

## Message

**From:** James, Gareth (UK - Manchester) [gajames@GRO]  
**Sent:** 29/05/2014 19:28:11  
**To:** Chris Aujard [/O=MMS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Christopher Aa0452485-80b7-40d2-ade7-6f6feae19cc3f88]  
**CC:** Rodric Williams [/O=MMS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Rodric Williamse9c114f4-b03f-4595-b082-ce89be5c79d47b]; Julie George [/O=MMS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Julie Georgee2337f53-5bc7-4902-bf28-7f244bd4e4082ce]; Whitton, Andrew J (UK - London) [awhitton@GRO]; Noon, David A (UK - London) [dnoon@GRO]; White, Ian (UK - Leeds) [iwhite@GRO]; Tantam, Mark (UK - London) [mtantam@GRO]  
**Subject:** RE: Project Zebra

Evening Chris. You are correct, this is indeed primarily a restructuring exercise – we are not proposing more review work. If there are areas to suggest further work be done, we'd capture those under the third bullet below. Content wise, we will focus on those matters relevant for the Board below, extracted from the current form of the Assurance Sources full report (intended more for management's purposes).

The time needs are reflective of the realistic time we think it will take to take to produce and then respond appropriately to internal input and review processes that are required on document (from audit, forensic and risk teams in Deloitte).

Best regards

Gareth

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**From:** Chris Aujard [mailto:christopher.aujard@GRO]  
**Sent:** 29 May 2014 20:07  
**To:** James, Gareth (UK - Manchester)  
**Cc:** Rodric Williams; Julie George; Whitton, Andrew J (UK - London); Noon, David A (UK - London); White, Ian (UK - Leeds); Tantam, Mark (UK - London)  
**Subject:** Re: Project Zebra

Gareth - thanks for this; I am still awaiting feedback from Rod, but in the meantime, could you let know the logic behind your Wednesday date? My working assumption was that you would not be doing any more primary review work, and therefore this exercise was more one of capturing on paper your conclusions thus far. Could you let me know if I have misunderstood matters? Kind regards Chris

Sent from my iPhone

On 29 May 2014, at 06:36 pm, "James, Gareth (UK - Manchester)" <gajames@GRO> wrote:

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Chris,

Further to our conversations today, I wanted to confirm the next steps we propose to take regarding Project Zebra. These seek to create a shorter document for you (intended for Board circulation) which focusses on certain key (and most relevant) aspects of our wider work to date.

This "Board Briefing" document will focus on the four questions we agreed by phone, being:

1. What comfort can be taken that Horizon only allows complete transactions (baskets) to be processed?

2. What comfort can be taken that the transactions completed in Horizon are 'digitally sealed', to protect their integrity and make it evident if they have been tampered with?
3. What comfort can be taken that Horizon's Audit Store maintains and reports from a complete and unchanged record of all sealed baskets?
4. What comfort can be taken that Horizon provides visibility to sub-postmasters of all centrally generated transactions processed to their Branch ledgers?

For each of the above questions, we will:

- List those relevant high level system design and process control features that we identified in documentation provided to us;
- Describe the facts relating to the extent and nature of the Assurance Work we have seen;
- State what additional work could be undertaken to increase the level of comfort.

Our comments will be framed in the context and limitations of our work.

We estimate that this deliverable will take until close of play on Wednesday next week to produce and issue through our review and signoff activities.

Please confirm that these points of focus are an accurate view of the next steps discussed this afternoon.

Thanks and regards

Gareth

**Gareth James**

Partner

Deloitte LLP

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gajame: [REDACTED] GRO | Data Analytics Website | Finance Analytics Website

Secretary: Stephanie Mayo [REDACTED] GRO

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