

**From:** Rodric Williams [GRO]  
**Sent:** Thur 27/06/2013 6:56:43 PM (UTC)  
**To:** Parsons, Andrew [GRO]  
**Cc:** Ben Thorp [GRO]  
**Subject:** RE: POL - Horizon issues

Nice one - thanks

Rodric Williams | Litigation Lawyer



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**From:** Parsons, Andrew [GRO]  
**Sent:** 27 June 2013 19:43  
**To:** Rodric Williams  
**Cc:** Ben Thorp  
**Subject:** RE: POL - Horizon issues

Rodric

As discussed, please find attached a version of the letter for those SPMRs who are currently not aware of the situation.

Kind regards  
Andy

**Andrew Parsons**  
Senior Associate  
for and on behalf of Bond Dickinson LLP

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**From:** Parsons, Andrew  
**Sent:** 27 June 2013 17:51  
**To:** Rodric Williams  
**Cc:** 'Ben Thorp'  
**Subject:** RE: POL - Horizon issues

Rodric

I've reviewed the SPMR letters. I've attached mark-ups of two of the letters which show the suggested amendments that should be made across all the letters.

The amendments are:

- To insert an opening paragraph that explains POL's investigation and highlights the fact that we have sought to protect SPMRs from any harm in the interim period.
- To remove the word "problem" and to replace this with the less dramatic word: "issue".
- I don't think we should apologise in the letters. I know this sounds hard but in apologising we are admitting some degree of culpability. I think we should maintain a more cold, procedural approach to correcting what is effectively an accounting irregularity.
- In some circumstances it appears that the error caused a transaction record from a former SPMR at a branch to be carried over into the records of a later SPMR at the same branch. In my view this is a dangerous admission, as the complete separation between SPMR records is a cornerstone principle of ensuring Horizon's integrity. Although this has happened and is completely explainable, I don't think we ever want to expressly document this.

I considered removing some of the technical language around what caused the error. However, on reflection, I think this level of detail displays transparency and the robustness of POL's approach (even if the SPMRs don't fully understand it)

Kind regards  
Andy

**Andrew Parsons**  
Senior Associate  
for and on behalf of Bond Dickinson LLP

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**From:** Ben Thorp [GRO]  
**Sent:** 25 June 2013 11:14  
**To:** Parsons, Andrew  
**Cc:** Rodric Williams  
**Subject:** POL - Horizon issues

Andrew

By way of very brief introduction, my name is Ben Thorp. I am a Bond Dickinson secondee (from the Newcastle office) currently working with Rodric Williams in POL's Legal team for the next few weeks.

We have received the attached query from the business regarding historical issues a very limited number of branches had with Horizon. POL intends to refund any losses caused by these issues, but not seek to recover any gains.

Could you please review the letters and let Rodric and me have any comments you may have, particularly in the context of the Spot Reviews?

If you would like to discuss anything arising from your review, please do give either Rodric or me a call.

Kind regards,  
Ben

Ben Thorp | Legal | Tel: [GRO] [GRO]  
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