 20/21, includes elements beyond the original Three Year Plan scope, including increased levels of [REDACTED]
[REDACTED]
[REDACTED]

5

In addition, our current forecasts suggest we will release additional amounts from net profit. None of this has been made available for change spend, with some [REDACTED] set aside as contingency for the GLO (as noted in previous funding report). This is also discussed further in the 5 Year Plan and longer-term strategy papers being submitted.

We are requesting a payment of £7m for Q2 against qualifying spend of £46m. Up to the end of June 2019 we have received £203m, and this drawdown would represent the final payment of our agreed £210m funding from BEIS, as agreed under our 3 Year Plan Funding Agreement.

To that end, we confirm that the funds requested will be spent on transformation, in accordance with the priority areas set out in the Three Year Plan that underpins the Funding Agreement. For the avoidance of doubt none of the funds will be spent on anything that is not related to transforming and improving our business as envisaged in the Three-Year Plan. We also confirm that the expenditure is controlled by the Executive Investment Committee and is regularly reported to the Board and UKGI as part of this request. The controls over change spend and the reporting of change in our Annual Report and Accounts are within the remit of the Board's Audit, Risk and Compliance Committee.

Input Sought

The Board is asked to note the contents of the paper, including the approach of FY19/20 Budget for Change Spend, approve the request of £7m funding for Q2, giving delegated authority to Al Cameron to finalise the precise details and supporting documents with UKGI.

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

5

1.2.6. Non-UKGI Projects: £0.4m

- **Group Litigation:** [REDACTED] Higher levels of legal spend than originally forecasted.
- **Other Smaller Projects Regulatory:** [REDACTED] Slight underspend in projects [REDACTED]
- **Central:** [REDACTED]

1.3. Benefits

Benefits Delivered lower than forecast mainly due to:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

2. What Q2 spend are we proposing?

Change Spend for Q2 is expected to be [REDACTED] delivering Q2 benefits of [REDACTED] and will mainly consist of deliveries of the strategic projects which are already in execution phase.

Strategic Priority	Project Spend	Project Benefits
	Q2 FY19	Q2 FY19
[REDACTED]		

5

Under our funding agreement we can claim up to £42m of investment funding for the 19/20 annual period. Within the proposed [REDACTED] Q2 forecast spend, £44.5m will qualify for investment spending funding from UKGI, with a proposal to request £7m of funding in this cycle, which represents the final payment in the cycle.

Key Q2 works include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

3. What is our expectation of full year spend and benefits?

We are expecting investment spend of at most [REDACTED] for FY19/20, with cumulative annual benefits of about [REDACTED] and incremental benefits of [REDACTED]

Strategic Priority	FY19 Spend	FY19 Benefits	FY19 In Year Benefits
[REDACTED]			

A list by major projects showing in-year spend and benefits across 19/20 period is attached as Appendix 3.

4. Can we afford the proposed spending?

In our Three Year Plan we planned for a cash spend of [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

Whilst this logic is still being adhered to, further incoming cash opportunities and investment opportunities, beyond the scope of the original Three Year plan are now being discussed and presented through 5 Year strategy documents, which also discuss affordability.

We are currently planning 2019/20 change spend of [REDACTED] post continued prioritisation, with 2020/21 currently flagging investment options of [REDACTED] however, a large portion of this is for initiatives beyond the scope of the Three Year Plan, and so will be prioritised in line with decisions around the longer term 5 Year strategy currently being discussed. We will therefore be re-evaluating our investment levels throughout 19/20 before finalising a 20/21 Change Plan in March 2020..

To ensure that this Plan is deliverable we will continue to monitor and optimise the capacity and capabilities of our teams and suppliers. We are also using Critical Success Factors, that Platinum and Gold initiatives are evaluated against to increase the likelihood of successful delivery, and we will continue to report against these on a monthly basis.

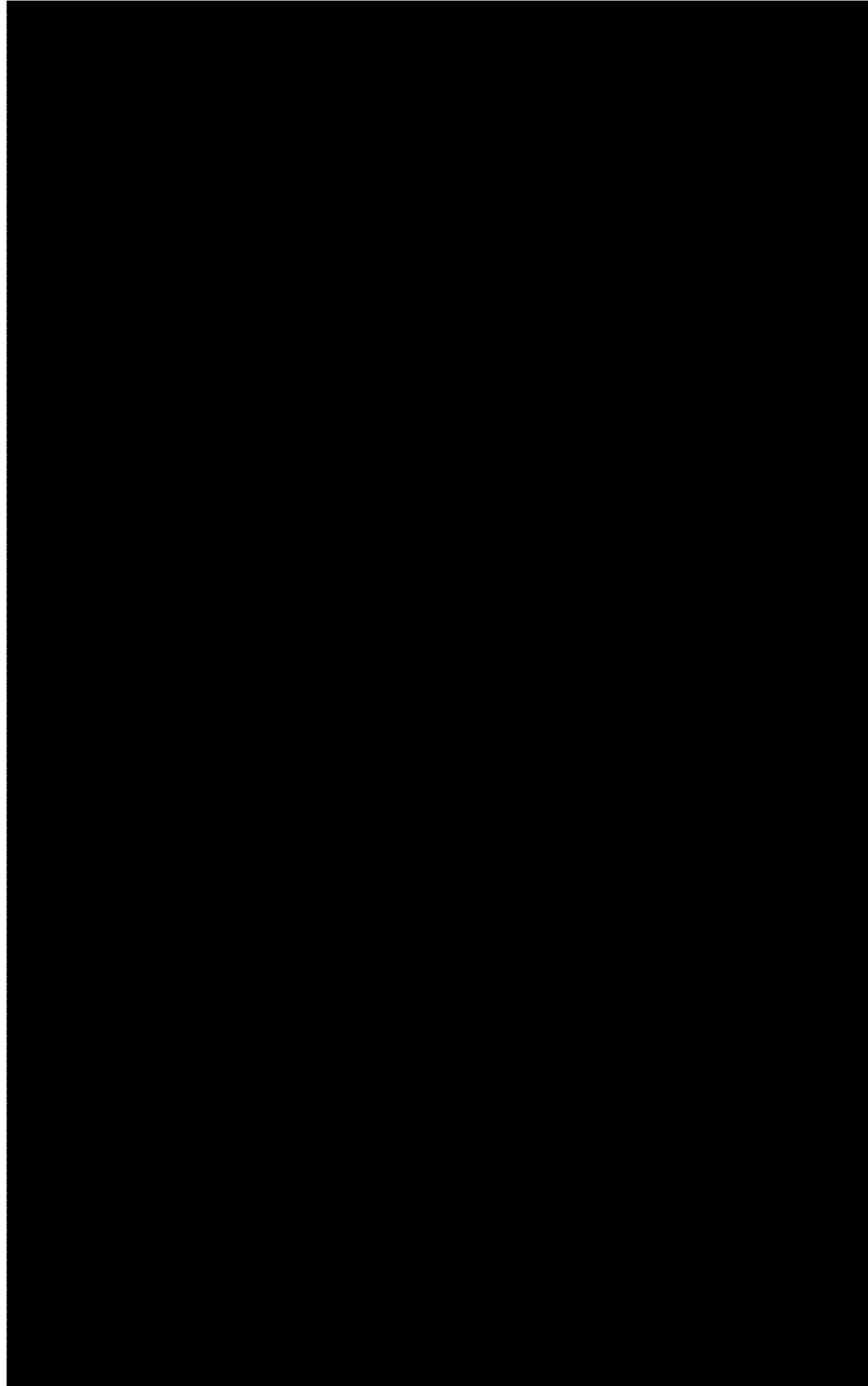
5. What investment funding are we requesting from BEIS?

Under our funding agreement we can claim up to £210m of investment funding. We have already received £203m up to the end of June 2019, and we are requesting the remaining £7m for this coming quarter.

5

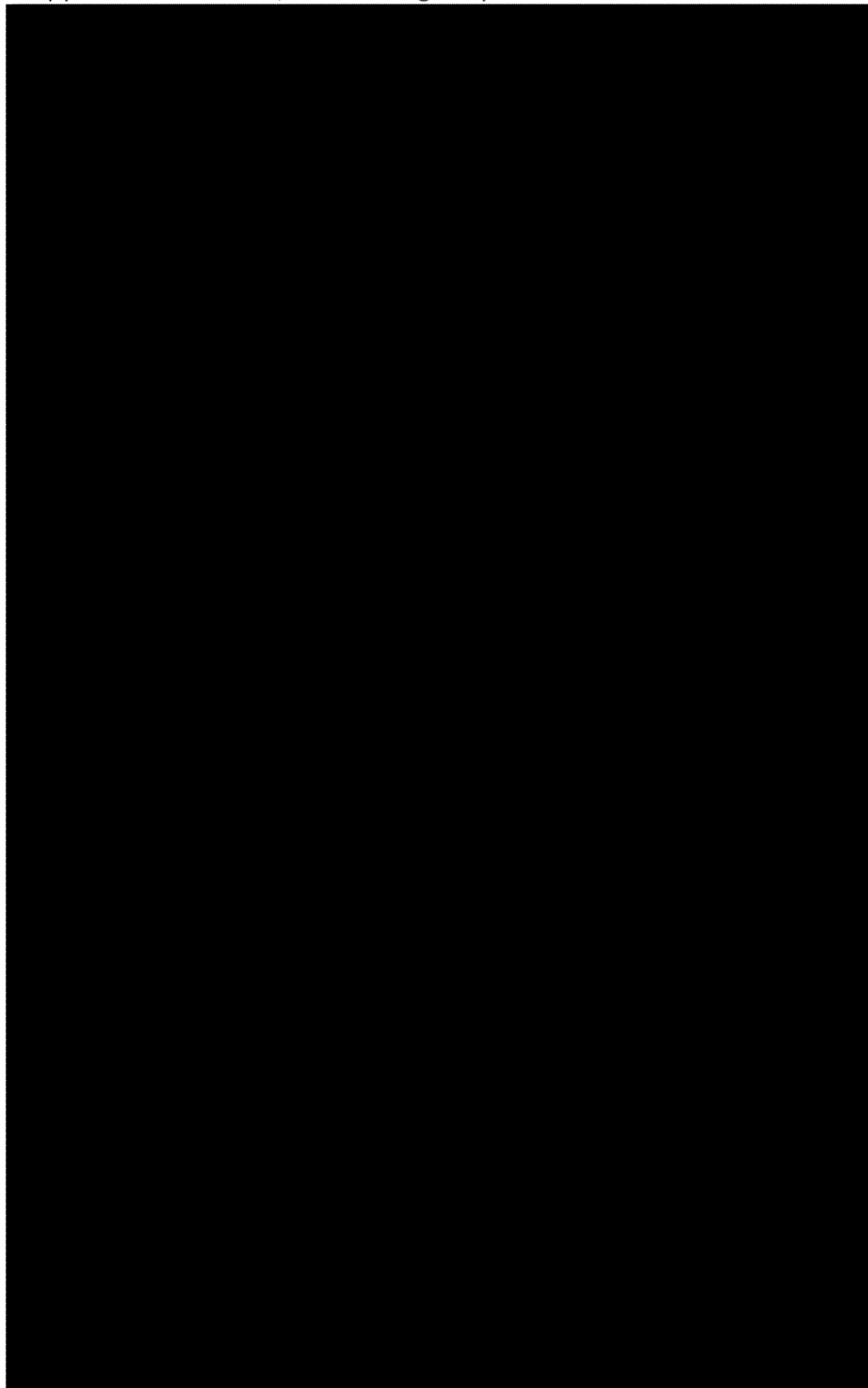
6. Appendices

6.1. Appendix 1 – Q1 Project Spend & Benefits versus Budget



5

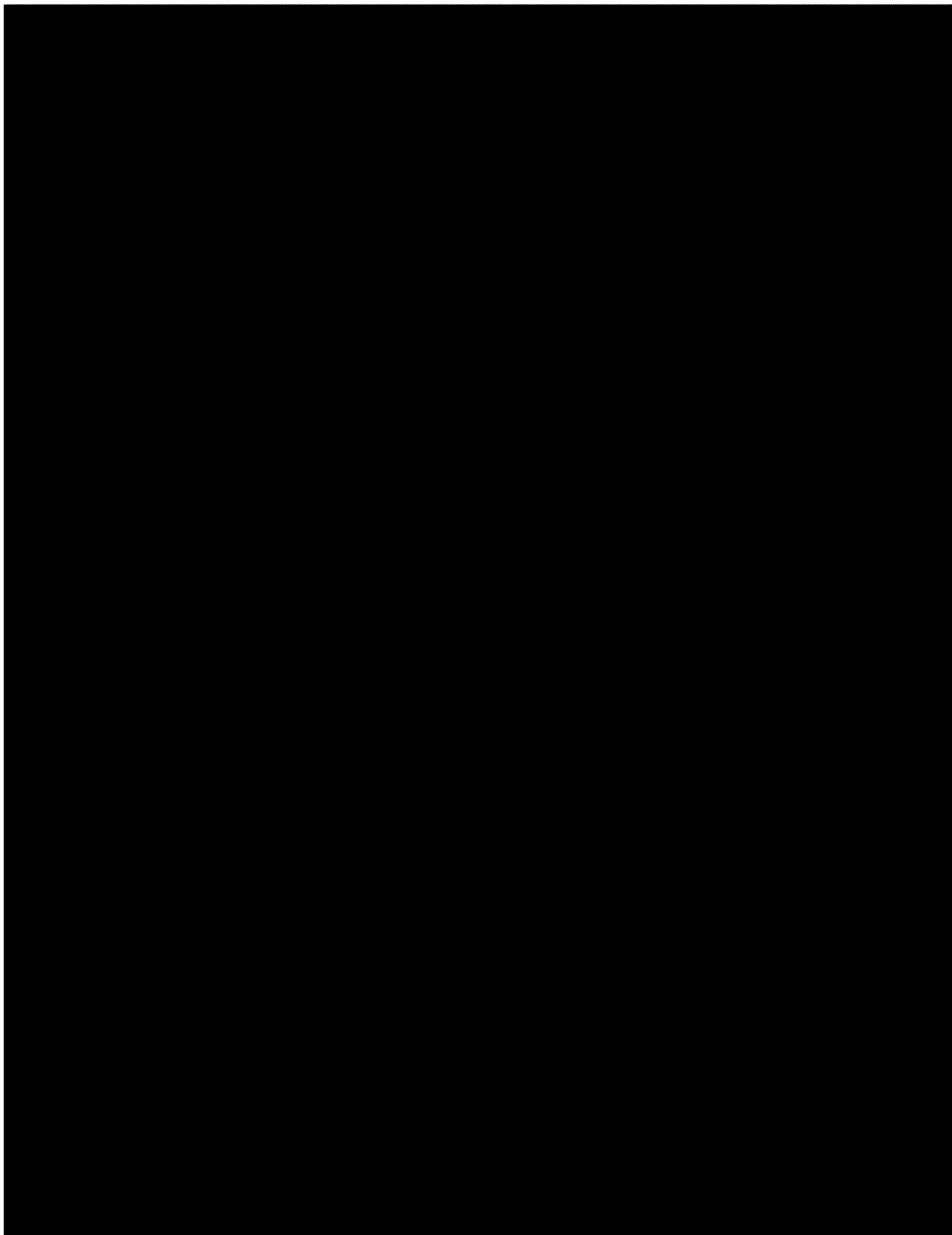
6.2. Appendix 2 – Q2 19/20 Funding Request



5

Strictly Confidential

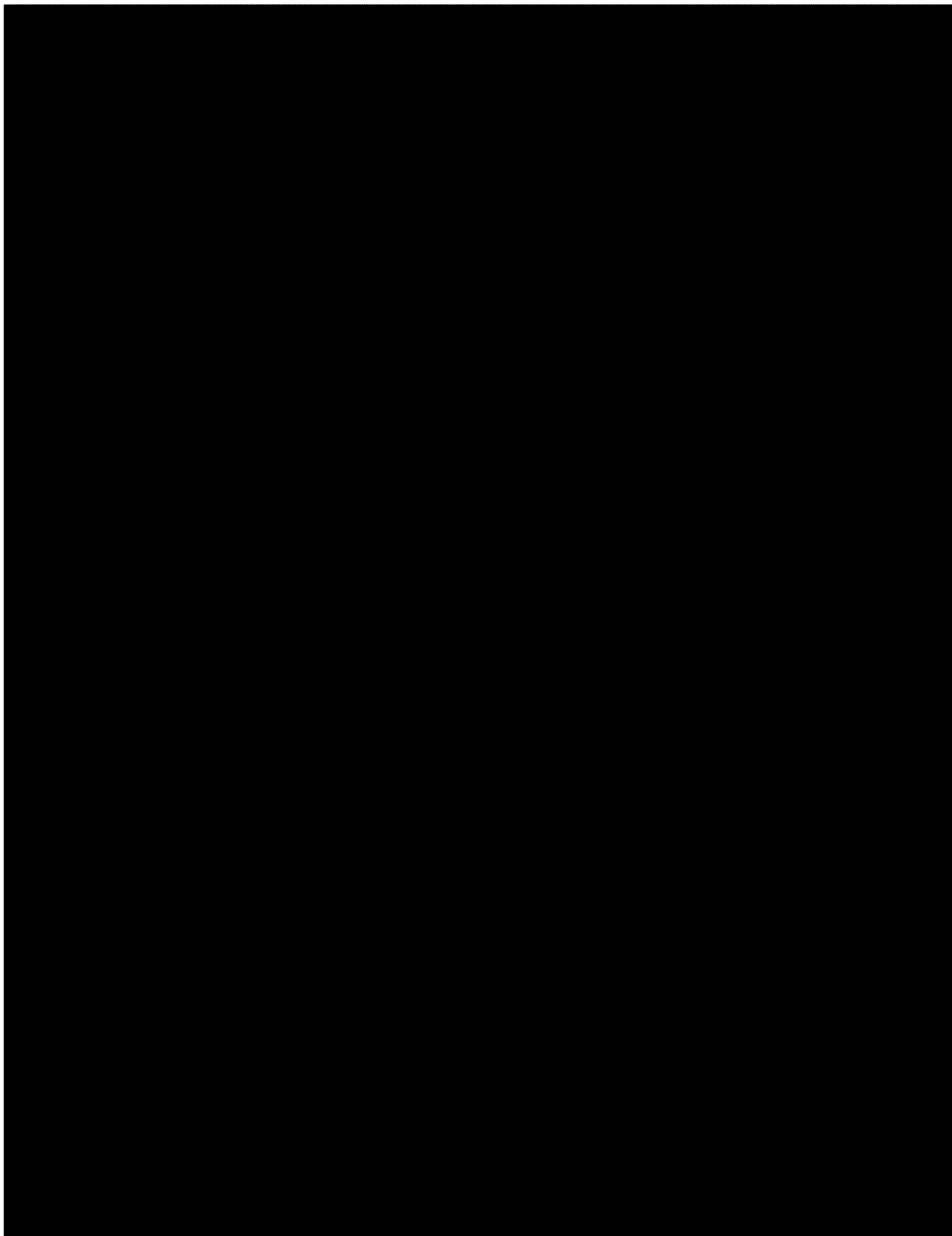
6.3. Appendix 3 – FY19/20 Full year expectation on Spend and Benefits



5

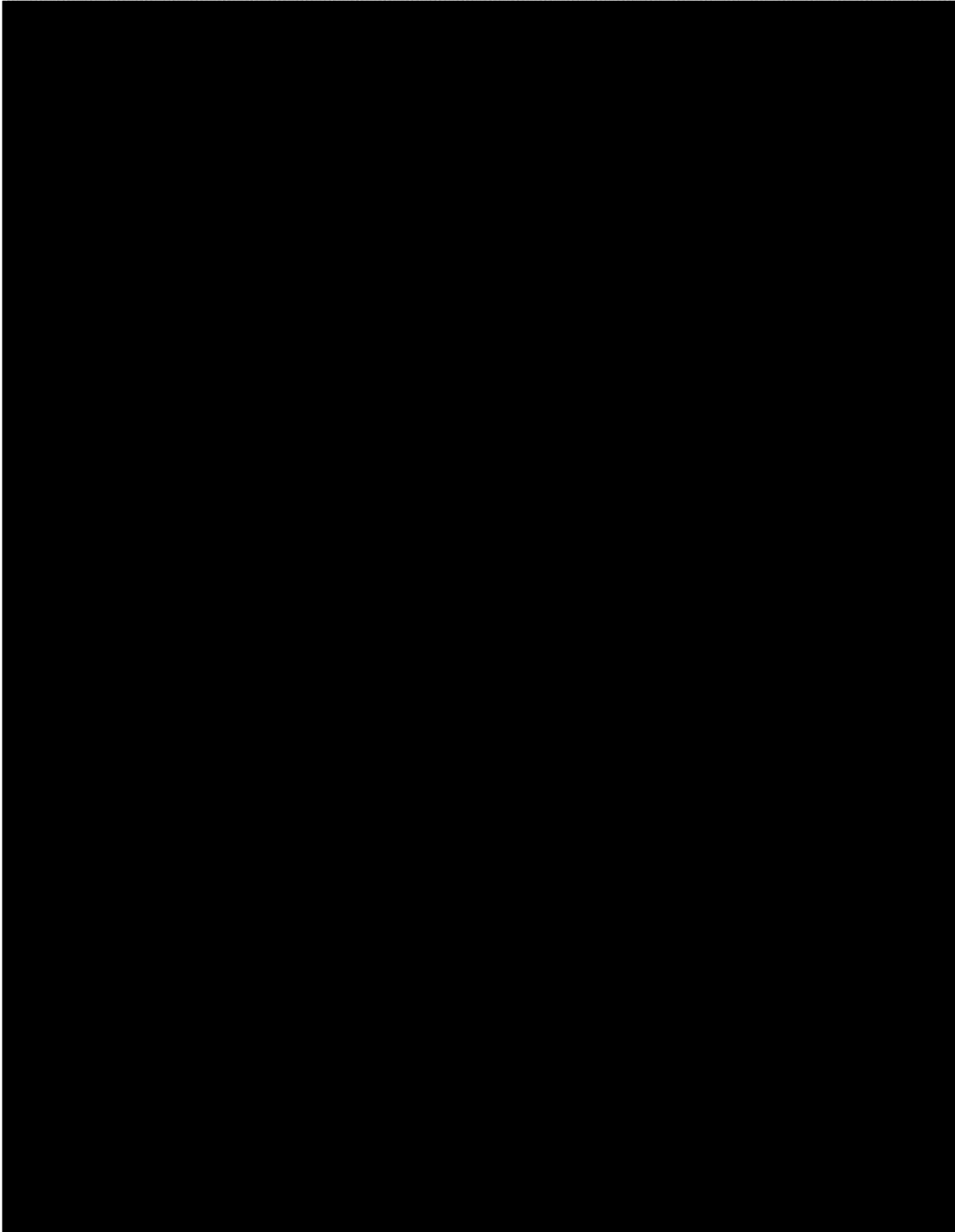
Strictly Confidential

6.4. Appendix 4 - Key Delivering projects



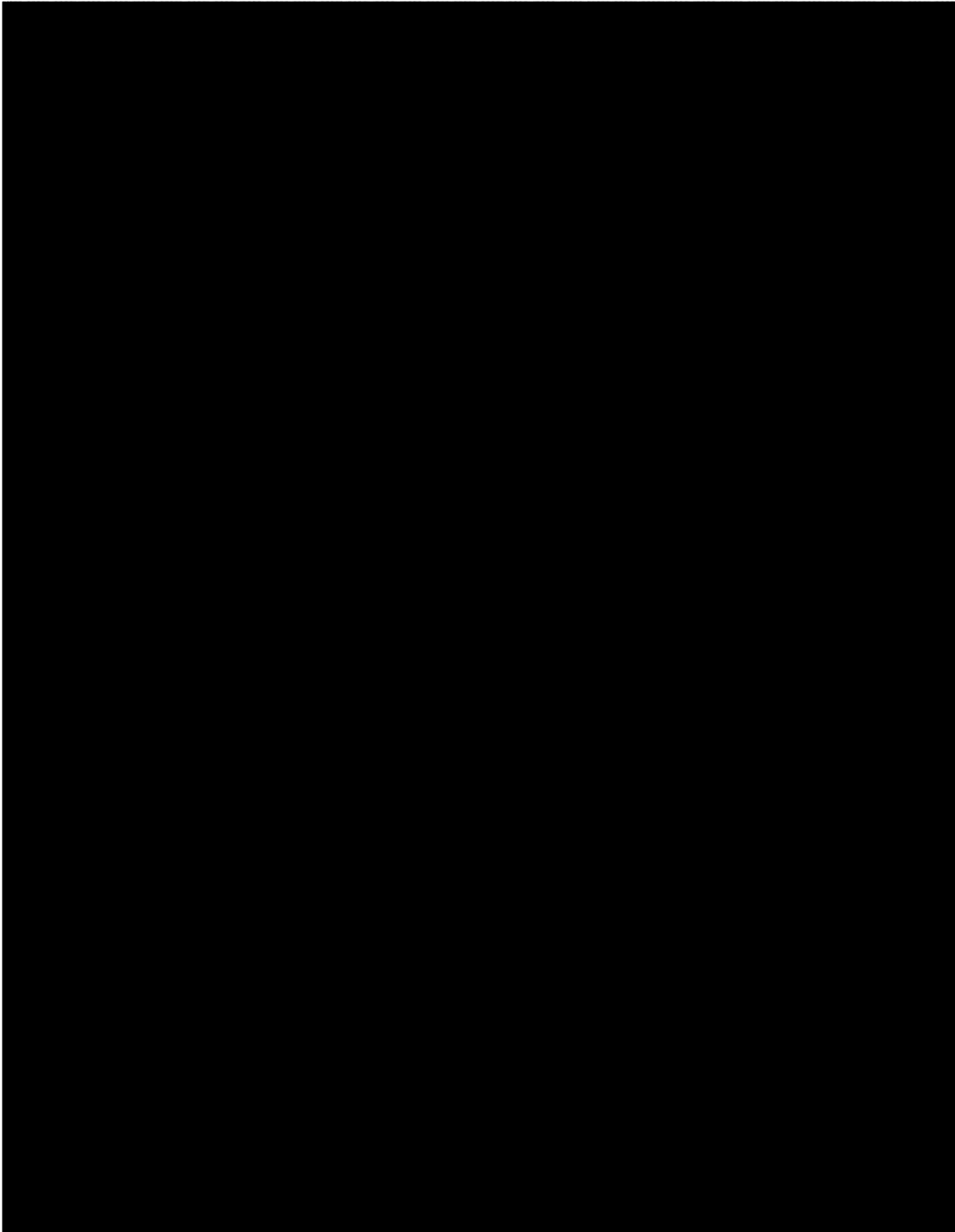
5

Strictly Confidential



5

Strictly Confidential



5

Strictly Confidential

Quarterly Delivery Report and Funding Request

Author: [REDACTED]

Sponsor: Alisdair Cameron

Date: 28 May 2019

Executive Summary

5.2

Context

As part of our funding agreement, the Board should approve a quarterly report on recent and projected change spend, agreeing a request for investment funding from BEIS where appropriate.

Questions this paper addresses

1. What happened in Q4?
2. What happened in FY 18/19?
3. What Q1 spend are we proposing?
4. What is our expectation of full year spend and benefits?
5. Can we afford the proposed spending?
6. What investment funding are we requesting from BEIS?

Summary

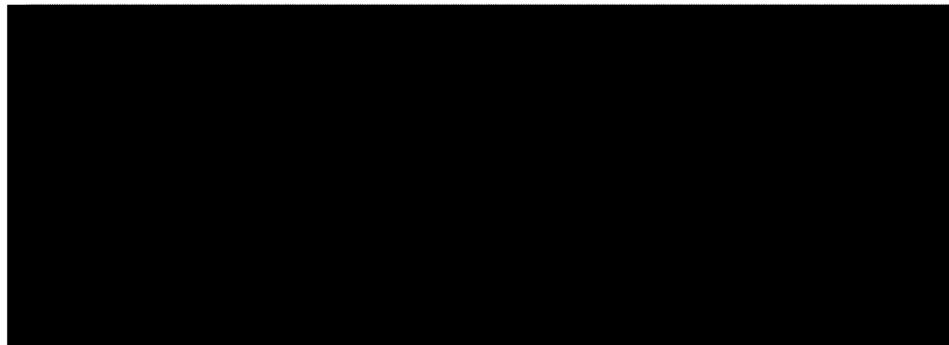
In summary, 2018 change spend closed as follows:

£m	Q1 Cumulative	Q2 Cumulative	Q3 Cumulative	Q4 Cumulative
[REDACTED]				

In Q4, we spent [REDACTED] driven by acceleration of [REDACTED]. This overall spend level for the year was also in line with the budget paper, which noted a range of [REDACTED].

Strictly Confidential

We are proposing to spend [REDACTED] in 19/20. At a high level, 2019 change plan stands as follows:



5.2

In our Three Year Plan, we originally included a cash spend level on change of [REDACTED] including alongside this the non-cash change spend element [REDACTED]. The current forecast change spend over the 3 year period (Apr-18 to Mar-21) stands at [REDACTED] with further prioritisation of the final 20/21 funding year still to be agreed, to align back to our original position. The current forecast also includes increased levels of GLO and GLO remediation funding.

For 19/20 we are currently forecasting full year spend of [REDACTED]. On benefits, we are forecasting delivery of [REDACTED].

In addition, our current forecasts suggest we will release additional amounts from net profit. None of this has been made available for change spend, with some [REDACTED] set aside as contingency for the GLO (as noted in previous funding report).

We are requesting a payment of £35m for Q1 against qualifying spend of £39m. Up to the end of March 2019 we have received £168m, and this drawdown would leave £7m of our £210m funding from BEIS, as agreed under our 3 Year Plan Funding Agreement.

To that end, we confirm that the funds requested will be spent on transformation, in accordance with the priority areas set out in the Three Year strategic, Plan that underpins the Funding Agreement. For the avoidance of doubt none of the funds will be spent on anything that is not related to transforming and improving our business as envisaged in the Three Year Plan. We also confirm that the expenditure is controlled by the Executive Investment Committee, and is regularly reported to the Board and UKGI as part of this request. The controls over change spend and the reporting of change in our Annual Report and Accounts are within the remit of the Board's Audit, Risk and Compliance Committee.

Input Sought

The Board is asked to note the contents of the paper, including the approach of FY19/20 Budget for Change Spend, approve the request of £35m funding for Q1, giving delegated authority to Al Cameron to finalise the precise details and supporting documents with UKGI.

Strictly Confidential

The Report

1. What happened in Q4?

In Q4, we spent [REDACTED] against a [REDACTED] forecast, an [REDACTED]

[REDACTED]

5.2

2. What happened in FY 18/19?

2.1. Summary View

In Year, we spent [REDACTED]

[REDACTED]

2.2. Key variances within this overspend:

2.2.1. [REDACTED]

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
- [REDACTED]

Strictly Confidential

2.2.2. [REDACTED]

- [REDACTED]
 - [REDACTED]
 - [REDACTED]
- [REDACTED]
 - [REDACTED]
- [REDACTED]
 - [REDACTED]
- [REDACTED]
 - [REDACTED]
- [REDACTED]
 - [REDACTED]
- [REDACTED]
 - [REDACTED]

5.2

2.2.4. [REDACTED]

- [REDACTED]
 - [REDACTED]
 - [REDACTED]

2.2.5. Non-UKGI Projects: [REDACTED]

- **Group Litigation:** [REDACTED] - Higher levels of legal spend than originally forecasted.

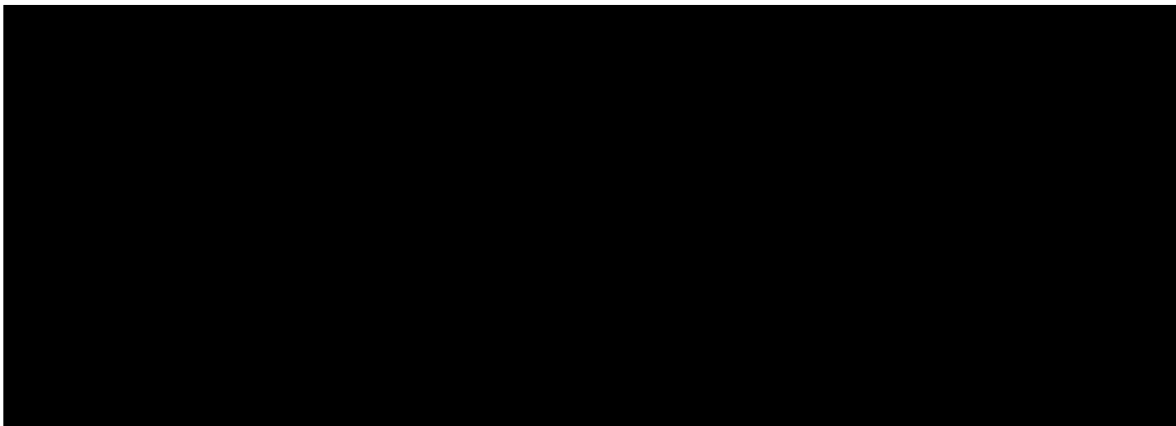
2.3. Benefits

[REDACTED]

Strictly Confidential

3. What Q1 spend are we proposing?

Change Spend for Q1 is expected to be [REDACTED] delivering Q1 benefits of [REDACTED] and will mainly consist of deliveries of the strategic projects which are already in execution phase.



5.2

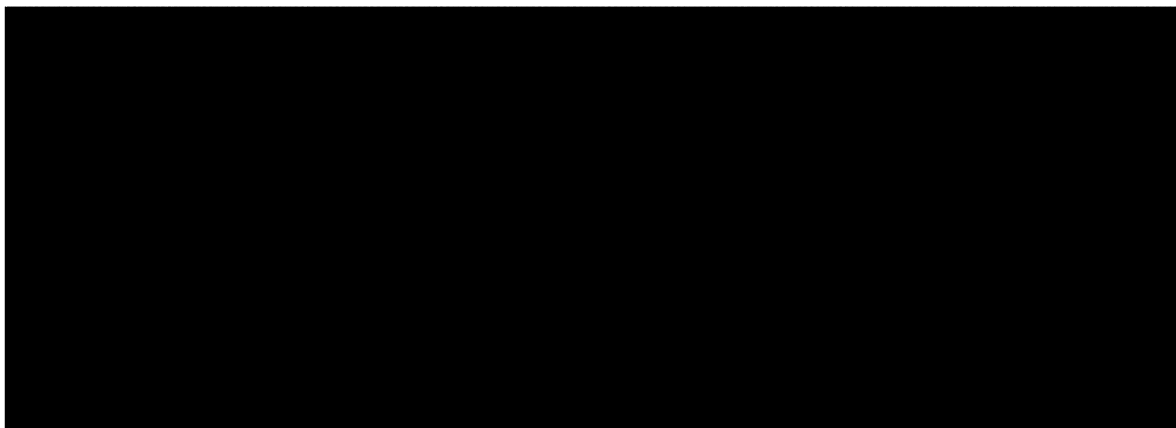
Under our funding agreement we can claim up to £42m of investment funding for the 19/20 annual period. Within the proposed £42.5m Q1 forecast spend, £38.8m will qualify for investment spending funding from UKGI, with a proposal to request £35m of funding in this cycle.

Key Q1 works include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

4. What is our expectation of full year spend and benefits?

We are expecting change spend of about [REDACTED] for the next year, with cumulative annual benefits of about [REDACTED]



Strictly Confidential

5. Can we afford the proposed spending?

In our Three Year Plan we planned for a cash spend of [REDACTED]
[REDACTED] We are assuming change spend over the three years of £[REDACTED] plus an additional [REDACTED] for the Payzone acquisition [REDACTED] and will be working to prioritise 20/21 spend to align to this.

[REDACTED] was predicated on the assumption that we would spend all of our incoming cash (net profit plus investment funding) but would not borrow significantly to fund change. If we re-calculate this today we would, in our current forecasts, also expect an additional [REDACTED] of trading profit and lower interest costs. [REDACTED]
[REDACTED] This can reassure us that we are not spending recklessly. We are not, at this stage, proposing to release any of this additional profit for change spend. Rather, we are retaining it as contingency against the GLO.

We are planning 2019/20 change spend of [REDACTED] We are comfortable with that spend pattern as it is in the business's interests to change the business as quickly as we sensibly can, and we may have more flexibility later. As previously set out, we have set up processes to manage budgets throughout the year and to ensure that we spend within our target, and we will continuously monitor spend, forecasts and budget to ensure that we do not overspend.

To ensure that this Plan is deliverable we will continue to monitor and optimise the capacity and capabilities of our teams and suppliers. Having also introduced Critical Success Factors that Platinum and Gold initiatives are evaluated, against to increase the likelihood of successful delivery, we will continue to report against these on a monthly basis.

For 2020/21, we have generated a draft Change Plan with an allocation of [REDACTED] investment target. We will be revaluating this throughout 19/20 before finalising a 20/21 Change Plan in March 2020. Over the three-year period, we expect our total investments to cumulatively contribute [REDACTED] to our trading profit, though these will be validated via each new initiative's business case.

6. What investment funding are we requesting from BEIS?

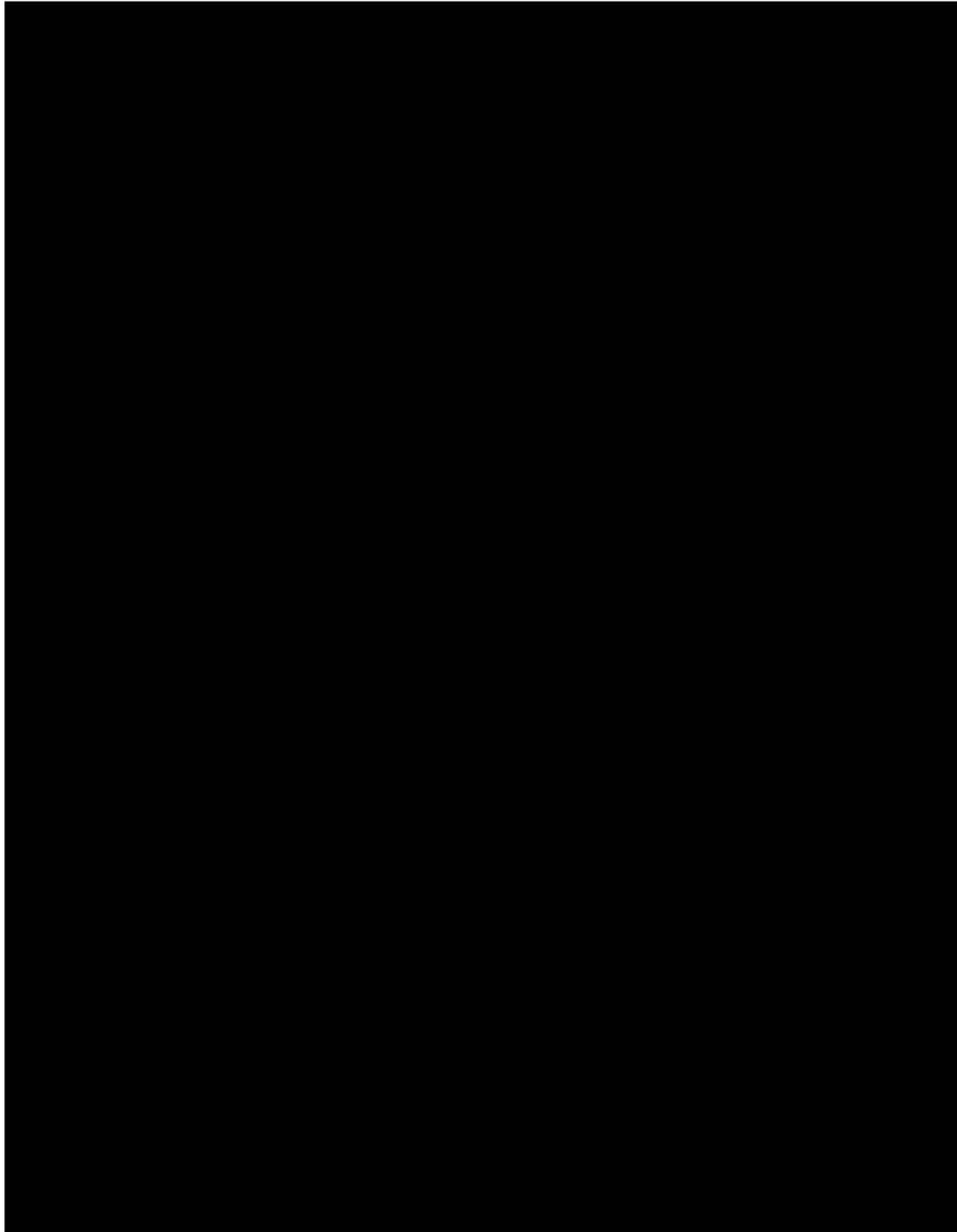
Under our funding agreement we can claim up to £210m of investment funding. We have already received £168m up to the end of March 2019, and we are requesting the remaining £35m for this coming quarter, leaving £7m further funding potentially available.

5.2

Strictly Confidential

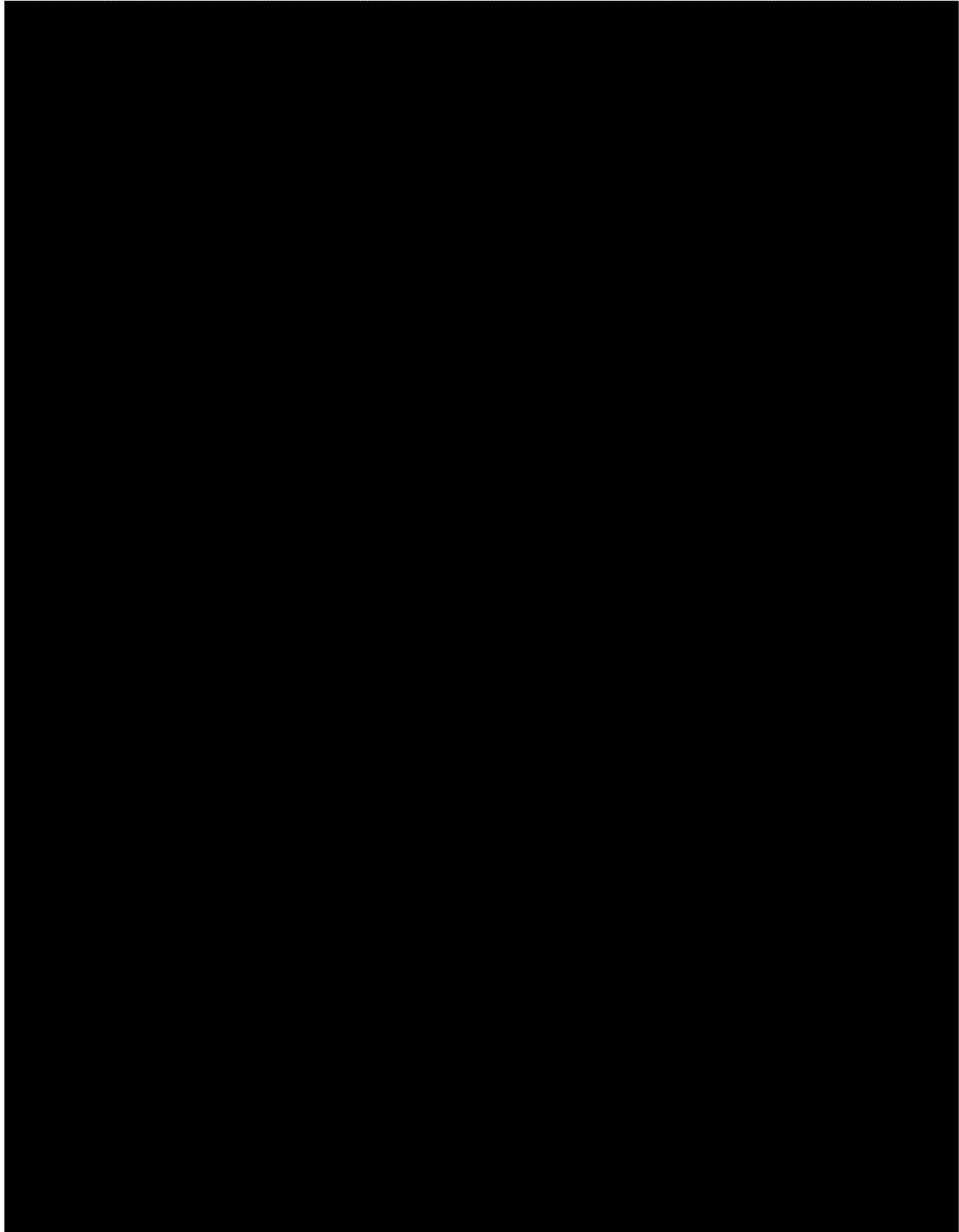
7. Appendices

7.1. Appendix 1 – Q4 Project Spend & Benefits versus Forecast



5.2

7.2. APPENDIX 2 – FY18/19 Year-End Position



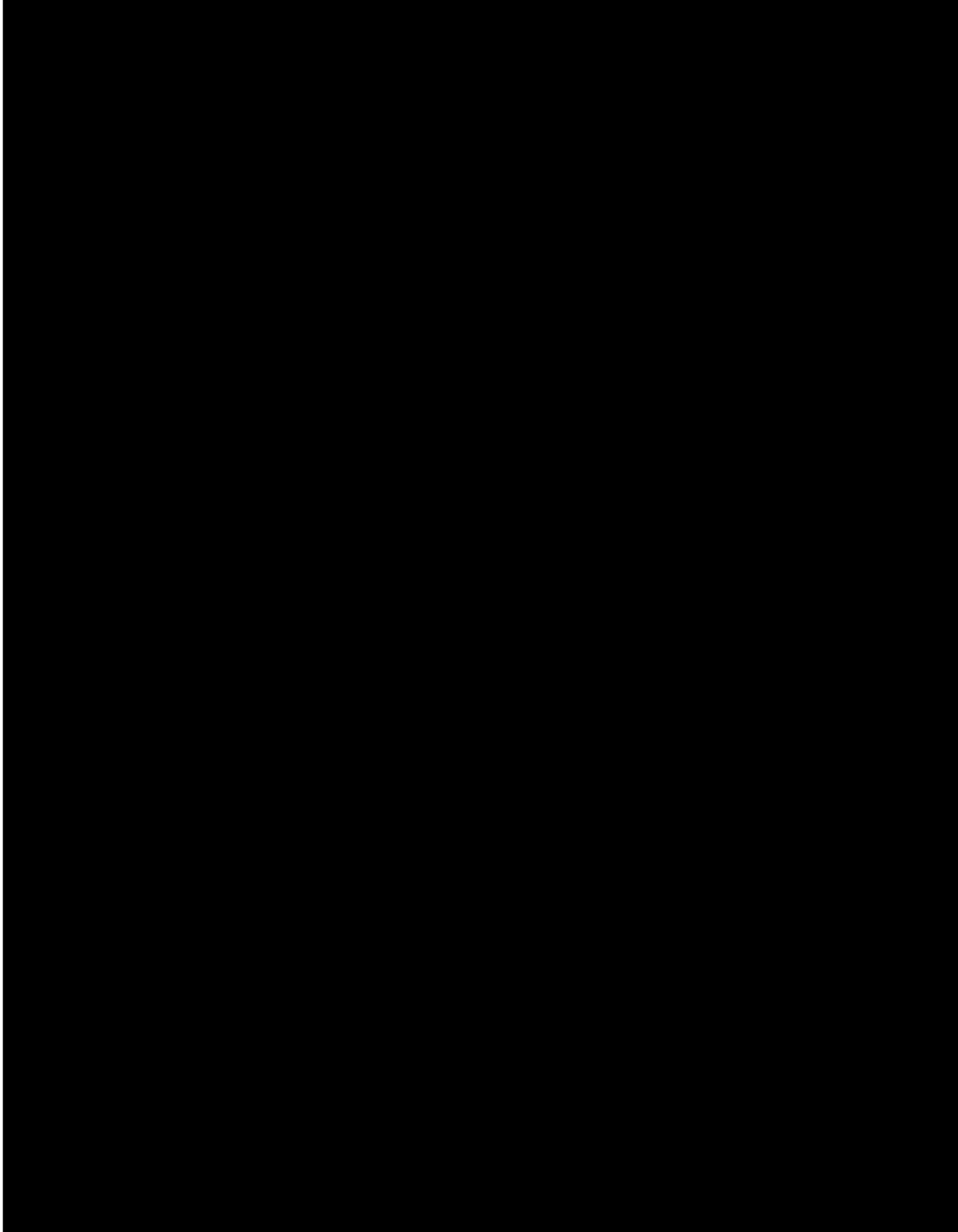
5.2

7.3. Appendix 3 – Q1 19/20 Funding Request



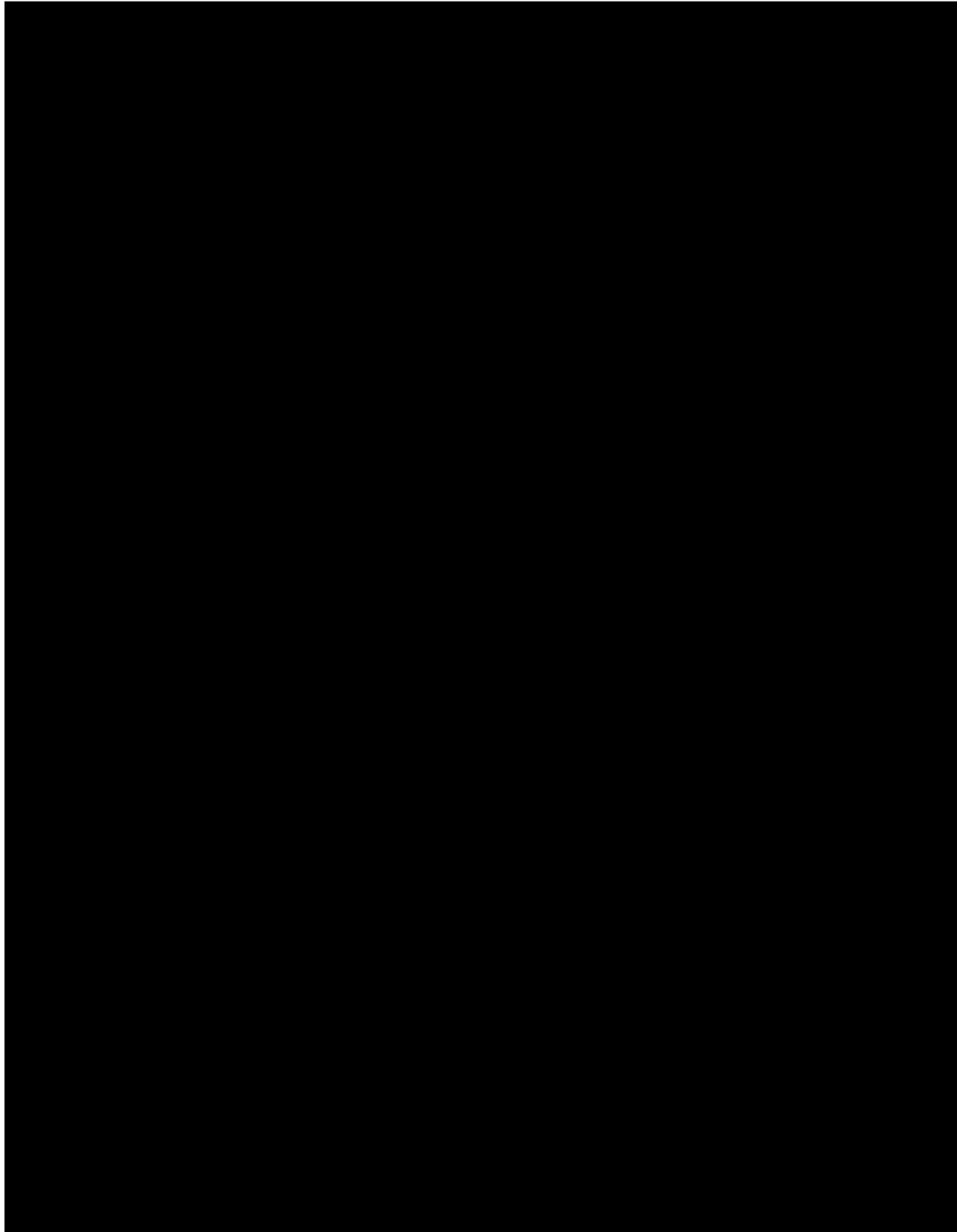
5.2

7.4. Appendix 4 – FY19/20 Full year expectation on Spend and Benefits

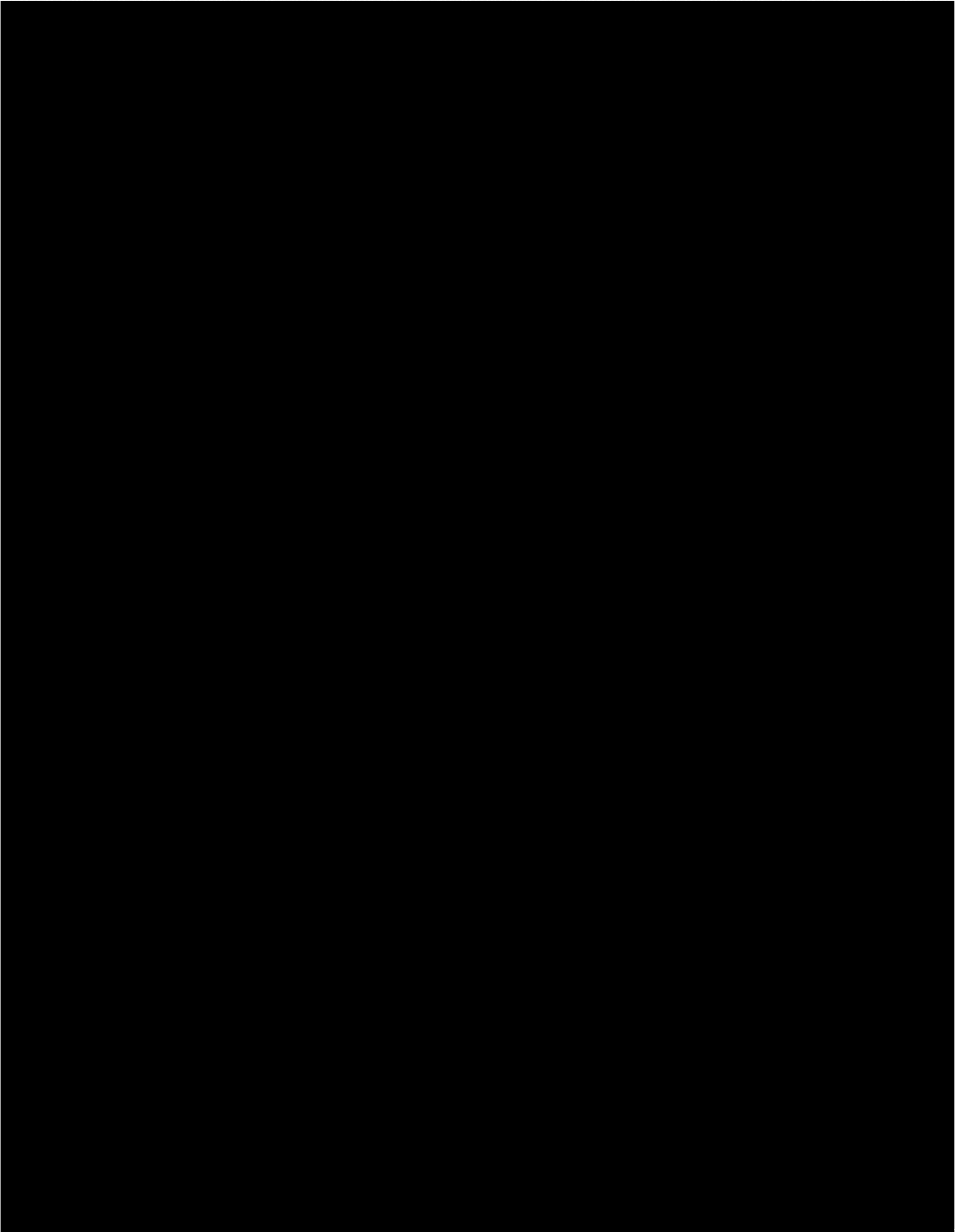


5.2

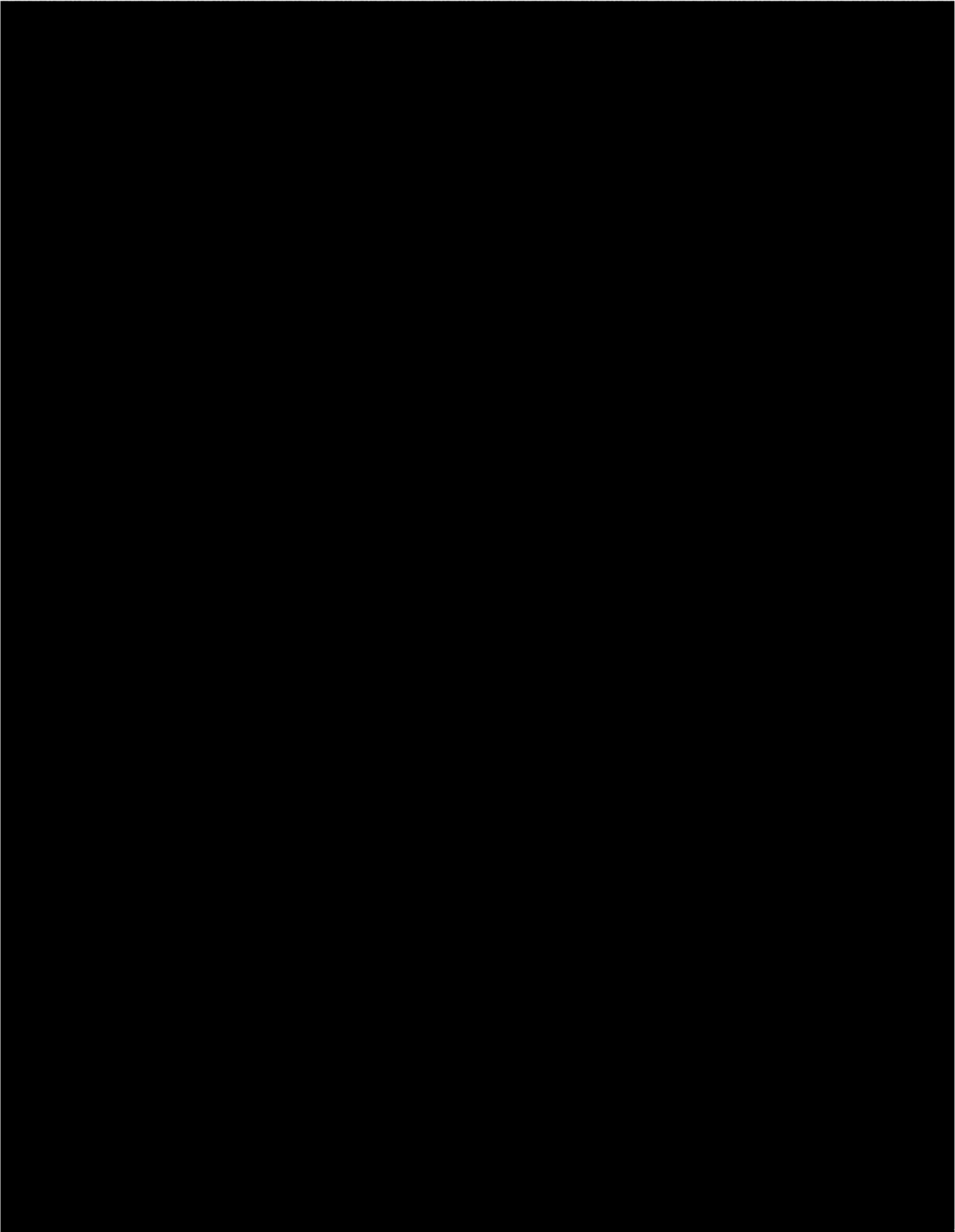
7.5. Appendix 5 - Key Delivering projects



5.2



5.2



5.2



Services Directorate
Department for Business, Energy &
Industrial Strategy
1 Victoria Street
London
SW1H 0ET

Mr Tony Williams



T
E
W www.beis.gov.uk

Our ref: IR2021/06803

Original case ref: FOI2021/04388

30 March 2021

Dear Mr Williams,

Internal Review of response to Freedom of Information Request

I am writing following your email of 27 February 2021 asking for an internal review of the response to your Freedom of Information (FOI) request. I am Carl Creswell, the Director for Services in the Department for Business, Energy and Industrial Strategy (BEIS) and I undertook the review. When I carried out the review, I considered the merit of the application of the cost exemption to your request, why it was engaged and whether that was the appropriate course of action. My decision is explained below.

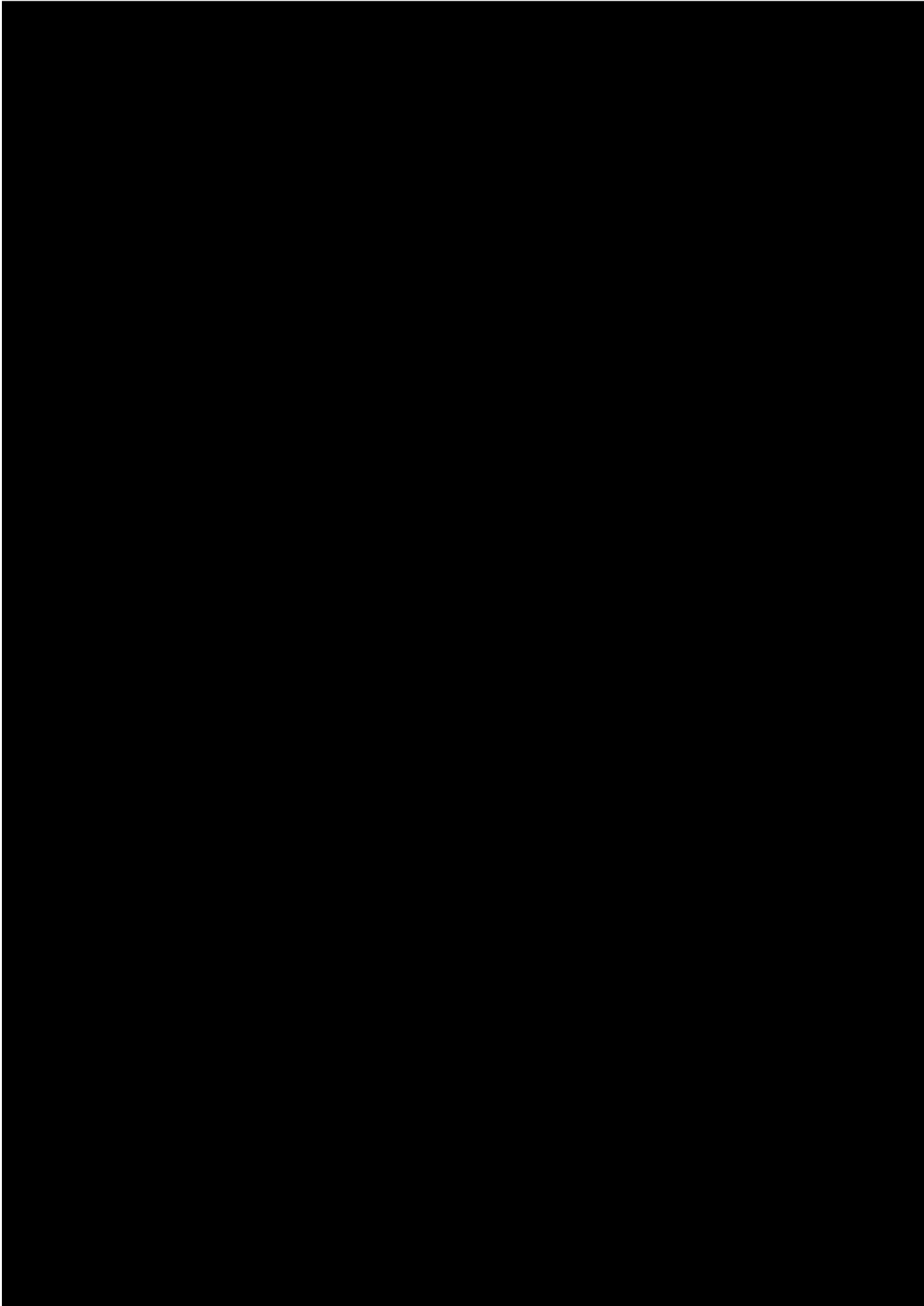
Your original request was made on 5 February 2021 and asked for the following information:

- *For the Department to provide all the correspondence between BIS and Ms Paula Vennels between 1st June 2013 and 31st December 2013.*

The Department answered your request on 27 February 2021. This explained the Department would be unable to comply with the request and invoked Section 12 of the Freedom of Information Act 2000, which relieves public authorities of the duty to comply with a request if the cost of dealing with it would exceed the appropriate limit.

Having considered the Departmental response in the light of your request for an internal review, I have decided to uphold the Department's decision not to disclose this information on the grounds that determining whether the information is held, locating, retrieving and extracting it can only be carried out at a disproportionate cost.

In your internal review request, you also state that:



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

Your reference:
Our reference: FOI2021/00214

Mr Williams



14 July 2021

Dear Mr Williams,

Freedom of Information Request – FOI2021/00214

I am writing in response to your clarified request for information under the Freedom of Information Act 2000 ("**FOIA**") received by Post Office Limited ("**Post Office**") on 16 April 2021, as set out below:

"Many thanks for pointing out my error. I would indeed like the following:

a. the board minutes from the months referred to during the hearing on 22 March, i.e. July 1999, September 1999, January 2000 and January 2012;"

I can confirm that Post Office does hold information responsive to your request and I enclose copies of the requested board minutes.

Redactions have been applied to the minutes where Post Office considers the information is exempt from disclosure under FOIA under the following exemptions:

1. 'Personal information' as set out in section 40(2) and section 40(3A)(a) FOIA. These sections provide that any information to which a request for information relates is exempt information if it constitutes personal data and the disclosure of that personal data to a member of the public otherwise than under the FOIA would contravene any of the data protection principles (set out in Article 5(1) of the UK General Data Protection Regulation (GDPR) (Section 40(7) of the FOIA)). Post Office has therefore redacted personal data from the documents where such disclosure to you would contravene the 'lawfulness, fairness and transparency' principle set out at Article 5(1)(a) of the GDPR. Post Office considers that it has no lawful basis on which to disclose to you that redacted personal data since none of the lawful bases listed under Article 6(1) of the GDPR are available to it.
2. Information provided in confidence under section 41 FOIA. Section 41 provides an absolute exemption where information is requested which was obtained by a public authority from another person and disclosure of the information to the public would constitute a breach of a duty of confidence actionable by the person from whom it was obtained. A duty of confidence will arise when one person is provided with information by another in the expectation that the information will only be used or disclosed in accordance with the wishes of the confider. Post Office has concluded that certain information in the minutes engages section 41 in that the information was obtained by Post Office from another person

and its disclosure to the public would constitute an actionable breach of confidence.

3. Information which is subject to legal professional privilege under section 42 FOIA. Since section 42 is a qualified exemption, the public interest test has also been considered and Post Office has taken into account the public interest in openness and transparency. Post Office has also considered the strong public interest in preserving legal professional privilege to ensure full and frank legal advice. Post Office has concluded that the considerations favouring disclosure are outweighed by the public interest in preserving legal professional privilege.
4. Information which, if disclosed, would, or would be likely to, prejudice the commercial interests of any person under section 43(2) FOIA. Post Office has concluded that there is material which, if disclosed, would be likely to prejudice its own commercial interests and those of third parties. Since section 43(2) is a qualified exemption, the public interest test has also been considered and Post Office has taken into account the public interest in openness and transparency. Post Office has also considered the public interest in preserving the ability of Post Office and third parties to compete in a commercial environment including protecting their respective negotiating positions. Post Office has concluded that the considerations favouring disclosure are outweighed by the public interest in protecting these commercial interests.

If you have any queries about this response, please contact me. Do remember to quote the reference number above in any future communications.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: GRO
<https://ico.org.uk>

Yours sincerely,

GRO

David Sinclair
Information Rights Team

GRO

<http://corporate.postoffice.co.uk/secure-corporate/about-us/access-to-information/>
@postofficenews

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

In Strictest Confidence

POB(99)7th
PO99/71 to 86

POST OFFICE BOARD

Minutes of the meeting held at Charingworth Manor, Gloucestershire,
on 20 July 1999

Dr Neville Bain
John Roberts
Richard Close
Jerry Cope
Mike Kinski
Dr John Lloyd
Rosemary Thorne
Richard Adams
[REDACTED]

Chairman
Chief Executive
Managing Director Finance
Managing Director Strategy & Personnel
Non-Executive Member
Non-Executive Member
Non-Executive Member
Secretary
Notes

Richard Dykes, Managing Director Royal Mail
Stuart Sweetman, Managing Director Post Office Counters Limited.
Kevin Williams, Managing Director Parcelforce Worldwide

Others attending:

[REDACTED]
for PO99/77
David Miller, Horizon Programme Director, for PO99/78
& 79

APOLOGIES

PO99/71

Miles Templeman was unable to attend.

**MINUTES OF
PREVIOUS MEETING**

PO99/72

The Board approved the minutes and separate record
of proceedings of its meetings of 7/8 June 1999.

**MATTERS ARISING
POB(99)
Board Visit**

PO99/73

- (i) The Board noted the matters arising from the meetings of 7/8 June 1999. The visit to the Parcelforce International Hub would be held in the early Summer (probably May) of next year.
- (ii) The Chairman and Chief Executive had discussed the future role of the Country Chairman, including terms of reference and how the three posts might in future be resourced.
- (iii) The establishment of the Scottish Parliament and Welsh Assembly would impact upon the role of the Country Boards and an initial assessment of these impacts would be circulated to Members.



In Strictest Confidence**Action**

John Roberts

The establishment of the Scottish Parliament and Welsh Assembly would impact upon the role of the Country Boards and an initial assessment of these impacts would be circulated to Members.

**CHAIRMAN'S
BUSINESS**

PO99/74

- (i) The Chairman had wanted to discuss two key issues:
- White Paper, and
 - Horizon.

The White Paper had been considered at the 'Awayday' as had Horizon which was also included on the Board agenda.

**CHIEF EXECUTIVE'S
REPORT POB(99)45**

PO99/75

- (i) Select Committee. Since the previous meeting The Post Office had made two appearances before the Trade & Industry Select Committee on Horizon and on the White Paper. Both had gone well, the Committee appearing to be supportive of The Post Office position. The unprecedented appearance of three cabinet Ministers (DTI, Treasury and Social Security) at the hearing on Horizon had been uneventful with each Minister presenting a consistent position.
- (ii) Report & Accounts. The Report and Accounts had been published on 14 July and the resultant press coverage had been relatively low key although generally positive. The Corporation's image had been enhanced by the involvement of Post Office Counters in the exceptional renewal of passports which followed the highly publicised difficulties experienced by the Passport Agency. Counters had dealt with 75,000 passport extensions in the first three days of the service coming on line and had been instrumental in defusing a politically embarrassing situation for the Government. The incident had provided a useful reminder to Government of the flexibility and scope of the existing post office network. A fee for providing the service was under negotiation.
- (iii) CMA Pay Award & Way of Working Agreement. A 2.3% pay award to CMA represented staff had been accepted in a ballot of employees. The award was within the Board's agreed remit and represented an increase of 2.1% on paybill. A negotiators' agreement on the 'Way of Working' had been agreed between Royal Mail and the CWU Executive on 24 June. A ballot of members would be held before the end of August which, if successful, would lead to the scheme being implemented in targeted

In Strictest Confidence

areas during the Autumn.

- (iv) The agreement included a higher level of guaranteed basic pay with the absorption of allowances, the introduction of a universal operational grade ("unigrade"), a shorter working week of 40 hours and increased flexibility around operational working and the taking of annual leave, fairer job allocation and a job description for every front-line employee. Obtaining agreement to the package would not be straight forward, even with Union support, and some industrial disruption was likely. A prerequisite of the package would be the realisation of benefits before any payments to employees were made.
- (v) In implementing radical new working practices, South West Trains (SWT) had successfully developed positive partnerships with its employees to gain commitment and understanding of new initiatives before they were implemented. Life long learning initiatives were also a helpful way of developing working relationships and both Mike Kinski and John Lloyd, who had experience of SWT and Life long learning respectively, were happy to share their experience with Members.
- (vi) If accepted, the implementation of the agreement would be reviewed in November and the Board updated accordingly.
- (vii) Year 2000. The Post Office had been classified amongst the top category of industries/organisations for compliance with Year 2000.
- (viii) Strategic Plan. John Roberts and Jerry Cope were to make a presentation to Ian McCartney, The Post Office Minister, on the 1999-04 Strategic Plan on 21 July. They would be emphasising the Board's endorsement of the Plan and seeking Government's early clearance of it. The Chairman would be unable to attend this meeting.
- (ix) If questioned on current performance, the Chief Executive would provide an open and realistic assessment of the current position, together with how any difficulties were being addressed. The Post Office would at all costs want to ensure that agreement to the Plan was not delayed by issues affecting Horizon.
- (x) Presentation of data. Members were happy with the new format of the Chief Executive's report although where appropriate they would in future wish to have year to date information. In future it would only be necessary to provide Employee Opinion data following the annual

In Strictest Confidence

survey and this information would be expanded to include a written summary of the results.

- (xi) Agreed that the following full year profit forecast be released to the DTI:
- Post Office Group £368m

Action
John Roberts

The Report where appropriate should include year to date information.

John Roberts

Employee Opinion survey data to be provided annually with a fuller summary of the results.

**FINANCIAL
OVERVIEW**

PO99/76

- (i) Profit/(loss) for May was:
- Royal Mail £19m;
 - Counters £(2.9)m
 - Parcelforce £(0.4)m
- (ii) The current full year forecasts were:
- Royal Mail £441m
 - Counters £22m
 - Parcelforce £16m
- (iii) The full year budgets had been adjusted since the Board approved the Operating Plan and Budget at its March meeting (PO99/28). The significant changes were the transfer of priority services from Royal Mail to Parcelforce, providing a £30m benefit and changes in the management of property with a move to charging market rentals. Bringing the management of property under one unit had already identified disposals worth £50m.
- (iv) Provisional profit/(loss) results for June were:
- Royal Mail £24m
 - Counters £3.1m
 - Parcelforce £(0.5)m ;and
 - Group (before tax) £31m.
- (v) Cumulatively, both Royal Mail and Parcelforce were below budget with Group some £27.3m ahead of budget. This was the result of underspends on a number of major programmes although the £12m underspend on SCS was probably just a timing adjustment.
- (vi) Royal Mail's risks considerably outweighed opportunities and notwithstanding the planned recovery action totalling £115m, a risk of £100m remained. This position could worsen should the trend in lower volumes continue.

In Strictest Confidence

- (vii) Royal Mail's recovery actions included the continuation of the 'austerity' measures and property maintenance savings but these could not all be hard coded into Royal Mail's budget. Additional recovery action was also underway including the selected reduction in Strategic Programme spending, enforced reductions in operational budgets and costs, and working with the CWU to try and improve productivity in some of the worst performing offices. Balancing quality of service improvements whilst reducing costs and increasing volumes remained difficult.
- (viii) Parcelforce's performance was now being reported in terms of 'old' Parcelforce and 'new' Parcelforce which included special delivery. June's profit result was disappointing with income £3.9m below budget giving a cumulative result £5.1m below budget (excluding special delivery) and £3.1m below budget including special delivery. Given Parcelforce's full year budget the current running rate was extremely worrying, with a result worse than the £25m loss achieved the previous year a possibility.
- (ix) In response to its poor performance Parcelforce was taking a number of recovery actions including an integrated promotional sales campaign and an increase in sales resource. Internally, the Eastern Territory was under performing on costs, principally due to increased labour costs, and support was being provided to the Territory Manager.
- (x) Members were unclear how Parcelforce's performance compared with that of last year, on a like for like basis, and it would therefore be helpful for information to be circulated which would show actual performance compared with that of the same period last year.
- (xi) The performance of special delivery was encouraging with cumulative income performance £4m ahead of budget.
- (xii) Parcelforce's risks outweighed opportunities by £5m.
- (xiii) Outstanding debt continued to decline with performance continuing to be monitored.
- (xiv) Action to improve the shortfall against the EFL had been taken and the current £23m 'gap' appeared manageable, although this did not taken account of the current trading risks.
- (xv) The potential for customers to 'buy forward' services was

In Strictest Confidence

being discussed with the auditors.

It was noted that

- (xvi) External organisations achieved considerable savings through innovative purchasing schemes and whilst The Post Office was probably already exploiting opportunities in this area it might nevertheless be able to develop new initiatives through the sharing of best practice with Non-Executive members.

Action

Richard Close

Information to be circulated showing actual performance for the current year to date compared with the same period last year.

Richard Close

Table a brief paper on current purchasing initiatives at the September meeting.

**ROYAL MAIL
DELIVERY REVIEW**

PO99/77

- (i) In December 1998 (PO98/132) the Board had endorsed Royal Mail's proposals to move to a 3 hour delivery span for urban residential deliveries and to improve the 2nd class mail delivery specification to "on day 2". These proposals had now been developed further as had proposals for the rural delivery specification.
- (ii) Currently half of delivery staff commenced work at 0500 and with a quarter commencing at between 0515 and 0530. Within London and some other major conurbations an 0600 start time was the norm.
- (iii) Historically, delivery staff had been accustomed to finishing after they completed the second delivery, typically allowing them to make between one to one and a half hours a day. They would resist any change which meant their returning to the delivery office to perform other duties.

It was noted that

- (iv) Research of both residential and business customers had established that delivery between 0730-0830 was the favoured option and that delivery later than 0930 would be extremely unpopular. Any move to extend deliveries to 1000 would be a retrograde move.
- (v) It was recognised that given the lack of public transport and parking facilities at many offices, some employees would experience difficulties in getting to work during the early hours. However, given that a large number of

In Strictest Confidence

delivery employees already started early, it was not an issue that should prevent the policy from being introduced. The fundamental issue was to achieve delivery by 0930 and provided this was achieved, local flexibility on start times would be possible. An assessment of how many employees would have to start earlier, and what proportion of these might experience difficulties could be undertaken.

- (vi) The number of deliveries at 0630 which would require a customer signature were not great and this was not considered a significant issue.
- (vii) The late delivery of mail generated the greatest number of customer complaints and it was therefore essential to make improvements, even though the business was undergoing a number of significant change programmes.
- (viii) The proposed delivery span would result in more deliveries being undertaken in periods of darkness when research indicated there was a 30% increase in health and safety incidents. Managing these risks, and ensuring appropriate management intervention took place, would be key to minimising the level of risk.
- (ix) Introducing the new delivery span ahead of the introduction of a regulator risked the possibility of further changes in specification being made should the regulator consider the chosen delivery span inappropriate.
- (x) There was also a risk that the regulator would require the rural specification to mirror that of the urban specification. Internally, it would be helpful for all businesses to work against a single specification based on that developed by Royal Mail.
- (xi) Subject to issues around employees commencing early and the management of health and safety issues, the Board endorsed 0930 as the completion time for first delivery and a three hour delivery span for urban residential deliveries.
- (xii) Endorsed the introduction of an "on day 2" specification for second class products with a re-branding of products once implemented.
- (xiii) Endorsed the use of population density and the approach to improving rural deliveries with the move to a single definition for all businesses based on that developed by Royal Mail.

In Strictest Confidence

ACCOUNTING,
FUNDING & TAX
IMPLICATIONS OF
THE 24 MAY 1999
HORIZON
AGREEMENT
POB(99)48

PO99/78

- (i) The Board paper only reflected the impact on POCL.
- (ii) Under the Horizon contract POCL would have to make payments to ICL for services and assets. Ernst & Young had advised [REDACTED]
- (iii) [REDACTED]
- (iv) Careful management of the accounting, tax and funding position could affect The Post Office's ongoing profit and loss position by as much as £100m p.a.
- (v) With regard to accounting, the use of the £480m of current investments could be treated in four different scenarios although one of these, scenario 3 had, following discussions with Government, been discarded. Under scenario 1 the transaction remained as set out in the 24 May Heads of Agreement and would be accounted for under conventional UK GAAP. The Corporation funding of POCL is treated as an investment and impaired to the extent the POCL asset is impaired. The Post Office's advisors, Ernst & Young and Slaughter & May, [REDACTED]
Scenario 1 was the preferred option.

In Strictest Confidence

- (vi) In scenario 2(a) Government appropriates surplus EFL reserves by way of a quasi-dividend from the Corporation and makes a Government grant to POCL for investment in an automated infrastructure. Under UK GAAP the Corporation's reserves are reduced and POCL recognises the net cost of acquiring the asset from ICL Pathway. This cost is depreciated over the contract term. It was unclear whether Government had power to take a quasi-dividend.
- (vii) Scenario 2(b) mirrored the arrangement for 2(a) but Government did not take a dividend but rather awaited the restructuring of The Post Office's balance sheet prior to a change of status. It was highly likely that under scenarios 2(a) and (b) the £480m funding payment would be taxable and that this could be as high as £150m.

It was noted that

- (viii) DTI and Treasury officials were aware of the factual basis behind the accounting, funding and tax implications but not of The Post Office's preferred way forward.
- (ix) Reporting the impact of Horizon within the half year accounts and taking this 'hit' over the short term as opposed to a five year period was considered the best way forward for The Post Office, although politically it might be unpopular. The timing of any declaration was within The Post Office's control and would not be made whilst negotiations continued with the Benefits Agency.

Agreed that

- (x) [REDACTED] POCL could impair the Horizon asset by as much as £550m at the half year.
- (xi) POCL should attempt to improve the chances and amount of capital allowances.
- (xii) Unless Government guaranteed that the grant to POCL was £480m (net of tax), and was free from any additional conditions on network size, The Post Office's preferred way of treating the £480m funding was under scenario 1.

IMPLICATION ON THE
POST OFFICE OF
THE 24 MAY 1999
HORIZON
AGREEMENT
POB(99)47

PO99/79

- (i) The Board had considered the Horizon contract in detail

In Strictest Confidence

at its 'Awayday' discussion on 19 July. In particular the discussion had identified four work streams to be progressed:

- Influencing the timing of ACT
- Getting the most out of Horizon
- Reviewing channel strategy across The Post Office
- Defining options for the counters network, including subsidy issues

An action plan to progress these issues with milestone reporting to the Executive Board would be undertaken.

- (ii) The Board had to decide by 31 July 1999 whether it wanted to terminate or sign the revised contract with ICL for the automation of post offices. Key elements of the new contract were:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

In addition the following payments would have to be made:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- (iii) POCL was currently negotiating a deal with BA to cover the existing manual benefit payment and new OBCS. BA was not prepared to move its position from that agreed with its Secretary of State which would reduce POCL's original income projections by £400m.

- (iv) Ministers were meeting on 21 July to discuss Horizon and it would be important to ensure that The Post Office's

In Strictest Confidence

Minister, Ian McCartney was fully aware of the Board's concerns. This would best be communicated through a letter from the Chief Executive.

- (v)
 - System roll-out was scheduled for 23 August 1999 with acceptance needed by 18 August. There were three categories of acceptance each with a threshold which would determine whether or not rollout could proceed: high, medium and low.

One incident within the high category, or more than 20 incidents within the medium category, would result in the system not being accepted. Currently there were 270 incidents of which 1 was high and 29 were medium. Of greatest concern was the inadequate training of employees although a new package had been produced and work on the other incidents was underway. At this stage it was expected that there would be no reason for not accepting the system by 18 August.

It was noted that

- (vi) Excluding the concerns over training, David Miller considered the system robust and fit for service.
- (vii) A number of sub-postmasters were experiencing difficulties operating the system and in particular with balancing. To help overcome this and in addition to the new training package, additional resource (300 managers) had been allocated to 'hand hold' staff as offices came on line. This was a considerable but necessary investment to ensure the human/technology interface worked correctly. It was likely that a small number of sub-postmasters would continue to experience difficulties.
- (viii) ICL's ability to develop the system over time was an important issue and the Board was reassured that they had demonstrated an ability to do this in other projects e.g. the An Post package.
- (ix) Given that ICL's own future was uncertain POCL had arranged for Fujitsu to provide a written guarantee on future support.
- (x) Roll-out to offices would be suspended for a 4-6 week period over Christmas 1999 at which point a review of the process would be conducted.
- (xi) The contract provided for 39,750 counter positions to be automated with up to a 35% price variation on annual

In Strictest Confidence

operating costs.

- (xii) Members were concerned that a number of technical issues remained unresolved and that the BA contract position was still unclear. These were two critical issues and needed to be progressed further before the Board would be content for the contract with ICL to be signed. An update on the negotiating position with BA would be provided to Members who were content that the final decision on whether or not to sign the contract be remitted to the Chairman and Chief Executive.

Agreed that

- (xiii) The decision to sign the revised contract with ICL would be remitted to the Chairman and Chief Executive.
- (xiv) Interim funding of £11.03m could continue until the formal MaPEC meeting in September.
- (xv) Work should continue on the work streams set out in paragraph (i) above.

**PENSION SCHEME
FUNDING: LATEST
INDICATIONS
POB(99)49**

PO99/80

- (i) The last full actuarial valuation of the two pension schemes POSSS and POPS, had been carried out as at 31 March 1998. These found that the funding levels of the schemes were:
- POSSS 106.5%;
 - POPS 100%

This equated to a surplus of £865m and £0.2m respectively and allowed a funding holiday for POSSS for some five years from March 1998 and for POPS gave rise to a contribution rate of 10.6% for The Post Office (increased from 9%).

- (ii) The May 1999 performance review held with the actuary identified changes in the funding level of the two schemes to the extent that the POSSS surplus had reduced to £446m and the POPS surplus had reduced to a deficit of around £100m. These figures would be confirmed by the output of the interim reviews of the schemes expected in July 1999.
- (iii) The funding level reductions were principally due to

In Strictest Confidence

investment returns being below expectation.

- (iv) The implications for The Post Office of these changes were that whilst the funding holiday for POSSS could continue throughout 1999/00 payments to the scheme might well be necessary in advance of April 2003, the date currently assumed. For POPS it would mean a mandatory payment of £10m this financial year and £30m in 2000/01.

It was noted that

- (v) In advance of the Trustees presenting their annual report to the Board in September, it would be helpful for Richard Close to circulate a note which set out some key issues and areas to explore with the Trustees.
- (vi) The reduction in surpluses meant that a review of the pension products that were currently offered to new entrants might be necessary and the introduction of a money purchase arrangement could not be discounted.

Action
Richard Close

In advance of the Trustees' presentation to the Board in September, Richard Close to circulate a note setting out key issues and areas to explore with the Trustees.

**BOARD
EFFECTIVENESS**

PO99/81

- (i) The Chairman had previously circulated to all Members a questionnaire covering the performance and effectiveness of the Board as it currently operated. These responses had been collated and a summary of results circulated.
- (ii) With regard to 'Key areas of Governance ' there had been some uncertainty over the establishment of appropriate values. These had now been addressed and all Members were aware of what these were. A concern over matters reserved to the Board had been based on Government's handling of Horizon and the role of the Board in developing a commercial way forward. This 'hands on' approach by Government was typical of their handling of Nationalised Industries and would not easily be changed. With regard to actual matters reserved to the Board, something on strategic acquisitions was thought appropriate. It would be useful to seek advice from Ernst & Young on how these reserved matters compared with other companies.
- (iii) On administration of the Board, there had been a general concern over the information provided to Members. This

In Strictest Confidence

had been addressed and improvements made through the new format of the annex to the Chief Executive's Report.

- (iv) Succession planning issues would be covered at the Board in either December 1999 or January 2000.
- (v) Meetings would be aligned to the financial reporting schedule.
- (vi) Non-Executives were now content that major issues were addressed by way of the Awayday sessions.

It was noted that

- (vii) The provision of information to Non-Executives in advance of major announcements/decisions could be improved and action to address this would be taken.
- (viii) Meeting managers from across the organisation was extremely beneficial and the establishment of new Business Unit Managing Directors would increase the opportunity for the Board to meet these people as issues related to their area of work were tabled for discussion. Non-Executive Members were also happy to take part in internal conferences/seminars etc.
- (ix) The future format for reporting on employee issues would be reviewed.

Actions

The Secretary

To seek advice from Ernst & Young on how matters reserved to the Board compared with other companies.

The Secretary

Meetings would be aligned to the financial reporting schedule.

John Roberts
The Secretary

The provision of information to Non-Executives in advance of major announcements/decisions could be improved and action to address this would be taken.

Jerry Cope

The future format for reporting on employee issues would be reviewed.

NETHERLANDS
HOLDING COMPANY
POB(99)50x

PO99/82

- (i) It was proposed that a new subsidiary of Post Office Investments Limited (POIL), to be known as the Netherlands Holding Company (NHC), be established to hold the companies acquired as the European Parcel network was developed.

In Strictest Confidence

- (ii) Initially the Board of NHC would consist of Rico Back, Managing Director Parcels Europe and Rudiger Schmahl, Finance Director of German Parcel.
- (iii) Decisions on the acquisition of investments would be held by meetings of John Roberts, and Jerry Cope, who were to become Directors of POIL, and Richard Close who was the current Chairman of the company. Additionally, the Head of Legal Services would be appointed a director of POIL. The DTI would be informed about the new company and consulted on the appointment of John Roberts as Chairman.
- (iv) Agreed the appointment of John Roberts, Jerry Cope and Catherine Churchard as directors of POIL and to the appointment of John Roberts as Chairman of the Board upon the resignation of Richard Close as Chairman.
- (v) Agreed the appointment of Rico Back and Rudiger Schmahl as directors of the Netherlands company.
- (vi) Agreed to delegate authority to John Roberts to approve any further changes to the Boards of POIL and NHC.
- (vii) John Roberts would consider when it would be appropriate for Rico Back to attend a meeting of the full Post Office Board.

**PROJECT
AUTHORITY LEVELS
UNDER SCS
POB(99)51x**

PO99/83

- (i) The Board noted the proposed authority levels (annexed to these minutes) and that they would become operable for new Business Units as they went 'live' from 1 October 1999.
- (ii) Agreed the authority levels laid out in the attached annex.

**MANAGEMENT OF
HEALTH & SAFETY
POB(99)52x**

PO99/84

- (i) The Board noted the report.

THE SECRETARY

PO99/85

- (i) The Board noted [REDACTED] and agreed that Jonathan Evans should be appointed by resolution at the September meeting.

In Strictest Confidence

**DATE OF NEXT
MEETING**

PO99/86

The next meeting was scheduled for 14 September 1999,
at 148 Old Street

In Strictest Confidence

POB(99)8th
PO99/87 to 105

POST OFFICE BOARD

Minutes of the meeting held at 148 Old Street
on 14 September 1999

Dr Neville Bain
John Roberts
Richard Close
Jerry Cope
Mike Kinski
Miles Templeman
Rosemary Thorne
Richard Adams
[REDACTED]

Chairman
Chief Executive
Managing Director Finance
Managing Director Strategy & Personnel
Non-Executive Member
Non-Executive Member
Non-Executive Member
Secretary
Notes

Stuart Sweetman, Managing Director Post Office Counters Limited.
Kevin Williams, Managing Director Parcelforce Worldwide
Jonathan Evans, Secretary Designate

Others attending:

[REDACTED] for
PO99/91 to 94
[REDACTED]
[REDACTED] for PO99/94
[REDACTED], for PO99/95
[REDACTED] for
PO99/96

Roy Chapman, Chairman, POPTL, Michael Duncombe,
Chief Executive POPTL, Gerry Degaute, Finance
Director, POPTL, Terry Arthur, POPTL Trustee, Bill
Flaherty, POPTL Trustee for PO99/99

APOLOGIES

PO99/87

John Lloyd and Richard Dykes were unable to attend.

**MINUTES OF
PREVIOUS MEETING**

PO99/88

The Board noted a factual change on the minutes of its
20 July meeting; Parcelforce's full year forecast was
£16m positive not negative. Approved the minutes of its
meeting of 20 July 1999.

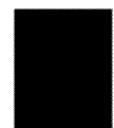
MATTERS ARISING

POB(99)54

Board Effectiveness
(PO99/81)

PO99/89

- (i) Benchmarking of matters reserved to the Boards of other
organisations was being undertaken by Ernst & Young
and would be completed within the month.



In Strictest Confidence

**CHAIRMAN'S
BUSINESS**

PO99/90

- (i) Business performance and the current position with regard to Royal Mail's Way Forward Agreement would be discussed during the course of the meeting.
- (ii) Service Standards. The procedure for dealing with complaints, particularly those arising from customer service call centres, was being reviewed by the Controller Chairman's Office in liaison with the Head of Customer Services. There was a concern that computer generated responses tended to be dismissive and failed to address customers' concerns. A similar problem occurred in many large organisations although improvements were possible through positive management.
- (iii) Strategic Plan. On 6 September the Chairman, Jerry Cope and [REDACTED] had met Alan Johnson, The Post Office Minister, together with senior officials from the Treasury and 10 Downing Street, to discuss the Strategic Plan; this was the first occasion that The Post Office had had an opportunity to present a Strategic Plan to Ministers. The meeting had gone well although some of the time was spent discussing Royal Mail's Way Forward Agreement. It was also somewhat surprising, given the significance of the meeting, that no actions had emerged for The Post Office to pursue.
- (iv) Government's response to the Plan was not expected for at least six weeks. Alan Johnson's appointment as The Post Office Minister was believed to be a deliberate move. It remained to be seen whether, as a fairly junior Minister, he had the weight to support The Post Office in discussions with other Departments.
- (v) Action
John Roberts Arrange for the current customer complaints process to be reviewed, in particular the style and tone of computer generated responses, and of call centre effectiveness.

**CHIEF EXECUTIVE'S
REPORT (POB(99)55)**

PO99/91

- (i) Business Performance. The pattern of performance was causing concern with Royal Mail still seeing the continuation of lower than budgeted growth. Costs remained below budget but not sufficient to reflect the lower volumes. In Parcelforce, income was down and costs were over budget. Given the current position, both businesses' full year forecasts appeared overly optimistic.

In Strictest Confidence

- (ii) A full review of Business performance and corrective action was to be conducted at a special meeting of the Executive Board on 20 September. The Board would be presented with the outcome of this review and discuss the action to be taken both in the short to medium term.
- (iii) Horizon. When the Board last met in July (PO99/79), POCL's Horizon Programme Director had been confident that system acceptance would occur as planned on 18 August. Unfortunately, three high priority acceptance incidents around training, stability of the system (lockups and screen freezes) and quality of accounting data, remained unresolved and whilst ICL did not accept the categorisation of these incidents, they had nevertheless resulted in acceptance being deferred until 24 September.
- (iv) A decision on national rollout had also been deferred although POCL had agreed to continue with live trials with the number of offices operating the system extended to 900.
- (v) Progress on training had gone well and the incident had now been downgraded to medium priority. However, system stability and accounting was still being analysed and rectification was not expected before December.
- (vi) Under the terms of the revised contract, signed at the end of July, the final acceptance date was 15 November 1999 and it remained uncertain whether the plans that were currently in place would enable this deadline to be met. Counters was clear that the system would only be accepted if it achieved the necessary service standards.

It was noted that

- (vii) The continued rollout of the system to a limited number of offices was at no cost to Counters who would not make any payments to ICL until the system had been accepted. However, the logic behind this approach was questioned as serious doubts over the reliability of the software remained. It was also felt that by continuing unchecked it might also be harder ultimately to refuse to accept the system.
- (viii) In continuing with rollout the momentum that had been established with regard to training and education of staff using the system was maintained and valuable operating experience gained. Stopping for even a short period of time would lose this momentum and also undermine the morale of employees and particularly subpostmasters. The

In Strictest Confidence

decision to continue had not been taken lightly but had been in the knowledge that financially the business would not suffer and that it in no way altered the fact that the system would not be accepted if it did not work. Rollout would not go beyond 900 offices. Notwithstanding this, the decision to continue would be reviewed.

- (ix) The appointment of Alan Johnson MP to succeed Ian McCartney as The Post Office Minister had interrupted negotiations with DSS on a revised commercial arrangement. Whilst The Post Office proposals had not been rejected, it was unlikely that Treasury or DSS would be prepared to alter their position. The 'gap' between DSS and POCL was £400m. An independent review of the charging arrangement was possibly the only way forward should it not be possible to reach an acceptable agreement with DSS.
- (x) Universal Postal Union Congress - Beijing. John Roberts had attended the UPU Congress for a week. As an aside to the main meetings some useful talks with senior members of both Anpost and the Swiss post office had been held on potential opportunities for joint working relationships.
- (xi) Partnerships. Further contact had been made with the CEO at UPS and an encouraging response received.
- Action
Richard Close
- (xii) Set aside time at October's Board meeting to assess the results of a review of Business performance which was shortly to be carried out by the Executive Board. In particular the review would highlight:
- revenue performance;
 - impact beyond the current financial year and action needed.
- Stuart Sweetman
- (xiii) Review the decision to continue with the limited rollout of Horizon to 900 pilot offices.

**FINANCIAL
OVERVIEW****PO99/92**

- (i) Profit/loss for July was:
- Royal Mail £34m;
 - POCL £5m;
 - Parcelforce £0m

In Strictest Confidence

- (ii) The current full year forecasts were:
 - Royal Mail £441m;
 - POCL £22m;
 - Parcelforce £16m;
 - Group £521 (before tax)

- (iii) Income from Royal Mail National was currently below budget and should this trend continue to the year end a £70m shortfall would result. Although not as significant, a similar adverse situation existed within the Streamline income stream where potentially a £30m gap existed.

- (iv) In total, risks of £202m existed within Royal Mail although recovery opportunities of £102m had been identified and hard coded into the budget (£65-70m of which was operational costs). Further opportunities of up to £116m had also been identified and if these could be realised the full year budget would be achieved.

- (v) It was important to go beyond short term recovery actions and seek to drive down core operating costs. Ensuring this message was understood and acted upon by the newly appointed Business Unit Managing Directors was essential.

- (vi) In reviewing financial performance, it was also necessary to review revenue performance, identifying areas that were under performing and those where improvement opportunities could be exploited.

- (vii) Rejection of the Way Forward agreement had a short term financial benefit of £20m with the potential for a further £30m. However, expected benefits from implementation of the agreement in 00/01 would not now be realised and this would significantly affect Royal Mail's Strategic Plan assumptions.

- (viii) Parcelforce's performance in July had not been good with an actual profit of £0.3m against a budget of £3.3m. The poor performance was primarily the result of lower than budgeted income which cumulatively was now £9m below budget. In product terms, Business to Business and Home Shopping recorded the biggest shortfalls in performance. Should the income trend continue to the year end, a £17m shortfall against budget would occur.

- (ix) A number of revenue actions were being taken to reduce risk to the full year budget, one of the most significant

In Strictest Confidence

being the deployment of Activity Based Costing matrices which had helped establish more appropriate product pricing. In marketing and sales activity, the promotion of Business to Business Worldwide would continue together with selective discounting in the high margin sectors and the alignment internally of logistics revenue and costs. Special Delivery had been performing extremely well and Parcelforce would seek to continue this strong performance through a 'heavyweight' promotional campaign, the targeting of medium sized contract customers and selling to the Parcelforce Worldwide customer base.

- (x) Managing staffing costs effectively was not helped by the high numbers of agency staff employed, the high turnover of staff, sick absence above budget and the inconsistent and inefficient deployment of staff.
- (xi) The performance of the three Parcelforce territories, East, West and North, varied considerably, with the Western territory on budget, the North slightly below budget, although its targets were stretching, and the Eastern territory which accounted for £2.2m of the £3.1m staff cost overspend. Across the Businesses' 151 operating units, 22 were under performing accounting for two thirds of the staff cost shortfall.
- (xii) Action to improve staff expenditure was focusing on the small number of units which could generate the biggest improvements. The Business would also seek to implement a pay award no higher than x% linked to agreements on the extension of regional pay and greater deployment of owner drivers. A negotiating remit of y% would be sought from DTI. On non-staff costs, discretionary spend would be cut by 50% and major project spend contained.
- (xiii) Achievement of the full year forecast was considered stretching and would to a great extent depend upon performance over the Autumn pressure period. Once the Coventry Hubs were operational a significant improvement in performance would be expected.
- (xiv) Counters had agreed a £2m payment from the Passport Executive for the work they had undertaken in issuing emergency passport extensions. Discussions on formalising any future arrangement were underway.
- (xv) Financially, Counters was close to Plan but was nevertheless seeking to reduce discretionary spend.

In Strictest Confidence

- (xvi) The auditors had now accepted that whether or not the ICL agreement was concluded before the half year, it could be accounted for within The Post Office half year accounts.
- (xvii) Implementation of SCS was continuing according to plan and now that posts were being filled and the structure was coming together, people across the organisation could begin to see and understand the benefits that would be derived.
- (xviii) Agreed that the following full year profit figure be released to DTI:
- £368m

**AUDIT COMMITTEE
REPORT**

PO99/93

- (i) The Audit Committee had highlighted three key areas of concern:
- the level of spend on external consultancy;
 - the impact on implementation of Royal Mail's productivity scheme given the rejection of the Way Forward agreement; and
 - the apparent inadequacies in the working relationship between the businesses and IT providers in major projects.

It was noted that

- (ii) £66m had been spent on external consultancy of which £27m had been for the services of [REDACTED]. It was important to ensure that proper value for money was achieved from consultants and that their appointment was properly controlled.
- (iii) The SCS programme would result in a restructuring of IT Services and this would go some way to improving the relationship with the Businesses.
- (iv) Review and report back to the Board on the extent to which external consultants are used and the appropriateness and value for money of this work.
- (v) Provide the Board with a descriptive paper on apparent inadequacies in the working relationship between the Businesses and IT and how this was being addressed.

Action
John Roberts

Jerry Cope

In Strictest Confidence**ROYAL MAIL WAY
FORWARD
AGREEMENT**

PO99/94

- (i) The Board, at its March 1999 meeting (PO98/29), had endorsed the final phase of Royal Mail's industrial relations strategy, the Way of Working package, now known as the Way Forward agreement.
- (ii) The package enabled effective resourcing, flexible working and customer focus in return for a single basic grade, shorter working week and standard meal reliefs. The package, which was agreed and unanimously recommended by the Executive Council of the CWU, provided significant financial and productivity benefits for the business, but was also considered generous to employees.
- (iii) In an official ballot the package had been rejected by 55% of members, on a relatively high turnout of 64%. This was thought to be because of a co-ordinated campaign of mis-information in London and the South East by union activists, which included a personalised campaign against John Keggie the CWU Deputy Secretary. Resistance to delivery changes in London and the South East and the removal of restrictive practices were also thought to have influenced the result.
- (iv) The result meant that money to fund employee benefits would not be spent in the current financial year (some £50m), but also that expected savings of £67m would not be realised in 2000-01. The CWU Executive Committee had re-affirmed their commitment to the agreement.
- (v) In response to the rejection of the deal Royal Mail had made it clear that discussions on the annual pay award would not be discussed. It would also honour and seek to implement earlier agreements on delivery and the performance bonus scheme. In partnership with the CWU, a survey by MORI was being conducted to establish the reasons for the deal being rejected. Additionally, CWU internal discipline would be reviewed. This would focus on the abuse of internal facilities such as the distribution and display at work of disruptive material. Capping of overtime in advance of the Working Time Directive on maximum hours would also be considered.
- (vi) It had not yet been possible to meet and discuss with the CWU what action would now be taken. However, Royal Mail considered four options possible:
 - walk away from the deal and implement through

In Strictest Confidence

executive action those elements that benefited the business, or just implement the Performance Bonus Scheme;

- re-negotiate the deal but link to the annual pay round;
- split the package into more manageable elements; or
- increase funding for the package.

- (vii) In any agreement it was essential for the fundamental well being of the business that business benefits were delivered as was a step change in performance in London and the South East.

It was noted that

- (viii) Isolating London did not address the problems presented by that Division. It was also the area within which the greatest competition was faced and where the highest level of staff savings could be made.
- (ix) Implementing the agreement within those areas that had voted to accept it had been considered but rejected on the basis that it still did not address the fundamental problem of London, and did not generate the financial and efficiency savings required to fund the package. An alternative possibility would be to implement only certain elements of the package but this would serve to weaken the deal in its entirety. Nevertheless, it would be interesting to consider this with the union, although a full understanding of the financial implications of pursuing this course of action would have to be known.
- (x) A cooling off period was considered a sensible option although given that the Strategic Plan was underpinned by Royal Mail's change programme, it was important that the Union felt that the pressure for change was maintained.
- (xi) Linking pay with a re-negotiation of the agreement was not necessarily the best course of action as protracted discussions risked alienating those employees supportive of the original deal.
- (xii) The successful implementation of whatever agreement could be negotiated was essential and historically this was not something that the organisation was particularly good at. It would be made particularly difficult within a tense industrial relations climate.
- (xiii) Royal Mail was not at this stage seeking Board agreement to any one course of action as further discussions with the CWU were necessary. However, it recognised that in the

In Strictest Confidence

short term the successful re-negotiation of the package was the ideal conclusion. But realistically that contingencies would have to be developed which would include the possibility of the removal of work from low to high performance offices, a review of investment plans and further reorganisation e.g separation of processing and delivery. In the longer term it was also recognised that joint working with the CWU might not produce the required step change in performance and that outsourcing and franchising might have to be explored.

Agreed that

- (xiv) A cooling off period would be considered and the need for pressure for change on the CWU maintained.
- (xv) Implementation on a regional basis would be considered.
- (xvi) Discuss with John Roberts before proceeding with any proposal to link the Way Forward negotiations with those of the annual CWU pay round. Similarly, the financial impact of any regional implementation would need to be understood before proceeding.

Action
Richard Dykes

**POST OFFICE
SECURITY
(POB(99)56)**

PO99/95

- (i) Security was taken very seriously across The Post Office where unfortunately, a number of employees faced serious injury and occasionally death in the course of their duties.
- (ii) 75m letter items were handled each day, £250bn handled each year and 18,000 outlets managed. The Post Office operated its own prosecuting authority with no reliance upon the Crown Prosecution Service or Police. 700 people were employed within The Post Office's security community.
- (iii) Although losses through burglary and robbery had lessened in Cashco, The Post Office's cash distributor, it had increased in both Royal Mail and Counters. In overall terms losses had decreased in the year to £8.2m compared with £10.1m in 1997/98. One criminal gang (three people) had recently been arrested in the Manchester/Liverpool area, believed to have been responsible for a large proportion of the losses. Certainly since their arrest the level of losses had reduced. Robbery was much more prevalent than burglary and this had a greater impact on employees as the majority would come

In Strictest Confidence

face to face with their attacker. Insurance only covered losses over £1m.

- (iv) Under the SCS programme it had been decided to retain Security within Business Units, de-centralising security and investigation resources wherever possible. Additionally, a more rigorous performance management regime was being introduced which would facilitate the monitoring of success against a number of high level KPIs.
- (v) Since the last Board report (PO98/15) substantial progress had been made with regard to information security. In fact The Post Office was now used as benchmark for other organisations.
- (vi) The protection of employees from violent attack was paramount and to help reduce the level of risk, investment in Counters to 'harden' the network was continuing with 780 of the 4,000 offices most at risk having had their security equipment significantly upgraded. Some displacement of attacks into other areas had occurred.
- (vii) With increased commercial opportunities, it was important to ensure that Post Office assets were properly protected and that opportunities for fraud were minimised.

It was noted that

- (viii) Whilst some staff saving could be made through the outsourcing of specialised services, such as finger printing and forensic work, the day to day operation could not easily be placed outside the business. The Police service had no desire to take on what was largely time consuming investigative work. Staff numbers would have to be reduced across Royal Mail and the network.
- (ix) Thanked [REDACTED] for his informative presentation and report.
- (x) Endorsed the approach being taken to manage the Corporation's key security issues and the associated risks.

CURRENT
INITIATIVES IN
PURCHASING
SERVICES
(POB(99)57)

PO99/96

- (i) Following the Board's discussion at its July meeting (PO99/76) on savings opportunities from purchasing services, a report highlighting the various commercial and

In Strictest Confidence

cost saving initiatives had been produced.

- (ii) A major purchasing development had been the successful deployment of Corporate Purchasing Cards (CPCs) which had been distributed across Post Office Business Units. The value of transactions using CPCs was approaching £40m p.a and this equated to 285,000 transactions p.a. The reduction in physical transactions had enabled a headcount reduction of 33, equating to savings of £825,000.
- (iii) The design, development and deployment of an e-commerce programme was currently underway with its implementation planned for 1 April 2002. A target of 80% of all procurement transactions (including bill payment) by 2002-03 had been set. An e-commerce system was likely to reduce processing costs from \$40 to as low as 60 cents per transaction.
- (iv) In 1997 a five year cost savings target of £120m had been set for Purchasing Services. Current performance had enabled this target to be increased to £200m.
- (v) A sustainable ethical trading policy was currently being developed to ensure The Post Office was not exposed to any avoidable criticism.

It was noted that
- (vi) Purchasing Services did not work on a lowest cost basis, but rather best value for money based on subjective assessments by Product Group Teams (PGTs) which were cross business multi-disciplinary teams drawn together to provide technical, operational and commercial input to the procurement process. PGTs were also helping to standardise product specifications across Businesses.
- (vii) Cost savings from purchasing were not always clearly identifiable within Business Plans, although this was not true of Parcelforce. It was encouraging that new Business Units, such as Service Delivery, were actively pursuing Purchasing Services to make identifiable cost reductions.
- (viii) Purchasing Services had usefully been a member of the Global Electronic Benchmarking Network which provided valuable information with which The Post Office could compare its own performance with that of other world class organisations. This forum was soon to disband and alternative opportunities would have to be sought.

In Strictest Confidence

- (ix) The Ofwat regulator was apparently keen to see an inset agreement between a large organisation and supplier of water/waste services. The opportunity that this presented would be explored.
- (x) Thanked [REDACTED] for his interesting and helpful report.
- (xi) Review the savings opportunities presented by the Ofwat regulator seeking an 'inset' agreement between a supplier and major customer for the provision of water/waste services.

Action
Richard Close

**PROJECTS
APPROVED BY
MaPEC & REQUIRING
ENDORSEMENT BY
THE BOARD - GEMINI
(POB(99)58)**

PO99/97

- (i) The opening of the two fully automated hubs had been delayed due to the late delivery of an upgrade to the Parcel Management System. The operational functionality of the International hub had been set for 11 October 1999, one month later than scheduled. The National hub was to be used in a semi-automatic mode from the Spring 2000.
- (ii) Additional net costs of £9.1m on construction and the provision of alternative IT solutions had been approved by MaPEC in the context that the project's overall NPV had improved by £17m.

It was noted that

- (iii) Post Office Information Technology Services (POITS) had significantly underestimated the complexity of the facility and whilst individual elements of the system had been approved or were on an approved list, the IT system was an entity had not been evaluated as an overall discrete entity. In hindsight this piecemeal approach was probably mistaken.
- (iv) External quality assurance had now been brought in to ensure completion by the due date.
- (v) Re-endorsed the Gemini project at an increased sum of £122.2m.

**CAPITAL
RESTRUCTURING OF**

PO99/98



In Strictest Confidence

POSTCAP
GUERNSEY
(POB(99)59)

- (i) Following the conditional purchase of a share holding in Camelot, an opportunity to keep the underwriting of the required £25m performance bonding arrangement within the captive had arisen. However, to do so it was necessary to further increase the capitalisation of PostCap.
- (ii) Agreed and authorised establishing an authorised capital structure for Postcap Guernsey Ltd of £100m.
- (iii) Agreed that in addition to the £8m ordinary share capital already issued and fully paid, £92m be issued partly paid at 1p per £1 share, for £920,000.
- (iv) Noted that Board authority would be sought for any further proposal to authorise and/or issue more capital.

ANNUAL REPORT OF
THE CHAIRMAN
POPTL (POB(99)60)

PO99/99

- (i) The Chairman welcomed the Chairman POPTL and his colleagues and invited him to present his report.
- (ii) Responsibility for both Post Office Pension Schemes (POSSS and POPS) was vested in Post Office Pensions Trustees Limited (POPTL) who ensured that the Schemes were efficiently administered in accordance with the Trust Deed, in the best interests of its Members, and that the Schemes were managed prudently and well funded.
- (iii) 
 A problem had been experienced with information provided to members via the annual benefits statement, a number of people having received incorrect information.
- (iv) As at year ended 31 March 1999 POSSS assets had grown by £479m to £13.9bn. Scheme funding had also increased from 101.9% as at 31 March 1997, to 106.9% in March 1998. However, an interim actuarial valuation carried out at 31 March 1999 showed that funding had subsequently fallen to 103.5%. This was primarily due to:
 - the continued suspension of employer's contributions;
 - and
 - lower than expected dividend growth.

In Strictest Confidence

Suspension of the employer's contribution had benefited Post office profits by £172m.

- (v) With regard to investment performance the annualised rate of return for the three calendar years 1996-98 was 14.4% compared with the benchmark of 14.5%. In 1998, however, the rate of return was 13.4% compared with the benchmark of 14.7%. [REDACTED]

- (vi) With regard to POPS the Scheme grew by £301m to £1.9bn. An interim valuation carried out as at 31 March 1999, showed that the Scheme's funding level had reduced from 100% to 94%. This was due to:
- the agreed deferment of the increase in employer contributions;
 - lower than expected dividend growth; and
 - higher than anticipated cost of accruing benefits.

In response to this The Post Office contribution rate increased from 9% to 10.1% from 1 April 1999. At this time the employee rate was fixed at 6%. Post Office contributions for the year 1998/99 totalled £92m. A further increase in The Post Office contribution rate would be required to amortise the deficiency.

- (vii) Investment performance was disappointing with the annualised rate of return for the three calendar years 1996-98 being 13.1% compared with the benchmark of 13.6%. The rate of return achieved in 1998 was 12.8% compared with the benchmark of 13.6%. This underperformance was largely the result of the Scheme's position in Global Emerging Markets which was expected to recover over the longer term.

- (viii) All key advisers and suppliers had appraised POPTL of their year 2000 status and it was believed that an acceptable state of readiness would be achieved.

(ix) [REDACTED]

- (x) The investment performance over the first six months of 1999 was encouraging with both Schemes outperforming the benchmark. If this was to continue over the longer term, an extension of the POSSS contributions holiday

In Strictest Confidence

might be possible.

- (xi) The Trustees policy on Corporate Governance had been to make the investment managers aware that they approved of the codes, but then allow them to apply the appropriate principles. Ethical investment would have to be debated.
- (xii) The Ombudsman had power to make awards to Scheme members of either £250 or £500 for administrative errors and this had occurred as result of incorrect benefit statements being issued. The reasons for these errors would be explored.
- (xiii) [REDACTED]
- (xiv) Thanked Mr Chapman for his report and work on behalf of the Post Office Schemes.

**REVIEW OF
FINANCIAL
ADVISORS
(POB(99)61x**

PO99/100

The Board noted that a review of financial advisors would be undertaken and that the results would be reported back to the Board as soon as a decision had been made.

**MAJOR PROJECTS
QUARTERLY REVIEW
(POB(99)62x**

PO99/101

The Board noted the report.

**APPOINTMENT OF
NEW SECRETARY
(POB(99)63x)**

PO99/102

- (i) The Board noted [REDACTED]
- (ii) [REDACTED]
- (iii) Appointed Jonathan Evans Secretary of The Post Office with effect from 25 October 1999.
- (iv) Revoked with effect from 24 October 1999 the authority for authentication of the seal of The Post Office granted to

In Strictest Confidence

██████████ in minute PO97/101.

**BOARD BONUS
SCHEME**

PO99/103

- (i) A meeting between Alan Johnson, The Post Office Minister and Mike Kinski and a non-executive colleague had been scheduled for later in the month. This was to discuss the proposed Board Members' bonus scheme for 1999-00 which had still to be agreed following a rejection of The Post Office proposal.

It was noted that

- (ii) It was preferable to keep the debate at Ministerial level where a more sensible outcome could be expected.
- (iii) Given the delay in implementing this year's scheme it may be preferable to seek agreement to a scheme that maintained the principles of last year's whilst work continued to develop alternative proposals which was more incentive and less penalty based than those put forward by the Treasury. This would be pursued in liaison with Richard Adams.

REGULATION

PO99/104

- (i) In advance of the appointment of a regulator it would be helpful to consider as a Board the potential impact on The Post Office's Strategic Plan.
- (ii) In advance of a Regulator taking up his/her post, debate the potential impact on The Post Office's Strategic Plan and what pre-emptive action might be taken.

Action
Jerry Cope

**DATE OF NEXT
MEETING**

PO99/105

The next meeting was scheduled for 26 October 1999, at 148 Old Street.

In Strictest Confidence

**POB(00)1st
PO00/1 to 11**

POST OFFICE BOARD

**Minutes of the meeting held at 148 Old Street
on 11 January 2000**

Dr Neville Bain	Chairman
John Roberts	Chief Executive
Richard Close	Group Finance Director
Jerry Cope	Group Managing Director Strategy & Business Development
Mike Kinski	Non-Executive Member
John Lloyd	Non-Executive Member
Rosemary Thorne	Non-Executive Member
Jonathan Evans	Secretary
	Notes

Richard Dykes, Group Managing Director, Mails Services
Stuart Sweetman, Group Managing Director, Customer and Banking Services.
Kevin Williams, Group Managing Director, Distribution Services


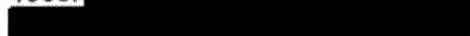
Others attending:

 , for PO00/6
 for PO00/7
 , for PO00/8



APOLOGIES

Miles Templeman was unable to attend

**SIR CHRISTOPHER
HARDING**

It was with deep regret that the Board noted the untimely death of Sir Christopher Harding, who had served as a Board Member from 1993 until 1998. 




The Board paid tribute to the major contribution to the efficient running of the Board made by  over the past 10 years.  was soon to move to work with the Regulation Department on handling the Postal Services Bill, and the Board wished him well for the future

**MINUTES OF
PREVIOUS MEETING**

PO00/1

The Board approved the minutes and separate record of proceedings of its meeting of 30 November 1999.



In Strictest Confidence

**MATTERS ARISING
POB(00)1**

PO00/2

- (i) The Board noted the matters arising from its meeting held on 30 November 1999. No response had been received from Ernst & Young to Rosemary Thorne and Richard Close's letter with regard to the reporting of exceptional items in the half year accounts.
- (ii) The PIU Study was due to report in March 2000.

CHAIRMAN'S BUSINESS

PO00/03

- (i) Alan Johnson MP, the Minister with responsibility for The Post Office, was attending for the final thirty minutes of the meeting. The Chairman intended to raise the following issues with him:
 - Postal Services Bill and timescale
 - Industrial relations and WAND
 - Horizon and the PIU

**CHIEF EXECUTIVE'S
REPORT POB(00)2**

PO00/04

- (i) Performance. Income pressure in Royal Mail and profit pressure in Parcelforce made achievement of the £350m profit target difficult.
- (ii) Envision. The performance of Envision, who administered the BBC licensing contract, was of concern with the forecast number of licences sold not matching business plan expectations.
- (iii) Given the current poor performance The Board called for a review of future prospects for Envision at the March meeting;
- (iv) Industrial Relations. A revised agreement on the 'Way Forward' had been agreed with the CWU Executive Committee and a ballot of CWU members would be held between 19 January and 7 February.
- (v) The revised agreement included a higher level of basic pay, the retention of a Drivers' allowance, enhanced pay rates for Scheduled Attendance and the first 10 hours of overtime Monday to Saturday.
- (vi) The importance of the deal had been stressed to the CWU Executive and a joint communications campaign would re-emphasise this to CWU members. Should the

In Strictest Confidence

deal be rejected further discussions would not be held and alternative ways of achieving improvements would have to be sought.

Noted further that

- (vii) South West Trains (SWT) had taken the unusual step of implementing a pay award, with the agreement of ASLEF and the TUC, although this was after the members themselves had rejected the deal. This had proved successful for SWT and restored the credibility of the union in the eyes of its members.
- (viii) It was questionable whether a similar approach could work with an agreement that had many separate elements and required the commitment of employees to be successful. An alternative approach was implementation on a regional basis which would isolate those areas which rejected the deal. The Board would need to consider regional implementation before it was progressed.
- (ix) Parcelforce had still to conclude its September 1999 pay award with CWU employees. The vulnerable financial position and commercial difficulties facing the business would be stressed to the CWU Executive Committee although encouragingly both the General Secretary and his Deputy appeared to recognise the constraints within which Parcelforce had to operate and were willing to consider innovative ways of working.
- (x) Industrial disruption over Christmas and the New Year had badly affected customers in Fulham and Putney. Putney had for a long period of time been a problem area with the workforce being particularly disruptive and the dispute had arisen as they'd refused to work rostered Scheduled Attendances. Against the wishes of staff additional resource was to be introduced into the office and local management strengthened. The dispute at Fulham had been over accommodation issues and management assurances to deal with employees issues had resulted in staff returning to work. It was important that these reassurances were acted upon.
- (xi) Christmas. Royal Mail traffic had increased by 5.5% over the previous year but disappointingly stamped and metered mail had only increased by 2%. Encouragingly, staff hours had only increased by 0.3% over the same period as last year. However the overall position fell short of forecast;

In Strictest Confidence

- (xii) Parcelforce had achieved growth of 14% over the previous year and "next day" volumes had increased by 30%. The business had been badly hit by the flu epidemic with sick absence currently running at 25%.
- (xiii) Counters' quality of service had been disappointing at 90.8% against a target of 95%. Income on sales had held up well.
- (xiv) International. Opportunities with Fedex had not been progressed and appeared unlikely to be developed further. UPS had signalled their continued interest in developing a dialogue and this would be progressed.
- (xv) PIU. The PIU Study team were aware of the issues around the Postal Services Bill and the relationship of their work on the network. A meeting with Mo Mowlem, Minister at the Cabinet Office, was being arranged.
- (xvi) Liberalisation. The European Commission was seeking to reach agreement on increased liberalisation through a reduction in the letter weight step. Various scenarios for achieving a reduction to 100grams had been put forward. The Post office was working closely with La Poste to try and limit any reduction to 150 grams.
- (xvii) Year 2000. With the exception of some minor difficulties, all systems had continued to work correctly and this reflected the enormous amount of work and effort that had been put into the Y2K project, the cost of which had been in the region of £80 - 85m.
- (xviii) Royal Mail Prices. There had been no Government response to Royal Mail's pricing proposals.

Action

Stuart Sweetman
Richard Close

Review the performance of
SSL/Envision at the next Board meeting.

Richard Dykes

Consider, in the event of the Way Forward agreement being rejected by CWU Members, the possibility of implementing the proposals with the support of the CWU Executive.

FINANCIAL OVERVIEW

PO00/05

- (i) Provisional results for December, which had not been reviewed by the Executive, were:

- Royal Mail £32m

In Strictest Confidence

- POCL £22m (excluding Horizon)
- Parcelforce £5m (including Special delivery)

- (ii) Royal Mail's December result was £20m worse than budget as a result of reduced income, increased staff and advertising costs.

- (iii) A backlog of intra business invoices, cumulatively £37m, had been identified and was being investigated.

- (iv) The full year profit/loss forecasts were:
 - Royal Mail £421m
 - POCL £25m (excluding Horizon)
 - Parcelforce £(8)m (including special delivery)

- (v) Royal Mail's risks and opportunities remained balanced between £10m and £20m, although December's expenditure result would be of concern should it be repeated in January.

- (vi) Parcelforce's £5m profit in December was the first profitable result this year and only £1m below budget.

- (vii) The financial impact of the strike at the London Distribution Centre was estimated to have cost £1.3m but was likely to outturn at £2m taking the full year loss to £10m. It would be unclear until the end of January how many contracts would not be renewed as a result of the strike.

- (viii) The Coventry Hub would take traffic from London once it was opened in May. Some 200 jobs would be removed from London operations with some employees leaving and others being redeployed in Royal Mail.

- (ix) There had been an improvement in productivity over the past two months.

- (x) A comparison of current debt compared with pre SAP debt showed that performance had improved considerably and was almost back to pre SAP levels.

- (xi) Counters, excluding Horizon, continued to perform well and on current trends a full year profit of £32.5m was possible.

- (xii) As stated in PO00/04(ii) above, the underlying performance of SSL (Customer Management) was disappointing with a full year loss of £(6)m forecast.

In Strictest Confidence

(xiii) Agreed that the following full year Group profit forecast be released to DTI:

- £340m (excluding Horizon)

**STATE OF POST OFFICE PO00/6
READINESS
FOR REGULATION
POB(00)3**

- (i) To a great extent the form and nature of regulation were dependent upon the content of the Postal Services Bill, the core of which was due to be drafted by 20 January to go before the Legislation Committee on 25 January. First reading was scheduled for 28 January and Royal Assent by the end of July.
- (ii) Parliamentary Counsel had already raised concerns over the viability of the timetable and it was therefore to be considered at risk. The Post Office had provided DTI with every assistance in preparing the Bill and had no responsibility for any delay.
- (iii) The principal issues around the Bill were:
- the disposal/sale of shares in Post Office plc, in a way in which proper commercial freedoms could be granted but which honoured the public statement by the Secretary of State that this would only happen through primary legislation.
 - clarity in the accountabilities for setting financial targets between the Secretary of State and Regulator.
 - the criteria for borrowing for growth investments;
 - and, the report of the PIU study and in particular Counters access criteria.
- (iv) A number of other key issues had still to be resolved, including the mechanism for changing the monopoly, the USO obligations to be imposed on other licence holders, the scope of regulation, penalties for service performance, information gathering powers of PSC and CCPS, powers, reconstruction of the balance sheet and the consolidation of legislation.

noted further that

(v) It was important to establish clearly before a regulator

In Strictest Confidence

was appointed those areas for which regulation was appropriate. It would assist Non-Executive Members to see a simple summary sheet which highlighted those areas which would be subject to regulatory control.

- (vi) It would be prudent to review the way in which the property portfolio was currently managed and how this compared with other regulated companies.
- (vii) It was estimated that on current levels of performance The Post Office would have to pay penalties of between £25m - £30m. It would be important to ensure that the regulator had an appreciation of what constituted a reasonable level of performance and through improved information educate and advise customers on what, in terms of service, was actually possible.
- (viii) Thanked [REDACTED] for his helpful presentation and informative report.

Action

- Jerry Cope (i) Circulate a summary of the activities of The Post office that would be subject to regulatory control
- Jerry Cope (ii) Review how the treatment of The Post Office's property
Richard Close portfolio could be optimised within a regulated environment.

**TECHNOLOGY &
INFORMATION SYSTEMS
IN THE POST OFFICE
POB(00)4**

PO00/7

- (i) Across The Post Office the number of information systems being deployed was considerable with individual businesses developing their own systems with little technical commonality. For example, within the finance function nine separate systems existed.
- (ii) The majority of Post Office systems were:
 - functional rather than process based applications;
 - duplicated functionality across business applications;
 - created many point solutions;
 - reactive rather than proactive with regard to business needs; and
 - lacked global visibility to world class suppliers and customers.

In Strictest Confidence

- (iii) The current situation meant it was costly for Business Units to maintain and upgrade individual instances of SAP, made exploitation of investment in the technical infrastructure difficult and worked against the integration of systems and exploitation of information.
- (iv) The Post Office Enterprise Model was fundamental to the development of The Post Office IS Strategy, providing as it did a blueprint for the integration of information systems across The Post Office. An essential element of the strategy was the delivery of core back office functionality, such as finance and HR systems, which when established would enable the delivery of a wider set of business applications. However, the ultimate requirement was to have a system which provided customers with value, performance and timeliness.
- (v) The strategy comprised of these design principles:
 - IS systems should be organisationally independent;
 - processes should be harmonised;
 - generic access channels should be developed for customers, for use by all businesses (SPICE);
 - industry standard software would be used wherever possible;
 - the overall architecture should reduce the complexity of systems interfaces;
 - information about key business entities to be managed as a group wide asset; and
 - operate a consistent information security policy.

noted further that
- (vi) The Post Office used 50,000 computers and had one of the biggest mainframes in the UK;
- (vii) Outsourcing had previously been contemplated, but was not considered appropriate. This mirrored the approach of a number of major companies. Where appropriate a number of relationships with external suppliers, such as Fi, were being developed.
- (viii) It was important that as The Post Office developed an business strategy that it was compatible with that of it

In Strictest Confidence

main IS strategy.

- (ix) Seeking work for third party customers was not something The Post Office was looking to develop.
- (x) Thanked [REDACTED] for his informative report and presentation.

**MANAGEMENT
DEVELOPMENT
FRAMEWORK
POB(00)5**

PO00/8

- (i) The development for senior managers of The Post Office below Executive Board level was overseen through the Group Centre management development framework. The top 150 managers were know as 'Top Y', comprising the Managing Directors, their direct reports and direct reports to other Group Centre Managing Directors.
- (ii) The framework provided an effective and coherent process for filling Business Unit Managing Director roles and ensured that managers with the right capabilities were available at the right time. It also aimed to create an environment which attracted and retained talented and committed managers.
- (iii) The framework was comprised of five elements:
 - a succession planning process overseen by the Executive Board;
 - an appraisal and development system;
 - a development architecture;
 - an approach to managers of tomorrow; and
 - reward and remuneration.
- (iv) Currently The Post Office was only just keeping pace with what was required and had a base of managers who were no longer suited to the business' new commercial and strategic role. Remuneration levels and the lack of any share schemes deterred young external high calibre recruits although pension benefits were in certain instances an attractive feature. Phantom share schemes and improved pension packages were being considered.

noted further that

- (v) Recruiting high quality managers nearing the end of their careers could in certain circumstances provide a

In Strictest Confidence

good avenue of resource.

- (vi) Of the top 150 managers only a handful did not have named successors although in marketing and change management resource was thin.
- (vii) The performance of senior managers against objectives and the values of the organisation were linked to pay and bonus awards.
- (viii) Although the number of female managers was increasing it was disappointing that the number of managers with ethnic minority background was low.
- (ix) A scheme to recruit 4 to 6 young 'high flyers' each year had proved successful with a great deal of time and effort being spent on a small number of people with quickly realisable, very high potential. These individuals were university educated and usually aged in their late twenties. The programme had been running for three and a half years and the first four managers were now ready to enter 'Top Y'.
- (x) The Board acknowledged the value of a scheme such as this and welcomed its continued success.
- (xi) Members of the Remuneration Committee would welcome the opportunity to review the succession plans for the top 30 senior managers in The Post Office.
- (xii) Thanked [REDACTED] for his informative report.

Action
Jerry Cope

Circulate to non-executives an updated succession plan covering the top 30 Post Office managers/posts.

**AN UPDATE ON THE
HORIZON PROGRAMME
POB(00)7x**

PO00/9

- (i) The rollout of Horizon was due to recommence on 24 January. A great deal of work had been undertaken to rectify difficulties identified in three areas:
 - system stability;
 - accounting integrity; and
 - the provision of support to offices

Although as yet uncertain, it was anticipated that these issues would not prevent rollout recommencing.

In Strictest Confidence

- (ii) Financial performance was being monitored against the revised budget.
- (iii) Given that the programme was expected to recommence rollout, it would be helpful for the Board to understand what marketing opportunities were now being considered.

Action
Stuart Sweetman

The March Board to review the current status of marketing for the programme, together with an update of the financial position of the programme.

**COMPETITIVE OVERHEAD PO00/10
STRUCTURE STRATEGIC
PROGRAMME POB(00)8x**

- (i) The Board noted the report and in particular that net recurring benefits were forecast to be £365m by 2001/02.

DATE OF NEXT MEETING PO00/11

The next meeting was scheduled for 14 March 2000.

Post Office Limited – Strictly Confidential

POLB(12)1st
POLB12/01-17

Post Office Limited
(company no. 2154540)
Minutes of the meeting of the Board of Directors
held at 148 Old Street, London EC1V 9HQ on 12th January 2012

Present:

Alice Perkins	Chairman, Post Office Ltd
Neil McCausland	Senior Independent Director, Post Office Ltd
Les Owen	Non Executive Director, Post Office Ltd (items POLB12/01-12)
Paula Vennells	Managing Director, Post Office Ltd
Chris Day	Chief Financial Officer, Post Office Ltd

In attendance:

Alwen Lyons	Company Secretary, Post Office Ltd
Susannah Storey	BIS (Item No. POLB12/01a)
Matthew Starks	Acting HR Director (Item No. POLB12/01 and POLB12/07)
Susan Crichton	Legal & Compliance Director (Items No. POLB12/06 -14)
Nick Kennett	Director, Financial Services (Item No. POLB12/09)
Martin Moran	Commercial Director (Item No. POLB12/10)
Mike Young	Chief Operating Officer (Item No. POLB12/13)

POLB12/01

POL REMUNERATION

(a) Feedback from ShEx (Susannah Storey)

The Chairman welcomed Susannah Storey to the meeting and explained that she had invited Susannah Storey to put the process for approval of Post Office Board remuneration into context from a Shareholder perspective.

Susannah Storey explained that after separation the controls currently existing in the RMH articles would be incorporated into POL articles and this would mean that matters relating to Board remuneration (base salary and incentives) would need the Shareholder's consent. She stressed that the authorisation process can take some time and emphasised the need to ensure any proposal put by Remco to the Government was properly justified and benchmarked to enable decisions to be taken. The personal objectives on which any bonuses were predicated needed to be justifiable and not seen as "just doing the job".

Susannah Storey explained that recent history shows significant over achievement against stretch targets and this has inevitably called into doubt whether the targets were challenging enough.

Les Owen highlighted that both Royal Mail Group and Post Office Ltd dealt with small profit targets but calculated from significant revenue and cost figures, and that this could lead to large variances. He suggested the Business needed to find a measure which was more aligned to share price for its long term incentive.

Post Office Limited – Strictly Confidential

The Chairman stressed the need to get proposals into the Government early and ensure that individuals were genuinely incentivised but not over rewarded.

Susannah Storey emphasised that only the remuneration of the Board needed to go to ShEx, but that included any salary changes and any short or long term incentive proposals.

Matthew Starks asked what is the Shareholder view of paying a bonus for performance below the target. Susannah Storey explained that there was no set view and that the Business needed to argue its case but that Ministers had very publicly stated that they would not reward failure, so any proposal needed to bear this in mind.

Susannah Storey left the meeting.

(b) LTIP

The Chairman asked Les Owen for his input on the LTIP paper POLB(12)01 as he had experience of the RMG scheme. Les Owen reported that from his private sector experience he was used to seeing the bonus expressed on an annual basis but that the three year amounts appeared to be appropriate and reasonable. He emphasised the need to find a less volatile metric for the financial target.

Chris Day explained that the Business had only just hit the last LTIP targets and that the next three years profit targets were very stretching. Les Owen explained that he was not suggesting the Business always over achieves its profit target but that the number was volatile and susceptible to large negative and positive variances.

The Chairman emphasised the need for very different measures for the short term and long term targets. Neil McCausland suggested that the LTIP should target the Business outputs and focus on being financially sustainable. Paula Vennells explained why the Network Conversions were important in changing the Business cost base and therefore should be a gateway to any LTIP bonus payment.

[REDACTED]

The Chairman asked the Board if they believed bonuses should be paid for delivering below 100 of the profit target. Les Owen accepted the perception of rewarding failure but highlighted the danger of 'cliff vesting' as this could drive the wrong behaviours in the Business. He suggested a gradation around the target point with significant increase for achieving the target. Neil McCausland agreed.

Les Owen pointed out that it would be important for the Remco to have some discretion in relation to the LTIP because it is impossible to be certain in advance that all relevant matters have been anticipated when agreeing the scheme.

Post Office Limited – Strictly Confidential

The Chairman asked if the forthcoming TUPE of staff from RMG to POL would effect the remuneration proposal. Matthew Starks explained that any changes to peoples' terms and conditions needed to be deemed of a reasonable nature and had to pass the "substantially equivalent" test, and that the longer the time between the TUPE and the change the better. The Business would test any proposal with the TUPE lawyers. Paula Vennells hoped we could design something which would be acceptable for the long term rather than have to make further changes in the short term.

Paula Vennells and Chris Day left the meeting whilst their remuneration was discussed. Discussions were not minuted.

Paula Vennells and Chris Day rejoined the meeting.

ACTION:
Matthew Starks

The Chairman asked that a proposal be brought back to the Board based on the discussions to date (including higher ranges for CEO and CFO) with a gateway for Network Conversions; a small reward for achieving 90% of the financial target; but with the main bonus at 100% and significant rewards for hitting stretch targets. It was agreed that the work needed to be completed as quickly as possible to enable a proposal to the Shareholder before the end of the financial year.

ACTION:
Matthew Starks

(c) Remuneration Structure

The Board discussed the STIP (short term incentive scheme) structure. Paula Vennells clarified that the PDR score related to the annual performance review against personal objectives and that approximately 15% of employees were graded as 1 or 2. Neil McCausland asked to see the distribution of scores for the last 2 years, which would be circulated to the Board.

Neil McCausland emphasised the need to focus on financial measures and those drivers which effect financial performance. Les Owen proposed a structure where greater bonus was attributed to profit or sales, but where other targets such as Health and Safety had to be passed or the bonus achieved would be reduced.

The Chairman asked that customer measures play a significant part in any calculation but stressed the need for measurable targets.

Neil McCausland added that moving the Business towards performance related pay as well as bonus would be beneficial.

(d) Managers Pay 2011-12

Matthew Starks updated the Board on the CMA pay negotiations. Crown Managers have been offered 1.4% to mirror the CWU grade award, and admin managers have been offered 1.6% plus £400 cash payment to be paid against specific objectives. This award is greater than that offered by RMG but has been cleared with RM CEO. Discussions are continuing with the CMA and Matthew Starks will update the Board if there are any significant changes or the pay deal is agreed.

ACTION:
Matthew Starks

Post Office Limited – Strictly Confidential

Neil McCausland asked if this gave the Business a gap in its plan over the next 3 years. Chris Day confirmed this and that the increase would need to be included in the commercials and assumptions in the Crown Plan.

POLB12/02

MINUTES OF PREVIOUS MEETINGS

- (a) The minutes of the meeting of 13th December 2011 were agreed;
- (b) the minutes of the POFS Board (POFS(11)5th) were noted;

Les Owen asked what issues were driving the red status of the MI migration programme and whether it should be of concern to the Board. Chris Day agreed to investigate and send a note out as soon as possible.

ACTION:
Chris Day

- (c) The minutes of the FRES Board (FRES(11)4th) were noted.

POLB12/03

MATTERS ARISING – Status Report

- (a) No.11b (POLB11/60(e)): The Chairman commented that the UKBA action was intended to refer to the external (rather than the internal) communications plan. Paula Vennells agreed and ensured the Board that the FOOG update at the next Board meeting would include FOOG external communication plan.
- (b) No.4c (POLB11/71(h)): Paula Vennells reported that Lord Freud had postponed this meeting. This will now be picked up within the Front Office of Government work as a meeting on this has already been scheduled for April

ACTION:
Alwen Lyons

POLB12/03

MANAGING DIRECTOR'S REPORT

- (a) Network Transformation
Neil McCausland congratulated Paula Vennells on the response to the survey and asked how the Business intended to prioritise the offices as the models had very different commercial implications. Paula Vennells assured the Board that this would be included in the next Board update due in March.

ACTION:
Chris Day /
Kevin Gilliland

The Chairman stressed how vital this work was to the Business and asked for it to come to the Board earlier if it was available.

Paula Vennells reported that the RMG and POL Communication Directors were working closely to plan effective communications for Network Transformation. In future, the joint Communications Action Group minutes, including the details of the Network Transformation Programme, would come to the Board for noting.

ACTION:
Alwen Lyons

- (b) Front Office of Government
The Chairman stressed the importance of focussing the Business' best people on the DVLA tender. Paula Vennells agreed and stressed that the Business was using the lessons learnt from the UKBA bid.

Post Office Limited – Strictly Confidential

ACTION:
Martin Moran A full update and detailed project plan, including competitor analysis, will form part of the Front Office of Government update at the next Board.

- (c) IT Landscape
The Chairman emphasised the need for the IT Board paper to be clear with practical language and to highlight what the IT changes will mean to the Business on the ground. Paula Vennells suggested that the Board might benefit from an IT deep dive.

ACTION:
Mike Young

- (d) Olympics
Paula Vennells assured the Board that detailed work was underway to mitigate any disruption caused by the Olympics. An updated noting paper would be produced for the March Board.

ACTION:
Mike Young

- (e) Consumer Focus
Paula Vennells reported that she had met with Mike O'Connor from Consumer Focus before Christmas, and although this was before the unhelpful report in the Daily Mail, she was assured that such reports were less likely to happen in the future.

- (f) Irish Government Guarantee
The Bank of Ireland will be withdrawing from the Irish Government Guarantee in March 2012. This will affect customers whose savings are more than £85k; customers' savings below £85k are covered by the British Government guarantee.

ACTION:
Nick Kennett Nick Kennett to provide a noting paper for the February Board to cover communications to customers.

- (g) Motor Insurance
Paula Vennells assured the Board that the Business had audited its processes to ensure it was not involved in any motor insurance scams. She would ask for the previous Board paper to be updated and recirculated.

ACTION:
**Paula Vennells /
Alwen Lyons**

POLB12/04

HEALTH AND SAFETY UPDATE

- (a) The Health & Safety Update (POLB12/05) was noted.

POLB12/05

FINANCE/PERFORMANCE REPORT

- (a) Chris Day reported that Period 8 had been another good month with the focus remaining on investment.
- (b) Period 9 had seen excellent growth in Mails with Financial Services and FRES also above target. Full Year Profit is forecast at £60m-65m against a target of £36m.
- (c) Neil McCausland asked if the £17m gap in next year's plan caused by the new Telephony contract could be covered. Chris Day assured the Board that although the Business Case required the Business to show all the costs in the first year, this would not be how the costs would actually fall and that the gap would be smaller to cover. He emphasised that the Business was pulling forward

Post Office Limited – Strictly Confidential

ACTION:
Chris Day

investment spend into this year for projects such as Collections and Return and Pre-payment Card and he agreed to updated the Board at the next meeting.

POLB12/06

POL GOVERNANCE

- (a) The Governance paper was presented as a basis for an opening discussion on this issue; it had not been discussed in advance with the Chairman who would work with Susan Crichton on it after the Board

Neil McCausland asked for clarification of delegated authorities from ShEx alongside the decisions ShEx retained.

ACTION:
Chris Day

Les Owen stressed the need to include 'Going Concern' discussions as part of the Board's governance. Chris Day agreed to discuss with Matthew Lester (RMG CFO) and introduce the necessary reporting process at the Board.

The Chairman explained that she would like to understand the rationale for proposed delegated authorities and their implications.

Les Owen questioned whether POL would need a Board Pensions Sub-committee, but Paula Vennells asked to keep this in the short-term as the sectionalisation, investment and funding strategies would all need detailed work.

It was suggested that the Health & Safety Sub-committee could be an Executive Sub-committee and the Board would be updated through the Managing Director's Report.

Susan Crichton suggested that the Audit Sub-committee should expand to include risk and compliance as this would give Board rigour and sub-committee oversight to the reporting of compliance by management.

ACTION:
Susan Crichton

Susan Crichton to bring a proposal back to the Board after the discussion with the Chairman.

POLB12/07

**SIGNIFICANT LITIGATION REPORT
- Noting Paper (POLB(12)13)**

- (a) Les Owen asked for assurance that there was no substance to the claims bought by subpostmasters which had featured in Private Eye.

Susan Crichton explained that the subpostmasters were challenging the integrity of the Horizon system. However the system had been audited by RMG Internal Audit with the reports reviewed by Deloitte. The audit report was very positive.

The Business has also won every criminal prosecution in which it has used evidence based on the Horizon system's integrity.

ACTION:
Susan Crichton

Susan Crichton suggested that she clear the audit report with the external lawyers and if it is possible to give the report privileged status it would be circulate it to the Board.

Post Office Limited – Strictly Confidential

POLB12/08

PENSIONS

- (a) Alwen Lyons declared an interest on Pensions issues as she is a Pensions Trustee but because of the low level detail in the agenda item, it was not considered a conflict.
- (b) Susan Crichton reassured the Board that all indications show the RMG Pensions State Aid to be on track.
- (c) Matthew Starks explained that following State Aid, POL would stay within RMPP but in a separate section and the reason for the MoU presented to the Board was to enable either party to leave the scheme at a future date. He emphasised the need to reassure POL scheme members that they were not being disadvantaged at the point of TUPE.
- (d) A Pensions deep dive is arranged for 23rd January to take the Board through the Pension detail.
- (e) The Board agreed to delegate authority to Chris Day to make any immediate decisions until a Pensions Sub-committee is established.

The Board agreed to delegate authority to Chris Day to sign the MoU.

POLB12/09

EAGLE UPDATE

- (a) Heads of Terms
Nick Kennett reported that the Heads of Terms has been signed on 29th December 2011 and the hope was to have the contract in place by the end of March.
- (b) Insurance
The issue of where insurance would sit in the Business is yet to be resolved. Bol have proposed that this part of the current joint venture be retained within Midasgrange (which will be wholly owned by Bol), but with a new Board.

Nick Kennett explained why he thought this structure was too bureaucratic and suggested an alternative.

**ACTION:
Nick Kennett**

The Chairman asked that Nick Kennett provide a paper to the Board setting out his alternative proposal with the negotiations mandate he requires.

Les Owen agreed and stressed the importance that any new structure enables POL to have control over products, incentives and sales campaigns.

Neil McCausland emphasised the need to manage the short term Junction contract effectively to ensure no penalty was paid. Nick Kennett reported that Junction were supportive of including the 30k Van Insurances currently with AVIVA in the portfolio until Sept 2012.

Post Office Limited – Strictly Confidential

Les Owen asked if Nick Kennett had confidence in the Manager running the Insurance Business. Nick Kennett reported that the last two weeks had seen the portfolio grow for the first time in three years and that he had every confidence in the way the contract was now being managed. The Chairman asked for a paper to be brought to the Board covering the Business and the proposals for the last two years of the Junction contract.

ACTION:
Nick Kennett

- (c) [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

ACTION:
Nick Kennett

[REDACTED]

POLB12/10

PREFERRED SUPPLIER – OUTPUT FROM TELEPHONY TENDER

- (a) Martin Moran explained that the Telephony Tender process was now complete, and that the preferred bidder was Fujitsu.

[REDACTED]

[REDACTED]

The Board endorsed the recommendation and congratulated Martin Moran on the deal.

Post Office Limited – Strictly Confidential

POLB12/11

BRIBERY ACT

Neil McCausland asked for assurance that the Business is complying with the Bribery Act required disclosures.

Susan Crichton explained that POL had the same policy in place as RMG and colleagues were trained when the Act came into force. The register of Gifts is held in Compliance and shows no significant disclosures. Susan Crichton undertook to revisit the requirements at an Executive Team meeting.

ACTION:
Susan Crichton

POLB12/12

POL STATE AID APPLICATION

Susan Crichton reported that BIS will be submitting a notification to the EU Commission for POL SGEI State Aid at the end of January. The process had been underway since May, but because of a change in the SGEI framework BIS had decided to hold back the notification.

ACTION:
Susan Crichton /
Paula Vennells

The Chairman asked Paula Vennells to draw the Board's attention to any concerns and notify them when the notification was submitted and agreed.

Les Owen left the meeting.

POLB12/13

MDA/MSA

- (a) Minutes shown at Appendix A because of Conflicts.

POLB12/14

British Postal Museum & Archive (BPMA)

- (a) Minutes shown at Appendix B because of Conflicts.

POLB12/15

ANY OTHER BUSINESS

ACTION:
Alwen Lyons

The Chairman informed the Board of several non-executive director candidates, a possible Chair of Audit and that Susannah Storey had agreed to join the Board as a NED. Alwen Lyons to organise her induction.

POLB12/16

- **NOTING PAPERS**
- (a) • Telecoms Tender – POL Sourcing Council and Group Investment Committee Business case (POLB(12)11) was noted.
- (b) • noted.
- (c) • Insurance Risks (POLB(12)12) was noted.
- (d) • Insurance Risks (POLB(12)12) was noted.
- (e) • Pin Pads – Lessons Leant (POLB(12)14) was noted.
- Post Office Sealings (POLB(12)15) was noted.
- Intelligent Pricing (POLB(12)16) was noted.

POLB12/17

CLOSE

- (a) There being no other business, the Chairman closed the meeting.

Post Office Limited – Strictly Confidential

Appendix A to Minutes POLB(12)1st

POLB12/13

MDA/MSA NEGOTIATIONS

MDA

- (a) Mike Young reported that the negotiations for both MDA and MSA contracts should be completed by the end of the week, with signatures next week.
- (b) Data was still being negotiated and the shape of the efficiencies in the second half of the contract yet to be agreed.
- (c) RMG have said they will be unable to sign until they have a decision in writing from HMRC on the VAT and stamp solution. This may cause a delay.
- (d) The Chairman asked that she see a draft of the letter from the RMG Chairman before it is finalised.
- (e) Neil McCausland emphasised that the move to best endeavours on collections and returns was very positive.
- (f) Mike Young stressed that little had changed since the Board was taken through a page turn but RM had tried to introduce a clause which allowed POL to trigger termination if the regulator insisted RM break the POL exclusivity. Susan Crichton suggested she provide a positioning paper for the Chairman and Paula Vennells to highlight possible effects of changes to regulations.
- (g) The Chairman agreed that she should sign the contract on the basis that Donald Brydon was signing for RM but requested to be taken through the contract before signing.

**ACTION:
Mike Young /
Susan Crichton**

**ACTION:
Susan Crichton**

**ACTION:
Susan Crichton**

MSA

- (h) Mike Young reported there were minor risks in the MSA around licences but negotiations continued to mitigate these risks where possible.
- (i) The Chairman explained that the Board had not heard anything which gave them concern but were content only on the basis of what they know.
- (j) The Chairman asked Susan Crichton to contact Jon Millidge to understand the likely timescale over the next week leading to the signing of the contract.
- (k) All Directors agreed that they would read the MDA before it was signed.

**ACTION:
Susan Crichton**

**ACTION:
All**

Post Office Limited – Strictly Confidential

Appendix B to POLB(12)1st

POLB12/14

British Postal Museum & Archive (BPMA)

- (a) Chris Day explained that he had scrutinised the ongoing cost associated with the Museum. Post Office are obliged to continue to support the Museum as part of the heritage set out in the Postal Services Act. RMG are donating the premises at Mount Pleasant and are also agreeing to fund post privatisation. Chris recommended that the Board accept the liability for the ongoing operating costs and agree to fund the loan.
- (b) Neil McCausland emphasised that £1m for 20 years still felt expensive and asked Chris Day to get further information about the costs and to understand where the assets would sit.
- (c) Paula Vennells assured the Board that an Executive team member would have responsibility for the BPMA and we would look to have a trustee on the Board.
- (d) The Board agreed to the loan and ongoing operational costs.

**ACTION:
Paula Vennells**





Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201512281058

Mr Tim McCormack

GRO GRO

27 January 2016

Dear Mr McCormack,

Freedom of Information Request - FOI201512281058

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 28 December 2015, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email, you have requested information in six parts:

1) How many SPMRs left the network (for any reason) during the course of 2014/15 business year?

I can confirm that Post Office does hold the information you have requested. During the 2014/2015 Financial Year (01 April 2014 to 31 March 2015) there were 1442 leavers. Typically these will be cases where the individual postmaster has left but the Post Office service continues under a new operator.

2) How many of these SPMRs do you have current addresses for?

Postmasters who leave the network are asked to provide a forwarding address. Post Office does not hold the information that you have requested as where a forwarding address is provided we would not know how long that address will remain current.

3) For the SPMRs who left during 2014/15, how many transaction corrections were processed for these individuals after they had left the network?

4) Of these transaction corrections - how many were debits (due to POL) and how many were credits (due from POL)?

5) How many cheques were issued to former SPMRs to settle TC Credits after they had left the network?

In order to provide advice and assistance I should explain that when a Postmaster leaves the network, a "late account" is kept open for the resolution of any discrepancies (such as transaction corrections which give rise to either an account credit or debit) with the former postmaster contacted as appropriate.

In respect of the details of the debits and credits to former postmasters each case is managed separately and Post Office believes that to determine the exact information that you have requested for the 1442 former agents would significantly exceed the cost limit set out under Section 12(1) of the Act.

The appropriate limit for Post Office is set at £450. This represents the estimated cost of one person spending 18 hours in determining whether we hold the information, and in locating, retrieving and extracting the information. Therefore to search through our records in order to identify all of the information falling within the scope of your request would take significantly longer than 18 hours. Consequently, Post Office is not obliged by the FOIA to respond to the request.

6) Please indicate who, why and when was my address linked to Brighton by Post Office Ltd - this question is not only an FOI but a Data Protection Act question as well.

I can confirm that Post Office does hold the information you have requested. In your email you indicate that your question is 'not only an FOI but a Data Protection Act question as well'. We have as a result referred this specific question to our Data Protection Team and we will write to you separately regarding this.

From an FOIA perspective Post Office believes that the information you have requested is personal data. In this respect we rely on the exemption contained in Section 40(1) of the FOIA, concerning personal information.

Personal Information

We believe the disclosure of this information would contravene data protection principles – disclosing such information would be likely to breach the principle of fair and lawful processing.

Public Interest

Although Section 40(1) is an absolute exemption, and is therefore not subject to the 'public interest test, Post Office acknowledges the general public interest in transparency and accountability. However disclosure of personal information would not serve the interests of the public as it does not relate to the provisions of public services or decisions directly affecting the public. Post Office will therefore respond to you separately in relation to this matter.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ



If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Martin Humphreys
Information Rights Team

GRO

<http://corporate.postoffice.co.uk/access-information@postofficenews>



Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201605201240

Mr Tim McCormack

GRO

20 June 2016

Dear Mr McCormack,

Freedom of Information Request - FOI201605201240

I am writing in response to your email received by Post Office Limited ("Post Office") on 20 May 2016, which I am dealing with under the terms of the Freedom of Information Act 2000 ("FOIA").

In your email you have requested the following information:

Could you please supply me with all correspondence you have entered into with either the Police, the CCRC or Crown Prosecution service in order to report this matter [i.e. alleged withholding of evidence during a specific criminal trial] to them.

Post Office can neither confirm nor deny that it holds the information you requested as to do so would reveal information that if held, would be exempt from disclosure.

If, on the face of your request, Post Office held the information sought, confirming this would reveal sensitive personal data about an individual who could be identified. This would be in breach of the First Data Protection Principle, and hence is exempt from disclosure under section 40(2) and 40(3)(a)(i) of FOIA.

Further, if held, confirming this would:

- reveal information obtained or recorded by Post Office in relation to criminal proceedings conducted by Post Office and/or investigations as to whether a person should be charged with an offence or is guilty of it. This would be exempt from disclosure under section 30(2)(a)(i) and 30(2)(a)(ii) of FOIA (Investigations and proceedings conducted by public authorities); and
- reveal information that would be likely to prejudice the prevention or detection of crime, the apprehension or prosecution of offenders and/or the administration of justice and would be exempt under section 31(1)(a), (b) and (c) of FOIA (Law enforcement).


Sections 30 and 31 of FOIA are both qualified exemptions and therefore the public interest test must be applied. Post Office is satisfied in this case that the public interest in neither confirming nor denying that the information you have requested is held under each of these exemptions is greater than the public interest in disclosing whether or not we hold the information.

If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ



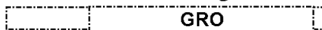
If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: 
www.informationcommissioner.gov.uk

Yours sincerely



Martin Humphreys
Information Rights Team



<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
1st Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201608300949

Mr Tim McCormack

GRO GRO

21 September 2016

Dear Mr McCormack,

Freedom of Information Request - FOI201608300949

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 29 August 2016, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you have requested the following information:

During the recent mediation process between Subpostmasters and POL regarding the Horizon controversy, POL opted to make a financial settlement with the widow of a former SPMR, Mr Martin Griffiths.

- a) please tell me how much was paid*
- b) please tell me if you included VAT as part of the payment - I ask this as the amount that was paid is a strange number that if you take a round number say £100,000 and add £20,000 VAT that comes to £120,000 although I am not suggesting that was the figure involved.*
- c) if you included VAT did you subsequently claim this back from the Government?*
- d) under what heading is this payment included in your accounts and in which year was the payment included in your accounts?*
- e) was this payment treated as an expense and therefore tax deductible?*
- f) please provide me with a copy of the non-disclosure agreement that Mrs Griffiths signed?*
- g) what is it you don't want her to reveal?*
- h) please provide me with the internal correspondence that approved this payment?*
- i) why did Mrs Van den Bogaard make a clandestine house visit to Mrs Griffith's house in order to make the settlement offer and not make it through the mediation process?*

Post Office can neither confirm nor deny that it holds the information you requested as to do so would reveal information that if held, would be exempt from disclosure.

If, on the face of your request, Post Office held the information sought, confirming this would reveal sensitive personal data about a third person. This would be in breach of the First Data Protection Principle, and hence is exempt from disclosure under section 40(2) and 40(3)(a)(i) of FOIA.

Provided in Confidence

Post Office would also consider that the information, if held, to be exempt from disclosure under s41(1) of the FOIA – Information Provided in Confidence. Post Office is strongly of the view that the release of this information would be actionable since this type of document and subsequent settlement would have been made in confidence with the expectation it would not be made public.

Legal Professional Privilege

I have also considered the reasons for which this type of information would be prepared. The legal professional privilege exemption at s42 of the Act states that information in respect of which a claim to legal professional privilege of communications could be maintained in legal proceedings is exempt information. In applying that exemption to the information sought, the information would be commissioned for the dominant purpose of legal advice between its legal advisers and other third parties and therefore squarely satisfies the test at s42 of the Act. Post Office maintains its right to assert that legal professional privilege would apply in respect of the information.

Sections 40 and 42 of FOIA are both qualified exemptions and therefore the public interest test must be applied. Post Office is satisfied in this case that the public interest in neither confirming nor denying that the information you have requested is held under each of these exemptions is greater than the public interest in disclosing whether or not we hold the information.

In respect to questions g) and i) they do not contain a request for recorded information.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
1st Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AO

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone GRO
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Martin Humphreys
Information Rights Team

GRO

<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201612060820

Mr Tim McCormack

GRO GRO

06 January 2017

Dear Mr McCormack,

Freedom of Information Request - FOI201612060820

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 06 December 2016, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you requested information in two parts:

1. *Could you please provide me with the number of known errors in Horizon as at 23/11/15 that if gone undetected by the subpostmaster would have resulted in the subpostmaster incurring losses at their branch*

Post Office considers that information as requested above does not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act 2000 does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgement that is not already recorded, which applies to the question that you have raised above.

2. *In the Second Sight Interim report, an error in Horizon was reported "Local Suspense Account Problem" which occurred as early as 2010 and was not noticed by POL or Fujitsu until 2012 and not fixed until 2013. Could you please confirm that the Known Errors Log for November 2011 did not hold any details of this error?*

Post Office considers that information as requested above does not contain a request for recorded information. Although your request can be in the form of a question, rather than a request for specific documents, the Freedom of Information Act 2000 does not oblige an authority to answer a question if this would mean creating new information or giving an opinion or judgement that is not already recorded, which applies to the question that you have raised above.

As advised previously on 29 April 2016, I can confirm that Post Office does hold some information about updates to the Horizon system. However we believe that this information is exempt from disclosure under Section 43(2) of the Act, concerning likely prejudice to commercial interests and Section 31(1)(a) Law Enforcement.

Commercial Interest

Further, Post Office considers that disclosure of information requested about updates to the Horizon system would be likely to prejudice the commercial interests of Post Office and other commercial partners, in that software updates for the Horizon system are released on a regular basis to ensure that operational performance is maintained at optimal levels, as you would expect for any large IT system. Such updates include, for example, upgrades and improvements to functionality; and the introduction of new business capabilities for products & services and are, therefore, considered to be commercially sensitive.

Post Office in this respect considers that disclosure of the information would weaken its position in a competitive environment, by revealing information which could be unfairly used by its competitors.

Law Enforcement

Post Office also relies upon the exemption under Section 31(1)(a) of the FOIA, concerning law enforcement. Post Office considers that disclosure of this information would be likely to inhibit its abilities to prevent and detect crime, in that software updates for the Horizon system are released on a regular basis to ensure that operational performance is maintained at optimal levels, as you would expect for any large IT system. Such updates include, for example, security-related matters and upgrades.

Depending on the nature and extent of changes they are applied in carefully managed periodic releases, following thorough impact assessment and testing. The Post Office cannot make public information that could compromise the security of its systems and I am unable therefore to provide you with technical details of our software updates.

Public Interest

As information has been exempted under Section 43(2) and Section 31(1)(a) of the act, a public interest test applies. This involves weighing the balance of public interest in maintaining the exemption or releasing the information. Post Office understands that there is public interest in promoting the transparency and understanding of matters which are of interest to the public. However, there is also strong public interest in ensuring that Post Office is able to operate in a fair marketplace in relation to its commercial activities and that the integrity its process and systems is protected from fraudulent or other criminal activity. This is equally applicable to the interests of its commercial partners, who should not suffer security or commercial detriments as a result of inappropriate disclosure of the information.

Accordingly, Post Office considers that the public interest is best served by maintaining the exemption respect of the information requested.


Post Office further considers that were it seeking to answer your question costs limits would likely apply.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ



If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: 
www.informationcommissioner.gov.uk

Yours sincerely



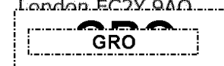
Gagan Sharma
Information Rights Team



<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London, EC2Y 9AQ



Our reference: FOI201612201017

Mr Tim McCormack



15 March 2017

Dear Mr McCormack,

Internal Review under the Freedom of Information Act FOI201612201017

I am writing in response to your request for an Internal Review of Post Office Limited's ("Post Office") handling of your recent request for information under the Freedom of Information Act 2000 ("FOIA").

In your original request for recorded information under Ref: FOI201612201017, which was received by Post Office on 20 December 2016, you requested the following information:

- a) I will ask again - could you please provide me with the contents of the Known Errors Log as of January 2016.
- b) Please provide me with a list of people in POL (job titles will suffice) who are provided with a copy of the known errors log.
- c) Please provide me with the list of known errors in Horizon that is provided to Branch Auditors before they are asked to perform a branch audit.
- d) Please provide me with a list of known errors in Horizon that is provided to Subpostmasters and Operators in order that they can check to see if they have occurred at their branch.

Post Office provided a response to your request on 20 January 2017.

On 15 February 2017, you sent an email requesting that Post Office undertake an internal review of your request titled '*Freedom of Information request - In the spirit of Xmas*'.

In line with the requirements of the FOIA and the associated Code of Practice, we have carried out an internal review of your request for information and the way your request has been handled by the Information Rights Team in accordance with the Act.

Subsequent to its review, The Post Office Review Panel considers that Post Office's response of 20 January 2017 was accurate and only withheld information that is properly exempt from disclosure.

I am sorry not to have been able to provide you with the information you seek on this occasion. If you are dissatisfied with the outcome of this internal review, you do have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: [redacted] **GRO** [redacted]
www.informationcommissioner.gov.uk

Yours sincerely

GRO

Mark Underwood
Head of Portfolio: Legal Risk & Governance
[redacted] **GRO** [redacted]
<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI201710230854

Mr Tim McCormack

GRO

GRO

14 November 2017

Dear Mr McCormack,

Freedom of Information Request - FOI201710230854

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 20 October 2017, which I am dealing with under the terms of the Freedom of Information Act 2000.

In your email, you have requested the following information:

a) When a system error occurs in the Horizon system sometimes the system recognizes that it has failed and generates an error code such as 291 the reason of which is described to the user on screen as System Error.

Please provide me with a list of all error codes and the description that will be displayed to the user when these occur.

b) please tell me how many error codes are used in the system.

c) please tell me how many error codes as described above inform the user that it is a "System Error" when these errors occur.

I can confirm that Post Office do not hold the information you have requested.

I am sorry I could not provide you with the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: [REDACTED] GRO
www.informationcommissioner.gov.uk

Yours sincerely

[REDACTED] GRO

Kerry Moodie
Information Rights Team

[REDACTED] GF GRO

<http://corporate.postoffice.co.uk/access-information>
@postofficenews



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ
GRO

Our reference: FOI2018/00575

Mr Tim McCormack

GRO GRO

21 December 2018

Dear Mr McCormack,

Freedom of Information Request – FOI2018/00575

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 23 November 2018, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you have requested the following information:

On a regular basis Post Office supplies cash to Post Office branches and on an equally regular basis uplifts excess cash from Post Office Branches. These are known as Remittances.

There are at times discrepancies found between the paperwork advising how much cash has been sent or received compared to the physical count of cash in the bags.

Please provide me with the following information for the past 12 months:

a) How many times did a subpostmaster report having received less cash than the paperwork indicated he was to receive

b) How many times did a subpostmaster report having received more cash than the paperwork indicated he was to receive

c) How many times did the Post Office receive less cash than the subpostmaster indicated was in the remittance

d) How many times did the Post Office receive more cash than the subpostmaster indicated was in the remittance

I have not asked for the amounts involved but should you be prepared to release that information as well I would be most grateful.

I can confirm that we may hold information relevant to your request; however, after a further review of your request, Post Office believes that to determine the exact information that you require would significantly exceed the cost limit set out under Section 12(1) of the Act.

The appropriate limit for Post Office is set at £450. This represents the estimated cost of one person spending 18 hours in determining whether we hold the information, and in locating, retrieving and extracting the information. Therefore, to search through our records in order to identify all of the information falling within the scope of your

request would take significantly longer than 18 hours. Consequently, Post Office is not obliged by the FOIA to respond to the request.

You may wish to narrow the scope of your request, if you do narrow your request, I will treat this as a new request for information and exemptions may still apply.

I am sorry I could not provide you with the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AO

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: GRO
<https://ico.org.uk>

Yours sincerely,

GRO

Kerry Moodie
Information Rights Team

GRO

<http://corporate.postoffice.co.uk/access-information>
@postofficenews

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ
GRO
Your reference:
Our reference: FOI2020/00130

Mr Tim McCormack



15 April 2020

Dear Mr McCormack,

Freedom of Information Request – FOI2020/00130

I am writing in response to your email received by Post Office Limited ("**Post Office**") on 9 March, which I am dealing with under the terms of the Freedom of Information Act 2000 ("**FOIA**").

In your email you have requested the following information:

In the recent Horizon trial the decision of the court found the following to be the truth:

When investigating this Fujitsu found 112 occurrences affecting 88 different branches in the previous 5 years. They were as follows, taken from an internal Fujitsu presentation dealing with this:

- Feb 2010 to Jan 2011 65 incidents*
- 2011 6 incidents*
- 2012 9 incidents*
- 2013 7 incidents*
- 2014 9 incidents*
- 2015 16 incidents*

Referring only to the incidents in 2015 could you please tell me the EXACT dates that these occurred and the EXACT dates the SPMR involved received recompense.

I can confirm that Post Office does hold the information you have requested.

We enclose a copy of the Fujitsu presentation referred to in the request. Page 11 of the presentation details the date of each incident, for each affected branch. Those incidents which took place in 2015 are included within the below table.

The effects of these incidents were corrected through accounting processes, either by the Postmaster or by Post Office, rather than by Postmasters receiving recompense. This information is also included within the below table.

Date of Incident	Date Incident Was Corrected
07-01-15	07-01-15
21-01-15	22-01-15
28-04-15	29-04-15
05-05-15	06-05-15
02-06-15	09-06-15
02-06-15	09-06-15
22-06-15	23-06-15
29-06-15	21-07-15
29-06-15	21-07-15
16-07-15	21-07-15
13-08-15	13-08-15
09-09-15	11-09-15
14-09-15	15-09-15
15-09-15	18-09-15
08-10-15	26-10-15
12-10-15	19-10-15

If you have any queries about this response, please contact me. Do remember to quote the reference number above in any future communications.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AD

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: GRO
<https://ico.org.uk>

Yours sincerely,

GRO

Jackie Lawrence
Information Rights Team

G GRO

<http://corporate.postoffice.co.uk/access-information>
@postofficenews

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

Enc. Fujitsu presentation



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

GRO

Our reference: FOI2020/00845

Mr Tim McCormack

GRO

GRO

29 October 2020

Dear Mr McCormack,

Freedom of Information Request – FOI2020/00845

I am writing in response to your email received by Post Office Limited ("Post Office") on 14 October 2020, which I am dealing with under the terms of the Freedom of Information Act 2000 ("FOIA").

In your email you have requested the following information:

As you have now responded to the Appeal Court acknowledging lack of disclosure and with respect to my previous requests on this matter could you now please provide me with an up to date copy of the Known Errors Log and details of the errors supposedly fixed in the last release of Horizon.

I can confirm that Post Office does hold some information and as advised in my response of 22 January 2020 we are now in a position to provide you with a copy of the first update that was shared with postmasters in September.

As part of our process to continuously review and develop improvements to the Horizon system, we've recently launched a new log of the known current Horizon or transaction issues that we're aware of at the time of sharing the information.

We want to be open with postmasters about any issues we're currently seeing in the branch network and improvements to the branch and customer experience that we are working on, and the information will provide additional support to help postmasters and their branch teams to resolve issues.

The information is available for postmasters to view on Branch Hub and I have enclosed a copy of the information that was shared with postmasters in September. The log will be updated regularly with every issue we are aware of at the time (unless it is specific to an individual branch). However, if there's an issue with a significant potential operational impact then branches will be advised in a separate communication, as we do now.

If you have any queries about this response, please contact me. Do remember to quote the reference number above in any future communications.

I hope the information I have provided on this occasion is useful, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Manager
Post Office Limited
Information Rights Team
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
Telephone: **GRO**
<https://ico.org.uk>

Yours sincerely,

GRO

Kerry Moodie
Information Rights Team

GRO GRO

<http://corporate.postoffice.co.uk/secure-corporate/about-us/access-to-information/>
@postofficenews

Enclosed: Improvements Update

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

Improvements update – current issues under review (September 2020)

Post Office continuously reviews and develops improvements to the Horizon system and the branch and customer experience, and this includes new features, simplifying existing functionality and resolving any issues identified.

The table below gives details of the open issues where we are actively investigating options and workable solutions to improve the branch and/or customer experience and we will provide an update once they are resolved.

Product	Description of issue we are working on	Current procedure if you experience this
Travel Money	<p>If a customer has paid for a Travel Money Card transaction by debit card and the branch has cause to recover or reverse the transaction, this automatically reverses to cash.</p> <p>The customer's payment card will be debited but the funds will not be on the Travel Money Card.</p>	<p>Please raise a refund request from the Branch Support Centre to refund the customer.</p>
Mails Drop & Go	<p>Drop & Go - if the user has not completed Mails compliance training and adds a compliance product to the session, the user receives a message stating that the training has not been completed and the Drop & Go session exits, finishing the transaction to cash.</p> <p>The customer card will be locked until the next working day and a Transaction</p>	<p>Please ensure everyone working in your branch has completed Mails compliance training by the deadline.</p>

Product	Description of issue we are working on	Current procedure if you experience this
	Correction will be issued to the branch to correct the cash.	
Mails Drop & Go	<p>Drop & Go - if the Drop & Go session times out due to inactivity, the transactions in the basket automatically settle to cash and the customer card is locked.</p> <p>The customer card will be locked until the next working day and a Transaction Correction will be issued to the branch to correct the cash.</p>	<p>Please contact the Branch Support Centre.</p> <p>To avoid this issue please use the 'End Mail' option if leaving the Drop & Go session.</p>

If you experience any branch discrepancies, please follow the support guidelines set out in the Branch Support Guide.

Please notify the Branch Support Centre if you experience any operational issue with Horizon.



Department for Business, Energy & Industrial Strategy

Services Directorate
Department for Business, Energy &
Industrial Strategy
1 Victoria Street
London
SW1H 0ET

Tim McCormack



T **GRO** Public enquiries
Textphone (for
those with hearing impairment)
E **GRO**

www.gov.uk/beis

Our ref: FOI2022/18895

12 September 2022

Dear Tim McCormack,

Thank you for your email of 12 August where you requested the following information:

“Following your release of information to Ms Shaik yesterday I wonder if you could possibly reconsider the redaction of the note to Baroness Neville Rolfe regarding the Dalmellington bug in an email date 20th November 2015.

<https://www.whatdotheyknow.com/request/823579/response/2099390/attach/html/5/Information%20for%20release%2010.pdf.html>

I believe that removing the redaction and letting me see its contents will assist both you and POL in understanding what exactly went wrong and I will be happy to share my thoughts on it with you. Jonathan Swift's report indicates that he was staring the problem in the face but could not see it. The Dalmellington bug was 'revealed' in November 2015 and Fujitsu told POL that it would be fixed in a release of Horizon in March 2016 yet Swift's report says the prior to that the bug had appeared more than 100 times and Fujitsu had done nothing about it. I know for a fact, with supporting contemporary evidence, that Fujitsu didn't know what caused it and whatever fix they put in, fixed the effect of the bug and not the underlying bug itself.

If the Government and or POL want to pursue Fujitsu in the future they both need to fully understand the implications of this.”

Under the Freedom of Information Act 2000 ('the Act'), you have the right to:

- know whether we hold the information you require
- be provided with that information (subject to any exemptions under the Act which may apply).

The Department has reviewed the relevant linked material and can confirm it contains no information regarding any bug in Horizon.

Appeals Procedure

If you are dissatisfied with the handling of your request, you have the right to ask for an internal review. Internal review requests should be submitted within two months of the date of receipt of

the response to your original request and should be addressed to the Information Rights & Records Unit. It would be helpful if you can tell us why you are dissatisfied with the response to your request so we may address this during the internal review.

Information Rights & Records Unit
Department for Business, Energy and Industrial Strategy
1 Victoria Street
London
SW1H 0ET
Email: **GF GRO**

Please remember to quote the reference number above in any future communications.

If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision. Complaints can be made to the Information Commissioner via their website at: <https://ico.org.uk/make-a-complaint/official-information-concerns-report/official-information-concern/>.

Yours sincerely,

Services Directorate

Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

Your reference:
Our reference: FOI2022/00457

Mr Tim McCormack

GRC GRO

13 September 2022

Dear Mr McCormack,

Freedom of Information Request – FOI2022/00457

I am writing in response to your email received by Post Office Limited (“**Post Office**”) on 17 July, which has been dealt with under the terms of the Freedom of Information Act 2000 (“**FOIA**”) in which you have requested the following information:

I have recently come across some correspondence that indicates the existence of a spreadsheet known as the 'Horizon Issues' Spreadsheet in 2012.

Could you please provide me with the following information:

- a) a copy of the Spreadsheet*
- b) a copy of as many historical iterations of the spreadsheet that you can locate (these would best be found as attachments to emails)*
- c) all email correspondence from 2012 that specifically mentions "Horizon Issues Spreadsheet"*

Given the possible importance of this document I will copy this request to Nick Read and ask him to ensure that a) any notion of invoking the £450 limit is resisted and b) the relevant information requested is provided to me by the end of next week.

We have carried out a reasonable search of our records and can confirm that Post Office does hold some of information you have requested.

- a) Horizon Issues Spreadsheet


Our investigations have established that Post Office does not hold a document or file entitled “Horizon Issues Spreadsheet”. It is possible that a document or file entitled “Horizon Issues Spreadsheet” may have existed at some point in the past as Post Office has identified emails which make references to such a document or file, it does not appear to have been retained in this format. Post Office does, however, hold a database of records in our system, which was used to manage queries raised as a result of the Second Sight Report published in 2013.

'lawfulness, fairness and transparency' principle set out at Article 5(1)(a) of the GDPR. Post Office considers that it has no lawful basis on which to disclose to you that redacted personal data since none of the lawful bases listed under Article 6(1) of the GDPR are available to it.

Information subject to legal professional privilege - s42 FOIA


Section 42 is a qualified exemption and therefore the public interest test has also been considered. Post Office is satisfied that the public interest in maintaining the exemption by withholding the privileged information outweighs the public interest in disclosing it. In reaching this conclusion Post Office has considered all the circumstances of this matter, including the context, the number of people potentially affected by the issues, the strength of opinion these issues have given rise to and the public interest in openness and transparency. Against these factors Post Office notes in particular the strong inherent public interest in preserving legal privilege which it considers, in all the circumstances, outweighs the public interest in disclosure.

I am sorry I could not provide you with all the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address above or to

 stating your reasons for your internal review request.

Yours sincerely,

Information Rights Team



<https://corporate.postoffice.co.uk/en/governance/access-to-information/access-to-information/>

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy

Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

Your reference:
Our reference: FOI2022/00670

Tim McCormack

GR GRO

24 October 2022

Dear Tim McCormack,

Freedom of Information Request – FOI2022/00670

We are writing in response to your email received by Post Office Limited (“**Post Office**”) on 26 September, which has been dealt with under the terms of the Freedom of Information Act 2000 (“**FOIA**”) in which you requested the following:

Thank you for your recent reply to my FOI request for the Horizon Issues Spreadsheet
https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.whatdotheyknow.com%2Frequest%2Fhorizon_issues_spreadsheet%23outgoing-1351491&data=05%7C01%7Cinformation.rights%40postoffice.co.uk%7C979fe464598241f9849b08da9e43c158%7C6b3c4bb26f2645af97b3fded2a7a60f9%7C1%7C0%7C637996311108577793%7CUnknown%7CTWFpbGZsb3d8eyJWljojMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6Ikk1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=zLk14jrBaZ3YOBEKeLfvZ3QS%2F3Ng48S1jC1dD93p7I0%3D&reserved=0

The spreadsheet you provided was compiled in 2015 initially from entries to what was known as the ATM/Horizon Log. Could you please provide me with any emails from 2012 that mention the ATM/Horizon Log and also a copy of the file known as the ATM/Horizon Log from 2012 and any subsequent iterations of that file.

We can confirm that Post Office does hold some of the information you have requested.

1. Emails

Some of the emails you requested have already been disclosed to you in our response to you regarding (FOI2022/00457) as they matched the keywords used in that request. Following your email to us dated 26 September, we have carried out a further search and have identified 2 additional emails that are relevant to your request which are enclosed.

2. ATM/Horizon Log

We have identified two files (ATM-Horizon Log & ATM-Horizon 10-12-12) which are responsive to your request. Redacted copies of these files are attached to this response. Please note that certain fields have been excluded from both files as Post Office considers them to be Personal Data as defined by the UK GDPR. The same applies to any personal data remaining in the files.

In addition to these logs, we have also searched through the SharePoint list (as described in our previous response) for any ATM-related issues of which only 1 was found. A redacted copy of this file is also included.

Exempted Information

As noted above, certain information has been withheld or redactions applied where Post Office considers the information is exempt from disclosure under the following exemption:

Personal Information - s40(2) and s40(3A)(a) FOIA.

These sections provide that any information to which a request for information relates is exempt information if it constitutes personal data and the disclosure of that personal data to a member of the public otherwise than under the FOIA would contravene any of the data protection principles (set out in Article 5(1) of the EU General Data Protection Regulation (GDPR) (Section 40(7) of the FOIA)). Post Office has therefore redacted personal data from the documents where such disclosure to you would contravene the 'lawfulness, fairness and transparency' principle set out at Article 5(1)(a) of the GDPR. Post Office considers that it has no lawful basis on which to disclose to you that redacted personal data since none of the lawful bases listed under Article 6(1) of the GDPR are available to it.

If you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address below stating your reasons for your internal review request.

Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London
EC2Y 9AQ

GRO

If, having requested an internal review by Post Office, you are still not satisfied with our response you also have a right of appeal to the Information Commissioner at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Telephone: GRO
<https://ico.org.uk>

Yours sincerely,

Information Rights Team

GRO

<https://corporate.postoffice.co.uk/en/governance/access-to-information/access-to-information/>
**Post Office Limited is committed to protecting your privacy, information about how we do this
can be found on our website at www.postoffice.co.uk/privacy**

Hi [REDACTED]

From: [REDACTED]
Sent: 05 March 2013 10:26
To: [REDACTED]
Cc: Branch Support Team
Subject: RE: ATM-Horizon Log

Hi [redacted]

[redacted]
If it was declined fair enough [redacted] will soon shout if he needs a visit. I have updated the log.
Regards

[redacted]
Contract Advisor

Post Office Ltd – Network Support Team

Upper Floors, The Markets Branch Office
6-16 New York Street LEEDS LS2 7DZ

[redacted] or [redacted]



Confidential Information: This e-mail message is for the sole use of the intended recipient (s) and may contain confidential and privileged information. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact me by reply e-mail and destroy all copies of the original message.

From: [redacted]
Sent: 05 March 2013 10:21
To: [redacted]
Cc: Branch Support Team
Subject: RE: ATM-Horizon Log

Hi [redacted]

Confused now, the last we heard was he no longer required the visit, we have not been informed of anything diffe you please confirm if you want this to be requested. It was when Network Support contacted the PM to confirm : training that he declined the visit. Would it be possible to speak to the PM to clarify as I don't want to put in a re again for the PM to decline when Network Support speak to him.

Regards

[redacted]
Branch Support Team Leader



POL 98 Sandling Rd Maidstone Kent ME14 1AA

Postline [redacted] Mob [redacted]

[redacted]

Description: footer

From: [redacted]
Sent: 05 March 2013 10:14
To: [redacted]
Subject: RE: ATM-Horizon Log

[redacted]
Again we are told two different stories. I followed up the request and he told me that he had a TC back but there an outstanding loss and that he wanted the visit to go ahead. Will update as requested.

Hi [redacted]

Thanks

[redacted]
[redacted]
Contract Advisor

Post Office Ltd – Network Support Team

Upper Floors, The Markets Branch Office
6-16 New York Street LEEDS LS2 7DZ

[redacted] or [redacted]



Confidential Information: *This e-mail message is for the sole use of the intended recipient (s) and may contain confidential and privileged information. Any unauthorised review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact me by reply e-mail and destroy all copies of the original message.*

From: [redacted]
Sent: 05 March 2013 09:52

To: [redacted]
Cc: [redacted]

Subject: ATM-Horizon Log

All

Please see attached report.

[redacted]

Would it be possible to amend the sharepoint site for [redacted], as per e-mail from BST on 26th Feb declined this intervention as he was waiting from some figures for the ATM

Regards

[redacted]

Branch Support Team Leader



POL 98 Sandling Rd Maidstone Kent ME14 1AA

Postline [redacted] Mob [redacted]

[redacted]

Description: footer

From: [REDACTED]
Sent: 15 January 2013 11:48

To: [REDACTED]
Cc: [REDACTED] X [REDACTED]
[REDACTED]

Subject: ATM Horizon Log

Attachments: ATM-Horizon Issues 14-1-13.xls

Hi

Please see attached Horizon Log, please see also information below that was in Branch Focus 115:

Reporting Horizon concerns

As you may have heard, Post Office is working with independent forensic experts, 2nd Sight, and the Justice for Subpostmasters Alliance (JFSA), to review reported concerns that have been raised about the Horizon system.

The Post Office and JFSA have signed an agreement to ensure that any agent, contractor or employee with any evidence can feel free to report their observations.

If do you have evidence that you think would be helpful to the review, please contact the JFSA on:

[REDACTED] GRO [REDACTED] [REDACTED] GRO

Please submit any evidence as soon as possible and no later than 28 February 2013.

Regards

[REDACTED]

Branch Support Team Leader

POL 98 Sandling Rd Maidstone Kent ME14 1AA

Postline [REDACTED] Mob [REDACTED]

[REDACTED]

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
1	16/02/2012	large loss recorded at the branch subpostmaster suspended and sent a written representation stating 'horizon' must be at fault. [losses seem to be from the atm stock]		13.09.12 this case has been referred to [REDACTED] following an appeal by the Subpostmistress, the appeal is on-going.
2	07/03/2012	subpostmistress terminated for none related issue but at appeal she has raised concerns at having to make good [REDACTED] of shortages in a 2 year period.		Wincor - Nixdorf provided a statement on 7 August 2012 to verify the integrity of the ATM. This has been shared with the ex-subpostmistress legal representation and also will be used in discussion's with [REDACTED] who operated the branch on an interim basis.
3	22/03/2012	Branch settling considerable losses each trading period - currently stands at £[REDACTED]. Subpostmaster is blaming horizon and claims to "one of many offices with similar problems" and has asked for a "refit of hardware"		Up-date from [REDACTED] (Agent Contract Advisor) 10.09.12 - Branch closed at its current premises at 17.30 on 05.09.12 - this was Mr [REDACTED] LDOS. Due to re-open in new premises with a new Subpmr on 11.09.12. Cheque for £[REDACTED] received from Mr [REDACTED] solicitor on 06.09.12 to clear his outstanding settled centrally debt at Chesterfield. Further update - [REDACTED] [REDACTED]. This case has been challenged by [REDACTED] MP and is being investigated by Second Sight.
4	22/03/2012	Potential [REDACTED] loss in the office however may be an accounting error in connection with the ATM		Update 13/09/12 Currently waiting on a statement of integrity from Wincor to demonstrate that there are no issues with the machine. Once in receipt next steps to be decided - no contact from subpostmaster since original issue
5	22/03/2012	New subpostmaster having problems balancing. Reason being he has suggested he has been struggling to balance exactly in the office despite the limited amount of transactions going through the branch. In not so many words he was looking to blame the Horizon system rather than user errors. I have made it clear that Horizon is not responsible and he needs to keep track of his balancing procedures and should the problem persist/escalate contact the helpline for assistance.		No further action required - no accounting issues highlighted at the post transfer visit June 2012
6	29/03/2012	Subpostmaster claims £[REDACTED] loss was due to Horizon system outage. Claims has been investigated by dispute resolution manager and there are no grounds for write off. Subpostmaster now taking legal advice/action against Post Office Ltd		Update 13/09/2012 Advised subpostmaster there were no grounds for the debt to be written off and that he needs to repay debt. Received a letter from his solicitors again referring to the horizon issue - response currently being drafted and reviewed by [REDACTED] [REDACTED] (Legal Services)
7	01/04/2012	Former Subpmr, Mrs [REDACTED] had her contract terminated 14.07.10 when [REDACTED] shortage was reported at audit. A cheque for [REDACTED] drawn on Subpmrs own account was discounted as there was no corresponding transaction. Mrs [REDACTED] has now written in requesting details of all the audits which took place at her branch during her period of appointment and the amounts she had to make good. [REDACTED] (Senior Engagement and Involvement Manager) wrote to Mrs [REDACTED] on 13.04.12 advising her that she needs to complete a Data Subject Access Request.		
8	25/04/2012	Subpostmaster incurred losses of approximately £[REDACTED] in 2009-2010. Although she admits to incorrectly processing an ebay customer postings she still claims that she should not have shown the losses following adjusting her postage stock to account for the customer returning later to pay for the itmes previously dropped off for processing. She has claimed that there must be a compensating credit error to be issued or an issue with horizon.		[REDACTED] [REDACTED] has investigated the evidence provided by the Subpostmaster and found no reasons to indicate that any compensating credits are due to the spmr or any reason for the losses. In addition no issues have been identified with Horizon. The Subpostmaster was written to on 10 July 2012 outlining the results of [REDACTED] [REDACTED] investigation. The Subpostmaster has not contacted me since the letter was sent.

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
9	25/07/2012	<p>Former subpostmaster, Mr [REDACTED], has contacted his MP [REDACTED], who has written to POL on 12 July 2012, saying that he regarded himself as a victim of the unreliability and inaccuracy of the Horizon system. Mr [REDACTED] was suspended in October 2005. Branch records on Lotus Notes start after October 2005 and therefore no details exist on Lotus Notes relating to this case. [REDACTED], [REDACTED] is dealing with the correspondence received from the MP.</p>		
10	10/08/2012	<p>Subpmr suspended 20.09.11 following large shortage of [REDACTED] reported at audit. Subpmr had previously settled centrally debt at Chesterfield of [REDACTED] which was included in the audit shortage. Subpmrs wife wrote to her MP, [REDACTED] on 07.10.11 citing problems with Horizon. Conduct case completed - no evidence of any problems with Horizon. Loss repaid by Subpmr and he was reinstated on 16.11.11. Branch still incurring large shortages despite the introduction of individual balancing - Subpmrs performance to be reviewed in 3 months time.</p>		<p>Up-date 25.09.12 - On the 15.08.12, Mrs [REDACTED] (Subpmrs wife) wrote to [REDACTED] MP, highlighting the fact that her husband had repaid losses of circa £ [REDACTED] and encouraged Mr [REDACTED] support for the Justice For Subpmrs Alliance. BIS responded directly to Mrs [REDACTED] - copies of both letters have been attached to the EFC for the branch.</p> <p>High value shortages continue to be reported at the branch. On the Concurrence report from CTP Chesterfield dated 20.08.12, a further shortage of £ [REDACTED] proper to BT 01.08.12 was highlighted. I spoke with Mr [REDACTED] on 30.08.12 and he promised to send a cheque to [REDACTED] (Current Agent Debt Team) within 5 days. During my conversation with Mr [REDACTED] he also informed me that the 3 individual stocks had been balancing ok. The shortages had been reported in the main stock. Whilst Mr [REDACTED] was at a loss to explain the cause of the shortages he was receptive to my suggestion that it would be beneficial for a member of the Field Support Team to visit the branch and check that he's operating the individual balancing at his branch correctly and to best effect. An intervention visit subsequently took place at the branch on 11.09.12. Following this visit, the Field Support Advisor reported that Mr [REDACTED] appeared to be following the correct process for managing individual stocks (copy of report attached to EFC). Payment for the shortage of £ [REDACTED] is still to be received. The branch reported a further shortage of £ [REDACTED] at BT on 29.08.12 and this is due to appear on the Concurrence Report that [REDACTED] will be issuing on Monday 01.10.12.</p>

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
11	16/08/2012	<p>THE SUBPOSTMISTRESS HAS RAISED HER CONCERNS REGARDING A LARGE AMOUNT OF RETRACTED CASH, CUSTOMERS ARE WITHDRAWING A LARGE AMOUNT BUT MANAGING TO LEAVE BEHIND A 10 NOTE IN THE MACHINE WHICH IS THEN RETRACTED, THE CUSTOMER THEN CLAIMS THE FULL AMOUNT BACK. AC HAS REPORTED THIS TO PO SECURITY, [REDACTED] AND [REDACTED] FOR THEIR COMMENTS</p>	<p>From: [REDACTED] Sent: 17 August 2012 08:15 To: [REDACTED] Carpenter Cc: [REDACTED] Post Office Security; [REDACTED] Brearley Subject: RE: Contact Request [REDACTED] - [REDACTED] - [REDACTED]</p> <p>[REDACTED]</p> <p>The branch needs to have accurate up to date cash management sheets to show what surplus cash has been found when the ATM is balanced..</p> <p>We will send enquiry letters to the branch when/if the Bank of I try to recover the funds from us.</p> <p>The branch needs to respond to the enquiries to let us know if the retracted cash was different from what the Bank of I are reporting and back this up with their relevant cash management sheet.</p> <p>The branch will not be held liable for the difference in this. If the branch has not been balancing the machine we cannot show the Bank of I that they did not have the surplus.</p> <p>[REDACTED] 24.08.12 - AC discussed AW email with [REDACTED] she states that she completes all relevant diocumentation</p>	
12	20/08/2012	<p>Subpmr, Mr [REDACTED] appointed 02.03.12. Mr [REDACTED] contacted me on 16.08.12 to let me know he'd had a problem when balancing his account on 15.08.12. When he completed his trial balance on 15.08.12 the branch was showing a shortage discrepancy of [REDACTED] however when he went to 'roll over' the branch on 16.08.12 the discrepancy had risen to £[REDACTED]. Mr [REDACTED] stated that he had accounted for lottery/paystation monies correctly and could not explain the reasons for the discrepancy - citing a possible problem with the system? He has raised his concerns with [REDACTED] (Dispute Resolution Manager, CTP Chesterfield). I have also placed a request today (20.08.12) for a member of the Network Field Support Team to visit the branch to see if they can identify the cause of the discrepancy.</p>		<p>Up-date 25.09.12 - Subpmr has written in to [REDACTED] (CTP Dispute Resolution Manager) citing a number of accounting problems he's experienced at the branch and requesting various information under FOI including losses incurred in Agency and Crown Office networks. The letter has been forwarded to [REDACTED] (Senior Engagement & Involvement Manager) and a response is currently being compiled.</p>
13	20/08/2012	<p>Branch has been having losses for 18 months SPMR is convinced it is due to Horizon. Fujitsu engineer has found a fault with ADSL plate/cable that maybe causing the system to loop. Currently being investigated to see if this would cause losses</p>	<p>Neither [REDACTED] or Fujitsu can identify any problems with Horizon that would account for the branch losses. A letter to be sent to invite Mrs [REDACTED] to a meeting on 09 October 2012 to discuss this matter further a request has been made for a representative from Fujitsu to explain the technical side</p>	<p>Meeting held, with Mrs [REDACTED] and [REDACTED] 09/10/2012 explained that no fault had been found to cause losses. Meeting notes sent to Mrs [REDACTED] returned signed have not had response to question raised in letter as yet</p>
14	20/08/2012	<p>Branch claiming losses due to Horizon. 2 day intervention visit identified some improvements regards running of the branch. We have asked for 2 hourly cash declarations to identify a time window for further investigation. Meeting arranged for 04/09/2012</p>	<p>Meeting held with Mrs [REDACTED] to discuss the problems and obtain further information on 4/09/2012. She has since supplied details of her cash declarations from 12/07/2012 to 23/08/2012. The dates of the 16 to 18 July have been identified as dates for further investigation and this is currently with the Dury Manager .</p> <p>UPDATE: [REDACTED] -26.11.12). Case now being investigated by Second Sight.</p>	<p>Further losses reported, information forwarded to Dury Manager for investigation. BTS on 14/11/2012 supported to see if any stages missed in the balancing process as once put the loss in still has a loss the next day</p>

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
15	20/08/2012	Had losses in the region of [REDACTED] has been paying back by DFR, refusing to pay anymore until the issue with his ATM is resolved losses started Septemeber 2011. An FSA has been to the branch to llok at Paperwork. Chesterfield have confirmed the 16.30 figures are correct. Another FSA is going to the branch 05/09/12 to work back through the paperwork	Branch was visited by [REDACTED] [REDACTED] (FSA) on 05/09/2012 she identified that Mr and Mrs [REDACTED] had not been completing the manual ATM balance she completed 8 weeks from Sept.2011 and showed them how the losses were not associated with the ATM. Mrs [REDACTED] is going to prepare the remaining weekly balances then [REDACTED] will revisit the branch to discuss further	It has proven to Mr [REDACTED] that faults with the ATM were not to blame for the losses. The outstanding debt was cleared 13/11/2012. Now claims the loss is due to reversals, been advised to write to [REDACTED] [REDACTED] with specific details
16	20/08/2012	Former Subpmr, Ms [REDACTED] [REDACTED] had her contract for services terminated 19.01.10 following an unexplained shortage of [REDACTED] discovered at audit on 25.11.09. POL currently trying to recover an outstanding debt of circa [REDACTED] - Ms [REDACTED] has written to [REDACTED] [REDACTED] MP seeking his support and blaming the Horizon system for the shortage - A response to this letter is currently being prepared by the ECT. Ms [REDACTED] has also asked Mr [REDACTED] MP to pass her letter onto James Arbuthnot MP who has been liasing with former Subpmrs in the JFSP alliance.		Up-date 25.09.12 - ECT responded to [REDACTED] [REDACTED] MP on 30.08.12 noting Ms [REDACTED] request for him to pass the case onto the Rt Hon James Arbuthnot MP. The letter also reiterated the fact that a)The Post Office continues to have absolute confidence in the robustness and integrity of its branch accounting processes and b)The Post Office has had no hesitation in agreeing to an external review of those few individual cases that have been raised with us by some MPs and we are working closely with the Rt Hon James Arbuthnot MP in this matter.
17	26/08/2012	Audit undertaken at [REDACTED] branch on 20.01.09 resulted in a shortage of [REDACTED] being revealed. The temporary Subpmr, Mrs [REDACTED] [REDACTED] was suspended and following completion of a conduct case was given notice with her LDOS being recorded as 04.03.09. POL are currently pursuing repayment of outstanding debt from Mrs [REDACTED] She has written to [REDACTED] [REDACTED] MP seeking his help, citing Horizon issues and has made mention of the JFSP alliance. The ECT are currently preparing a response to the MP.		Up-date 25.09.12 - To help them prepare a response to [REDACTED] [REDACTED] MP. [REDACTED] [REDACTED] (Stakeholder Relations) provided BIS with information relating to the conduct case in an e-mail 29.08.12 (copy of e-mail attached to EFC for branch).
18	15/08/2012	Mr [REDACTED] the agent has had losses in excess of [REDACTED] since about 2005. He has had several interventions where the FSAs have established that the procedures used are correct. There is a suspicion that it stems from staff theft but Mr [REDACTED] refuses to believe this. I have also looked through some horizon paperwork to see if anything was obvious but to no avail. He has also now insisted that he believes the Horizon system is to blame for the losses and also that he wishes to be included in the forensic accounting programme by Second Sight. I have written to him informing him that this is only for branches where there have been conduct cases.	Several interventions and also a promise to look at paperwork when he sends it to me. Also advised him that the forensic accountant are only looking at past conduct cases.	
19	07/09/2012	Subpmr has raised her concerns with NBSC that a number of POCA transactions undertaken at the branch have been cancelled off the system when cleared using the 'fast cash' icon. Subpmr unsure of whether any action has or is being taken by the NBSC with regard to her concerns. I spoke with Subpmr yesterday and asked her to forward onto me details of the respective transactions and I would flag them up to the Horizon Help Desk.		Up-date 25.09.12 - Details of specific transaction provided by Mrs [REDACTED] and forwarded onto the Duty Manager. A detailed response was received from Fujitsu on 14.09.12 in respect of the concerns raised by Mrs [REDACTED] The conclusions of the report were as follows:- Conclusions The transaction we can follow shows that issue to be user error. The opportunity for such an error may be made less likely by behaviour introduced by the Ingenico pinpad: With Ingenico pinpads, if the customer presses Cancel on the pinpad, the clerk has to confirm the Cancellation message on the screen before they can continue, even if the card has been left in the pinpad. This should make it much harder for the clerk to misinterpret the outcome of the transaction. The branch were usingHypercom pinpads at the time of the reported incidents. Ingenico pinpadswere installed 4th Sept. Feedback was provided to Mrs [REDACTED] by [REDACTED] [REDACTED] Security Programme Manager, Commercial Security.

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
20	26/06/2012	<p>Issue received from NBSC 1340440849 [REDACTED] 23/06/12 09:38:29 [REDACTED] HAD TWO UNEXPLAINED ERROR IN 2012 I HAD MONEY TAKEN OUT OF SALARY. I WANT YOU TO LOG IF ANYTHIGN COMES OF THIS I DIDNT MAKE A LOSS THAT DAY ITS A PROB WITH SYSTEM. AT THE TIME I RUNG HELPLINE WASNT HELPFUL THEY SAID I MADE MISTAKES WHICH I HADNT. BECAUSE OF THSI IN NEWS I WANT IT NOTING DOWN I DIDNT AGRREE TO IT. LOGGED FOR REF Priority: Low Status set to: Assigned Assigned to group: Tier 223/06/12 09:39:11 [REDACTED] 2010 NOT 2012!!!!_</p>	<p>28/6/12 [REDACTED] spoke to PM who just wished to log this issue, she was not expecting an audit just wanted to make us aware. She is aware of the media coverage and if the Horizon is proven to be fallable PM wanted this logging.</p>	
21	28/06/2012	<p>Issue from NBSC PM HAD TO MAKE GOOD A LOSS OF [REDACTED] FROM A MIS - BAL SEPT 2011 WHERE HE STATES HE ALWAYS BALS WITHOUT ANY PROBS . PM WISHING HIS CASE TO BE INVESTIGATED AS AN ISSUE RAISED AGAINST THE WORKINGS OF THE HNG SYSTEM .PM = [REDACTED] [REDACTED] [REDACTED] at NBSC I have advised this will be logged and if found to be software issue he will be contacted in the future when something has been decided</p>	<p>1340887813 [REDACTED] 28/06/12 09:59:33 [REDACTED] Priority: Low Status set to: Assigned Assigned to group: Tier 228/06/12 10:00:11 [REDACTED] Status set to: Allocated Allocated to: [REDACTED] 06/12 11:21:17 [REDACTED] Good Morning ; In light of the recent media coverage re ' Horizon equipment and ' linked ' discrepancies , the PM at [REDACTED] SPSO [REDACTED] had a loss of [REDACTED] dating back to last September 2011 he is linking into this scenario . The PM states that he always balances fine except on this occasion where he had to make this loss good and has repaid it via his salary so from this the PM is asking for a callback to verify . The PM is called [REDACTED] at [REDACTED] SPSO [REDACTED] where his telephone number is [REDACTED] . Many Thanks for your assistance . [REDACTED] ACA Dearne House Barnsley S73 0UF Tel . [REDACTED] 28/06/12 11:24:03 [REDACTED] OFFICE TEL NO AS ABOVE WAS QUOTED INCORRECTLY AND SHOULD READ : [REDACTED] .28/06/12 11:30:52 [REDACTED] Your message has been delivered to the following recipients: [REDACTED] Subject: Audit due to Press Release : [REDACTED] SPSO [REDACTED] . 28/06/12 13:09:12 [REDACTED] SENT THE INITIAL E- MAIL TO THE OUTLET FIELD SUPPORT TEAM - AS PER KB - TO THEN RECEIVE A RETURNING NOTIFICATION THAT : The above email address is no longer in use. Please forward all messages to: Network Support Admin Team 28/06/12 13:09:17 [REDACTED] Status set to: Assigned Assigned to group: Tier 1 Admin28/06/12 13:45:05 [REDACTED] Status set to: Allocated Allocated to: [REDACTED]</p>	
22	20/07/2012	<p>Issue from NBSC PM HAS REC'D A LETTER FROM THE RELATIONSHIP MGR IN TP ASKING HIM TO NOW MAKE GOOD A LOSS OF [REDACTED] - 15 FROM 08/05/12 . PM FEELS THAT THIS IS DUE TO THE RECENT MIS ACCOUNTING ISSUES RELATING TO THE HORIZON SYSTEM [REDACTED] SPSO [REDACTED] MR [REDACTED]</p>	<p>[REDACTED] [REDACTED] have spoken to the PM at [REDACTED] PO regarding the loss he is reporting and blaming the horizon system, I have advised he needs to make the loss good, as currently the external review is only looking at a few offices. Have advised he will receive a TC in due course.</p>	
23	02/07/2012	<p>Ex PM Mr [REDACTED] has logged concerns with [REDACTED] NFSP no issues logged on EFC regarding Horizon Integrity Full e-mail trail on EFC</p>	<p>[REDACTED] [REDACTED] responded to PM and asked just to log</p>	
24	02/07/2012	<p>PM logged an e-mail with [REDACTED] NFSP no issues logged on EFC regarding Horizon Integrity Full e-mail on EFC</p>	<p>[REDACTED] [REDACTED] responded to PM</p>	

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
25	04/07/2012	Claim from previous PM office closed in 2002, PM is now demanding repayment of £ [REDACTED] with interest. [REDACTED] [REDACTED] is retrieving documents from Iron Mountain		
26	06/07/2012	Initially contact request to CA from NBSC claiming system fault with mobile horizon kit, trainers visiting office on 20th July for other training have asked trainers to look at processes for remming cash from mobile van. Further information on EFC re training etc		
27	06/07/2012	Issue received from NBSC PM states she has had to make good losses of [REDACTED] over the last six months and states it must be a system fault wanted to make Contracts Manager aware	Information from NBSC from call to office Mon - Spoke to Mrs [REDACTED] on home number [REDACTED] and advised her to do 2 hourly cash checks for the next 2-3 weeks and contact us again if she needs further help.	
28	16/07/2012	This is a letter from a previous employee of the current PM who had losses of approx £ [REDACTED] which the PM deducted from the employees wages, the employee is now claiming fault with horizon system	No further information and no sight of letter	
29	26/09/2012	This is an old case that relates back to 2005 - when an audit was requested because of branch discrepancies - possible due to staff theft.		[REDACTED] Case [REDACTED] by [REDACTED] [REDACTED] MP and being investigated by Second Sight.
30	20/09/2012	I have spoken with Mr [REDACTED] [REDACTED] who advised that the reason he is not turning the ATM on is not due to suspected fraud but due to the fact that the office is continually receiving TC's and is currently £ [REDACTED] short and that no one can explain why the errors are occurring. Apparently this issue has been going on for a while and Mr [REDACTED] has been dealing with [REDACTED] (ASM), [REDACTED] (Contract Manager) and [REDACTED] at Wincor. He said that a trainer had visited the branch and agreed that the procedures he was using were correct. He said he will not turn the machine back on until his issues have been resolved as he is unable to sustain the losses at the branch and he doesn't have the manpower to keep dealing with the TCs and photocopying reports to send away as evidence.	Letter sent on 20/9 informing him he is in breach of his ATM Contract and insisting he turns it back on by 5/10/12 To be reviewed on 5/10/12	
31	05/10/2012	Mr [REDACTED] postmaster at [REDACTED] has his contract precautionary suspended on 4/9/2012 due to large loss in branch. In His written representation he makes mention of jusice for subpostmasters alliance, the fifty five cases being pursued by Shoemiths in the courts, The BBC and private eye investigations into the failing horizon system. As he had a large loss at the begining of the year - when he recieved euros over a number of weeks - he believes this and his lack of knowledge of the transaction and how to account for them on hospipzon and is why he had loss.		

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
32	29/05/2012	Agent has informed Branch Standards that due to his lack of trust that Horizon is robust he is now going to refuse to make losses good if there is any indication that Horizon may be at fault.	I will monitor his balancing record for the branch to see that there are no instances of rolling losses and if there are an audit will be required as he will then be in breach of his contract. I will also get the call logs for calls to NBSC and Horizon Service desk to see if he has escalated to these.	
33	19/11/2012	Aged case. Subpostmaster - [REDACTED] [REDACTED] Challenged by [REDACTED] MP. Being investigated by Second Sight.		
34	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
35	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
36	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
37	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
38	19/11/2012	AgedCase. Subpostmaster - [REDACTED] [REDACTED] Case challenged by Rt Hon [REDACTED] MP. Being investigated by Second Sight.		
39	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
40	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
41	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by Sir [REDACTED] MP. Being investigated by Second Sight.		
42	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
43	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
44	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
45	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
46	19/11/2012	Aged Case. Subpostmaster - [REDACTED] [REDACTED] Case challenged by Rt Hon [REDACTED] MP. Being investigated by Second Sight.		

ID	Date	Issue (Narrative)	Advice (Narrative)	Update
47	16/11/2012	<p>16.11.12 - The Claim seeks damages of ██████ which the Claimants claim is the amount of "reduced takings" caused by slow processing speed with the in-store Horizon system. The Claim is also made against BT Group and Fujitsu Services. It is not therefore the typical "Horizon case" which puts in issue the account reconciliations produced by the Horizon software.</p> <p>██████ [Litigation Lawyer] is dealing with the case at present, both ██████ and ██████ have knowledge of the discipline case leading to the dismissal of Mrs ██████ on 12 September 2011. This case has been challenged by ██████ MP and is being investigated by Second Sight. ██████</p>		

Date	Issue (Narrative)	Advice (Narrative)	Update
07/03/2012	subpostmistress terminated for none related issue but at appeal she has raised concerns at having to make good of shortages in a 2 year period.		Wincor - Nixdorf provided a statement on 7 August 2012 to verify the integrity of the ATM. This has been shared with the ex-subpostmistress legal representation and also will be used in discussion's with [REDACTED] who operated the branch on an interim basis.
22/03/2012	Branch settling considerable losses each trading period - currently stands at [REDACTED] Subpostmaster is blaming horizon and claims to "one of many offices with similar problems" and has asked for a "refit of hardware"		Up-date from [REDACTED] (Agent Contract Advisor) 10.09.12 - Branch closed at its current premises at 17.30 on 05.09.12 - this was Mr [REDACTED] LDOS. Due to re-open in new premises with a new Subpmr on 11.09.12. Cheque for [REDACTED] received from Mr [REDACTED] solicitor on 06.09.12 to clear his outstanding settled centrally debt at Chesterfield. Further update - [REDACTED] This case has been [REDACTED] by [REDACTED] MP and is being investigated by Second Sight.
22/03/2012	Potential [REDACTED] loss in the office however may be an accounting error in connection with the ATM		Update 13/09/12 Currently waiting on a statement of integrity from Wincor to demonstrate that there are no issues with the machine. Once in receipt next steps to be decided - no contact from subpostmaster since original issue
22/03/2012	New subpostmaster having problems balancing. Reason being he has suggested he has been struggling to balance exactly in the office despite the limited amount of transactions going through the branch. In not so many words he was looking to blame the Horizon system rather than user errors. I have made it clear that Horizon is not responsible and he needs to keep track of his balancing procedures and should the problem persist/escalate contact the helpline for assistance.		No further action required - no accounting issues highlighted at the post transfer visit June 2012
29/03/2012	Subpostmaster claims [REDACTED] loss was due to Horizon system outage. Claims has been investigated by dispute resolution manager and there are no grounds for write off. Subpostmaster now taking legal advice/action against Post Office Ltd		Update 13/09/2012 Advised subpostmaster there were no grounds for the debt to be written off and that he needs to repay debt. Received a letter from his solicitors again referring to the horizon issue - response currently being drafted and reviewed by [REDACTED] (Legal Services)
01/04/2012	Former Subpmr, Mrs [REDACTED] had her contract terminated 14.07.10 when [REDACTED] shortage was reported at audit. A cheque for [REDACTED] drawn on Subpmrs own account was discounted as there was no corresponding transaction. Mrs [REDACTED] has now written in requesting details of all the audits which took place at her branch during her period of appointment and the amounts she had to make good. [REDACTED] (Senior Engagement and Involvement Manager) wrote to Mrs [REDACTED] on 13.04.12 advising her that she needs to complete a Data Subject Access Request.		
25/04/2012	Subpostmaster incurred losses of approximately [REDACTED] in 2009-2010. Although she admits to incorrectly processing an ebay customer postings she still claims that she should not have shown the losses following adjusting her postage stock to account for the customer returning later to pay for the itmes previously dropped off for processing. She has claimed that there must be a compensating credit error to be issued or an issue with horizon.		[REDACTED] has investigated the evidence provided by the Subpostmaster and found no reasons to indicate that any compensating credits are due to the spmr or any reason for the losses. In addition no issues have been identified with Horizon. The Subpostmaster was written to on 10 July 2012 outlining the results of [REDACTED] investigation. The Subpostmaster has not contacted me since the letter was sent.
25/07/2012	Former subpostmaster, Mr [REDACTED], has contacted his MP [REDACTED], who has written to POL on 12 July 2012, saying that he regarded himself as a victim of the unreliability and inaccuracy of the Horizon system. Mr [REDACTED] was suspended in October 2005. Branch records on Lotus Notes start after October 2005 and therefore no details exist on Lotus Notes relating to this case. [REDACTED], [REDACTED] is dealing with the correspondance received from the MP.		

Date	Issue (Narrative)	Advice (Narrative)	Update
	<p>Subpmr suspended 20.09.11 following large shortage of [REDACTED] reported at audit. Subpmr had previously settled centrally debt at Chesterfield of [REDACTED] which was included in the audit shortage. Subpmrs wife wrote to her MP, [REDACTED] on 07.10.11 citing problems with Horizon. Conduct case completed - no evidence of any problems with Horizon. Loss repaid by Subpmr and he was reinstated on 16.11.11. Branch still incurring large shortages despite the introduction of individual balancing - Subpmrs performance to be reviewed in 3 months time.</p>		<p>Up-date 25.09.12 - On the 15.08.12, Mrs [REDACTED] (Subpmrs wife) wrote to [REDACTED] MP, highlighting the fact that her husband had repaid losses of circa [REDACTED] and encouraged Mr [REDACTED] support for the Justice For Subpmrs Alliance. BIS responded directly to Mrs [REDACTED] - copies of both letters have been attached to the EFC for the branch.</p> <p>High value shortages continue to be reported at the branch. On the Concurrence report from CTP Chesterfield dated 20.08.12, a further shortage of [REDACTED] proper to BT 01.08.12 was highlighted. I spoke with Mr [REDACTED] on 30.08.12 and he promised to send a cheque to [REDACTED] (Current Agent Debt Team) within 5 days. During my conversation with Mr [REDACTED] he also informed me that the 3 individual stocks had been balancing ok. The shortages had been reported in the main stock. Whilst Mr [REDACTED] was at a loss to explain the cause of the shortages he was receptive to my suggestion that it would be beneficial for a member of the Field Support Team to visit the branch and check that he's operating the individual balancing at his branch correctly and to best effect. An intervention visit subsequently took place at the branch on 11.09.12. Following this visit, the Field Support Advisor reported that Mr [REDACTED] appeared to be following the correct process for managing individual stocks (copy of report attached to EFC). Payment for the shortage of [REDACTED] is still to be received. The branch reported a further shortage of [REDACTED] at BT on 29.08.12 and this is due to appear on the Concurrence Report that [REDACTED] will be issuing on Monday 01.10.12.</p> <p>Up-date 19.07.13 - Subpmr issued with 3 months notice on 03.07.13 following on-going accounting concerns and failure of Subpmr to make good shortages in a timely manner in line with his contract for services. Copy of case summary papers attached to EFC for the branch.</p> <p>Mr [REDACTED] (Subpostmaster) subsequently wrote to me on 17.07.13 stating that he had spoken with [REDACTED] (JFSA) and had been advised to write to his local MP regarding the shortages in the account. Mr [REDACTED] also requested that his case be considered by POL as part of the review into the Horizon system. A copy of Mr [REDACTED] letter has been attached to the EFC for the branch. I'm currently seeking advice/guidance from [REDACTED] (Bond Dickinson LLP) on how to respond to Mr [REDACTED] letter - [REDACTED] (Agents Contract Advisor) 19.07.13</p>
<p>16/08/2012</p>	<p>THE SUBPOSTMISTRESS HAS RAISED HER CONCERNS REGARDING A LARGE AMOUNT OF RETRACTED CASH, CUSTOMERS ARE WITHDRAWING A LARGE AMOUNT BUT MANAGING TO LEAVE BEHIND A 10 NOTE IN THE MACHINE WHICH IS THEN RETRACTED, THE CUSTOMER THEN CLAIMS THE FULL AMOUNT BACK. AC HAS REPORTED THIS TO PO SECURITY, [REDACTED] [REDACTED] [REDACTED] AND [REDACTED] FOR THEIR COMMENTS</p>	<p>From: [REDACTED] Sent: 17 August 2012 08:15 To: [REDACTED] Cc: [REDACTED] Post Office Security; [REDACTED] [REDACTED] [REDACTED] [REDACTED] Subject: RE: Contact Request [REDACTED] [REDACTED] [REDACTED] [REDACTED]</p> <p>[REDACTED]</p> <p>The branch needs to have accurate up to date cash management sheets to show what surplus cash has been found when the ATM is balanced..</p> <p>We will send enquiry letters to the branch when/if the Bank of I try to recover the funds from us.</p> <p>The branch needs to respond to the enquiries to let us know if the retracted cash was different from what the Bank of I are reporting and back this up with their relevant cash management sheet.</p> <p>The branch will not be held liable for the difference in this. If the branch has not been balancing the machine we cannot show the Bank of I that they did not have the surplus.</p> <p>24.08.12 - AC discussed AW email with [REDACTED] she states that she completes all relevant documentation</p>	

Date	Issue (Narrative)	Advice (Narrative)	Update
20/08/2012	Subpmr, Mr [redacted] appointed 02.03.12. Mr [redacted] contacted me on 16.08.12 to let me know he'd had a problem when balancing his account on 15.08.12. When he completed his trial balance on 15.08.12 the branch was showing a shortage discrepancy of [redacted] however when he went to 'roll over' the branch on 16.08.12 the discrepancy had risen to [redacted]. Mr [redacted] stated that he had accounted for lottery/paystation monies correctly and could not explain the reasons for the discrepancy - citing a possible problem with the system? He has raised his concerns with [redacted] (Dispute Resolution Manager, CTP Chesterfield). I have also placed a request today (20.08.12) for a member of the Network Field Support Team to visit the branch to see if they can identify the cause of the discrepancy.		Up-date 25.09.12 - Subpmr has written in to [redacted] (CTP Dispute Resolution Manager) citing a number of accounting problems he's experienced at the branch and requesting various information under FOI including losses incurred in Agency and Crown Office networks. The letter has been forwarded to [redacted] (Senior Engagement & Involvement Manager) and a response is currently being compiled.
20/08/2012	Branch has been having losses for 18 months SPMR is convinced it is due to Horizon. Fujitsu engineer has found a fault with ADSL plate/cable that maybe causing the system to loop. Currently being investigated to see if this would cause losses	Neither [redacted] or Fujitsu can identify any problems with Horizon that would account for the branch losses. A letter to be sent to invite Mrs [redacted] to a meeting on 09 October 2012 to discuss this matter further a request has been made for a representative from Fujitsu to explain the technical side	Meeting held, with Mrs [redacted] and [redacted] 09/10/2012 explained that no fault had been found to cause losses. Meeting notes sent to Mrs [redacted] returned signed have not had response to question raised in letter as yet
20/08/2012	Branch claiming losses due to Horizon. 2 day intervention visit identified some improvements regards running of the branch. We have asked for 2 hourly cash declarations to identify a time window for further investigation. Meeting arranged for 04/09/2012	Meeting held with Mrs [redacted] to discuss the problems and obtain further information on 4/09/2012. She has since supplied details of her cash declarations from 12/07/2012 to 23/08/2012. The dates of the 16 to 18 July have been identified as dates for further investigation and this is currently with the Dury Manager. UPDATE: [redacted] -26.11.12). Case now being investigated by Second Sight.	Further losses reported, information forwarded to Dury Manager for investigation. BTS on 14/11/2012 supported to see if any stages missed in the balancing process as once put the loss in still has a loss the next day
20/08/2012	Had losses in the region of [redacted] has been paying back by DFR, refusing to pay anymore until the issue with his ATM is resolved losses started Septemeber 2011. An FSA has been to the branch to look at Paperwork. Chesterfield have confirmed the 16.30 figures are correct. Another FSA is going to the branch 05/09/12 to work back through the paperwork	Branch was visited by [redacted] (FSA) on 05/09/2012 she identified that Mr and Mrs [redacted] had not been completing the manual ATM balance she completed 8 weeks from Sept 2011 and showed them how the losses were not associated with the ATM. Mrs [redacted] is going to prepare the remaining weekly balances then [redacted] will revisit the branch to discuss further	It has proven to Mr [redacted] that faults with the ATM were not to blame for the losses. The outstanding debt was cleared 13/11/2012. Now claims the loss is due to reversals, been advised to write to [redacted] with specific details
26/08/2012	Audit undertaken at [redacted] branch on 20.01.09 resulted in a shortage of [redacted] being revealed. The temporary Subpmr, Mrs [redacted] was suspended and following completion of a conduct case was given notice with her LDOS being recorded as 04.03.09. POL are currently pursuing repayment of outstanding debt from Mrs [redacted]. She has written to [redacted] MP seeking his help, citing Horizon issues and has made mention of the JFSP alliance. The ECT are currently preparing a response to the MP.		Up-date 25.09.12 - To help them prepare a response to [redacted] MP. [redacted] (Stakeholder Relations) provided BIS with information relating to the conduct case in an e-mail 29.08.12 (copy of e-mail attached to EFC for branch).
15/08/2012	Mr [redacted] the agent has had losses in excess of [redacted] since about 2005. He has had several interventions where the FSAs have established that the procedures used are correct. There is a suspicion that it stems from staff theft but Mr [redacted] refuses to believe this. I have also looked through some horizon paperwork to see if anything was obvious but to no avail. He has also now insisted that he believes the Horizon system is to blame for the losses and also that he wishes to be included in the forensic accounting programme by Second Sight. I have written to him informing him that this is only for branches where there have been conduct cases.	Several interventions and also a promise to look at paperwork when he sends it to me. Also advised him that the forensic accountant are only looking at past conduct cases.	

Date	Issue (Narrative)	Advice (Narrative)	Update
07/09/2012	<p>Subpmr has raised her concerns with NBSC that a number of POCA transactions undertaken at the branch have been cancelled off the system when cleared using the 'fast cash' icon. Subpmr unsure of whether any action has or is being taken by the NBSC with regard to her concerns. I spoke with Subpmr yesterday and asked her to forward onto me details of the respective transactions and I would flag them up to the Horizon Help Desk.</p>		<p>Up-date 25.09.12 - Details of specific transaction provided by Mrs [REDACTED] and forwarded onto the Duty Manager. A detailed response was received from Fujitsu on 14.09.12 in respect of the concerns raised by Mrs [REDACTED]. The conclusions of the report were as follows:- Conclusions The transaction we can follow shows that issue to be user error. The opportunity for such an error may be made less likely by behaviour introduced by the Ingenico pinpad: With Ingenico pinpads, if the customer presses Cancel on the pinpad, the clerk has to confirm the Cancellation message on the screen before they can continue, even if the card has been left in the pinpad. This should make it much harder for the clerk to misinterpret the outcome of the transaction. The branch were using Hypercom pinpads at the time of the reported incidents. Ingenico pinpads were installed 4th Sept. Feedback was provided to Mrs [REDACTED] by [REDACTED] Security Programme Manager, Commercial Security. Up-date from [REDACTED] 29.08.13 - E-mail received from [REDACTED] (Subpostmaster 10.07.13 highlighting the findings of the second sight report (copy of e-mail chain attached)). Contacted branch today 29.08.13, Mrs [REDACTED] is currently on holiday for 3 weeks. I have made a diary entry in 3 weeks time to give her a call and up-date her regarding the independent review into the Horizon system,</p>
26/06/2012	<p>Issue received from NBSC 1340440849 [REDACTED] 23/06/12 09:38:29 [REDACTED] HAD TWO UNEXPLAINED ERROR IN 2012 I HAD MONEY TAKEN OUT OF SALARY. I WANT YOU TO LOG IF ANYTHIGN COMES OF THIS I DIDNT MAKE A LOSS THAT DAY ITS A PROB WITH SYSTEM. AT THE TIME I RUNG HELPLINE WASNT HELPFUL THEY SAID I MADE MISTAKES WHICH I HADNT. BECAUSE OF THSI IN NEWS I WANT IT NOTING DOWN I DIDNT AGRREE TO IT. LOGGED FOR REF Priority: Low Status set to: Assigned Assigned to group: Tier 223/06/12 09:39:11 [REDACTED] 2010 NOT 2012!!!!</p>	<p>28/6/12 [REDACTED] spoke to PM who just wished to log this issue, she was not expecting an audit just wanted to make us aware. She is aware of the media coverage and if the Horizon is proven to be fallable PM wanted this logging.</p>	
28/06/2012	<p>Issue from NBSC PM HAD TO MAKE GOOD A LOSS OF [REDACTED] FROM A MIS - BAL SEPT 2011 WHERE HE STATES HE ALWAYS BALS WITHOUT ANY PROBS . PM WISHING HIS CASE TO BE INVESTIGATED AS AN ISSUE RAISED AGAINST THE WORKINGS OF THE HNG SYSTEM .PM = [REDACTED] [REDACTED] [REDACTED] at NBSC I have advised this will be logged and if found to be software issue he will be contacted in the future when something has been decided</p>	<p>1340887813 [REDACTED] 28/06/12 09:59:33 [REDACTED] Priority: Low Status set to: Assigned Assigned to group: Tier 228/06/12 10:00:11 [REDACTED] Status set to: Allocated Allocated to: [REDACTED] 06/12 11:21:17 [REDACTED] Good Morning ; In light of the recent media coverage re Horizon equipment and 'linked' discrepancies, the PM at [REDACTED] SPSO [REDACTED] had a loss of [REDACTED] dating back to last September 2011 he is linking into this scenario . The PM states that he always balances fine except on this occasion where he had to make this loss good and has repaid it via his salary so from this the PM is asking for a callback to verify . The PM is called [REDACTED] at [REDACTED] SPSO [REDACTED] where his telephone number is [REDACTED] . Many Thanks for your assistance . [REDACTED] ACA Dearne House Barnsley S73 0UF Tel. [REDACTED] 28/06/12 11:24:03 [REDACTED] OFFICE TEL NO AS ABOVE WAS QUOTED INCORRECTLY AND SHOULD READ - [REDACTED] 28/06/12 11:30:52 [REDACTED] Your message has been delivered to the following recipients: [REDACTED] Subject: Audit due to Press Release : [REDACTED] SPSO [REDACTED] . 28/06/12 13:09:12 [REDACTED] SENT THE INITIAL E-MAIL TO THE OUTLET FIELD SUPPORT TEAM - AS PER KB - TO THEN RECEIVE A RETURNING NOTIFICATION THAT : The above email address is no longer in use. Please forward all messages to: Network Support Admin Team 28/06/12 13:09:17 [REDACTED] Status set to: Assigned Assigned to group: Tier 1 Admin 28/06/12 13:45:05 [REDACTED] Status set to: Allocated Allocated to: [REDACTED]</p>	
20/07/2012	<p>Issue from NBSC PM HAS REC'D A LETTER FROM THE RELATIONSHIP MGR IN TP ASKING HIM TO NOW MAKE GOOD A LOSS OF [REDACTED] 15 FROM 08/05/12 . PM FEELS THAT THIS IS DUE TO THE RECENT MIS ACCOUNTING ISSUES RELATING TO THE HORIZON SYSTEM [REDACTED] SPSO [REDACTED] MR [REDACTED] .</p>	<p>[REDACTED] [REDACTED] have spoken to the PM at [REDACTED] PO regarding the loss he is reporting and blaming the horizon system, I have advised he needs to make the loss good, as currently the external review is only looking at a few offices. Have advised he will receive a TC in due course.</p>	

Date	Issue (Narrative)	Advice (Narrative)	Update
02/07/2012	Ex PM Mr [REDACTED] has logged concerns with [REDACTED] NFSP no issues logged on EFC regarding Horizon Integrity Full e-mail trail on EFC	[REDACTED] responded to PM and asked just to log	
02/07/2012	PM logged an e-mail with [REDACTED] NFSP no issues logged on EFC regarding Horizon Integrity Full e-mail on EFC	[REDACTED] responded to PM	
04/07/2012	Claim from previous PM office closed in 2002, PM is now demanding repayment of [REDACTED] with interest. [REDACTED] is retrieving documents from Iron Mountain		
06/07/2012	Initially contact request to CA from NBSC claiming system fault with mobile horizon kit, trainers visiting office on 20th July for other training have asked trainers to look at processes for remming cash from mobile van. Further information on EFC re training etc		
06/07/2012	Issue received from NBSC PM states she has had to make good losses of [REDACTED] over the last six months and states it must be a system fault wanted to make Contracts Manager aware	Information from NBSC from call to office Mon - Spoke to Mrs [REDACTED] on home number [REDACTED] and advised her to do 2 hourly cash checks for the next 2-3 weeks and contact us again if she needs further help.	
16/07/2012	This is a letter from a previous employee of the current PM who had losses of approx [REDACTED] which the PM deducted from the employees wages, the employee is now claiming fault with horizon system	No further information and no sight of letter	
26/09/2012	This is an old case that relates back to 2005 - when an audit was requested because of branch discrepancies - possible due to staff theft.		[REDACTED] Case challenged by [REDACTED] MP and being investigated by Second Sight.
20/09/2012	I have spoken with Mr [REDACTED] who advised that the reason he is not turning the ATM on is not due to suspected fraud but due to the fact that the office is continually receiving TC's and is currently [REDACTED] short and that no one can explain why the errors are occurring. Apparently this issue has been going on for a while and Mr [REDACTED] has been dealing with [REDACTED] (ASM), [REDACTED] (Contract Manager) and [REDACTED] at Wincor. He said that a trainer had visited the branch and agreed that the procedures he was using were correct. He said he will not turn the machine back on until his issues have been resolved as he is unable to sustain the losses at the branch and he doesn't have the manpower to keep dealing with the TCs and photocopying reports to send away as evidence.	Letter sent on 20/9 informing him he is in breach of his ATM Contract and insisting he turns it back on by 5/10/12 To be reviewed on 5/10/12	
05/10/2012	Mr [REDACTED] postmaster at [REDACTED] has his contract precautionary suspended on 4/9/2012 due to large loss in branch. In His written representation he makes mention of justice for subpostmasters alliance, the fifty five cases being pursued by Shoemiths in the courts, The BBC and private eye investigations into the failing horizon system. As he had a large loss at the begining of the year - when he recieved euros over a number of weeks - he believes this and his lack of knowledge of the transaction and how to account for them on hospizon and is why he had loss.		
29/05/2012	Agent has informed Branch Standards that due to his lack of trust that Horizon is robust he is now going to refuse to make losses good if there is any indication that Horizon may be at fault.	I will monitor his balancing record for the branch to see that there are no instances of rolling losses and if there are an audit will be required as he will then be in breach of his contract. I will also get the call logs for calls to NBSC and Horizon Service desk to see if he has escalated to these.	

Date	Issue (Narrative)	Advice (Narrative)	Update
19/11/2012	Aged case. Subpostmaster - [REDACTED] Challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by Rt Hon [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by Sir [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by [REDACTED] MP. Being investigated by Second Sight.		
19/11/2012	Aged Case. Subpostmaster - [REDACTED] Case challenged by Rt Hon [REDACTED] MP. Being investigated by Second Sight.		
16/11/2012	<p>16.11.12 - The Claim seeks damages of [REDACTED] which the Claimants claim is the amount of "reduced takings" caused by slow processing speed with the in-store Horizon system. The Claim is also made against BT Group and Fujitsu Services. It is not therefore the typical "Horizon case" which puts in issue the account reconciliations produced by the Horizon software.</p> <p>[REDACTED] [Litigation Lawyer] is dealing with the case at present, both [REDACTED] and [REDACTED] have knowledge of the discipline case leading to the dismissal of Mrs [REDACTED] on 12 September 2011.</p> <p>This case has been challenged by [REDACTED] MP and is being investigated by Second Sight. [REDACTED]</p>		
12/12/2012	<p>branch was audited and resulted with a loss of approx [REDACTED]</p> <p>postmaster claiming he is having issue with ATM - stated today that if the machine goes off(loses conection) he loses figures which effects his balance.</p>		

Date	Issue (Narrative)	Advice (Narrative)	Update
07/11/2012	<p>loss in atm stock of [REDACTED]</p> <p>On 16.11.2012 customer found device on ATM and handed into PM who called police. Police took device as evidence. On 21.11.2012 Pm balanced ATM and found it to be [REDACTED] short - pm believes it has something to do with device.</p>	<p>Advised PM to check cash when ever she tops up ATM.</p> <p>suggested notes could have be put in wrong cassette - but she did not believe this was the case.</p>	
16/02/2012	<p>large loss recorded at the branch subpostmaster suspended and sent a written representation stating 'horizon' must be at fault. [losses seem to be from the atm stock]</p>		<p>13.09.12 this case has been referred to [REDACTED] following an appeal by the Subpostmistress, the appeal is on-going. 17.09.12 decision letter sent to Mrs [REDACTED] upholding the decision to summarily terminate.</p> <p>Update 11.2.13. Case now being investigated by Second Sight. [REDACTED]</p>
20/08/2012	<p>Former Subpmr, Ms [REDACTED] had her contract for services terminated 19.01.10 following an unexplained shortage of [REDACTED] discovered at audit on 25.11.09. POL currently trying to recover an outstanding debt of circa [REDACTED] - Ms [REDACTED] has written to [REDACTED] MP seeking his support and blaming the Horizon system for the shortage - A response to this letter is currently being prepared by the ECT. Ms [REDACTED] has also asked Mr [REDACTED] MP to pass her letter onto James Arbuthnot MP who has been liasing with former Subpmrs in the JFSP alliance.</p>		<p>Up-date 25.09.12 - ECT responded to [REDACTED] MP on 30.08.12 noting Ms [REDACTED] request for him to pass the case onto the Rt Hon James Arbuthnot MP. The letter also reiterated the fact that a)The Post Office continues to have absolute confidence in the robustness and integrity of its branch accounting processes and b)The Post Office has had no hesitation in agreeing to an external review of those few individual cases that have been raised with us by some MPs and we are working closely with the Rt Hon James Arbuthnot MP in this matter.</p> <p>Update 11.2.13. Case now being investigated by Second Sight. [REDACTED]</p>
29/01/2013	<p>Mrs [REDACTED] was suspended in Sept 2008 due to loss of [REDACTED] identified at audit. Case raised by [REDACTED]</p>		
29/01/2013	<p>29.01.13 - An audit of the branch showed a loss of £5025.92, there was an admission of falsifying accounts for the last year by the Subpostmaster. During the telephone call made by [REDACTED] [Contact Advisor] reference was made to the integrity of horizon by Mr [REDACTED] [Sub postmaster] although it wasnot a statement saying that his system was at fault. It is highly likely that he will raise this again during his discipline case that has been allocated to [REDACTED] [REDACTED] [REDACTED] has been made ware of this.</p>		
15/02/2013	<p>The Spmr [REDACTED] has had issues with his ATM since 29/01/13 when it became noisy and an engineer visited. Eventually the ATM failed completely and this resulted in a new hard drive being installed which unfortunately was mis-programmed resulting in the machine mixing up [REDACTED] & [REDACTED] withdrawals as [REDACTED] % [REDACTED] and vice versa. This has been sorted out now but the ATM is showing a loss of £650.00 and the Spmr has requested an audit to try to get to the bottom of it.</p>	<p>An intervention visit has ben requested on 20/02/13 to try to see if there is anything obviously wrong. Subpostmaster later received a TC and has now asked for the visit to be cancelled.</p>	

Date	Issue (Narrative)	Advice (Narrative)	Update
01/02/2013	This issue dates back to 2008 where the former Subpostmaster Mr [REDACTED] claims large loss found at the branch were down to the functionality of the Horizon system.	Mr [REDACTED] the former Subpostmaster has raised his case with his local MP on the 1st Feb 2013, which has been subsequently referred to Government Affairs on the 15th Feb. The case was referred to [REDACTED] contract advisor to give a full response to claims about the functionality of the Horizon system.	On the 4th March a full written response was sent to [REDACTED] details of the response including the input from the Security team can be found on the EFC under [REDACTED] Post Office.
05/03/2013	Complaint received from [REDACTED] to Second Sight. [REDACTED] resigned to avoid termination of her contract on 23 August 2009. In her letter of resignation she included that she did not have any confidence in the Horizon system. [REDACTED] was suspended following an audit at the branch on 17 August 2009. The audit revealed a shortage of cash was found to be [REDACTED] short and [REDACTED] told the auditors that there would be a shortage in cash as she had been inflating her declarations. She stated that a charge transaction correction dated 2 June 2009 for [REDACTED] had been settled to cash; however, no cash had been put in.		
06/03/2013	The external ATM was vandalized several times from 7th Feb to the 12th Feb with pennies etc pushed through the card feeder. The Subpostmaster asked for an intervention visit as she had a [REDACTED] loss on the ATM following these incidents. Engineers have been in attendance during this period but there seems to be no explanation for the loss.	Subpostmaster was advised by [REDACTED] FSA to report this to the Helpline and monitor the ATM on a [REDACTED] basis to see if it is now OK.	Subpostmaster Mrs [REDACTED] sent all paperwork to BOI 08/03/13 but as of 04/04/13 no response from BOI. She will contact them again today to try to get an update. 31/05/13 [REDACTED] contacted Wincore to see if they had any answers to Mrs [REDACTED] problems.
01/05/2013	Copy of e-mail sent to [REDACTED] by Postmaster, [REDACTED] requested this be put on log :- Dear [REDACTED] This is written without prejudice. I am at the END of my tether. I believe THE HORIZEN SYSTEM has lost information on my 1 st class and 2 nd class label sales. for the MONTH 21/03/2013 ---24/04/13 .Proof, Date , 21/03/2013, 1 st class label sales =503, 2 nd class label sales =719, 24/03/2013, 1 st class label sales =355, 2 nd class label sales =272. The above readings indicate movements on the product for the month ending to-day ,24/4/2013. Movement for the week , Monday 22nd, 1 st class label sales =13 2 nd class label sales, =19, IMPOSSIBLE, Tuesday 23rd, 1 st class label sales =13, 2 nd class label sales =05, IMPOSSIBLE. Wednesday 24/04/13, 1 st class label sales =07, 2 nd class label sales =02.IMPOSSIBLE. I have tried speaking to the help desk [REDACTED] and H/R with ref H17967351, [REDACTED] to day 24/04/13. NO HELP, USELESS. I requested to speak with Mr [REDACTED] but was informed by [REDACTED], that no individual of that name works in the Department. I am been cheated out of my money. I HAVE NO RESPECT OR CONFIDENCE IN THE HORIZEN SYSTEM. If we ,the sub-postmasters ran our Post offices with such disdain for customers as the {Post Office treats us, The Sub-Postmasters}, we would have our contracts withdrawn.Please ,I cannot speak with a person with brains and responsibility. I am not able to access phone numbers from the HELP DESK ,[no more a help desk as there is a man on the MOON.] The secrecy is so COMMUNISTIC. Shame. Please could you phone me at home on [REDACTED] i am losing respect for the POST OFFICE as i have lost £ [REDACTED] /per year , withdrawn, but the Crown Worker WILL receive an increase. THIS IS ECONOMIC APARTHEID. ARE WE NOT ALL COLLEAGUES and HENCE EQUAL. PLEASE HELP, - [REDACTED] I await your phone call. Kind Regards, [REDACTED]		

Date	Issue (Narrative)	Advice (Narrative)	Update
06/11/2012	Letter from [REDACTED] (Relationship Manager) 06.11.12 to [REDACTED] (Subpmr) regarding cash declarations made at the office.		
21/11/2012	Report on intervention visit to branch 21.11.12 to help Subpmr with balancing.		
24/07/2013	PM claims loss of [REDACTED] is due to the Atn being vanlised on Friday 28/6/2013 - engineer attended loss found on the 2nd July.	Advised Helpline and Winco looking into MP claim regarding loss	



Information Rights Team
Post Office Limited
Ground Floor
Finsbury Dials
20 Finsbury Street
London EC2Y 9AQ

Your reference:
Our reference: FOI2022/00554

Tim McCormack

GR GRO

14 September 2022

Dear Tim McCormack,

Freedom of Information Request – FOI2022/00554

I am writing in response to your email received by Post Office Limited (“**Post Office**”) on 16 August, which has been dealt with under the terms of the Freedom of Information Act 2000 (“**FOIA**”) in which you requested the following information:

In the recently released Swift Report to Tim Parker dated 8th Feb 2016, mention is made of a bug reported by Fujitsu:

“Following the completion of the draft of this Review, Fujitsu informed us of a further bug which, between 29 June 2015 and 13 September 2015, caused all Transaction Corrections to be accepted (even if the SPMR pressed ‘cancel’). Again, this could have affected any branch, although Fujitsu has told us that the problem was only raised by seven branches.”

Could you please provide evidence that this bug was disclosed to the court during the GLO as it is not mentioned in the transcripts and it is my understanding that it does not even appear in the Known Errors Log.

Could you also provide documentation showing when the first of the 7 branches reported it and any documentation revealing that you informed the network that such a bug was present.

Post Office can confirm that we may hold information relevant to your request; however, after a further review of your request, Post Office believes that to determine the exact information that you require would significantly exceed the cost limit set out under Section 12(1) of the Act.

The appropriate limit for Post Office is set at £450. This represents the estimated cost of one person spending 18 hours in determining whether we hold the information, and in locating, retrieving and extracting the information. It has not been possible to identify which bug is being referred to in the Swift Report and without such a reference point, Post Office would have to search through all its records in order to identify the information falling within the scope of your request. Post Office has determined, therefore, that the search would take significantly longer than 18 hours; consequently, Post Office is not obliged by the FOIA to respond to the request.

Post Office has also considered whether it is possible for your request to be refined such that it brings it within the costs limit. We regret that we are unable to suggest a way in which the scope could be narrowed on this occasion. Please note that if you do provide more information in respect of the issue, it will be treated as a new request for information and exemptions may still apply.

I am sorry I could not provide you with the information you requested on this occasion, however if you are dissatisfied with the handling of this response, you do have a right to request an internal review. You can do this by writing to the address above or to **GR GRO** stating your reasons for your internal review request.

Yours sincerely,

Information Rights Team

GRO

<https://corporate.postoffice.co.uk/en/governance/access-to-information/access-to-information/>

Post Office Limited is committed to protecting your privacy, information about how we do this can be found on our website at www.postoffice.co.uk/privacy