

20th July 2025.

Clive Hooper,
Chair, Havards Community Benefit Society.

COMPLAINT.

Dear Clive,

It is with great regret that I write to you to make a formal complaint against the Directors of Havards.

As a volunteer for almost four years, I wish to complain as follows:

- The Directors have failed to follow accepted standards regarding the treatment of volunteers. Volunteers should be treated with respect and honesty. They are key to the success of Havards. Yet you and the other Director's stood by while I was subjected to a tirade of falsehoods and attempts at bullying by Christopher Morgan, Secretary. Lies have been told by Chris time and time again, and facts distorted. My work has been disparaged and I was subjected to what many would agree was a tirade of abuse. I was even threatened with legal action if I continued to assert that I had not withdrawn from the Nextgen project.
- You, and the other directors failed to intervene. Following Chris Morgan threatening me with legal action (the email is attached and discussed in detail below) I attempted to discuss this with you, but you insisted this was just a "minor disagreement" and a "minor misunderstanding". You did not feel this was a serious matter. (Phone call on 19th December). You had, in fact, called to order me to "transfer control of our domains" to Modern, something that was not in Havards best business interest. When I explained that the correct way was to simply point the domain at the Modern hosting service (known as setting the DNS nameservers) and told you (a) I would be doing this, and (b) you always had the control of the domains as all details were on the Google Drive, you wrote again, ordering me to transfer the domain in a way that showed that the Directors did not understand Internet and Website infrastructure. Fortunately, I was eventually able to persuade you to retain control, but Chris kept asserting that I was refusing to release control of the Havards Domains. This was yet another falsehood. You always had full details of the Domain Registrar including passwords, and always controlled and owned the domains – more detail below.
- Finally, Havards has been allowed to operate with an "out of date" website for 6 months. The website continues to say that Havards is closing at 3 pm (winter opening hours) and that the road through Newport is closed. You told me that one reason for pressing ahead and signing a contract with Modern, without due diligence and consultation was that rapidly progressing the website changes was crucial to moving Havards business forward. Instead, you have almost certainly done the reverse. The "out of date" website will be losing business and reputation for Havards. It will be damaging our search engine ranking. This ranking used to be excellent. Havards appeared on the first page of many searches. But now potential customers will have been put off visiting. I have copies of several emails warning you about this. We had about 1,000 unique visitors each month looking at our website in 2024. [Attachments\Website statistics 2024. Shows c.1000 unique visitors per month.png](#)
While some of those may be just browsing, some will be potential customers, maybe looking for a hardware shop or just wondering when the shop is open. An out-of-date website will have created the impression of a badly run business, and will have reduced footfall.
- I setup and was responsible for the website for almost three and a half years. It was hugely successful in raising about £450,000 in investments. I continued to update it until control was taken from me without notice or explanation. None of the Directors had the courtesy to contact me and tell me that Chris Morgan would be removing my ability to update the website. This is covered in detail below.
- When Chris disabled the existing website, he threw away almost three years of accumulated systems work and experience, not just my work, but that of others including Sam Mirza who used to distribute the newsletter. This also disabled the investor management system, disabled all the form processors, threw away the system developed to distribute newsletters at no additional cost.

In 2024 there were five newsletters sent out. So far in 2025 there has been just a single newsletter, which was difficult to read on a mobile device as you reverted to MailChimp with yet another additional cost for Havards.

- There had never been any previous disputes in over three years. I was always complied with Directors' requests to the best of my ability. I never did anything that was not in Havards best business interest.
- I recognise that the Directors have the right to ignore the advisory committee when choosing a new website provider, but you do not have the right to damage the business nor to justify this with lies and disparagement.
- As well as the string of dishonest emails from Chris which ended with the one threatening to sue me, Chris wrote subsequent notes implying that I was somehow denying you control of your "rightful assets". As I hope you now realise, you always had control of the domains, and there was full documentation (on the Havards Google Drive) including login details for the entire web infrastructure and all the other systems I had maintained for Havards (Web server / Mailchimp / Email / Staff computers / Volunteer co-ordinator phone). Chris asserts I was trying to make myself indispensable – please see the insulting notes to this effect. In fact, it was the very opposite. I wanted to ensure Havards did have full details of everything so it was not dependent on me. Betty, Chris and others had passwords and access, and I reminded you about this in an email sent last November.
- I wish to complain about the waste of money that has resulted. Havards is barely profitable as was presented at the recent EGM, yet Chris is willing to spend and indeed to throw money away unnecessarily. He paid for a duplicate website just after I renewed Havards hosting service contract. The duplicate website was a crude copy of the existing site with many functions disabled. I had to send corrected pages to Modern to avoid some of the damage to our search engine ranking. At the time I assumed a new website would be going up within a short period, but nothing has appeared. Chris has also wasted money registering many similar domains. That is something a very large organisation with a successful web presence might do but for Havards it is a waste of money.

All the above complaints are documented below in more detail with written evidence.

No-one could have been more committed to the Havards project than I. I provided much other support and help as documented below. How can I have been treated this way? I found have found the whole matter deeply disturbing.

I have lost confidence in the Directors ability to run Havards responsibly.

There are other indications that all is not well. There seems to be an abnormally high turnover of both staff and volunteers. For example, Havards is once again looking for a treasurer – the fourth, I recall, in just over two years since Havards started trading.

I am initially just sending this to you and copying the other Directors. It would not be in Havards interest for this email to be circulated widely. If you comply with my requests, this will go no further.

1. I request a formal apology in writing. This should confirm that I never withdrew from the Nextgen project, and that Chris lied when he tried to claim that I did. In addition, it should confirm that I never did anything that was not in Havards best interest. It should also confirm that I never resigned. I may have said I would find it difficult to continue, and said there was little point in being a member of an Advisory Committee that wasn't allowed to advise, but I never formally resigned, indeed I kept updating the website, and the investor records with the last update being on 20th January 2025. I also want you to also confirm that the Directors will not try to claim I resigned but you should tell anyone who asks that I was forced out by your actions.
2. I request the return of my investment. I believe it is likely to be at risk. I think it is not unreasonable in the circumstances to ask for this. The SITR date is 1st August 2025 in just a few days time. Once that date is reached, I would like my shares to be bought back.

If you do not agree to these requests, then I will be taking further action. Everything in this complaint is backed up with written and other evidence.

DETAILED EVIDENCE AND BACKUP MATERIAL:

History:

I was one of the early members of the Havards Team, which was set up in the summer of 2021. I was, I recall, invited to join (by Ros I think) due to my internet and web site skill. I took on the job of improving the “one-page” website, originally set up by John Ewart (of PLANED) on behalf of Cris Tomos. They had chosen and registered the domain name siophavards.cymru. My re-developed website was first launched in August 2021. It was initially targeted at recruiting investors and investments. It was also used to sign up supporters and run surveys. I personally funded the web hosting service until January 2023 and never reclaimed expenses. I spent many hours optimising the site for search engines (over the 3.5 years I maintained the website). Thanks to this and the publicity when Havards launched, we had an excellent Search Engine ranking. The Havards website appeared on the first page of the search results in many cases (depending on the search terms).

As one of the early team members I was one of those who insisted that Havards could be viable, even when others, including Clive (known as the “three wise men”) announced that Havards could not be run profitably.

A new business plan was produced; a Community Benefit Society was set up (with help from Cwmpass) and the share offer was launched in June 2022.

I helped the Havards project in numerous other ways. I led the project to apply for a grant from the “Enhancing Pembrokeshire” fund, and we were awarded a grant of approximately £20,000. I handled making the claims – a very time-consuming process. I ordered and set up laptops and other equipment for the staff (iPads, a printer etc.). I provided detailed analysis of the Clover sales data in response to a request from Jessica, which showed for example which stock items had never sold.

An investment management system was produced and this successfully used to raise about £450,000 from investors. I have run a small software business for over 20 years, and I re-used code previously written for both charities and paying customers. Copyright in the investor management system therefore remained with me and this always showed in the back-end footer. This system was also used successfully in several other places. Indeed, Chris saw fit to sell it to Clynfyw with funds received by Havards, without even consulting me. It was also used by the sadly unsuccessful “Project Wholefoods”.

I have taken the position that this software should not be used unless I get an apology; if you don't use it, you will either be failing to comply with legal requirements on the storing of investor data or you will be spending much more money and effort to convert the database into a useable system.

I don't work on my own – there is backup support available for all the systems in the event something happened to me. I have discussed this with Hugh.

Evolution of the website:

Once Havards started trading, the website needed to evolve, and to a limited extent it did, but really it needed to be adapted to promote the shop business to a much greater degree. It needed to be possible for the staff to update it. Chris Morgan even had the ambition of offering a full on-line ordering system. I was told that the Directors agreed this should only go as far as “Click and Collect”. A project, which Chris called “**The NextGen project**” was set up to define the best way to go. While this was discussed at the Advisory Committee meetings and (for some reason) two WhatsApp group s were set up, this project never had a single meeting. I have exported both WhatsApp chats, which demonstrate I was participating as best I could and without ever saying I would not take part.

Please see the exported chats:

[Attachments\WhatsApp Chat with Havards Website next generation \(Last post 2Jan24\) .txt](#)
[Attachments\WhatsApp Chat with Havards Website next generation \(Last post 2Jan24\) .txt](#)

In January 2024 the focus shifted to replacing the Electronic Point of Sale (EPOS) system. The full team was involved in a very thorough evaluation including Zoom calls with the supplier. The new system was installed in April 2024 and a period started where the system was being allowed to “bed down). We were all told that the new website project was to be put on hold until the EPOS system work was complete.

We had an advisory Committee meeting in the summer of 2024, attended by Hugh McCormack, Chris, Clive and myself. At this meeting the question was asked – when would this project commence? We were told that it was still on hold pending the bedding down of the new EPOS system. In evidence, I can state that both Hugh and I recall this clearly. Clive was there. Did I ever state I was not co-operating or had withdrawn? **Of course, I did not and had never done so.** It is self-evident that I had not withdrawn or I would not be making this case.

So I carried on maintaining the existing website, and providing much IT support.

In January 2022 just after SGHT started trading, it was agreed Havards should purchase its own hosting service and domain registrar, and I implemented these. I moved the domain (and later the havards.wales domain previously owned by Bryce and Sonnie) to a new Domain Registrar, and documented this together with all other details of the IT infrastructure that I had set up for Havards on the Google Drive. Havards directors always had full details, but it would appear Chris had forgotten, as he later implies it is necessary to “regain control of our domain”. The IT infrastructure was set up in accordance with Industry Best Practices.

The next I heard of the website future was when Clive called me on 1st November 2024 to say that he and Chris were visiting a company and intended to place a contract for a new website. Please see my note about this written on 4th November

[Attachments\241104 Note asking what happened to the Nextgen project.pdf](#)

I found this failure to follow the processes Chris Morgan himself had set up astounding. This was a major project, that needed to go well. The Havards Directors rushed into this decision without the careful checks done for the EPOS system. Why not? This is a large item of expenditure not that far short of the expenditure on the EPOS system.

Now we find that the New website is still not live. The old website is months out of date and telling visitors that the shop closes at 3pm!

I had excellent qualifications for assisting, and had always said I would assist. I found this decision to bypass the person on the advisory committee responsible for the website infrastructure deeply insulting.

Clive told me verbally that it was important to move fast and the Directors had decided on this course. The website, he said, was crucial to the long term success of Havards.

In a written reply he made it clear that they would proceed regardless. You can see his reply here:

[Attachments\241107 Reply from Clive to my note asking what happened to the Nextgen project.pdf](#)

This was not the first time the Directors had bypassed members of the advisory committee or otherwise insulted them as I have discussed with Clive.

The advisory committee members started to drift away or fail to attend and by January 2025 when Hugh McDarmid was asked to become a Director, I can't name anyone left on it – unless there are new joiners.

While it was foolish and deeply insulting to fail to consult me on the future website, I recognise that Directors have the right to do that.

But they don't have the right to support Chris Morgan when he started telling lies and throwing insults, and even threatening to take legal action.

CHRIS MORGAN EMAILS WHICH TRY TO JUSTIFY HIS BEHAVIOUR.

Please see the email with subject "Moving Forwards – a summary of decisions." dated 10th November 2024: [Attachments\241110 Note from Chris Morgan claiming I refused to take part in the Nextgen Project.pdf](#)

In this Chris claims I refused to take part in the Nextgen project. This is quite a long and complex note trying to justify his actions. It is full of untruths. Please read it carefully.

Please read my very considered and reasonable response to it in my reply also dated 10th November. [Attachments\241110 My reply to Chris's note of 10 November.pdf](#)
Note also that in this note I reminded Chris that "...the details are with all the other passwords on the Google drive."

Also see [Attachments\241104 Response from Hugh McCormack - confirms the NextGen project was on hold.pdf](#)

I can only assume that Chris was embarrassed by his failure to follow his own processes. This was an unprofessional and dishonest attempt to cover up this failure. It is extraordinary that he says that I disparaged the Paul Harwood paper – when I had actually praised it in my initial note [Attachments\241104 Note asking what happened to the Nextgen project.pdf](#)

Things then went from bad to worse. Chris responded to my email with an extraordinarily long email sent on 6th December. This, together with my response can be seen here: [Attachments\241206 Long list of lies and bullying email from Chris and my response.pdf](#)

This note is a heavy-handed attempt to bully me. He starts by saying "You're right, you weren't part of the process of selection of the new developer given your original participation of the first design group and your feedback which resulted in the group disbanding plus your desire to withdrawal from the project on the basis it wasn't the way you'd prefer the work to be done nor prepared to allow hosting to be moved." What on earth is this? If you read the text in the WhatsApp groups you can see this is an outright lie, and the groups never disbanded – and were just put on hold. See also Hugh's note of 4th November.

Chris also claims that there had been a huge cost to the business from email failures, writing "The cost to the business of the email and domain access failure has cost the business hundreds if not more this year alone, with reputational and resulting credit damage with major suppliers, not to mention the hours lost and stress to staff and volunteers working around the lack of IT tools...."

He strongly implies this was my fault. None of these failures were my fault. I was able to diagnose and fix a number of underlying problems. In one case Chris himself sent an email with an unusual attachment often used to pass on a virus, which was blocked by security software. In another it turned out that Betty had a misconfigured copy of a Mail client on her laptop, which did indeed keep locking her and others out of the email server. Simon was also having trouble, and the symptoms were also of a misconfigured client although no one ever was able to check out Simon's computer.

Chris accuses me of disruptive behaviour. I leave the reader to work out whose behaviour was disruptive. For example, when Chris tried to resolve the virus problem himself, he wrote an officious and unpleasant email to the support person. I had to apologise and smooth troubled waters. (I have used the Hosting Service Inventive Hosting for years for several different projects, most recently for National Astronomy Week 2025. There were no problems whatsoever in a massive project run for hundreds of Astronomy Societies, Science Centres, Science Museums and the public – all run under the auspices of the Royal Astronomy Society. Please see <https://astronomyweek.org.uk/> and https://en.wikipedia.org/wiki/National_Astronomy_Week)

I include this as Chris has on several occasions said that the problem lay with the choice of server – and that I was unwilling to change it. The problems were not easy to solve, and Chris was not able to diagnose the problems. But there was never any proof that the problems were the fault of our server. Had there been evidence I said on more than one occasion that I would be willing to move the server.

I replied more forcefully to this note and I did accuse Chris of attempting to bully me – I think most people will agree that is what it was. This can be seen as the third note in the next attachment.

Chris then sent a further note on 7th December timed at 00:16. This note can be seen (together with my request to discuss it with Clive.) [Attachments\241219 Note to Clive asking to discuss Chris threats \(including to sue me\).pdf](#)

In this note Chris continues to insult me. He starts by saying *"Once again you adopt the position of the victim. Lashing out at anyone who doesn't accept as gospel your "expert" view and instruction..."*

He also threatens to take legal action:

"I've never lied, and accusing me of such verges on libel, which if you persist I will take action to defend against. Likewise your conversations with members of the team and denigrating my name is also verging on slander. Both activities must stop."

The note goes on to make various claims and statements.

In particular Chris disparages my work: My apologies for responding to some of Chris points in detail but it is important to establish the truth. First, can I say that I have never claimed to be "all-knowing", indeed the Internet with all the related applications is far too complex for any single individual to fully understand in detail. That's why it is important to work in teams. But Chris makes points which show an ignorance of how the internet works in his email which disparages my work.

For example, Chris writes:

"...the feedback of those who have looked at it from a design and e-commerce tool perspective (potential candidates for the Click&Collect development work) were politely critical as to its outmoded design, dated and traditional look and presentation, which given the high reliance on html and scripting makes change both time consuming and costly."

This is simply an attempt to disparage my work and discredit me. I've always said that website needed changing, including to a more suitable content management tool. I rather suspect this sentence shows that Chris does not really understand how websites are constructed. Yes – it depends on HTML and scripting. But so does every other website in existence. The only question is how sites are developed and maintained. The (still current) website was implemented using a tool called Dreamweaver – in its time THE leading web development tool. It made updating the website fast and very easy not *"time consuming and costly"*. Yes, the website perhaps looks a little outdated – it is three years old, and I confess I adapted an existing website of mine a few years older than that. But that got it up fast, and it did the job.

He also writes: *"The front screen has had the same images for the past 3 years and content was seen as both excessively verbose and difficult to consume quickly."* Please see my response – having a fixed header is often recommended for new and small websites – it helps with instant recognition. It was always open to Chris (and indeed any other volunteer or staff member) to suggest improvements to the website and when such recommendations were made (and indeed they were, and I have evidence if needed) then they were always quickly implemented.

If the wording was verbose, then Chris was just as responsible as much was based on documents for which he was partly responsible – for example the business plan and the Share Offer and numerous suggestions over the years. So much of the content he is criticising is his own or that of others in the team.

The long emails are extensive and much of it goes over old ground which Chris should know I had always supported.

I maintain that these disparaging statements are intended to denigrate my work, and most will agree that much of the content of these notes amounts to bullying.

These notes and other information demonstrate one important fact: Chris believes in just throwing money at problems. He writes *"Your continued campaign of shouts of wasted money is unfounded..."* My view is that Havards is a barely profitable small town Hardware shop, not a country wide enterprise. Keeping costs down is important.

Rather than continue to swap emails with Chris, I felt I needed to appeal to the other Directors to stop the threats and bullying. Please see the note dated 19th December 2024 written to Clive asking him to discuss these. Clive did call on 20th December, and we had a 20 minute conversation. He tried to explain Chris behaviour as a “minor disagreement” and a “misunderstanding” and clearly was not going to intervene. I said the lies that had been told were extremely serious and I found Chris’ behaviour unacceptable. I asked for an apology, something I’ve asked for several times but no apology has ever been received. I said I couldn’t work with Chris in these circumstances.

But the real purpose of Clive’s call was to tell me to **transfer the control of the Havards Domains to Modern**. He asked me to release control of our domains to Modern. I pointed out this was not in Havards best business interest, and tried to explain why. Clearly my explanation was not understood as Clive then wrote on 23rd December **ordering me to transfer control of the domain to Modern**. He attached a document that was written by Chris (said Clive). See [Attachments\Domain Release to Modern Request \(written by Chris\).docx](#)

This document is discussed in the next section.

This request leads me to conclude that neither Chris nor the Directors had any understanding of the Domain Name System, one of the basic building blocks of the Internet, or indeed basic website infrastructure. Indeed Clive confirms that in his email dated 23rd December – final note in this attachment: [Attachments\241229 Note to Clive Hooper 'Releasing the Domain to Havards'.pdf](#)

MY SUGGESTIONS IN RESPONSE TO CLIVE’S NOTE OF NOVEMBER

Clive did ask me in his response to make suggestions about the new website. I responded with a document sent to the Directors on 5th December 2024. I have never seen any response – did anyone ever read it? [Attachments\Evaluation of Proposal from 'Modern Print and Design' V2 .docx](#)
I sent this out a second time in January 2025 – again – no response.

One key recommendation was a recommendation of phased project. Had Havards followed that recommendation there would always have had an active and up-to-date website.

There are other recommendations in this document – seemingly all ignored.

THE INSTRUCTION TO RELEASE CONTROL OF OUR DOMAINS TO MODERN.

Following on from the section above, please see Clive’s note to me and my response:

[Attachments\241229 Note to Clive Hooper 'Releasing the Domain to Havards'.pdf](#)

The subject alone shows there was a misunderstanding about who owned and controlled the domain. The Domain always belonged to Havards. Havards name and address were given to the Domain Registrar and all the details and logins for the Domain Registrar were securely recorded on the “IT Reference” Document on the Google Drive. I had told Chris about the setup and this document many times and given him the password. Betty also had the password. Example - [Attachments\240917 Email to Betty with details \(again\) of the IT Reference Document.pdf](#) which assumes Chris knew all about the document.

To accuse me of trying to “control” our domains is neither correct not fair.

As an attachment to his email Clive also sent a document, apparently written by Chris, which I attach, together with my comments. I also sent this document to Hugh.

This document is named [Attachments\Domain Release to Modern request - with responses.docx](#)

If you read the responses, you will see there is serious misunderstanding of the situation.

First, the words “Domain Registrar” were never used – I don’t think Chris understood what a Domain Registrar was or what he was asking for at that point, and I cannot understand how he could have forgotten that Domain Registrar login details were in the IT Reference Document on the Google Drive. I had reminded him of this in my email to him of 10th November (see above).

Clive called me to order me to release the domain to Modern, on 29th December. Again, I told him the Domains should be retained and gave the reasons I repeated in my email written after this conversation:

241229 RE: Releasing the domain to Havards Here I once again tried to explain that control of the Domain needed to be retained by Havards and provided an AI generated explanation. Yet again I expressed frustration and anger about the lies Chris was telling, and the failure to engage with the various issues I was raising – issues that had they been addressed would have resulted in a working website instead of one that is out of date. Once again, I asked for an apology, and I said that I would not grant a licence to use the Investment Management software on the new server unless I had that apology. Well, the software is no longer running, and I very much doubt that Havards now have an Investor management system that meets legal requirements unless they have invested much more money and effort – yet more indications of poor management.

The result of my standing up and insisting that Havards needed to retain control of their domains has resulted in accusations against me that I was somehow not co-operating.

I changed DNS to update the nameservers to point at the Modern server on 7th January – the day I was given them. That was all that was needed for development to proceed.
See my note:

I confess to being extremely distressed and angry about the way I had been treated and that may have shown in some cases – but I suspect most people in my position would have had the same reaction. But I never resigned – see this note to Hugh which confirms that: [Attachments\250122 Note to Hugh confirming I never resigned etc.pdf](#)

Chris even went so far as to write to our Domain Registrar in which he shows he had no idea of how the process worked or of the fact he had all the login details already. See attachment.
[Attachments\250119 Chris note to Domain Registrar asking for control.pdf](#)

There is much I could say. Modern failed to correctly handle the transfer of the email addresses, and a large number of emails were mis-delivered in January. Such emails came to the “catch-all” email address for the email server, and I am also in possession of other emails which will also make my case. I tried to call Chris at Modern several times and he never called me back but he supplied the nameserver details and I duly updated these on 7th January.

One time I tried to call Modern and got Trevor who was hostile and unpleasant. I assume he had been told not to talk to me. I tried asking whether he concurred with the decision to change the domain – he would not answer the question, nor any others. There is a report on this conversation which is incorrect and unfair – in any case I had every reason by this stage to feel angry and frustrated by the way Havards were going in the wrong direction.

I have much more evidence which could be presented, but I think that’s probably enough to make my case.

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