



STRICTLY PRIVATE & CONFIDENTIAL

Professor Christopher Hodges
Horizon Compensation Advisory Board
Secretariat: Department for Business and Trade
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**Classification: Strictly
Confidential**

Dear Professor Hodges,

Update on rebuilding trust and redress

I am writing in response to your letter dated 15 May in which you rightly raised the need to maintain public trust and confidence in redress and appeals work in the business.

Post Office is committed to providing all postmasters affected by the Horizon IT Scandal appropriate redress as quickly as possible. The Post Office Board understands the need to provide assurance that there are no potential risks within the Remediation Unit arising between employees' past roles and the activities of today's Post Office. We have conducted a full review of the roles of all current employees in the Remediation Unit. The outcomes of this review are currently being considered. It is, however, very much a live process, and I am offering to provide an update on progress at the upcoming Advisory Board meeting on 17 June if that would be helpful to you.

This work is being carried out entirely separately from any cases where there have been specific allegations of individual wrongdoing. We always take appropriate action on any information about potential misconduct, from wherever it is received, through fair and proper procedures.

Finally, I would like to take the opportunity to underline the independence of the redress schemes and reiterate our confidence that the schemes generate fair and reasonable outcomes for postmasters. Safeguards exist in both the Horizon Shortfall Scheme and Overturned Convictions Scheme, including access to funded legal advice and independent panels in both schemes.

Post Office hopes these mechanisms can give confidence to postmasters and the public in the fairness and independence of the redress arrangements that have been established. We are grateful for these



concerns being raised and want to personally assure the Advisory Board, and all concerned, that our absolute priority is to ensure that every victim receives fair redress as soon as possible. We do not envisage that any work to address the structure of the Remediation Unit will affect the speed of redress payments.

I know you appreciate the sensitivity of this issue, and the need to maintain public confidence whilst fulfilling our duty of care and fair process for our colleagues. We have advised the Department of Business and Trade of the offer to provide a more comprehensive briefing on progress at the 17 June Advisory Board meeting and I would be grateful if you could confirm whether the Advisory Board would find this helpful.

Yours sincerely,

GRO

Simon Recaldin,
Remediation Unit Director, Post Office Limited