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Horizon Compensation Advisory Board
Secretariat: Department for Business and Trade
Old Admiralty Building
London
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Date
12 June 2025

Post Office
100 Wood Street
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Dear Chris,

Thank you for your letter. I am sorry you were not satisfied with the oral report at your recent meeting. I hope to do better here.

Post Office has been clear that, as far as our analysis shows, we have had no employees working on redress who are in a position of actual conflict. Some individuals who worked for Post Office while Postmasters were being wrongfully prosecuted were employed in Post Office's Remediation Unit when it was set up. They had the skills and knowledge needed to establish the schemes at the outset.

We quickly acknowledged that gave rise to perceived conflict, particularly in the case of "Past Role Employees" who had worked in roles even loosely connected with historic prosecutions (for example, in auditor roles). We took steps to remove those Past Roles Employees from the Remediation Unit. In doing so, we were anxious to ensure that we did not slow down the pace of redress. We were also aware that these individuals hadn't been accused of wrongdoing and we were keen to treat people fairly.

As at the date of your last meeting (at which the oral update was given), we were in a position to report that all but two Past Roles Employees had been redeployed from the Remediation Unit (and many had left the business altogether), and that discussions were ongoing with the remaining two individuals with a view to their leaving Post Office. Since then, one further individual has been identified and the team is working towards their leaving Post Office too at the earliest opportunity. I should be clear that there are individuals who were employees of Post Office when Post Office was prosecuting Postmasters who continue to work in the RU. However, these individuals did not perform any role even loosely connected with historic prosecutions. For example, some are former branch counter employees.



I completely get that some applicants may not wish to deal with any employee who was employed by Post Office during the period over which Post Office was prosecuting postmasters, regardless of what roles they performed in the past. I have heard it said that individuals who are involved in remediation should be removed from that work because they were copied into advisory emails during the period when litigation was ongoing.

No applicant/claimant to any process at Post Office should feel uncomfortable, so if an applicant to a redress scheme raises any concerns with us the team will, wherever possible, consider how best to address this.

We will continue to keep matters under review and will seek to resolve any further issues that come to light without delay.

I am sorry for the circumstances that have given rise to this issue and for the time that it has taken to resolve it. But I hope that this is a more welcome and comprehensive picture than the oral update that you received recently.

Yours sincerely,

A handwritten signature in blue ink that reads "Nigel Railton".

Nigel Railton
Chair