

From: Moorhead, Richard [GRO]
Sent: Wed 14/08/2024 1:33:15 PM (UTC)
To: Chris Hodges [GRO]
Cc: Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]; James Arbuthnot [GRO]; [GRO]
Subject: RE: Horizon Claims - personnel issues

Dear me. This is not good. What is driving this resistance I wonder?

As an aside, the more I read about the involvement of Rodric Williams in the guts of much of the activity associated with the cover-up allegations, the more astonished I am that he was anywhere remotely near the Horizon Comps or Prosecutions review schemes at all. It is actually worse than was apparent when he have evidence.

All best

R

Richard Moorhead FAcSS

Professor of Law and Professional Ethics

University of Exeter | The Law School | Amory Building | Rennes Drive | Exeter EX4 4RJ

Ext: [GRO]

@richardmoorhead

Our ESRC funded [Post Office Project](http://lawyerwatch.blog) site is [here](http://lawyerwatch.blog). I blog on lawyers at <http://lawyerwatch.blog> and the Post Office at: <https://richardmoorhead.substack.com/>

You can read a selection of my publications at <http://ssrn.com/author=90930>

In-House Lawyers Ethics: Institutional Logics, Legal Risk and the Tournament of Influence available [here](#)

You can book an office hours appointment with me on Monday afternoons ([click here](#)).
Please email me if it is urgent or Monday is not possible though.

From: Simon Recaldin [GRO]
Sent: Wednesday, August 14, 2024 1:09 PM
To: Chris Hodges [GRO]
Cc: Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]; James Arbuthnot [GRO]; Moorhead, Richard [GRO]
Subject: FW: Horizon Claims - personnel issues

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Chris

Thank you for your email and I appreciate the strong feelings on this subject.

As previously advised, this is a live issue, actions have been agreed with the Post Office Board and are being implemented, with the next update scheduled for September. As you know I do listen very carefully to feedback from the Advisory Board and where I can, act on the same.

Given the strength of feeling and importance of this issue, I understand that this is on the agenda for your meeting with the Post Office Chairman when you meet with him on the 29th August.

Regards

Simon

Simon Recaldin
Remediation Unit Director
Post Office Ltd | 100 Wood Street | London | EC2V 7ER
Tel: [REDACTED] GRO
Email: [REDACTED] GRO

The information classification of this email is confidential unless otherwise stated

From: Christopher Hodges [REDACTED] GRO
Sent: Monday, July 22, 2024 8:54 AM
To: Simon Recaldin [REDACTED] GRO
Cc: Carl CRESWELL (DBT) [REDACTED] GRO; Elena MICHAEL (DBT) [REDACTED] GRO
[REDACTED] GRO >; Rob BRIGHTWELL (DBT) [REDACTED] GRO
James Arbuthnot [REDACTED] GRO >; rthonkevanjones [REDACTED] GRO; Moorhead, Richard [REDACTED] GRO
Subject: RE: Horizon Claims - personnel issues

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Simon

Thank you for this update. Hope you are well.

We are not happy with the situation. The basic point that the victims and the public would want to know is that there are no individuals who were involved in cognate roles (not just decision making) in any Horizon cases, regardless of whether any wrongdoing is alleged, who are now involved in any compensation claims.

We do not see this as an issue of 'balancing'. Individuals either were or were not involved previously, and outsiders' trust will not be supported if there is not a clear binary yes/no answer or any lack of clarity.

I hope you can rethink as necessary and confirm the position.

Regards,
Chris

Christopher Hodges OBE PhD FSALS FRSA
Emeritus Professor of Justice Systems, Centre for Socio-Legal Studies, University of Oxford
Supernumerary Fellow, Wolfson College, Oxford
Chair, Regulatory Horizons Council
Chair, Horizon Compensation Advisory Board
Chair, Housing and Property Redress Group

Co Founder, International Network for Delivery of Regulation

From: Simon Recaldin [GRO]
Sent: Friday, July 19, 2024 10:11 PM
To: Christopher Hodges [GRO]
Cc: Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]
James Arbutnot [GRO]; rthonkevanjones [GRO]; Moorhead, Richard [GRO]
Subject: Horizon Claims - personnel issues

Chris

Trusting you are well.

I am coming back to you as advised below, following the Post Office Board of 8th July where the matter of 'Past Roles' was discussed. My apologies about the delay in reverting with a further update.

There are currently 73 employees working within Post Office's Remediation Unit (RU) who were also employed by Post Office during the period currently being considered by the Inquiry. The majority of those employed during this period were in unrelated roles, for example they were branch counter employees. A minority were employed in related roles, such as branch auditors and trainers - Post Office required employees with these skill sets in RU because they had the skills, experience, and knowledge necessary to stand up and run the schemes. Their knowledge of legacy internal processes and systems were critical and remain important to the delivery of Redress.

Whilst these individuals were employed during the relevant period, there has been no suggestion that they have committed any wrongdoing. Critically none of these employees have ever had any role in decision making on redress outcomes. They predominantly undertake technical data gathering exercises or fulfil administrative functions. As you know, Post Office have the independent external panel review for redress in the Horizon Shortfall Scheme and disputed issues on Overturned Convictions cases, which adds further independent oversight over these processes.

Notwithstanding that position, Post Office are alive to the perception this creates externally. Post Office has undertaken a full review of this issue in consideration of reasonable steps to mitigate the impact of this, whilst balancing the need to be fair and follow due process in relation to Post Office employees and Post Office's employment obligations. Following this review, actions, agreed by Board on 8th July will be implemented. We can provide further detail after the 24th of September Board noting these actions will first need to be communicated to any potentially impacted individuals.

Separate to the exercise described above, where it is alleged that any employee was guilty of misconduct relating to the work they performed previously, Post Office will investigate those allegations. If the allegations are proven following an investigation, Post Office will take appropriate disciplinary action.

Regards

Simon

Simon Recaldin
Remediation Unit Director
Post Office Ltd | 100 Wood Street | London | EC2V 7ER
Tel: [GRO]
Email: [GRO]

The information classification of this email is confidential unless otherwise stated.

From: Christopher Hodges [GRO]
Sent: Wednesday, July 3, 2024 10:55 AM
To: Simon Recaldin [GRO]
Cc: Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]
James Arbuthnot [GRO]; rthonkevanjones [GRO]; Moorhead, Richard [GRO]
Subject: RE: Horizon Claims - personnel issues

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Simon

Thanks for the update.

We have two concerns: one is about supporting trust of the victims in the compensation arrangements (and anything else relevant) but the other is about timing, given the extensive ongoing bad publicity emanating from the Inquiry at the same time as the ongoing and imminent new compensation arrangements. So anything you can deliver on the reassurance issue around the involvement of individuals, but also swiftly, would be useful.

Thanks, and best wishes,
Chris

Christopher Hodges OBE PhD FSALS FRSA
Emeritus Professor of Justice Systems, Centre for Socio-Legal Studies, University of Oxford
Supernumerary Fellow, Wolfson College, Oxford
Chair, Regulatory Horizons Council
Chair, Horizon Compensation Advisory Board
Chair, Housing and Property Redress Group
Co Founder, International Network for Delivery of Regulation

From: Simon Recaldin [GRO]
Sent: Sunday, June 30, 2024 1:54 PM
To: Christopher Hodges [GRO]
Cc: Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]
James Arbuthnot [GRO]; rthonkevanjones [GRO]; Moorhead, Richard [GRO]
Subject: RE: Horizon Claims - personnel issues

Chris

Hope I find you well.

Re the below and conscious a week has gone by since my acknowledgement of receipt.

I go to Post Office Board on related matters on the 8th July and therefore propose than rather provide you with a note now and then follow up with an update, I complete this in one action w/c 8th July.

I trust this is satisfactory.

Regards

Simon

Simon Recaldin
Remediation Unit Director
Post Office Ltd | 100 Wood Street | London | EC2V 7ER
Tel: [REDACTED] **GRO**
Email: [REDACTED] **GRO**

The information classification of this email is confidential unless otherwise stated

From: Simon Recaldin
Sent: Sunday, June 23, 2024 3:03 PM
To: Christopher Hodges [REDACTED] **GRO**
Cc: Carl CRESWELL (DBT) [REDACTED] **GRO**; Elena MICHAEL (DBT) [REDACTED] **GRO**; Rob BRIGHTWELL (DBT) [REDACTED] **GRO**
James Arbuthnot [REDACTED] **GRO**; rthonkevanjones [REDACTED] **GRO**; Moorhead, Richard [REDACTED] **GRO**
Subject: RE: Horizon Claims - personnel issues

Chris

Many thanks for the below note.

Acknowledging receipt and confirming that I will come back to you presently.

Regards

Simon

Simon Recaldin
Remediation Unit Director
Post Office Ltd | 100 Wood Street | London | EC2V 7ER
Tel: [REDACTED] **GRO**
Email: [REDACTED] **GRO**

The information classification of this email is confidential unless otherwise stated

From: Christopher Hodges [REDACTED] **GRO**
Sent: Tuesday, June 18, 2024 9:18 AM
To: Simon Recaldin [REDACTED] **GRO**
Cc: Carl CRESWELL (DBT) [REDACTED] **GRO**; Elena MICHAEL (DBT) [REDACTED] **GRO**; Rob BRIGHTWELL (DBT) [REDACTED] **GRO**
James Arbuthnot [REDACTED] **GRO**; rthonkevanjones [REDACTED] **GRO**; Moorhead, Richard [REDACTED] **GRO**
Subject: RE: Horizon Claims - personnel issues

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Morning Simon

Hope you are well.

We held an HCAB meeting yesterday, at least semi-informally, and no minutes will be published until a new Government is in place. It is interesting that there are so many issues continuing to require attention.

We noted your letter, for which we were grateful. Thank you for your kind offer to brief us further: we didn't feel it necessary yesterday, not least in the light of electoral purdah. But we would be grateful for a further update. We note your ongoing review. The view was expressed that one might expect the answer in relation to individuals (about previous involvement and hence ongoing involvement on sub-postmaster and mistress matters) to be either yes or no, so we're intrigued to know more about the substance of the review, and its timing.

Thanks and regards,
Chris

Christopher Hodges OBE PhD FSALS FRSA
Emeritus Professor of Justice Systems, Centre for Socio-Legal Studies, University of Oxford
Supernumerary Fellow, Wolfson College, Oxford
Chair, Regulatory Horizons Council
Chair, Horizon Compensation Advisory Board
Chair, Housing and Property Redress Group
Co Founder, International Network for Delivery of Regulation

From: Simon Recaldin [GRO]
Sent: Thursday, May 30, 2024 6:24 PM
To: Christopher Hodges [GRO]
Cc: Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]
Subject: RE: Horizon Claims - personnel issues

Chris

Please find attached a response to your note to Nick Read dated 15th May – also attached.

Regards

Simon

Simon Recaldin
Remediation Unit Director
Post Office Ltd | 100 Wood Street | London | EC2V 7ER
Tel: [GRO]
Email: [GRO]

The information classification of this email is confidential unless otherwise stated

From: Christopher Hodges [GRO]
Sent: Wednesday, May 15, 2024 8:52 AM
To: Nick Read [GRO]
Cc: Simon Recaldin [GRO]; Carl CRESWELL (DBT) [GRO]; Elena MICHAEL (DBT) [GRO]; Rob BRIGHTWELL (DBT) [GRO]

Subject: Horizon Claims - personnel issues

Caution: This email has been sent by an external contact. Please take care when clicking links or opening attachments. When in doubt, please use the "Report Phishing" button.

Dear Mr Read,

Please see letter attached.

Many thanks

Christopher Hodges OBE PhD FSALS FRSA
Emeritus Professor of Justice Systems, Centre for Socio-Legal Studies, University of Oxford
Supernumerary Fellow, Wolfson College, Oxford
Chair, Regulatory Horizons Council
Chair, Horizon Compensation Advisory Board
Chair, Housing and Property Redress Group
Co Founder, International Network for Delivery of Regulation

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: 100 Wood Street, London, EC2V 7ER.

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

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: 100 Wood Street, London, EC2V 7ER.

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

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: 100 Wood Street, London, EC2V 7ER.

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

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: 100 Wood Street, London, EC2V 7ER.

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