

Message

**From:** Alisdair Cameron [GRO]  
**on behalf of** Alisdair Cameron <[GRO]>  
**Sent:** 12/04/2019 13:36:56  
**To:** Tim Parker [GRO]  
**Subject:** RE: Update

Thanks very much, that's all underway. I will ask Avene and Di to get us 15 minutes on Thursday. Much appreciated, Al



**Alisdair Cameron**  
**Interim Chief Executive**

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[GRO]

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**From:** Tim Parker <[GRO]>  
**Sent:** 12 April 2019 13:46  
**To:** Alisdair Cameron <[GRO]>  
**Subject:** Re: Update

Thanks, Al, very useful.

My inclination on hearing is that we should both go. If not then, if you are happy to, it should be the CEO. Good idea to do the training. Looks like we can get TK to a reasonable position on the budget, which is realistic but has some challenge to it. We await HS's considered view on appeal strategy, but plenty of reasons reassess DC as lead advocate. Would appreciate brief on Telecoms process on Tuesday week. I agree would make sense to look at the irritating bloke from S&M for advice on the CWU case. Would like to see succession piece ahead of Board. Mo's note a good step to clarify what UKGI should be doing on pay below Board level.

I think you know I won't be in this Tuesday, but happy to speak by phone at some point next week - let me know what suits.

Best

Tim

Tim Parker

Chairman  
National Trust  
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[GRO]

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**From:** Alisdair Cameron <GRO>

**Sent:** Friday, April 12, 2019 10:36 am

**To:** Tim Parker

**Subject:** Update

Tim, I just wanted to give you an update on a number of points. It's a long note but it feels like there is quite a lot going on – maybe just new CEO naivete? Have a good weekend and see you Tuesday, when you might tell me if I am over or under communicating. Thanks, Al

1. I met the senior associate from Herbert Smith and he is young and with a limited presence but still came across more strongly than his equivalent at S&M. I also extracted promises, which we will get repeated, that the partners will be deeply involved – he assured me that this is how they work anyway. On that basis I confirmed we would go ahead subject to usual terms and fees discussion. They have taken longer to get permission from RM than expected (RM tried to get us to sign a ridiculous indemnity) but expect to be clear today – and we only heard that late last night. I find it important to do these things well, which means face to face – so as Jane is working from home today and I am at NFSP Monday, I am planning to talk to her Monday evening. Mo is lined up in support.
2. We have started work on the Select Committee preparation: document in by 6 May, hearing on 21<sup>st</sup>. At the moment, the plan is for the CWU etc to have a session in the morning and for one PO person and the Minister to have a joint session in the afternoon. Sometimes these things can be changed or negotiated so the question for you to consider is whether you agree with this as an approach – you might prefer to be the PO person, we might ask for both of us to go etc. Maybe we can discuss Tuesday and I have flagged to UKGI to make sure the Minister is discussing it and they are thinking about submissions, rehearsals etc from their point of view.
3. If I am attending, which is my working assumption, I will prepare very seriously with both material and rehearsals. I am also going to spend about £1800 of PO money (and I am making you aware so you can disagree as I would previously have got permission) on presentation training from RADA (which I was planning to do anyway, this has just accelerated it).
4. On the budget/STIP I think Tom and I are starting to see a route through although I haven't landed it yet. I arranged for him to spend 2-3 hours yesterday with all the FDs going through the budget packs pre GLO and he found that helpful. Obviously, he had to hold on to one "I'm not sure" caveat which was IT costs but we are, I think, strong here and can demonstrate the contractual battles we are fighting relentlessly to make progress. He does agree that we shouldn't be forcing EBITDA in 2019/20 given it will come good next year and is expecting us to aim off in the short term to prioritise the GLO agenda. My sense is that some combination of nudging slightly up, extending the stretch but then coming off for GLO work will be negotiable. I am working on the storyline today, the team are working on the numbers and choices and we will bring it together next week. Tom and I have agreed to meet

with a view to reaching a sensible, shared position before the April Board. While he didn't say so, I suspect that this more reasonable position was helped by your conversation with him, so thank you.

5. Appeals. The appeal on the recusal went in yesterday. We had 90 minutes with David Cavender, WBD, Norton Rose and the team last night. Their strong recommendation is a fairly broad ranging appeal on the first trial, accelerated so we hand it in well before 16 May deadline with a request that the two appeals be heard together. There is a lot here that makes me uncomfortable. DC has that senior-consultant-arrogance that means that questions appear to be taken as slightly impertinent challenges and this left NR completely supine. All questions are met with "well I have thought about it very carefully and this is my view". In addition, this is now deeply personal for DC and after a string of pejorative statements ("this awful judge") I asked him to stop criticising the judge and focus on success for us. He did but only slightly "this extraordinary judgement". Nonetheless, we are working through every point of potential appeal to be sure that it is necessary, gets the right tone, can be explained outside the courtroom and will not appear frivolous and aggressive. I have asked for another session next week and a GLO subcommittee when it can be arranged. This will give time to get HS engaged.
6. HMRC. HMRC has announced it is doubling fees for FX licenses which is likely to mean that commercially we should withdraw FX from some smaller, marginal branches. I haven't seen any numbers yet as Owen and the team are working through it. I have flagged to UKGI as we may seek Ministerial support for some exemption. I think that it highly unlikely and we will have to decide to subsidise, subsidise for a year or withdraw.
7. Telecoms. We have an agreed way forward with a small, focused confidential auction on one hand and separately, a set of procurements for the component parts in public. I met with Verizon this week and am pushing them into the procurement process as they are further ahead on 5G in the US than anyone else, according to them at least. If you would like a briefing from Owen and Meredith let me know.
8. Corporate Development. We have an interim in place in the strategy and deals space, Jonathan Lewis, who started this week. He started with McKinseys and then has good commercial experience at Tesco's and elsewhere.
9. POCA. I have written to Amber Rudd requesting a meeting and KT is also writing. The point I am (and Tom is also) trying to get across is to stop banging on about what we need and start talking about how we solve their problems. The team is drafting a full letter setting out issues and opportunities that I plan to send if we don't get a meeting – or perhaps even if we do. My worry is that when they start the procurement in May it just becomes mathematical choices by junior officials and one low ball bid from someone who doesn't understand the complexities will hurt Post Offices (I am not worried about us commercially, it's a break even product anyway) and in the end be a disastrous outcomes for the customers and consequently for DWP...
10. Bol. I have a planned meeting with Francesca on 30 April. She has asked for it just to be the two of us so we can have an honest exchange...May be interesting.
11. BF. No big news, although Barclays are still fussing about PCI compliance. The route to green on PCI is still WIP. Rob is acutely aware of the urgency and importance.
12. CWU. I had a couple of hours with AF this week and will make it a regular event as I try and build trust and dialogue. He is responding, although it is early days and we had a good and open conversation

about the Select Committee etc. The piece of personal thinking (not PO policy) I am dangling is that I may be happy for the smallest Postmasters to be workers or even employees provided that it is voluntary, very tightly defined, a small number and that their terms and conditions are much close to market than DMB staff. This would settle Starling if we got to a deal. I am tempted to get the annoying one from S&M involved as I don't trust our advice internally or externally.

13. NFSP. Debbie and I are doing speeches and answering questions and Debbie will stay both days. The messages are: different partnership with agents; we are changing; you have to too.
14. Succession. Mo and I are finalising a paper for the April Board as requested. Let me know if you want to see it in advance.
15. Boundaries on pay etc. See Mo's note to Tom Aldred below. More legalistic than I would normally be but I have let it run as they do need to start clarifying: the uncertainty is unhelpful. .



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**Interim Chief Executive**

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GRO

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**From:** Mohinder Kang <GRO>  
**Sent:** 12 April 2019 08:36  
**To:** Alisdair Cameron <GRO>  
**Subject:** PO Employee Status

Hi Al

For info.

Mo

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**From:** Mohinder Kang  
**Sent:** 12 April 2019 08:34  
**To:** Aldred, Tom - UKGI <GRO>  
**Cc:** Jane MacLeod <GRO>  
**Subject:** PO Employee Status

Hi Tom

A large black rectangular box redacting the content of the email body below the "Hi Tom" greeting.



Thanks

Mo