
From: Hollinrake, Minister (BEIS)
Sent: 23 January 2023 08:53
To: Secretary Of State (Grant Shapps); Permanent Secretaries
Cc: Hollinrake, Minister (BEIS)
Subject: FW: OFF SEN PERSONAL: FOR APPROVAL: POL CEO pay sub follow up advice
Attachments: 20230110 OS PERSONAL POL CEO pay follow up advice vFINAL.docx

Hi Andrew,

Minister Hollinrake's comments:

Happy with all the recommendations on Nick Read pay
The £30k bonus is a relatively small sum but it is always controversial to try and claim something back. In the context of a much smaller pay increase than the Chair was looking for I think we should let him keep it but perhaps Carl could make sure that we have done this as a gesture of goodwill.

Best wishes,
Cora



**Department for
Business, Energy
& Industrial Strategy**

Cora Sweet

Private Secretary to the Minister for Enterprise,
Markets and Small Business
Department for Business, Energy and Industrial Strategy
1 Victoria Street, London, SW1H 0ET

GRO

GRO

From: Rajeswaran, Siv - UKGI { GRO }
Sent: 20 January 2023 13:46
To: Secretary Of State (Grant Shapps) { GRO }; Gourlay, James - UKGI
{ GRO }; Creswell, Carl (Business Sectors - Services Directorate) { GRO };
Permanent Secretaries { GRO }; Kennedy, Benjamin - UKGI
{ GRO }
Cc: Bickerton, David (Business Sectors DG Office) { GRO }; Hollinrake, Minister (BEIS)
{ GRO }; SpAds Office (Private Office) { GRO }; Baird, Ed (Business
Sectors - Services Directorate) { GRO }; Brooks-White (Jobshare) { GRO }
Arasaratnam, Roshana - UKGI { GRO }
Subject: RE: OFF SEN PERSONAL: FOR APPROVAL: POL CEO pay sub follow up advice

Also looping in BEIS Permanent Secretary's Office.

From: Rajeswaran, Siv - UKGI
Sent: 20 January 2023 13:39
To: Secretary Of State (Grant Shapps) { GRO }; Gourlay, James - UKGI
{ GRO }; Creswell, Carl (Professional Business Services, Retail & Post Directorate)
Cc: Bickerton, David (Business Sectors DG Office) { GRO }; Hollinrake, Minister (BEIS)
{ GRO }; SpAds Office (Private Office) { GRO }; Baird, Ed (BEIS)

GRO

Arasaratnam, Roshana - UKGI

GRO

Subject: OFF SEN PERSONAL: FOR APPROVAL: POL CEO pay sub follow up advice**Importance:** High

Hi Andrew,

Further to your request below, please see attached for requested follow up advice on POL CEO pay. This advice has been cleared by the Permanent Secretary.

Following SoS's meeting with Henry, Senior BEIS and UKGI Officials have discussed the pay issue with him again. He recognises the political considerations that SoS raised and is no longer expecting approval of the full proposal; he would, though, still like to see a retention bonus and a small pay increase for the CEO. He is particularly anxious about not asking Nick to repay the £30k which is a deserved bonus that was properly approved within POL. We are recommending we do not ask Nick to return this as doing so is likely to drive active ill-will from the Chair and CEO (as opposed to just disappointment around overall pay levels, which is an inevitable part of their public sector roles).

Thanks again for all your help with this. Please let me know if any questions.

Best,

Siv

Siv Rajeswaran | Manager

UK Government Investments

1 Victoria Street, London, SW1H 0ET

M: GRO

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From: Secretary Of State (Grant Shapps) <GRO>**Sent:** 09 January 2023 21:03**To:** Gourlay, James - UKGI <GRO>; Creswell, Carl (Professional Business Services, Retail & Post Directorate) <GRO>**Cc:** Bickerton, David (Business Sectors DG Office) <GRO>; Hollinrake, Minister (BEIS) <GRO>; SpAds Office (Private Office) <GRO>; Baird, Ed (BEIS) <GRO>; Arasaratnam, Roshana - UKGI <GRO>

>; Rajeswaran, Siv - UKGI <GRO>

Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi James,

Thanks very much for this, and Carl for joining.

As discussed, the action from this meeting is for follow-up advice on the CEO retention/pay issue in the round. Expect SoS will view the bonus more favourably than big pay increase – but (as below) do think we need to make clear difference between this and pay within an ALB. @Creswell, Carl (Business Sectors - Services Directorate) Could I please ask for that by the end of next week?

Attendees: SoS, Henry, Jess Webb, Carl Cresswell, Andrew Crawford

Readout:

- Henry started setting out the scale of some of the challenges with POL: Horizon, legal issues, industrial action. He was strong here.
- SoS asked about the structure and original privatisation of Royal Mail
- Henry then spoke about areas for the business to focus on, had an exchange on cash (growing share of declining market) and the possibility of breaking with Royal Mail and the need to be competitive
- They spoke about the local importance of Post Offices, Henry said 25+ per constituency and SoS mentioned one had closed in his but surprisingly no casework. Regardless SoS keen to POL to continue with current approach to ensuring network maintained and gave clear steer on that.
- Henry talked about need to make life attractive for postmasters, survey showing 33% planning to leave in next 3-4 years
- They then moved on to talk about recruitment challenges and how he wanted to build his team – Henry talked about NED recruitment and difficult attracting top quality people.
- SoS asked about Nick and CEO pay. They went through the 30K bones and the proposed increase in pay, Henry firm in defending the need for it but SoS kept returning to ask how he could stand in parliament and defend that kind of salary and increase in the context of the rest of public sector pay [*I think we need to make clear for him in next advice the difference between POL situation and an ALB – don't think this has landed*].
- Henry spoke about the importance of Nick to the business, challenge if he left now, and emphasised the bonus in particular as something that would cause particular ill will if repaid
- SoS still reluctant and asked about skills you needed – Carl came in to say retail background was criterion. Henry talked about other offers that would be coming Nick's way.
- Don't think there was much movement on SoS position on headline pay but maybe slightly softer view on the bonus. He also asked about DfT and BEIS NEDs (which he thinks good) and whether any could be candidates for POL. I've passed SoS Henry's number as requested.

Best wishes,
Andrew

Andrew Crawford | Senior Private Secretary to the Secretary of State | Mob: GRO

From: Gourlay, James - UKGI GRO
Sent: 06 January 2023 11:16
To: Secretary Of State (Grant Shapps) GRO; Creswell, Carl (Business Sectors - Services Directorate) GRO
Cc: Bickerton, David (Business Sectors DG Office) GRO; Hollinrake, Minister (BEIS) GRO; SpAds Office (Private Office) GRO; Baird, Ed (Business Sectors - Services Directorate) GRO; Brooks-White (Jobshare) GRO; Arasaratnam, Roshana - UKGI GRO; Rajeswaran, Siv - UKGI GRO
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Andrew

Please find attached briefing for SoS meeting with the POL Chair, Henry Staunton on Monday. Do let me know if there is any further which would be useful.

The origin of this meeting was the CEO pay issue. However, Henry will reflect on the extent to which he raises this with SoS in light of his meeting with Sarah yesterday. The CEO pay issue has therefore been downgraded to 'if raised'.

@Creswell, Carl (Professional Business Services, Retail & Post Directorate) would like to join the meeting if possible – please could you advise and share the invite with him if appropriate?

All the best
James

From: Putt, Lily - UKGI [GRO]
Sent: 04 January 2023 16:06
To: Gourlay, James - UKGI [GRO]
Cc: Carpenter, Annie - UKGI [GRO]
Subject: FW: FOR APPROVAL: POL CEO pay sub

Hi James,

Hope you're well.

In Siv's absence, passing on the email below from the SoS's office. This may help with the briefing note.

Please do let me know if you need me to do anything in the meantime.

Many thanks,
Lily

Lily Putt (she/her) | Project Support Officer

UK Government Investments

1 Victoria Street, London, SW1H 0ET

T: [GRO] E: [GRO]

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Follow on 

From: Secretary Of State (Grant Shapps) [GRO]
Sent: 04 January 2023 15:58
To: Rajeswaran, Siv - UKGI [GRO]; Stockbridge, Rebecca (BEIS) [GRO]
Cc: Putt, Lily - UKGI [GRO]; Baird, Ed (BEIS) [GRO]; Creswell, Carl (Professional Business Services, Retail & Post Directorate) [GRO]; Alexander, Megan (BSG DG Office) [GRO]; Hollinrake, Minister (BEIS) [GRO]; SpAds Office (Private Office) [GRO]
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Siv,

Adding policy team and Minister Hollinrake's office –

It would be good to include general introduction, and get a sense of Henry's priorities, his plans for the company, before moving onto the pay issue.

Best wishes,
Andrew

Andrew Crawford | Senior Private Secretary to the Secretary of State | Mob: [REDACTED] GRO

From: Secretary Of State (Grant Shapps)
Sent: 22 December 2022 17:08
To: Rajeswaran, Siv - UKGI [REDACTED] GRO
Cc: Putt, Lily - UKGI [REDACTED] GRO
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Siv,

Let me check and come back on that – for now would plan for general intro, probably quite quick, and then onto this topic.

Best wishes,
Andrew

Andrew Crawford | Senior Private Secretary to the Secretary of State | Mob: [REDACTED] GRO

From: Rajeswaran, Siv - UKGI [REDACTED] GRO
Sent: 22 December 2022 12:15
To: Secretary Of State (Grant Shapps) [REDACTED] GRO
Cc: Putt, Lily - UKGI [REDACTED] GRO
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Andrew,

Thanks a lot for confirming.

Noting that this will be the first time that SoS will be meeting the new Chair, was there anything else that the SoS would like on the agenda other than CEO pay?

If you can confirm – we will ensure those agenda points re also covered in the briefing.

Thanks again for all your help.

Best,

Siv

Siv Rajeswaran | Manager

UK Government Investments

1 Victoria Street, London, SW1H 0ET

M: [REDACTED] GRO

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Follow on 

From: Secretary Of State (Grant Shapps) [REDACTED] GRO
Sent: 22 December 2022 11:11
To: Rajeswaran, Siv - UKGI [REDACTED] GRO

Cc: Putt, Lily - UKGI [REDACTED] GRO
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Siv,

We've reached out to Henry, yes.

It's provisionally gone in for 9 January – could I please ask for a briefing for it for **1200 on Friday 6th**?

There is a chance it may move back because of international travel unfortunately but will keep you posted.

Andrew Crawford | Senior Private Secretary to the Secretary of State | Mob: [REDACTED] GRO

From: Rajeswaran, Siv - UKGI [REDACTED] GRO
Sent: 20 December 2022 15:01
To: Secretary Of State (Grant Shapps) [REDACTED] GRO
Cc: Putt, Lily - UKGI [REDACTED] GRO
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Andrew,

Hope you are well. We were just wanting to check in on the status of whether the conversation with Perm Sec on CEO pay has taken place, and whether the Office has reached out to Henry for a meeting.

If so, we would be grateful for confirmation of the meeting date. Please let us know if SoS would require a briefing note in advance of the meeting.

Best,

Siv

Siv Rajeswaran | Manager

UK Government Investments

1 Victoria Street, London, SW1H 0ET

M: [REDACTED] GRO

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Follow on 

From: Secretary Of State (Grant Shapps) [REDACTED] GRO
Sent: 05 December 2022 19:08
To: Rajeswaran, Siv - UKGI [REDACTED] GRO >; Creswell, Carl (Professional Business Services, Retail & Post Directorate) [REDACTED] GRO >; Gourlay, James - UKGI [REDACTED] GRO >; Hollinrake, Minister (BEIS) [REDACTED] GRO >; Permanent Secretaries [REDACTED] GRO >
Cc: SpAds Office (Private Office) [REDACTED] GRO >; Bickerton, David (Business Sectors DG Office) [REDACTED] GRO >; Arasaratnam, Roshana - UKGI [REDACTED] GRO >; Cooper, Tom - UKGI [REDACTED] GRO >; Stockbridge, Rebecca (BEIS) [REDACTED] GRO >
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi all,

SoS and Minister Hollinrake have reviewed.

SoS is not happy to approve this. He would like to discuss with the Chair, and would like to cover in next 1:1 with Sarah @Permanent Secretaries.

Will reach out to Henry once that conversation has happened.

Best wishes,
Andrew

Andrew Crawford | Senior Private Secretary to the Secretary of State | Mob: [REDACTED] GRO

From: Rajeswaran, Siv - UKGI [REDACTED] GRO >
Sent: 29 November 2022 15:44
To: Creswell, Carl (Business Sectors - Services Directorate) [REDACTED] GRO Secretary Of State (Grant Shapps) [REDACTED] GRO; Gourlay, James - UKGI [REDACTED] GRO; Hollinrake, Minister (BEIS) [REDACTED] GRO
Cc: SpAds Office (Private Office) [REDACTED] GRO; Permanent Secretaries [REDACTED] GRO; Bickerton, David (Business Sectors DG Office) [REDACTED] GRO; Arasaratnam, Roshana - UKGI [REDACTED] GRO Brooks-White (Jobshare) [REDACTED] GRO; Cooper, Tom - UKGI [REDACTED] GRO; Stockbridge, Rebecca (BEIS) [REDACTED] GRO
Subject: RE: FOR APPROVAL: POL CEO pay sub
Importance: High

Hi all,

Further to the below, please now find attached UKGI and BEIS advice on the letter from Henry Staunton on POL CEO pay.

The attached advice has been cleared by Permanent Secretary.

Please let me know of any questions.

Best,

Siv

Siv Rajeswaran | Manager

UK Government Investments

1 Victoria Street, London, SW1H 0ET

M: [REDACTED] GRO

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From: Creswell, Carl (Business Sectors - Services Directorate) [REDACTED] GRO
Sent: 14 November 2022 16:34
To: Secretary Of State (Grant Shapps) [REDACTED] GRO; Gourlay, James - UKGI [REDACTED] GRO; Hollinrake, Minister (BEIS) [REDACTED] GRO

Cc: SpAds Office (Private Office) [GRO] Permanent Secretaries
[GRO] > Bickerton, David (Business Sectors DG Office)
[GRO] Arasaratnam, Roshana - UKGI [GRO] > Rajeswaran,
Siv - UKGI [GRO] Cooper, Tom - UKGI
[GRO] > Stockbridge, Rebecca (BEIS) [GRO] > Fitzherbert, Louis
(Corporate Services - Communications) [GRO] > Heath, Daniel (BEIS)
[GRO]
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi Andrew,

The sub you have relates to a contained issue relating to pay for 21/22, so I would be grateful if you could put that in for SoS review now, please.

This letter is about the CEO's pay going forward and we and UKGI plan to advise on it separately. We don't want to hold up dealing with the 21/22 issue now, since a decision is required for POL's accounts. The forward-looking ask will require separate consideration.

Thanks,
Carl.



Carl Creswell
Director, Business Resilience
Tel [GRO]
[GRO]
Orchard 2, 1 Victoria Street, London SW1H 0ET
www.gov.uk/beis | <https://twitter.com/beisgovuk>

From: Secretary Of State (Grant Shapps) [GRO]
Sent: 14 November 2022 16:22
To: Gourlay, James - UKGI [GRO] > Hollinrake, Minister (BEIS)
[GRO]
Cc: SpAds Office (Private Office) [GRO] > Permanent Secretaries
[GRO] Bickerton, David (Business Sectors DG Office)
[GRO] Creswell, Carl (Business Sectors - Services Directorate)
[GRO] > Arasaratnam, Roshana - UKGI [GRO] > Rajeswaran, Siv -
UKGI [GRO] > Brooks-White (Jobshare) [GRO] > Cooper, Tom - UKGI
[GRO] > Stockbridge, Rebecca (BEIS) [GRO] > Fitzherbert, Louis
(Corporate Services - Communications) [GRO] > Heath, Daniel (Corporate Services -
Finance) [GRO]
Subject: RE: FOR APPROVAL: POL CEO pay sub

Hi James, all –

PSA a letter we've just had in from Henry Staunton.

Can you pls let me know any reflections asap – the sub on ceo pay is going to SoS in the next half an hour.

Best wishes,
Andrew

Andrew Crawford | Senior Private Secretary to the Secretary of State | Mob: [GRO]

From: Gourlay, James - UKGI <[REDACTED]> **GRO**
Sent: 10 November 2022 15:29
To: Secretary Of State (Grant Shapps) <[REDACTED]> **GRO**; Hollinrake, Minister (BEIS) <[REDACTED]> **GRO**
Cc: SpAds Office (Private Office) <[REDACTED]> **GRO**; Permanent Secretaries <[REDACTED]> **GRO**; Bickerton, David (Business Sectors DG Office) <[REDACTED]> **GRO**; Creswell, Carl (Business Sectors - Services Directorate) <[REDACTED]> **GRO**; Arasaratnam, Roshana - UKGI <[REDACTED]> **GRO**; Rajeswaran, Siv - UKGI <[REDACTED]> **GRO**; Brooks-White (Jobshare) <[REDACTED]> **GRO**; Cooper, Tom - UKGI <[REDACTED]> **GRO**; Stockbridge, Rebecca (BEIS) <[REDACTED]> **GRO**; Fitzherbert, Louis (Corporate Services - Communications) <[REDACTED]> **GRO**; Heath, Daniel (Corporate Services - Finance) <[REDACTED]> **GRO**
Subject: FOR APPROVAL: POL CEO pay sub

Dear Private Offices of Secretary of State and Minister Hollinrake

Please find attached a submission on the pay of the Post Office CEO. Ideally we need a decision by next Wednesday please if possible or close to that.

Do let me know if you have any questions.

All the best
James


James Gourlay | Assistant Director

UK Government Investments

1 Victoria Street, London, SW1H 0ET

T <[REDACTED]> **GRO** E <[REDACTED]> **GRO**

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