

Message

From: Paula Vennells
on behalf of Paula Vennells
Sent: 12/09/2013 06:50:39
To: Theresa Iles
Subject: Fwd: Lessons learned ToR

GRO

GRO

Ppo for the ARC

Sent from my iPad

Begin forwarded message:

From: Paula Vennells <GRO>
Date: 11 September 2013 21:21:40 BST
To: Alasdair Marnoch <GRO>
Cc: Alice Perkins <GRO>, Alwen Lyons <GRO>, Martin Edwards <GRO>
Subject: Re: Lessons learned ToR

Alasdair, thanks. Helpful steers and I think most if not all captured in the spirit of what the new TOR seeks to address; specifically f and g on risks and culture.

We should talk more about your point 3 please.

And re point 1: not an issue with the person I have in mind - Belinda used to work for the information commissioner!

Looking forward to seeing you tomorrow.

Paula

Happy to discuss the

Sent from my iPhone

On 11 Sep 2013 at 18:22, "Alasdair Marnoch" <GRO> wrote:

Thanks Paula and agree with the approach and broad thrust particularly on timing. Clearly the most important thing is to be wiser as a result of the issues raised and make the PO better.

We can chat more tomorrow but here are a few initial thoughts

1. I expect the report will include some criticism and I have a question about the possible individuals doing the work to ensure that they are sufficiently experienced in writing such a report. Worth chatting about balance/tone etc (although not public I think we need to assume that it will become so and are able to stand by it)
2. Equally keen that Susan does not become a 'lightening conductor' for the issues and that we capture the broader lessons also

3. Agree on risk management - something is not working here (Horizon/NTP/SS). We can discuss tomorrow at the ARC and a subsequent discussion at a future Board. Progress so far has been ok but I think we need to increase the tempo
4. Small point on cultural lessons - i think we listened and heard but didn't action the concerns raised?
5. I wonder how we most effectively answer the question - 'is there anything else like this out there'?

Finally keen to see the output from this work embedded as part of the on going culture and process improvements at the PO.

Look forward to discussing tomorrow.

Regards

Alasdair

From: paula.vennells; GRO
To: alasdairmarnoch; GRO
CC: Aliceperkins; GRO; alwen.lyons; GRO
martin.edwards; GRO
Subject: Fwd: Lessons learned ToR
Date: Wed, 11 Sep 2013 13:35:15 +0000

Alasdair, hi. I hope you have readjusted to the autumnal weather! Thanks for your time over the weekend. I have since spoken with Susan and also stood down Richard Hatfield. I will update you properly tomorrow.

I'm grateful to Martin for the attached revised draft of our terms of reference for the lessons learned exercise. This is now more tightly focussed on our internal handling of the investigation, with the proposal that the review should be run by an internal facilitator - but with the opportunity for external challenge and input once our initial conclusions are drafted.

Most of the note should be self-explanatory, although I should explain the rationale behind our proposed timings. As we discussed last week, there

is a choice between proceeding with the review in the near future, while the experiences are still relatively fresh in our memory, or waiting until early 2014 (when we expect SS will no longer be involved in the process). Having de-risked the review by narrowing its scope and running it as a short internal exercise, on balance I think it is more important to capture our insights sooner rather than later. We are therefore proposing to commence the process in October (not earlier because it would be more appropriate for both sides to wait until Susan is no longer working in the building).

Alice and I had chance to discuss at our 121 this morning and we are both comfortable. I would welcome any comments you have.

Best wishes,

Paula

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