

Horizon Compensation Advisory Board
Secretariat: Department for Business and Trade
Old Admiralty Building
Westminster,
London SW1A 2AY

Rt Hon. Darren Jones MP
Chief Secretary to the Prime Minister
Chancellor of the Duchy of Lancaster
Cabinet Office
70 Whitehall
London
SW1A 2AS

16 June 2026

Dear Chief Secretary,

Post Office Horizon/Capture - Outstanding Major Issues

I am writing as Chair of the Horizon Compensation Advisory Board (HCAB), which comprises the Rt Hon Lord Arbuthnot of Edrom, the Rt Hon Lord Beamish, Professor Richard Moorhead OBE and myself.

You will recall the most useful meeting that you convened on compensation issues in November last year. Since then, we are pleased to have noted continued good progress in the various compensation schemes in delivering fair outcomes to many more victims. Various positive changes in schemes' processes and the culture of engagement have assisted progress. It appears likely that almost all of the 15,000 or so identified victims who are due compensation will have received fair settlements or awards by the end of this year. That is a considerable achievement by all those involved, not least in light of the fact that the Inquiry has yet to deliver its Final Report. A few difficult cases and issues may remain, and will no doubt receive appropriate attention to resolve them fairly and swiftly.

However, in reviewing the Horizon/Capture situation as a whole, including recent conversations with the police and various regulatory authorities, as well as victims, HCAB colleagues and I have identified that there are several important issues that remain to be solved. Overall, we are concerned at both the substance and collected impact of these issues, individually and collectively. We have summarised the major issues in the attached paper.

It would be highly unfortunate if these issues were left unaddressed, especially if attention moves on after the vast majority of victims have been received compensation and after the Inquiry delivers its Report. Some of the issues (e.g. adequate funding for the police and powers for regulators like BSB and FRC, as well as quashing a number of unjust convictions, without which compensation is not available) appear urgent. Important issues also remain for wider reforms to 'the system' so as to prevent, identify, and respond to, other future public sector disasters: without such an integrated system, it is predictable that such disasters will continue to occur and will be dealt with poorly.

Some of the issues are matters for, and call for solutions by, different parts of Government, and in some cases across Government. Hence, agreeing and implementing solutions may need initiative and oversight from the top of Government, as a coordinated effort, maybe even involving early legislation. On that basis, we thought it appropriate to raise the issues with you, copying in those Ministers that we think may need to be involved from DBT, DWP and MoJ.

We trust that this is helpful, and would be happy to meet to discuss the issues.

Kind regards,

Yours sincerely,

Christopher Hodges

Christopher Hodges OBE PhD MA FSALS FRSA
Emeritus Professor of Justice Systems, University of Oxford
Chair, Horizon Compensation Advisory Board

cc

Blair McDougall MP, Minister for Small Business & Economic Transformation, DBT

Andrew Western MP, Minister for Transformation, DWP

Catherine Atkinson MP, Parliamentary Under-Secretary of State for Victims and Tackling Violence
Against Women and Girls, MoJ

HCAB Members