
From: Paula Vennells[/O=MMS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=PAULA.VENNELLS8C63D283-A511-46C3-A93E-DC6F2AE7A78D]
Sent: Sat 07/09/2013 9:01:10 AM (UTC)
To: Alice Perkins[GRO]
Subject: Re: Briefing Alasdair

Yes a beautiful morning!

Thanks Alice. It will be a surprise and I need to make sure we have enough time to talk it through.

My approach needs to remind Alasdair where we left off, then paint the story to arrive at the conclusion carefully. Esp as the last time we spoke, I had been in the place of trying to help Susan repair the damage. So that will be a change.

I think he will understand. Alasdair had raised a couple of questions re Susan's judgement, but less than others.

Re speaking to Susan, I had a tip-off from Alwen that Susan may raise it with me on Monday herself. They spoke mid-week: Susan said it was making her ill, and, she didn't see how she could continue having lost the confidence of the Board.

Exactly the same conclusions.

Although that makes it slightly easier if she does raise it, people can change their minds (not tidy!). So I shall wait and see what happens. Either way, assuming Susan is in 148, we will have the conversation on Monday.

I am speaking to Fay this weekend as we will need to be thinking about which lawyers we use, interim cover and about business messages. And indeed when Susan goes. It sounds as though she wants that to be straightaway. Much will depend on Susan's state of mind. I have been in situations like this where people have been helpful and suggested the best outcomes themselves. Susan is capable of doing that but I'm not holding my breath.

I hope this sounds calm - I am - on the outside... on the inside, it was never going to be easy. (But it's nothing to what Susan is going through, irrespective of what caused it.)

Thank you for your support - and helpful questions are always welcome.

Enjoy the weekend.

Paula

Sent from my iPhone

On 7 Sep 2013, at 08:56, "Alice Perkins" <GRO> wrote:

> Thanks Paula.

> When you talk to Alasdair all this will come as a complete surprise to him of course. So you may need to give him time to understand it - on the other hand, given where you have got to now it may fall into place quickly. If it helps, please say I would of course, be happy to talk to him whenever he likes.

> Glad to hear about the positive pieces of news.

> I hope you have woken up to the same beautiful morning as I have.

> A

>

> ----- Original Message -----

> From: Paula Vennells [mailto:GRO]

> Sent: Friday, September 06, 2013 07:06 PM

> To: Alice Perkins

> Subject: Re: Briefing Alasdair

>

> Thank you Alice. It will help not having a call. For what it's worth, I do not think we could have ended up in a different place with Richard; none of us could have foreseen the reaction. (I wasn't making work btw, it was Martin's suggestion as Richard had asked some good and challenging questions of us. I will simply play by ear with Richard. Not a big deal either way; and I certainly don't want him thinking I'm trying to soften the blow.)

>
> There are a couple of business updates I want to send you, which will follow over the weekend.

>
> In the meantime: a couple of items of cheer: I had an excellent meeting with Yamamoto San the President of Fujitsu yesterday. As well as the formal goodwill exchanges, key business points were made, which should play into our negotiations over the IPR. I shall make sure Chris follows up. He was only over for two days - we are clearly important (as they are to us). Lesley did a great job in the briefing, planning and her contribution to the meeting.

>
> And, today I took boxes of chocs down to the NT teams to say well done on the 1000 branches. When I congratulated them on customer satisfaction still running at 95%, they were at great pains to tell me I was wrong: it is 98%!

>
> I hope all is well - particularly with your two expectant mothers...

>
> Best wishes, Paula

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>
> Sent from my iPad

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> On 6 Sep 2013, at 17:41, "Alice Perkins" <[redacted] GRO [redacted]> wrote:

>
>> OK Paula, that's fine. I understand properly now. No need to speak. And no need to "make work" for Richard. What's happened is embarrassing but your willingness to a) be straightforward with him, and b) compensate him properly will mean that he will feel properly treated. And who knows, we may have something genuine for him to do in future. When this is out of the way, and he's back from his autumn trip, I'll take him out to lunch.

>> Hope you manage to have a good weekend.

>> All the best

>> Alice

>>

>> ----- Original Message -----

>> From: Paula Vennells [mailto:[redacted] GRO [redacted]]

>> Sent: Friday, September 06, 2013 02:04 PM

>> To: Alice Perkins

>> Subject: Re: Briefing Alasdair

>>

>> Hi Alice, I'm sorry if there's a misunderstanding. That was what I tried to explain when I called you: if Susan and Simon Baker had left the business, then we couldn't effectively do Richard's review. I heard you say that you had the same thought. I felt we should stand him down, as the context is now different. (That was why I called you - no other reason. Just to make sure we were on the same page.)

>>

>> I still feel very strongly that we should do the LL review. As I'm sure you do too. And as the individuals who would have had the sensitivities will have moved on, then I would like the business to do it - we all of us know what needs to be said. We did a good review in the case of Rainbow. We can for this.

>>

>> My follow-up note to you this am said I have a way through, which Martin is drafting. Why don't we speak on Monday, I'll get Theresa to check diaries. Martin will try to get the revised TOR/brief to us by mid-morning.

>>

>> An after-thought is that we could ask Richard if he would be prepared to challenge and review our LL paper and we arrange a half-day session with him to do that, before we prepare a final report for the ARC/Board. We will always benefit from an external and independent perspective. I will ask Martin to add this in.

>>

>> If it helps, we could speak this pm. Let me know.

>>

>> Paula

>>

>> Sent from my iPad

>>

>> On 6 Sep 2013, at 11:49, "Alice Perkins" <[redacted] GRO [redacted]> wrote:

>>
>>> Hi,
>>> When we spoke on Wed, we hadn't concluded what we should do re the lessons learned review, other than asking Martin E to rewrite much narrower TOR. The options we discussed were to discuss revised TOR with the lawyers and then either proceed now or wait till SS were off the scene.
>>> You also (on the phone later, I think) commented that it would be v difficult to do the review given changes in personnel.
>>> The decision to stand RH down completely was a surprise - I hadn't got to that conclusion. (I'm not saying it isn't right - just want to understand.)
>>> Could you please share your reasoning on that with me?
>>> Thanks
>>> A
>>>
>>> ----- Original Message -----
>>> From: Paula Vennells [mailto:GRO]
>>> Sent: Friday, September 06, 2013 10:49 AM
>>> To: Alice Perkins
>>> Subject: Re: Briefing Alasdair
>>>
>>> There is an answer to "great minds..." but it wouldn't apply in your case :)
>>>
>>> I'll try and get him over the weekend. I'm seeing Richard on Monday pm and will simply stand him down. I'll also insist we pay his bill and expenses so far; and I shall order a case of wine to send to his home afterwards.
>>>
>>> I won't mention the Chair role as I'd like to meet one or two first having read the spec and the cvs. If we then don't find the right person, I would go to Richard. I think it would be unfair to him to bring him in at this stage when the field is still open, with the possibility of not giving him the job! (I have had a good recommendation from someone who knows and has worked with Hooper, so certainly worth seeing him.)
>>>
>>> Timings will be confirmed next week after I've also spoken to Alasdair.
>>>
>>> Enjoy your Friday.
>>>
>>> Paula
>>>
>>> Sent from my iPad
>>>
>>> On 5 Sep 2013, at 19:03, "Alice Perkins" <GRO> wrote:
>>>
>>>> Great minds..... Was thinking the same.
>>>> I haven't done anything about Alasdair. I imagine he is either back or about to be back - ARC next week. I'd be grateful if you would brief him before you communicate with the Board.
>>>> Let me know if you would like a word tomorrow.
>>>> All the best
>>>> Alice
>>>>
>>>> ----- Original Message -----
>>>> From: Paula Vennells [mailto:GRO]
>>>> Sent: Thursday, September 05, 2013 05:58 PM
>>>> To: Alice Perkins
>>>> Subject: Briefing Alasdair
>>>>
>>>> Alice, you'll see I've sent a note to Richard, suggesting that I meet him briefly next week. I want to look at the chairman cvs and spec. (If Alasdair is back, it would be good to get his take.)
>>>>
>>>> Have you briefed Alasdair or made a mental note to do so? If not, I think that is something I should do before I send a note advising the Board, and certainly before the ARC.
>>>>
>>>> I expect to speak to Susan on Monday - tell you more when we next speak.
>>>>
>>>> Regards, Paula
>>>>

>>>> Sent from my iPad

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