

Witness Name: Ian Stuart Lakin

Statement No.: WITN07580100

Dated: 05/04/ 2023

POST OFFICE HORIZON IT INQUIRY

FIRST STATEMENT OF IAN STUART LAKIN

I, IAN STUART LAKIN, will say as follows...

INTRODUCTION

1. As a former employee of Post Office Limited, I have been formally requested to provide a witness statement under Rule 9 of the Inquiry Rules 2006. The request was made on 24 January 2023.
2. I was employed by Post Office Limited from June 1989 to June 2017.
3. The Inquiry understands that I worked as a Service Support Advisor at the Network Business Support Centre ("NBSC"), this is inaccurate. During my employment with Post Office Limited I have never held the role of Service Support Advisor at the Network Business Support Centre ("NBSC"). I have

never held the role of Service Support Advisor full stop. The posts that I have held whilst employed by Post Office Limited are set out below.

4. This statement has been produced from my recollections covering my 28 years of continuous employment. All of the questions that I have been asked to cover by the Inquiry within this statement, have been answered as fully and as honestly as I am able. I have been assisted by Herbert Smith Freehills LLP ("HSF"). HSF are representing Post Office Limited as a Core Participant in the Inquiry.

BACKGROUND

5. The Inquiry has asked that I set out my professional background, including roles I had whilst working for Post Office Limited. I was employed by Post Office Limited between June 1989 and June 2017.
6. Between June 1989 and December 1991, I worked at Fitzallen Square Post Office in Sheffield as a Counter Clerk, carrying out all duties required of holding such a customer facing position e.g., paying out Pension and other DWP related benefits, selling of mails, bill payment, passport services offered by Post Office Limited at the time.
7. From January 1992 to December 1992, I worked in a back-office role as a Cash Management clerk. My main responsibility was to help drive investment holdings on the overnight money markets by setting Post Offices individual therefore bespoke to them overnight cash holdings.
8. From January 1993 to October 1993, I worked on as a project support to the Notes Held To Order project. My main responsibility was setting up transport

runs to move notes, coins and stock around the country both internally within Post Office Limited but externally with other large financial institutions such as the Bank of England and other high street banks.

9. From November 1993 to August 2023, I worked as a Finance Business Partner across various internal teams. The role of Finance Business Partner was a managerial role. My main responsibilities were the production of monthly management reporting packs on spend, production of annual budgets and plans, producing investment appraisal business cases, face to face partnership meetings, line management of staff and their development and period end accounting. This was all whilst working for the Finance Function.
10. From September 2003 to December 2003, I worked as Budget and Strategy Planning Manager. My main responsibilities were to collate all annual budgets from the business and present to the Board. Face to face meetings with stakeholders regarding the annual budgetary process and cascade of materials. This was whilst working for the Finance Function.
11. From January 2004 to January 2005, I worked as Investment Appraisal Manager. My main responsibilities were to carry out checks on the financial model against set hurdle rates, seeking Director approval and providing help and support across the business to colleagues wanting to submit business cases. This was whilst working for the Finance Function.
12. From January 2005 to January 2006, I worked as a Risk Manager. My main responsibilities were to work closely with Group Risk to maintain the Risk Register for Post Office Limited, carry out internal audit activities including drafting of terms of reference, reports and recommendations, analysis of data including root cause and corrective actions. This was whilst working for the

Finance Function. From January 2006 to January 2008, I worked as Telephony Product and Billing Manager. My main responsibilities were to collect debt and carry out debt management activities, bill external 3rd party customers for services provided, line management of staff and their development and period end accounting. This was all whilst working for the Finance Function.

13. From January 2008 to September 2010, I worked as a Business Analyst. My main responsibilities were project management of small projects such as introducing AUDDIS (enables organisation to send new Direct Debits instructions to customers) into the Treasury function, drafting "as is" and "to be" documents, close working relationships with 3rd party outsourced IT and Banking suppliers (SAP system) and back end accounting system verification once the projects went live. This was whilst working for the Finance Function.
14. From September 2010 to December 2010, I worked as a Finance Business Partner. See paragraph 10 above for main responsibilities. This was whilst working for the Finance Function.
15. From December 2010 to January 2013, I worked as a Finance Manager. My main responsibilities were line management of staff and their development, management of SAP system access requests, management of the period end accounting process and management of the Agent Business Plan process. This was whilst working for the Finance Function.
16. From February 2013 to June 2017, I worked as a Tax Compliance Manager. My main responsibilities were completing VAT, Corporation Tax and Employment Tax compliance, Senior Accounting Officer documentation, Money Market and Corporate Deposit fund dealing and systems accountant

role in the introduction of a new SAP system including “AS IS” and “TO BE” documentation. This was whilst working for the Finance Function.

17. In June 2017 I left the employment of Post Office Limited. I have not worked for the company since. I have worked for Provident Financial Services between July 2017 and August 2021, as Tax and Management Accounts Manager. In August 2017 I joined Card Factory as their Group Tax Manager, leaving them in December 2022. In January 2023 I joined Medical Protection Society as their Group Tax Manager, where I remain employed at the date of this statement.
18. I am unable to answer the question that the Inquiry has asked regarding any “training and/or instruction in relation to the Horizon IT project and/or working in the NBSC”, on the basis that I have never held the position of Service Support Advisor at the Network Business Support Centre (“NBSC”).
19. I am unable to answer the sub questions that the Inquiry has asked as part of the “describe your experiences working in the NBSC”, on the basis that I have never held the position of Service Support Adviser at the Network Business Support Centre (“NBSC”).
20. I am unable to answer the question that the Inquiry has asked under the “in your view, did the NBSC provide adequate support”, on the basis that I have never held the position of Service Support Advisor at the Network Business Support Centre (“NBSC”).
21. I am unable to answer the question that the Inquiry has asked under the “were you aware of any bugs, errors or defects”, as I have never held the position of Service Support Advisor at the Network Business Support Centre (“NBSC”).

22. I was not directly involved at any stage of my employment with Post Office Limited, in the concept, in the design, in the planning, in the implementation, in the testing or in the monitoring of the Horizon IT system. I have never used the Horizon IT system.

Statement of Truth

I believe the content of this statement to be true.

Signed:

GRO

Dated:

05/04/2023