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**From:** Elliot Jacobs [GRO] <elliott.jacobs@postoffice.co.uk> [GRO]  
**Sent:** Mon 15/01/2024 8:25:59 PM (UTC)  
**To:** Saf ismail [GRO] <saf.ismail@postoffice.co.uk> [GRO]; Henry Staunton [GRO] <henry.staunton@postoffice.co.uk> [GRO]  
**Subject:** Re: Project Pineapple

Thank you Henry,

Yes, this is fair reflection of our discussion - the point on ATM discrepancies and fake notes being clawed back should also include the claw back on rejected foreign currency as a result of out of dated documentation - all of these matters (and others) were highlighted as detriment matters over 2 years ago - but no one has gone back to PMs to say - "we got this wrong, we owe you X..."

One final thing to add: 'Pathclearing' risks looking like a witch hunt - if we start going into branches saying "you've got losses to make good" this will have echoes of the past - we have to seriously consider how this is being approached - it falls to Roberts' team again - a man who comes to Board and only tells us about extreme cases of theft by 1 or 2 which constantly reinforces the mantra of "all PMs are on the take"... Roberts had two jobs to deliver - exit the DMBs and improve the PM experience - both have failed and yet he and his team get bonuses...a nice gig if you can get it! And that in a nutshell, is precisely the issue that PMs see and feel..

Since we spoke I see the VoC have issued a press release - it backs-up everything Saf and I said when we spoke to you. Whilst they have gone further than we did in terms of the CEO - which I would not support - I find their points well made, well presented and hard to argue.. I think we should strongly consider involving them in our next steps and perhaps provide some of the oversight elements - they hold more influence and more respect with PMs than the NFSP for sure! If we have to involved NFSP I understand, but it would say a lot if we engaged with VoC too.

Elliot

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**From:** Saf ismail [GRO] <saf.ismail@postoffice.co.uk> [GRO]  
**Sent:** Monday, January 15, 2024 10:41 AM  
**To:** Henry Staunton [GRO] <henry.staunton@postoffice.co.uk> [GRO]; Elliot Jacobs [GRO] <elliott.jacobs@postoffice.co.uk> [GRO]  
**Subject:** RE: Project Pineapple

Hi Henry

This seems fine.

Regards

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**From:** Henry Staunton [GRO] <henry.staunton@postoffice.co.uk> [GRO]  
**Sent:** 14 January 2024 18:54  
**To:** Saf ismail [GRO] <saf.ismail@postoffice.co.uk> [GRO]; Elliot Jacobs [GRO] <elliott.jacobs@postoffice.co.uk> [GRO]  
**Subject:** Fwd: Project Pineapple

Dear Both ,

Thank you for your time today .

I have done a file note of our conversation . Is this a fair reflection of your views. How do you feel about me sending it to NEDs before the next meeting ? The English does not need to be perfect . The key points are important . Are there any points I have missed ?

Seeing the issues in writing makes it more difficult to avoid !  
BW.  
Henry

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From: Henry Staunton [GRO]

Sent: Sunday, January 14, 2024 6:48:46 PM

To: Henry Staunton [GRO]<henry.staunton [GRO]@henry.staunton [GRO]>

Subject: Project Pineapple

Note of conversation with Saf and Elliot on Sunday 10 January

Saf said the views expressed by Richard Taylor , and previously by management and even members of the Board , still persisted - that those PMs who had not come forward to be exonerated were "guilty as charged " . It is a view deep in the culture of the organisation ( inc at Board level ) including that Post Masters are not to be trusted . SOMETHING NEEDS TO BE DONE .

Martin Roberts and certain members of his team were singled out . There has been no feedback on the investigation into Roberts ( inc for inappropriate behaviour and lack of integrity ). He was responsible for the postage stamps debacle where changes were made to accounts by his team just like Fujitsu . If Elliot had not been on ARC the controls would not have been strengthened . Roberts and his team do not want any extension to their terms of office as they believe new PMs would not have the experience to challenge them .

Equally Saf and Elliot are FED UP WITH THE AMOUNT OF POWER WIELDED BY FOAT . He and other members of the senior team act as if PMs ARE GUILTY UNTIL PROVED INNOCENT ( " as per my experience " they both said ) . " No one believes us " is a constant refrain from PMs . . WHILST FOAT IS AT THE HELM NOTHING WILL CHANGE . We must also part company with all those investigators who behaved so terribly with PMs. What on earth is happening if Steve Bradshaw is still with us - his performance at the Inquiry was a disgrace and reflected terribly on Post Office . Foat uses his leadership of the Inquiry team as an instrument of his power - it all has to stop . The PM " is not the enemy . " " Only PMs can solve this" and tell us how to change . JB is an ex police man . His behaviour has been unacceptable and he needs to move on to prove we have changed .

The payment to one of PM of £16 as compensation said it all .

There are some 48 people involved in Investigations . There are over 40 just like Bradshaw . These people need to go . Project Phoenix was allowed by Foat to go into the long grass . Bradshaw went into one of Saf's stores some years ago and immediately said " we are closing you down " . PMs tell him not much has changed since . There is a complete lack of respect for PMs and that has to change .

As a Board we need to send a signal to the Executive providing guidance and improving the culture significantly. The current culture was described as " toxic " ( references to our reaction to fake notes , ATM differences etc etc ) . We discussed a suggestion that we set up a BOARD Committee on Culture with both PMs on it with one or two others . It would need to have teeth . It would be outside Saf and Elliot's NED responsibilities and would require additional rem . It would have the benefit of making us more PM centric . We need as a Board to be seen to grip the situation .

Both thought there ought to be PM NED membership on all committees inc RemCo . It may be another PM Director would be needed - but that may be difficult . Wrt rem it was noted that the December bonuses went down badly with PMs . There were no similar bonuses for PMs . Our generous Sick Leave was highlighted - there are no similar benefits to PMs . How are we accepting so many people drawing sick leave payments esp in HR .

A lot in this note to consider and take forward with the Board .

PS Saf reminded me that I had omitted to mention the following : .....

\* I have offered the investigations team time to get the tone right and advised them to get more PM's involved but

this seems to have been missed.

- \* The comms has been poor throughout our tenure within the business.
- \* The GE have overlooked advice given to them by board members on several occasions without clear explanations.

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