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**From:** Mark R Davies [REDACTED] **GRO**  
**Sent:** Thur 01/05/2014 1:05:12 PM (UTC)  
**To:** Belinda Crowe [REDACTED] **GRO**; Chris Aujard [REDACTED] **GRO**; Sophie Bialaszewski [REDACTED] **GRO**; Rodric Williams [REDACTED] **GRO**; David Oliver1 [REDACTED] **GRO**  
**Subject:** 2014 01 22 Initial Complaint Review and Mediation Scheme BRIEFING INTERNAL ONLY  
**Attachment:** 2014 01 22 Initial Complaint Review and Mediation Scheme BRIEFING INTERNAL ONLY.doc  
**Attachment:** ATT00001.txt

All

One of the actions for me at the board sub committee yesterday was to think about the context of the Linklaters letter in creating a wider narrative which might set the scene for next steps.

I have in the attached started the process of bringing together a full report on the Horizon issue, starting from appointment of SS through to now, and the Linklaters letter.

It obviously needs work but will I hope help Sophie and Rodric as they discuss today. I would also welcome other views on this.

I have been thinking also that this could form a report on Horizon which we submit to the minister to support future actions. It provides in my view a pretty comprehensive picture, both in terms of the nature of the complaints but also the breadth and thoroughness of our actions.

Mrk