
From: Belinda Crowe [GRO]
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_CN=RECIPIENTS_CN=BELINDA+20CROWE79B93F11-569F-4526-A078-
F5B4958A8917220@C72A47.ingest.local]
Sent: Tue 15/04/2014 8:41:57 AM (UTC)
To: Chris Aujard [GRO] David
Oliver [GRO]
Cc: Belinda Crowe [GRO]
Subject: RE: Sparrow Sub-Ctte

Chris

Accelerated closure will be in the options.

On resources, and had Paula asked me last night I would happily have explained:

- David is supporting me in managing the whole programme
- Carolyn is here for a limited period to develop the options, probably only for April/early May – I have reconfigured the team and the programme manager function has been spread among other team members so it was one in and one out.
- The reason for the doubling up is that Carolyn came in at short notice and she and David doubled up in the first stages – helps with knowledge transfer

[On a broader point about resources, one of the lessons learned is that the organisation does not have a mechanism/culture/ability to realign resources to meet priorities and therefore when something like this arises we add to our overall resource rather than reconfigure in order to transfer resources to meet priorities.

Things that are going on that are not visible are:

- supporting the Working Group – it ‘meets’ every week and needs papers, updates etc.
- dealing with Second Sight and all their queries
- running the Scheme (PAs, purchase orders, case management delays etc)
- servicing various committees (Programme Board, ExCo, Board and now Sub-Committee, meetings etc.
- linklaters
- Deloittes]

Belinda

Belinda Crowe
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GRO

belinda.crowe [GRO]

From: Chris Aujard
Sent: 15 April 2014 09:05
To: David Oliver [GRO] Belinda Crowe
Subject: FW: Sparrow Sub-Ctte

FYI - could you think about a response? Cheers Chris

From: Paula Vennells
Sent: 14 April 2014 21:24
To: Chris Aujard
Cc: Theresa Iles
Subject: Re: Sparrow Sub-Ctte

Chris, thanks that's perfect.
You are right that Mark should be there - I meant to include him.

I think we will be asked by the Board about accelerated closure. Do you think we should have given it some consideration, or is that already included in your analysis of options bullet point? Or are we dismissing it out of hand? I came away unclear on that point as did Chris.

Can you make sure that Mark is completely glued into all the work. His view will count greatly as we get into evaluating the art of the possible.

A smaller point and I hope you don't mind me asking: CFO prompted and I want to support his challenge about too many people doubling up in meetings and work. What is Carolyn here to do? To be clear I have no issue with good resource but I have now seen her alongside David twice (in the first meeting in fact she contributed than David did); am not clear why we have them both? What's the difference in their roles?

Could you reply to Theresa rather than me as I shall not be opening emails now till I return. (So pls text if there is something you need me to see.)

Theresa pls put in Return file. Thx

Cheers, Paula

Sent from my iPad

On 14 Apr 2014, at 16:33, "Chris Aujard" [GRO] wrote:

Hi Paula – the weekend was great

[IRRELEVANT]

[IRRELEVANT]

many thanks for asking! On the sub -committee, my (very brief) thoughts are:

- 1) CD doesn't really need to be there, as I think that any finance issues can be picked outside the meeting and/or via Exco
- 2) The composition feels about right - though I would suggest that Mark D either attends or is on standby to attend if needs be
- 3) In terms of David and Carolyn's attendance, that was pretty much a one off to allow them to get feedback on paper and inform further work required. Because of speed of pulling the paper together they had some of the detail to hand if that was needed. That said, as it happens, it wasn't needed as we never discussed the options!

On the actions that was are working on, set out below is a summary (Belinda has a longer, more detailed list, but I think this captures the essence):

- List of public statements made by Minister in parliament (statements/debates/PQs) and elsewhere about the Scheme generally and its timelines
- Options for role of Second Sight – including reducing it and options for supporting them.
- Analysis to take account of likely views of stakeholders
- Note on options for making Linklaters and Deloitte's advice/reports available to MPs, applicants,

advisors, including a comms/stakeholder plan (acknowledging requirements to protect legal privilege

- Note on PO's ability to make 'token' payments to applicants, taking account of restrictions relating to use of public money
- Analysis of options for modifying the Scheme, including financial analysis and assessment of alignment of ministerial commitments with a recommended way forward
- Timeline of key actions and decision points from now to recess
- Deloitte assurance work underway. CIO to provide update to Board and Sub Committee on 30 April.

Hope this helps. Enjoy the garden!

Cheers

Chris

-----Original Message-----

From: Paula Vennells

Sent: 14 April 2014 14:40

To: Chris Aujard

Subject: Sparrow Sub-Ctte

Chris, hi! I hope you had a great weekend? I am sitting looking out on my garden thinking that I'm not missing Old St!

We didn't get chance to catch up after the above and so as this is so high profile at present, before I finally switch off, I want to be sure I am clear on next steps and what the team are working on. Could you drop me a note back?

Also, Chris D queried attendance at the Sparrow S/C, which he may raise:

Firstly, whether he should attend at all. He was invited at my request as I felt we should keep an eye on costs; but on reflection, that doesn't have to mean attendance.

Secondly, he wondered and so did I, why we had so many colleagues in the room? You and Belinda clearly need to be there but it wasn't obvious why David and his colleague from PA were there, both of whom said nothing.

Could you let me know on both? If Chris doesn't attend do we need other finance support? And is the make up of the S/C group right?

Thanks, Paula

Sent from my iPad