
From: Rodric Williams [GRO]
Sent: Wed 28/05/2014 2:26:58 PM (UTC)
To: jonathan.swil [GRO] [GRO]
Cc: Chris Aujard [GRO]
christa.band [GRO] [GRO]
Subject: RE: Follow up

Hi – I will get the full update to you asap, but the “Key Findings” on the “Horizon Features” (i.e. “those features of the system which provide that: movements in Branch ledgers have the full ownership and visibility of sub-postmasters; and audit trails kept by the system are complete and accurate) are:

- Nothing has come to [Deloitte’s] attention to suggest any deficiencies of significance in the design of the Horizon Features.
 - The implementation in 2010 of HNG-X did not significantly impact the Horizon Features.
 - Key day to day IT management activities are governed, controlled and (since 2012) independently tested to recognised assurance standards.
 - Substantial Horizon-related system documentation exists, comparable to that typically seen in similar organisations where IT activities are outsourced and formal assurance activities are not mandated.
- Some organisations are externally mandated to have a greater level of end to end, risk orientated documentation and testing, eg: in financial services. Post Office is not so mandated.
- As with comparable organisations, Post Office relies in many areas on the Horizon Features operating as described. Further assurance could be obtained by performing risk based testing of the Horizon Features and fully documenting system usage.
 - Documentation has not yet been located which relates to pre 2010 to provide assurance that the system was originally built and tested to specific business requirements.

From: Rodric Williams
Sent: 28 May 2014 15:19
To: jonathan.swil [GRO]
Cc: Chris Aujard; christa.band [GRO]
Subject: RE: Follow up

Jonathan,

Apologies, but I can’t seem to forward the (draft) Board Update.
I’m working out how to get around it and will forward and soon as possible.....

Rod

From: Rodric Williams
Sent: 28 May 2014 15:13
To: jonathan.swil [GRO]

Cc: Chris Aujard; [christa.band](#) [GRO](#)

Subject: Follow up

Jonathan,

Following on from our conversation earlier today, I attach:

- Deloitte's (draft) Board Update, which preceded the full (draft) Report you have seen; and
- A "FactFile" prepared by POL, which provides an overview of the Horizon system and Post Office's branch trading practices, and may assist in describing the system which Deloitte was asked to review.

Our CEO is concerned about the time available to knock Deloitte's work into shape. Can you please therefore get to us by close of play today the structure/outline you would like it to take, so as to maximise the time available to Deloitte to repackage their findings.

With thanks for your assistance,
Rod

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