

From: Benjamin Tidswell [GRO]
Sent: Sat 27/04/2024 10:04:52 AM (UTC)
To: Elliot Jacobs [GRO]
Cc: Nick Read [GRO]; Gratton, Lorna - UKGI [GRO];
Brian Gaunt [GRO]; Saf ismail [GRO];
Simon Jeffreys [GRO]; Amanda Burton [GRO];
Lorna Gratton [GRO]; Andrew Darfoor [GRO];
Karen McEwan [GRO]; Nicola Marriott [GRO];
Owen Woodley [GRO]
Subject: Re: Email from Saf and Elliot: Past Roles and Project Phoenix

Elliot,
It is on the agenda for Monday (and has been since you raised it last week). We will deal with it first, to make sure there is sufficient time to discuss. I think your concerns are widely shared across the board.
Best wishes
Ben

Sent from my iPad

On 26 Apr 2024, at 15:27, Elliot Jacobs [GRO] wrote:

Thank you Nick.

Sent from [Outlook for iOS](#)

From: Nick Read [GRO]
Sent: Friday, April 26, 2024 3:26:39 PM
To: Elliot Jacobs [GRO]; Gratton, Lorna - UKGI [GRO]; Benjamin Tidswell [GRO]; Brian Gaunt [GRO]; Saf ismail [GRO]; Simon Jeffreys [GRO]; Amanda Burton [GRO]; Andrew Darfoor [GRO]; Lorna Gratton [GRO]
Cc: Karen McEwan [GRO]; Nicola Marriott [GRO]; Owen Woodley [GRO]
Subject: RE: Email from Saf and Elliot: Past Roles and Project Phoenix

Colleagues,
Be assured we are all troubled by the appalling developments and revelations that are emerging at the Inquiry. It is deeply uncomfortable that the behaviours of current colleagues continue to emerge through emails, docs and messages. These revelations will be with us for the next 12 weeks and despite their best efforts, the Inquiry team will not be able to warn about docs that will emerge and indeed to whom they are presented as part of the questioning at the Inquiry.
I also recognise we have not been as forthright in our actions as many would have liked...this is because it is not straight forward. I am not making excuses. I too would like a simple solution and to package it all up neatly for you and the media.
Karen and Nicola will present our approach and our actions on Monday evening for all who can stay onto hear it. To be clear we all want the same outcome.
Best,

Nick

From: Elliot Jacobs [GRO]
Sent: Friday, April 26, 2024 2:47 PM
To: Gratton, Lorna - UKGI [GRO]; Benjamin Tidswell [GRO]; Brian Gaunt [GRO]; Saf ismail [GRO]; Simon Jeffreys [GRO]; Amanda Burton [GRO]; Andrew Darfoor [GRO]; Lorna Gratton [GRO]; Nick Read [GRO]
Cc: Karen McEwan [GRO]; Nicola Marriott [GRO]; Owen Woodley [GRO]
Subject: RE: Email from Saf and Elliot: Past Roles and Project Phoenix

Hi Lorna

The GT report is all about governance...this is a KEY governance issue. It worries both Saf and I that the Board can convene for a discussion on a report from an external firm but not actually get one from our own business...Perhaps this is why an external review is necessary into this entire matter?

A tag-on conversation is not enough. We need this report as requested, no more extensions or excuses.

Elliot and Saf

From: Gratton, Lorna - UKGI [GRO] >
Sent: Friday, April 26, 2024 2:38 PM
To: Elliot Jacobs [GRO]; Benjamin Tidswell [GRO]; Brian Gaunt [GRO]; Saf ismail [GRO]; Simon Jeffreys [GRO]; Amanda Burton [GRO]; Andrew Darfoor [GRO]; Lorna Gratton [GRO]; Nick Read [GRO]
Cc: Karen McEwan [GRO]; Nicola Marriott [GRO]; Owen Woodley [GRO] >
Subject: RE: Email from Saf and Elliot: Past Roles and Project Phoenix

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Elliot, Saf,

I share your concern on this – though I thought we had time to discuss as a board at 6pm on Monday (after the GT discussion meeting)?

Lorna

Lorna Gratton | Director

UK Government Investments

1 Victoria Street, London, SW1H 0ET

T [GRO]
[GRO]

www.ukgi.org.uk

PA: [GRO]

From: Elliot Jacobs ([GRO])
Sent: Friday, April 26, 2024 2:29 PM
To: Benjamin Tidswell ([GRO]); Brian Gaunt ([GRO]); Saf ismail ([GRO]); Simon Jeffreys ([GRO]); Amanda Burton ([GRO]); Andrew Darfoor ([GRO]); Lorna Gratton ([GRO]); Lorna - UKGI ([GRO]); Nick Read ([GRO])
Cc: Karen McEwan ([GRO]); Nicola Marriott ([GRO]); Owen Woodley ([GRO])
Subject: Email from Saf and Elliot: Past Roles and Project Phoenix

Dear Members of the Board,

We are writing to you today with an urgent and deeply troubling concern that demands our immediate attention and action.

This follows on the previous emails and requests (including just in the past few months: 14th Jan, 9th Feb, 16th and 19th April) - all of which have failed to result in any outcomes beyond confirming we have 6 staff members classified as Phoenix and 127 in Past Roles. The status of investigation into every single one of these 133 people remains unknown. Despite repeated requests for updates and progress, it has become apparent that there is a concerning lack of urgency and transparency surrounding ongoing investigations within our organisation. Elliot was originally supposed to be part of the Past Roles review board, but this never materialised and despite his last written request of 19th April - which was concurred to by Ben Tidswell (as SID) but still this request for information remains unanswered 7 days later.

Yesterday, further revelations were uncovered at the inquiry which (again) reflected very badly on our inability to act decisively and in the interest of the business and its stakeholders. Yesterday's revelation that **individuals responsible for postmaster engagement today knew about remote access since 2011, yet chose to remain silent** is a damning indictment of their character and integrity. The response from Postmasters overnight has - as you can imagine - been very loud and very clear.

It is unacceptable that individuals within our business, who were clearly implicated by Justice Fraser as untrustworthy, continue to hold positions of influence and have also been highlighted again in the ongoing Inquiry. These individuals are working in critical areas such as the development of the NBIT system, Postmaster engagement, remediation and BAU. Their involvement in shaping the future of our business is not only reckless but deeply damaging to our credibility and integrity.

Our failure to be seen to act in this matter month after month is being viewed as denial and evasion and cannot be allowed to persist if we are to move forward as a responsible and ethical institution. We have both repeatedly raised concern with the pace and decision making in this matter as well as the total lack of data on what is being done. Notwithstanding the need to be thorough and accurate in our decisions - it is wholly inappropriate that there is no oversight or information provided despite repeated written and verbal requests.

It is imperative that we demonstrate a commitment to accountability and transparency in addressing these issues. We would suggest that the opportunity to provide confidence

to the board in the ability of the company to carry out its own review has now past and the need for a proper and fully independent review is now clearly evident. In light of these serious concerns and continued Inquiry revelations, we again repeat our request that all individuals within Phoenix and Past Roles related to these matters be immediately suspended pending a full, independent investigation.

We cannot move forward as an organisation until we confront and address the deep-seated cultural issues that have allowed such injustices to occur. Only by holding individuals accountable for their actions and fostering a culture of transparency and accountability can we hope to regain the trust and confidence of our stakeholders.

Therefore, I urge the Board to take immediate and decisive action to address these concerns. The integrity of our organisation and the well-being of those who have been harmed by our past actions depend on it.

We – as Postmaster NEDs – now demand a full report on the status of every one of the Past Roles and Phoenix employees by close of business on Monday, 29th April, failing which – in the absence of a Chair - we will have no choice but to request a meeting with the Secretary of State to discuss this very important issue.

Saf Ismail & Elliot Jacobs
Postmaster NEDs

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