From:	Neil McCausland GRO			
Sent:	Tue 13/08/2013 5:34:18 PM (UTC)			
То:	Susan Crichton GRO			
Subject:	RE: Board note on horizon			
a special update.	d understand the issues, so probably no need for aring the normal Board update when appropriate.			
Original MessageFrom: Susan Crichton Sent: 07 August 2013 12:: To: Neil McCausland (C: Alwen Lyons Subject: RE: Board note o	GRO GRO n horizon			
Neil - please let me know if you would like to discuss this issue or want an update and I will put some time in the diary when you are next in the building.				
Regards				
Susan				
Susan Crichton I General	Counsel			
1st Floor, Central Wing, 1 GRO Postline Mobex Susan.crichton GR	48 Old Street, London, EC1V 9HQ GRO o			
To: Martin Edwards; 'alas Cc: 'nmccausland G' 'susannah.storey G	RO ; virgima noimes:; RO ; 'timfranklin1(; Paula Vennells; RO ; Angela Van-Den-Bogerd			
of his conversation with S right immediate issues we speed. I had some thoughts which First, while it is clear that which are already in the fi	his work today. lear and helpful. I am also glad that on the basis usan last week, Alasdair Marnoch thought that the re being tackled in the right way at the right in I want to put on the record about the way ahead, we are committed to using SS for the 47 cases rame for their review, it is extremely important then at that. The moment they are involved in			

additional cases beyond these, we will have lost the ability to end the relationship with them - an outcome which I do not want to have to contemplate. I understand that this means we have to find a way of

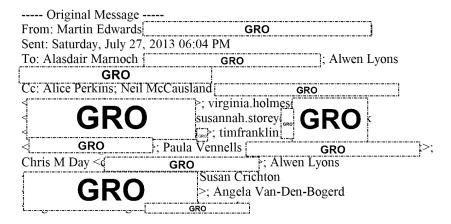
satisfying James Arbuthnot and the JFSA that we have a credible alternative way of handling additional cases. So the sooner we can do this, the better. Second, we need to pin down and cap SS's costs. I understand from Susan that she has told them that she is expecting them to do the extra work pro bono but no deal has been done. I understand that Chris will be bottoming this out urgently and that there will be a cap on any additional payments to them.

Third, we need a proper process for appointing the independent Chair of the working party. We cannot afford to make the wrong choice here. We need to draw up a clear description of the role and the qualities we are looking for and then interview some people who appear to fit the bill, and reference them properly (ie conversations not bits of paper).

Finally, I have asked Susan to keep the Board fully informed of future developments and to alert me to anything which she is unable to resolve which could get in the way of getting the job done in the way it needs to be done.

She will be seeking conversations about all this with all the NEDs on an individual basis and will be in touch with you to arrange these. Best wishes

Alice



Subject: RE: Board note on horizon

Apologies all, it should have been this version of the note attached to yesterday's email, which incorporates the insurance information (at paragraph 31) rather than leave that in a standalone note. It also includes a couple of additional sentences on accounting arrangements at paragraph 24.

Thanks, Martin

Martin Edwards I Chief of Staff to the Chief Executive



Original Message	•	
From: Alasdair Marnoch	GRO	
Sent: 27 July 2013 17:39		
To: Alwen Lyons		
Cc: Alice Perkins; Neil M	IcCausland (GRO	

		m; susannah.stor		GRO	
timfranklin1	GRO	Paula Vennells; Chr	ris M Day; 7	Nwen Lyons;	Susar
Crichton; Angel	a Van-D	en-Bogerd; Martin	Edwards		
Subject: Re: Boa	rd note o	on horizon			

Thanks Alwen

For the benefit of the other Board members I had a very good review with Susan and Alwen earlier this week focused mainly on the history and immediate actions we are taking to dealing with the urgent case review. I was reassured by the energy, resource and prioritisation of the work we are doing and I think it's fair to say on this we are working through as quickly as is practical.

In our discussion with Susan, Alwen explained why the case review was only going back to 2010 and the significance of a Horizon upgrade (full reconciliations across every site etc). Could Alwen please elaborate on this point as a critical issue will be determining how far back we need to go.

Also what's the legal position with Fujitsu - do we think they are in any way culpable (and have we had our view verified) and have we taken any action (noting that they have offered to pay£100k in support of costs)?

Finally I seem to be missing the insurance update - could you please resend.

Α Sent from my iPad On 26 Jul 2013, at 15:48, "Alwen Lyons" **GRO** wrote: > Dear All > Please find attached a detailed note from Paula providing an update on our programme of work in response to the Horizon investigation. > As Paula is now on leave, please could you direct any questions to Chris as her deputy, copied to Susan and Angela. > > Thanks > Alwen > Alwen Lyons I Company Secretary > [Description: address] > 148 Old Street, LONDON, EC1V 9HQ > [Description: phone] Postline: GRO GRO > [Description: mobile] GRO > [Description: email] > alwen.lyons

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