

## Message

**From:** Ben Foat [Ben.Foat@GRO]  
**Sent:** 17/05/2019 12:09:07  
**To:** Andrew Parsons [andrew.parsons@GRO]; Rodric Williams [rodric.williams@GRO]  
**CC:** Jonathan Gribben [jonathan.gribben@GRO]  
**Subject:** RE: Independent testing of Horizon [WBDUK-AC.FID26896945]

Thanks Andy – very helpful.

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**From:** Andrew Parsons <andrew.parsons@GRO>  
**Sent:** Friday, May 17, 2019 11:01:42 AM  
**To:** Ben Foat; Rodric Williams  
**Cc:** Jonathan Gribben  
**Subject:** RE: Independent testing of Horizon [WBDUK-AC.FID26896945]

Ben

I'm in a con all day with Tony prepping for Horizon so this is just a quick view.

The work below makes me nervous. If the report flags any risk in Horizon, we will be obliged to disclose it to Freeths. The report landing in mid-June would be terrible timing as it might land when Worden is giving evidence or just as we are preparing closing submissions. I would advise against conducting this work whilst the Horizon trial is live.

We will have an ongoing duty of disclosure all the way up to the Horizon judgment being handed down (and potentially beyond that). If we disclose the report after the Horizon trial closes but before Judgment, there is a risk that Freeths will seek to put in extra submissions to the Judge.

In an ideal world from a litigation perspective, this work would not happen until after the Horizon judgment is given. I appreciate however that there is a need to balance litigation risk against normal business activity.

Kind regards  
Andy

**Andrew Parsons**  
Partner  
Womble Bond Dickinson (UK) LLP

d:   
m:   
t:   
e: andrew.parsons@GRO

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**From:** Ben Foat <Ben.Foat@GRO>  
**Sent:** 17 May 2019 10:49  
**To:** Rodric Williams <rodric.williams@GRO>; Andrew Parsons <andrew.parsons@GRO>  
**Subject:** RE: Independent testing of Horizon

Is this something that Andy could advise on at first instance?

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**From:** Rodric Williams  
**Sent:** Friday, May 17, 2019 10:48:41 AM  
**To:** Ben Foat; andrew.parsons  
**Subject:** RE: Independent testing of Horizon

Hi – I'm looking at this now and will revert asap.

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**From:** Ben Foat  
**Sent:** 17 May 2019 10:48  
**To:** Rodric Williams <rodric.williams[GRO]>; andrew.parsons <andrew.parsons[GRO]>  
**Subject:** FW: Independent testing of Horizon

Are we comfortable that this is occurring whilst the Horizon trial is being undertaken. Query duties of disclosure etc.

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**From:** Rob Houghton  
**Sent:** Thursday, May 16, 2019 8:27:47 PM  
**To:** Isabel Christophers; Mick Mitchell  
**Cc:** Ben Foat; Rodric Williams  
**Subject:** Re: Independent testing of Horizon

I thiink the work is aproprate assurance over the test processes within FJ, and particularly our assurance of their testing and is required anyway as part of our third party assurance process. My only challenge is that it says the work should be in London and I think it actually needs to be done in Bracknell with FJ.  
R

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**From:** Isabel Christophers  
**Sent:** 15 May 2019 14:15  
**To:** Mick Mitchell; Rob Houghton  
**Cc:** Ben Foat; Rodric Williams  
**Subject:** RE: Independent testing of Horizon

All,

Attached is the latest proposal from Ten10. Slide 5 details the scope.

Once interviews are completed with key FJ and POL resources (roles listed on slide 6) and the delivery technology landscape is understood, Ten10 will issue a report detailing effectiveness / challenges / risk areas against operation and industry, along with a prioritised improvements roadmap against benefits that could be achieved.

The work is expected to take a total of 15 days to complete (over a 4-6week period) and has been costed at £12,750.

Thanks

Is

Please note:

I am on holiday:

- Thursday 6<sup>th</sup> June 2019 to Monday 10<sup>th</sup> June 2019 inclusive

I will be out of the office with limited access to mail:

- TBC



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**Isabel Christophers**  
Strategic Vendor Manager - Fujitsu

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[IT Business Performance Team Page](#)

Email us at: [CVMTeamMailbox](#): **GRO**

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**From:** Mick Mitchell

**Sent:** 15 May 2019 10:13

**To:** Rob Houghton <[Rob.Houghton](#): **GRO**>

**Cc:** Ben Foat <[Ben.Foat](#): **GRO**>; Isabel Christophers <[isabel.christophers](#): **GRO**>; Rodric Williams <[rodric.williams](#): **GRO**>

**Subject:** RE: Independent testing of Horizon

Rob

We have reached out to an independent test company Ten10 to review our current and test strategies, focussing on the Horizon/FJ estate. We anticipate the review will produce outputs around mid June. We will keep you informed and I will ask Isabel to circulate the ToR for the work. If we need to be more specific on Horizon then happy to accept the feedback.

Regards

Mick

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**From:** Rob Houghton

**Sent:** 15 May 2019 09:59

**To:** Mick Mitchell <[Mick.Mitchell](#): **GRO**>

**Cc:** Ben Foat <[Ben.Foat](#): **GRO**>; Rodric Williams <[rodric.williams](#): **GRO**>

**Subject:** Independent testing of Horizon

You know the work I've asked to commission on an independent test. Can you link to Rod please to ensure its all linked through the legal aspects and disclosure....

Rob

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