



Department for  
Business, Energy  
& Industrial Strategy

To: Secretary of State	CC: Andrew Griffiths MP Glenn Hall Mark Russell Jaee Samant
From: Alex Chisholm, Permanent Secretary	
Date: 2 <sup>nd</sup> February 2018	
<b>Post Office Ltd NED Appointments</b>	

1. I wanted to add my views on top of those expressed by UKGI, on the proposed replacement of the shareholder representative director to the POL Board.
2. As you are aware from the funding discussions we had over the course of last year, POL is becoming increasingly commercial, profitable and ambitious. This means that the nature of its activities is beginning to switch from making good previous long term underinvestment as it emerged from Royal Mail's ownership, to more proactively investing in revenue growing opportunities, taking a measured view of risk. My priority is to ensure that the £210m that the Department has made available is invested wisely. Whilst the POL Board already has a good breadth of commercial knowledge and experience, I want to ensure that our representative on the Board also has very strong commercial credentials to ensure we hold POL's management to account through our membership of the Board.
3. UKGI's proposed candidate, Tom Cooper, was recruited alongside our shareholder representative on NDA's Board, Candida Morley, in the last UKGI director recruitment round. As the submission notes, Tom's last role was Global Co-Chairman of M&A at Deutsche Bank, chairing the Bank's valuation committee and also sitting on transaction review panels. It is this commercial oversight, including the ability to step back and review a proposed course of commercial action, that will provide POL's management with an increased degree of scrutiny, to ensure our interests and investments are protected whilst using those funds profitably for the benefit of the business.
4. Post Office is now stronger than it has been for many years, and I consider that this appointment gives the Department the best chance of ensuring that that trend continues.
5. I hope you will soon have a chance to meet Tom. In the meantime he is due to meet with Glenn on Monday, and met with Andrew earlier this week.

Alex Chisholm