

**To:** Watson, Richard - UKGI [REDACTED] **GRO**  
**From:** Cooper, Tom - UKGI [REDACTED]  
**Sent:** 2020-05-07T08:46:42Z  
**Importance:** Normal  
**Subject:** FW: Thursday's CCRC Board Call  
**Received:** 2020-05-07T08:46:00Z  
[2020.05.06 - Project Brisbane - Summary of Board and Subcommittee Consideration of Key Issues.pdf](#)  
[2020.05.06 - Project Brisbane - Appendix 1 - Phase 1 Chronology.pdf](#)  
[CCRC dashboard 2020.07.05\(5147554\\_1\).DOCX](#)

I'm quite concerned about the minutes. The fact that I recused myself from the recusal decision doesn't seem to be recorded.

I also remember at the end of 2018 the GLO committee made a strong request for the legal team to change approach after the judge slated the company in the hearing before the Common Issues Trial.

I also remember using the term defending the indefensible a few times with Cavender. None of the flavour that the Board was pretty concerned (or at least some of us were) comes across.

Tom

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**From:** Thomas Cooper [REDACTED] **GRO**  
**Sent:** 06 May 2020 09:22  
**To:** Cooper, Tom - UKGI [REDACTED] **GRO**  
**Subject:** Fwd: Thursday's CCRC Board Call

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**From:** Watts, Alan <[Alan.Watts@GRO.GOV.UK](mailto:Alan.Watts@GRO.GOV.UK)> **GRO**  
**Sent:** Wednesday, May 6, 2020 8:20:32 AM  
**To:** [Richard.Watson@GRO.GOV.UK](mailto:Richard.Watson@GRO.GOV.UK); Thomas Cooper <[tom.cooper1@GRO.GOV.UK](mailto:tom.cooper1@GRO.GOV.UK)>; Alisdair Cameron <[alisdair.cameron@GRO.GOV.UK](mailto:alisdair.cameron@GRO.GOV.UK)>; Ken McCall1 <[Ken.McCall1@GRO.GOV.UK](mailto:Ken.McCall1@GRO.GOV.UK)>; Tim Parker <[Tim.Parker@GRO.GOV.UK](mailto:Tim.Parker@GRO.GOV.UK)>; Nick Read <[Nick.Read1@GRO.GOV.UK](mailto:Nick.Read1@GRO.GOV.UK)>; Lisa Harrington (1) <[lisa.harrington1@GRO.GOV.UK](mailto:lisa.harrington1@GRO.GOV.UK)>; Carla Stent1 <[Carla.Stent1@GRO.GOV.UK](mailto:Carla.Stent1@GRO.GOV.UK)>; Zarin Patel <[Zarin.Patel1@GRO.GOV.UK](mailto:Zarin.Patel1@GRO.GOV.UK)>; Rodric Williams <[rodrick.williams@GRO.GOV.UK](mailto:rodrick.williams@GRO.GOV.UK)>; Lord, William <[William.Lord@GRO.GOV.UK](mailto:William.Lord@GRO.GOV.UK)>; Emanuel, Catherine <[Catherine.Emanuel@GRO.GOV.UK](mailto:Catherine.Emanuel@GRO.GOV.UK)>; Richard Taylor <[richard.taylor@GRO.GOV.UK](mailto:richard.taylor@GRO.GOV.UK)>; Veronica Branton <[Veronica.Branton@GRO.GOV.UK](mailto:Veronica.Branton@GRO.GOV.UK)>; Brian Altman <[nvamos@GRO.GOV.UK](mailto:nvamos@GRO.GOV.UK)>; 'Zoe.Johnson@GRO.GOV.UK'; Diane Blanchard <[David.Calvert-Smith@GRO.GOV.UK](mailto:David.Calvert-Smith@GRO.GOV.UK)>; Diane Blanchard <[diane.blanchard@GRO.GOV.UK](mailto:diane.blanchard@GRO.GOV.UK)>;  
**Cc:** Ben Foad <[Ben.Foad@GRO.GOV.UK](mailto:Ben.Foad@GRO.GOV.UK)>; Rodric Williams <[rodrick.williams@GRO.GOV.UK](mailto:rodrick.williams@GRO.GOV.UK)>; Lord, William <[William.Lord@GRO.GOV.UK](mailto:William.Lord@GRO.GOV.UK)>; Emanuel, Catherine <[Catherine.Emanuel@GRO.GOV.UK](mailto:Catherine.Emanuel@GRO.GOV.UK)>; Richard Taylor <[richard.taylor@GRO.GOV.UK](mailto:richard.taylor@GRO.GOV.UK)>; Veronica Branton <[Veronica.Branton@GRO.GOV.UK](mailto:Veronica.Branton@GRO.GOV.UK)>; Brian Altman <[nvamos@GRO.GOV.UK](mailto:nvamos@GRO.GOV.UK)>; 'Zoe.Johnson@GRO.GOV.UK'; Diane Blanchard <[David.Calvert-Smith@GRO.GOV.UK](mailto:David.Calvert-Smith@GRO.GOV.UK)>; Diane Blanchard <[diane.blanchard@GRO.GOV.UK](mailto:diane.blanchard@GRO.GOV.UK)>;  
**Subject:** Thursday's CCRC Board Call

All

The purpose of this email is to provide updates in respect of the following:

1. **CCRC** – New developments and Updates
2. **Historical management of the GLO (Project Brisbane)** – Provision of our Phase 1 work and an update as to scope and indicative costings of Phase 2

**CCRC Updates**

1. **New developments**



2. **Updates**

**CCRC/appeal timetable**



**PCDE**



**Historical Management of the GLO**

1. **Phase 1**

I attach our phase 1 executive summary and accompanying detailed chronology which sets out our findings following a review of the minutes and papers for the following governance committees:

- Board
- The Sparrow Subcommittee (established in the context of the initial complaint and mediation scheme) (in place 2014-15)
- GLO Subcommittee (in place 2018-2019).

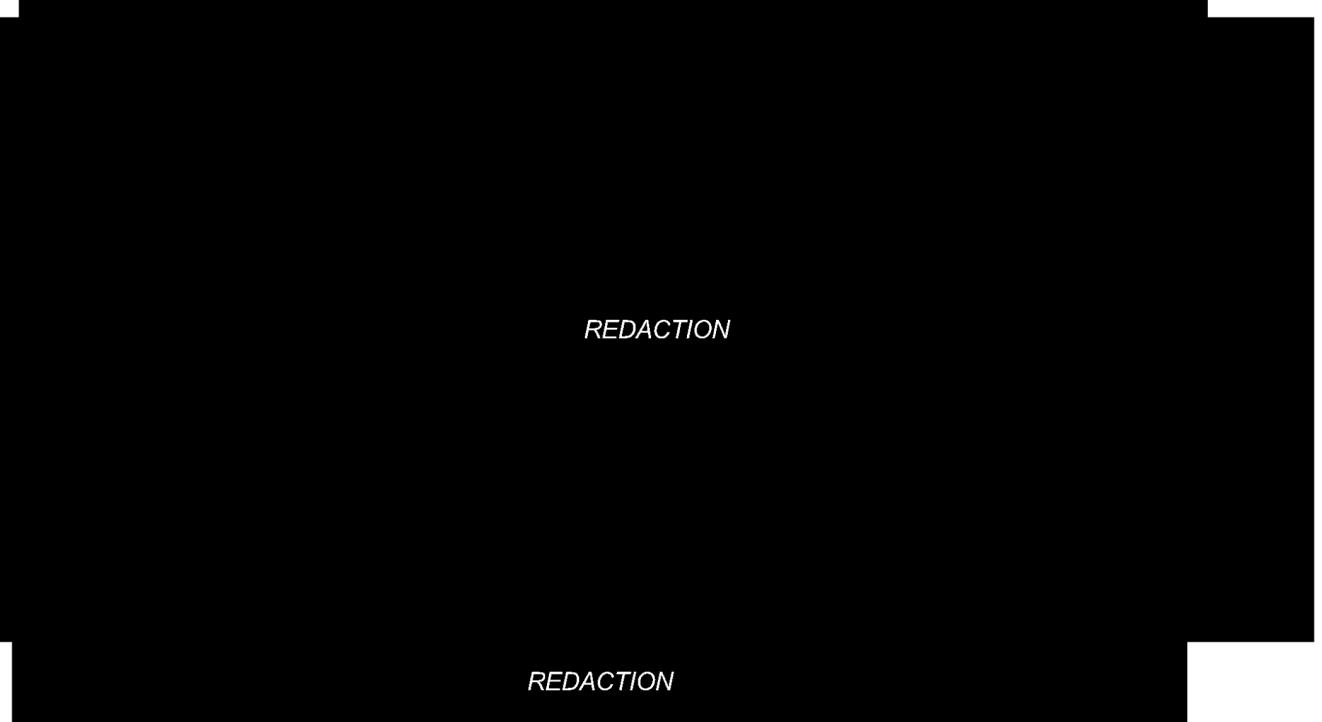
We are working with the Post Office Secretariat team to upload the underlying minutes and papers referred to in the chronology to a Sharepoint site. We expect that the Board will be able to access this Sharepoint within the next few days but if you would like a copy of any of the documents in the meantime please contact Hanvit Jang ([Hanvit.Jang](mailto:Hanvit.Jang) **GRO** a paralegal in our team.

## 2. Phase 2

### Scope

As noted in my email dated 28 April 2020.

*REDACTION*



*REDACTION*

*REDACTION*

Please could you let me know whether this list will suffice for your purposes or whether there are any other topics we should consider.

### Data Collection

*REDACTION*



**REDACTION**

Cost Estimate for Phase 2

**REDACTION**

**REDACTION** It will not be possible to know how exactly many documents will need to be reviewed to respond to the questions raised by the Board until the documents have been collected from Post Office's systems and HSF has processed those documents onto its review platform.

Alternatively, we have prepared the following indicative costs estimates for HSF's work based upon three different assumed review volumes. If the Board would like to agree upon a particular document review volume, we can then engineer our searches to return approximately the agreed number of documents (but we note, conversely to the approach set out in the previous paragraph, the possibility that otherwise relevant documents could be excluded from the scope of the HSF Belfast team's review):

- a. On the basis of a review of 10,000 documents – approx. **£150,000**
- b. On the basis of a review of 20,000 documents – approx. **£215,000**
- c. On the basis of a review of 30,000 documents – approx. **£275,000**

We would be grateful to receive your views in this regard.

**3. CCRC Board Call on 7 May 2020**

Apart from the question of costs and scope, there are no decisions that the Board needs to make this Thursday. If you would like to use the CCRC Board call on Thursday as a forum to ask any questions or discuss the above more generally, we would be happy to assist. Conversely, if you would prefer to await the completion of Phase 2, all we need from you in the immediate term is confirmation as to whether, from a costs perspective, we adopt option (a), (b) or (c) above and the call can be taken out of the diary. Do let me know.

Regards

Alan

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