

## **CORE NARRATIVE**

- *We have taken a **thorough and rigorous** approach. This is right for the business given the concerns expressed and right for the scheme applicants given the importance to them personally: we take our responsibilities very seriously*
- *There is **no evidence** from the work undertaken over the last 2 years that Horizon does not work as it should – but every individual case is important and is being handled properly*
- *It is important to stress though that the cases represent a **tiny minority** of the thousands of Post Offices and tens of thousands of Post Office colleagues who have successfully operated Post Office systems week in week out over the last decade*

Thank you for the opportunity to attend this session on the Post Office mediation scheme

The Scheme was set up in 2013 to give the small number of people with complaints about our system a chance to make their case - and for each case to be thoroughly investigated and independently reviewed.

We have now investigated all of the cases put to us. It has taken longer than we would have liked but a thorough approach has been essential. The Scheme continues through the independent review of cases along with mediation where appropriate.

We have approached the scheme with the utmost seriousness and rigour. Our investigation of cases has reinforced our confidence that the Horizon system works as it should. The Post Office is part of the fabric of the nation, with 11,500 branches, most of them small businessmen and women, serving 17m people every week.

Thanks to the rigour of the work that has been done, we can continue to be confident in our system and continue to improve in areas where we can do better for the people who work in our branches.