

**From:** Louise Chatfield GRO  
**Sent:** Fri 26/06/2015 2:47:13 PM (UTC)  
**To:** adam.williams@ GRO Alan  
Lusher GRO Alison Bolsover GRO ; Allan  
Bayfield GRO Amanda J  
McGinley GRO Amanda K  
Stevens GRO Andrew  
Carpenter GRO Andrew J  
Masson GRO Andrew Winn GRO  
Angela Van-Den-Bogerd GRO Anita  
Bravata GRO Brendan Marples GRO  
Brian Trotter GRO Carol Ballan GRO ; Cath  
Oglesby GRO Christine Harrison GRO  
Colin Burston GRO Craig Perrins GRO  
Dave Harcourt GRO David Atkins GRO  
David Southall GRO David Z  
Smith GRO Dawn Penty GRO Dawn  
Wall GRO Dean Morris GRO Deepak  
Valan GRO Denise Reid GRO Doug  
Brown GRO Drew Mcbride GRO Elaine  
Ridge GRO Gary Adderley GRO Gary  
Groogan GRO Glenn Chester GRO  
Graeme Bower GRO Graham Laird GRO  
Graham Padget GRO Gregg  
Hutchinson GRO Hector  
Campbell GRO Iain Robertson GRO  
Jamie Butler GRO Jamie J Haugh GRO  
Jane Howell GRO Jason Maure GRO Jenny  
Bennett GRO Joe Connor GRO John B  
Jenkinson GRO John Breeden GRO  
Judith Aubrey GRO Karl Oliver GRO Kathy  
Sulley GRO Katie Ennis GRO Keith  
Bridges GRO Keith D Wright GRO Kevin  
Seller GRO Lillian Moshe GRO Lin  
Norbury GRO Lynn K Cox GRO Lynne  
Schofield GRO Manish Mehta GRO  
Margo Hoggard GRO Marie  
Gittings GRO Mark D Lawrence GRO  
Mark Ellis GRO Mark S Wright GRO Martin  
Lahert GRO Mathew Heap GRO Matthew  
Edgar1 GRO Maureen  
Gleeson GRO Megan Smith GRO  
Melanie Corfield GRO Michael  
Larkin GRO Mick Farr GRO Mick  
Norman GRO Mike J Ball GRO Mitesh  
Parba GRO Navjot Jandu GRO Nick  
Beal GRO Nicky G Riches GRO Nicola  
Metcalf GRO Nigel Allen GRO Pamela J  
Heap GRO Patricia Stabler GRO Paul  
F Williams GRO Paul Gardner GRO Paul  
Inwood GRO Paul Southin GRO Paul X  
Williams GRO Rhianydd Z  
Thomas GRO Rhys Davies GRO  
Richard Lynds GRO Robert Findlay GRO  
Rod Ismay GRO Roger W Gale GRO Russell  
Hancock GRO Samantha  
Molloy GRO Sandra Murray GRO  
Sarah Lambert GRO Sarah  
Rimmer GRO Sharon E Power GRO  
Shaun Kerrison GRO Shirley  
Hailstones GRO Stewart

Swabey [GRO] Stuart Pilgrim [GRO] Tony  
Sanghera [GRO] Tony X Jones [GRO]  
Tracey J Cutts [GRO] Tracy Marshall [GRO]  
Wayne Cowan [GRO] Wendy  
Mahoney [GRO]

**Cc:** Mark R Davies [GRO] Melanie  
Corfield [GRO] Patrick Bourke [GRO]

**Subject:** FW: in the loop - a message from Mark Davies

All

Thanks for taking part in the conference call on Horizon this week. This note went out yesterday and I wanted to make sure you had received it so am sending direct to you as well.

If you have any queries please don't hesitate to contact me.

Best wishes,

Mark



**Mark Davies**

Communications and Corporate Affairs Director

1st Floor  
Finsbury Dials  
20 Finsbury Street  
London EC2Y 9AQ



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**From:** Communications Team  
**Sent:** 25 June 2015 14:00  
**To:** Communications Team  
**Subject:** in the loop - a message from Mark Davies



Hello

As I think most colleagues are aware, we are facing further media and parliamentary scrutiny about the Horizon system and allegations about how we have handled a small number of cases where losses have been identified in branches.

**Mark Davies**  
Communications &  
Corporate Affairs Director

I wanted to update you with the latest picture and ask you to update your teams.

BBC Panorama had been planning a programme for next Monday, 29 June. Yesterday afternoon they contacted me to let me know they have postponed that programme. They now expect it to air later, possibly on July 6. I will keep you updated and we will continue to engage with the programme and its questions.

What is still due to happen on Monday is a Parliamentary debate about the issue. This has been called by Andrew Bridgen MP. It will take place late on Monday evening. A Government minister, George Freeman MP, will respond to the allegations we expect Mr Bridgen to make.

This could lead to media coverage in itself.

I have held teleconferences over the last couple of days to update colleagues across the business on this new activity in relation to this issue. I am really grateful to all who took part and asked questions. A key request was for a short script for use in response to questions from customers, postmasters, potential new operators, stakeholders and others.

The key points are below and I hope these are helpful. I wanted to reiterate a point I made on the call: if any colleague has any other question or point to make please drop me a line at [mark.r.davies@GRO](mailto:mark.r.davies@GRO)

In addition if any colleagues come across/or are contacted by postmasters with specific questions about Horizon then they should be asked to ring NBSC so that assistance can be offered.

The allegations being made are very serious and have the potential to damage our business. I don't want anyone to feel unsighted on the key issues or facts behind the allegations.

I would really welcome your help in ensuring that they are cascaded to colleagues, particularly those who may get questions from customers or postmasters (and potential new operators).

The key points to make are as follows:

- extremely serious, untrue allegations about the Post Office and the Horizon system have continued to be repeated over the past few years by a small number of mainly former postmasters.
- the clear evidence we have in these cases does not support the allegations being made
- we committed to confidentiality to people who put grievances to us, so we cannot share details about individual cases
- what we can say is that we do not prosecute people for making innocent mistakes

- where missing cash has been dishonestly and systematically covered up we take action, based on the facts and circumstances. This happens rarely but when it does it is right we may take action as custodians of customers' money
- there is also no evidence that the Horizon system does not work as it should. This is the finding of independent investigators. It has been shown to be robust and effective in dealing with six million transactions a day, with some 70,000 people using it, and it is regularly audited
- if there were systemic problems with branch accounting, it is reasonable to expect them to have been more widely experienced across the Post Office network than the 136 individual complaints spanning more than 10 years, during which there have been 500,000 Horizon users.
- During the past three years we have done everything and more than we committed to do to investigate the concerns put forward about our computer system. That was the right thing to do.
- We set up an independent inquiry, established a mediation scheme and provided financial support for people to obtain independent, professional advice.
- But no evidence has emerged to support the serious allegations being made

I hope this is helpful. I stand ready with my team to support colleagues further on any element related to this.

The logo consists of the letters 'GRO' in a bold, black, sans-serif font. The letters are centered within a square frame that has a dashed border.