

1 Friday, 18 March 2022

2 (2.00 pm)

3 Focus Group Session 4

4 **FACILITATOR:** (Audio missing) -- Sir Wyn as part of his

5 Public Inquiry.

6 Sir Wyn, do you want to just have a quick word

7 before we get going.

8 **SIR WYN WILLIAMS:** Yes, just really to reinforce the

9 thanks that I know you have already received from

10 Mr Norris and from the Secretariat team. I am

11 extremely grateful to you for participating in this

12 way. It is not a formal forum, like giving evidence

13 might be thought to be, but nonetheless you are in the

14 public eye and so I appreciate that it's an effort for

15 anyone to put themselves in that position, so I'm very

16 grateful to you all for doing it this afternoon.

17 My task is to listen and, for the most part,

18 that's what I will do, but occasionally you may hear

19 my voice.

20 Over to you, Jerome.

21 **FACILITATOR:** Thank you, Sir Wyn.

22 So I would like to start perhaps with you Gary,

23 if that's okay. Just tell us a little bit about

24 yourself, so that Sir Wyn knows who you are and where

25 you are and also if you could just share with us

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1 brought you here today to share your story?

2 **GARY BROWN:** I just want to give my version of events as

3 best as I can, that's all, to let Sir Wyn know how we

4 have been affected by it all.

5 **FACILITATOR:** Right, thank you. That's very clear. Thank

6 you, Gary.

7 Sandy, could I come to you and just for you to

8 tell us a little bit about yourself.

9 **SANDRA BROCKLEHURST:** My name is Sandy Brocklehurst.

10 Before taking on a post office my career was retail

11 and customer service. We took our first post office

12 on in November 1998, which was a village post office

13 and I had been there a couple of years when I became

14 the branch secretary of the Taunton branch of the

15 Federation, and a little while after that I had

16 a surprise phonecall from the Post Office, asking me

17 if I would like a job with them as a retail line

18 manager and if I accepted the vacancy they would

19 cancel all the other interviews and I thought this was

20 a bit strange.

21 My husband reckoned I had been a thorn in the

22 side of the Post Office for a while as the branch

23 secretary. Anyway, cut a long story short, I turned

24 that down and the Post Office said I was wasting my

25 talents in a small office so, with their

3

1 a little bit about why you have joined us today, why

2 you wanted to share your story with Sir Wyn.

3 **GARY BROWN:** Yes, my name is Gary Brown. I left school at

4 15 with no qualifications. I first off trained as

5 a butcher, but I weren't very satisfied with that so

6 at 20 I retrained as a paint sprayer, and for 23 years

7 I worked for the Ministry of Defence, Stoke Vickers

8 Defence Systems, painting the armoured fighting

9 vehicles.

10 We used everything to buy our Post Office,

11 redundancy money, everything, so we had nothing to

12 spare when we did move in there.

13 We moved from Leeds to a little village called

14 Rawcliffe in East Yorkshire.

15 **FACILITATOR:** Okay, and when did you first get involved

16 with the Post Office then, Gary?

17 **GARY BROWN:** It was August 2000 we moved in. We started

18 purchasing it or trying to buy it in the February.

19 **FACILITATOR:** And are you still there now?

20 **GARY BROWN:** In Rawcliffe, yes. About 100 metres down the

21 road from the old post office.

22 **FACILITATOR:** But you don't run the post office any more

23 then?

24 **GARY BROWN:** No, no.

25 **FACILITATOR:** Thank you very much. What would you say has

2

1 encouragement, we sold the village post office and

2 bought an ex-Crown Post Office with a main contract in

3 1995.

4 That's it really for now.

5 The reason I have come here today, mainly, is

6 I would like Sir Wyn to hear some of the sort of

7 side-effects of how POID dealt with people because

8 I sat in on quite a few interviews and I think that's

9 important for him to know about that, and also my

10 views on the Federation of SubPostmasters.

11 **FACILITATOR:** Thank you. I'm sure you will get a chance

12 to -- so POID being the investigative team, yes. So

13 are you still living in the area where you were with

14 the post office then Sandy?

15 **SANDRA BROCKLEHURST:** We're living in the next town to

16 where our post office was but we're now retired.

17 **FACILITATOR:** Similar situation to Gary, in that sense

18 then? Thank you.

19 Finally, Tim, welcome, do you want to introduce

20 yourself to us.

21 **TIM BOOTHMAN:** Hello, my name is Tim Boothman. I'm

22 current postmaster at Chapel-en-le-Frith in High Peak,

23 Derbyshire.

24 I grew up on a Yorkshire Dales dairy farm and

25 started to work for my mother and father when I left

4

1 school.
 2 However, sadly, in 1995, my father died suddenly
 3 and left myself and mother to run the farm. We did
 4 round and about three years and we just carried on,
 5 but it got to the point where I felt that I needed to
 6 do something for myself and so we started to look
 7 round for a business for myself.
 8 My mother actually was -- she wanted me to go
 9 through further education and go to university and
 10 actually get a profession, such as an accountant or
 11 a lawyer or something along those lines, but at 29
 12 years old I felt that probably going back to school
 13 was a little bit too late and I wanted to get my teeth
 14 into something really.
 15 So it was a bit of a compromise with my mother.
 16 She said, "Well, how about being a postmaster, that's
 17 an upstanding type of profession in the community and
 18 you can have your own business at the same time?" So
 19 we actually started to look round at post offices and
 20 we travelled the length and breadth of the country and
 21 we settled on one actually near to where we lived in
 22 Keighley. That post office was Low Moor post office
 23 in Bradford.
 24 So we purchased that in -- I took over in
 25 September 1998 and we ran that post office until

5

1 January 2005, and the post office that -- that closed
 2 under -- I think it was the urban network reinvention
 3 programme, so I was paid out a sum of compensation and
 4 I used that compensation to purchase
 5 Chapel-en-le-Frith Post Office where I am now and
 6 still currently.
 7 The main purpose of coming to the Inquiry really
 8 is 24 years of experience of running a post office and
 9 dealing with the Post Office and I believe that I've
 10 got quite a number of things that would be helpful to
 11 the Inquiry. Thank you.
 12 **FACILITATOR:** Thank you, Tim.
 13 Thank you all for those nice clear explanations.
 14 So I would like to take you back to the time
 15 when you were sort of first coming into the role in
 16 the Post Office. I'm just interested to hear about,
 17 kind of, your feelings and expectations at that time:
 18 what was in your mind and in your hearts at those
 19 times?
 20 I will start with you, Tim, as you are still on
 21 my screen, so do you just want to tell us a little bit
 22 about what was in your mind or your sense of
 23 expectation of what it would be like?
 24 **TIM BOOTHMAN:** My sense of expectation was I knew it was
 25 going to be hard work and I was no stranger to that,

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1 growing up on a farm. My expectations were that,
 2 having a post office would provide me with a good
 3 level of income, it would form a basis really,
 4 you know, to get married, start a family, that kind of
 5 thing, and a good -- what I believed was a good
 6 secure -- something like, you know -- it's not really
 7 a job, it's owning a business that would be secure, it
 8 had a secure future, and, obviously, I was always sort
 9 of led to believe that the Post Office had a good
 10 brand and they could be trusted, they had integrity,
 11 so it felt like a very good career move for a youngish
 12 29-year old.
 13 **FACILITATOR:** Right, thank you Tim, yes.
 14 How about you, Sandy, what was your sort of
 15 expectation and emotions when you first started?
 16 **SANDRA BROCKLEHURST:** Well, we bought a village shop. It
 17 didn't have a post office. The post office was in
 18 another small village shop in the same village.
 19 When the subpostmaster handed in his notice and
 20 was going to retire, in those days, a post office
 21 advertised the vacancies on a big board in the main
 22 post office and my husband happened to see it and we
 23 decided it would be a good idea to try and get the
 24 post office into our business, so that it would be
 25 more viable, and that's exactly what we did.

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1 **FACILITATOR:** Okay, and how would you describe the person
 2 you were at that time, Sandy, in terms of your
 3 outlook?
 4 **SANDRA BROCKLEHURST:** I don't know. I have always been
 5 very optimistic. I was looking forward to a new
 6 challenge. I had always worked in retail and I'm
 7 a people person, so I was looking forward to it.
 8 Little bit of intrepidation but it was basically
 9 paperwork and handing out money, which was no --
 10 nothing unusual for me, so I knew how to do that.
 11 **FACILITATOR:** Right, right, thank you.
 12 Gary, what was your, sort of, state of mind when
 13 you first came into the game?
 14 **GARY BROWN:** We planned to work up until retirement, 65 or
 15 thereabouts, and hand it over to our daughter because
 16 she is interested in things like that, but when we
 17 moved in, after a few weeks, I realised we were onto
 18 a winner, or we thought we were onto a winner and our
 19 shop takings increased fivefold within months, so we
 20 were thinking about retiring early, maybe 55, and
 21 handing things over.
 22 But things changed completely, everything was
 23 turned on its head with what happened so -- yes, we
 24 would have liked to stay -- we were adamant we were
 25 going to stay there. We even buried my father's ashes

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1 in the garden, so in a few years after that everything
2 went to pot.

3 **FACILITATOR:** Yes. The same way I asked Sandy, how would
4 you describe the person that you were in terms of your
5 outlook when you started?

6 **GARY BROWN:** I liked to have a laugh and a joke then. My
7 favourite day of the year were April Fool's Day.
8 I liked to play practical jokes but not any more. No.
9 No, I'm a completely different person.

10 **FACILITATOR:** Right. Okay, thank you.
11 So let's think about your first experiences of
12 running the post office. Obviously, we will get into
13 the Horizon issues as well but I'm interested into how
14 it started to pan out in those early days. Can I just
15 check, all of you were started on a paper-based
16 account ledger --

17 **GARY BROWN:** No, I didn't.

18 **FACILITATOR:** You didn't, Gary, you were on Horizon, okay.
19 I will perhaps come back to you in a second then.
20 How about you -- Sandy, do you want to tell us
21 about those early days and how running the post office
22 was and (inaudible).

23 **SANDRA BROCKLEHURST:** It was a small village post office.
24 It ran exceedingly well. I had a very good trainer.
25 He was a counter clerk from the Crown office and I had

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1 I think it was mine, not theirs.

2 **FACILITATOR:** This is when you transitioned to what
3 previously had been a mains office?

4 **SANDRA BROCKLEHURST:** It had been a mains office, yes.
5 Well, it had been a Crown Office, then it was
6 transferred to become a mains office and then I took
7 it on.
8 But yes, the fact I had no training wasn't good.
9 We will talk about Horizon later, but the paper-based
10 system worked very well and we had minimal losses at
11 the time, all ticked along quite nicely.

12 **FACILITATOR:** Okay. So picking up on what Sandy is saying
13 there, Tim, how did you sort of feel prepared, and
14 tell us a little bit about those earlier days of
15 training or introductory times.

16 **TIM BOOTHMAN:** Yes. When I took over, I was very
17 fortunate in the previous owner, Brian, he let me work
18 in the post office a month before I took over, so
19 I did round and about four weeks and he just taught me
20 everything really that he possibly could.
21 There were two aspects to it really. I had got
22 to get used to the job, actually running
23 a post office, and also I was starting up in business
24 for myself, so not only did I have to sort of learn
25 all accountancy and HR for staff and employing staff

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1 a week's training with him. I think some of the
2 customers stayed away knowing I was going to be
3 trained, so he ended up having to grab things like
4 a tin of baked beans and putting them on the scales
5 and say "Right, that's a parcel going to France", or
6 "That's going somewhere else", so that was quite good
7 fun. He was with me for a week and then he came back
8 a week after to go through the balance, and no problem
9 at all.

10 Being such a small office, if I was tuppence out
11 on balance night, I was looking for it on the floor,
12 "Oh, there it is". No problems whatsoever with that.

13 When I moved to the mains post office in 1995
14 that was a different ball game. The Post Office
15 deemed I didn't need any training because I had
16 already had a post office but the office I took on had
17 vehicle licensing, Datapost, all sorts of thing I had
18 never dealt with and the staff knew more than I did,
19 which seemed, you know, a bit difficult. I was
20 supposed to be the boss and I was having to ask them,
21 and so I had no training, I had to learn as I went
22 along.

23 And what made it worse was the Post Office took
24 25 per cent of my remuneration in my first year to
25 reflect the risk, I don't know whose risk that was,

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1 and all the legislation that goes with it, there were
2 two aspects and, to be honest, it was quite
3 overwhelming.

4 The paper-based system was actually a complete
5 nightmare to fathom and get my head round. The --
6 my -- Low Moor was a very, very, very busy pension and
7 allowance -- we were doing something round and about
8 2,000 dockets per week of pension allowances which was
9 an incredible amount of money to be paying out and
10 also taking money back in through banking and bill
11 payments.

12 I also did quite a lot of postage. We were
13 a three-position counter and those three positions
14 were going flat out, five days a week, and two of us
15 could probably manage Saturday morning.

16 To try and make things easier, it soon became
17 apparent that there was actually a computer programme
18 called Richard Jackson. Now, Richard Jackson was
19 a postmaster at the time, somewhere over in Rotherham,
20 and he had actually developed a computer programme
21 called "Balancer", which you ran on just your normal
22 PC, and I believe it was a MS-DOS programme and what
23 you would do is all your paper dockets, whether it be
24 pension allowance dockets or telephone dockets and
25 things, you would go to the back and you would enter

12

1 them and, at the end of the week, it would produce
 2 a cash account, as you would, instead of having to
 3 write the actual manual with figures, this would do it
 4 for you and the Post Office accepted like a print-out
 5 from it.

6 What it also helped you do is, on balance day,
 7 which was a Wednesday, you could start entering your
 8 bulk stock and cash long before you actually closed,
 9 so you would start entering all those figures and so
 10 when you actually closed at, say -- I think we closed
 11 at 1 o'clock or 12.30 on a Wednesday, which was like
 12 a half day, you had nearly done everything and, as
 13 soon as I went on that and got used to it, everything
 14 improved massively and the sort of errors that came
 15 back, they were -- in them days they used to call them
 16 error notices and, to be honest, you had the
 17 confidence that if you made a mistake, if you had --
 18 for instance, the giro in payments, the form -- some
 19 of the forms were badly laid out and so a customer
 20 could bank cash and cheques but there would be a grand
 21 total in a box and a common mistake was for you to
 22 enter the grand total of cash and cheques and not just
 23 the cash. So, therefore, you would find yourself at
 24 the end of the day, you know, quite a way out.

25 If that happens, you always had the confidence

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1 you were over you put money in it, when you were under
 2 you took money out of it to put into the account
 3 system. But, after a couple of years, there were
 4 nothing over, it were always under and it seemed to
 5 get gradually worse and worse.

6 **FACILITATOR:** Okay. So in that -- when would that have
 7 been, those couple of years then?

8 **GARY BROWN:** That would have been about 2002, 2003.

9 **FACILITATOR:** Right, okay. So at that period, the two
 10 years that you just mentioned, what did you sort of
 11 attribute those errors to then, or those --

12 **GARY BROWN:** Myself.

13 **FACILITATOR:** Pardon?

14 **GARY BROWN:** Myself. It was just me that was not up to
 15 doing the job. I often said to Maureen, my wife, and
 16 the assistant, what gave me the audacity to think
 17 I could run a post office, and that's what I used to
 18 say often because every week it seemed to be short.

19 **FACILITATOR:** Right.

20 **GARY BROWN:** And there were no -- I checked everything,
 21 but there were no -- no way I could find anything.

22 **FACILITATOR:** So if you take yourself back to that period,
 23 how did it feel? Because, obviously, Sir Wyn and
 24 I have never run a post office. How did it feel to be
 25 in that position of having those --

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1 that the post office would write to you and give that
 2 money back and that was quite evident and, you know,
 3 I made loads of mistakes in those early days but, as
 4 soon as I went on Richard Jackson Balancer, it really
 5 cleaned everything up and we were more efficient, more
 6 slick and it just made the job easier. I never
 7 actually did get my head round the manual, you know,
 8 writing everything out by hand.

9 **FACILITATOR:** Right, okay, that's interesting. Thank you
 10 for that.

11 So obviously that was all before Horizon --

12 **TIM BOOTHMAN:** Yes.

13 **FACILITATOR:** So let's think about when things started
 14 to -- particularly on the accounting side -- started
 15 to go not as you would hope.

16 So Gary, just talk to us about your -- you know,
 17 when things started to go a bit wrong for you
 18 accounts-wise.

19 **GARY BROWN:** Well, it were after about two years, I think,
 20 since we had been there. I mean, little bits were
 21 going missing and sometimes it were over for a couple
 22 of years, but, after that, it just seemed to escalate
 23 and nothing seemed to be coming back. It were all
 24 losses, losses -- we had this thing what we had that
 25 the trainers told us to use for overs and unders. If

14

1 **GARY BROWN:** I were on edge all the time. When I was
 2 serving people I were double checking myself just to
 3 see I hadn't made a mistake and I did make mistakes,
 4 everybody makes mistakes but not to the extent it were
 5 building up to. I was just feeling anxious all the
 6 time. I were in 14 years and 12 of those years it
 7 were murder.

8 **FACILITATOR:** I will come back to what you did next in
 9 a moment, if that's all right, Gary.

10 **GARY BROWN:** No problem.

11 **FACILITATOR:** Sandy, when did things start to appear wrong
 12 for you, accounts-wise?

13 **SANDRA BROCKLEHURST:** When Horizon went in, in about
 14 2000/2001, we started getting small errors -- when
 15 I say small, £50/£60 -- and I was told that for
 16 an office of that size that was quite normal.

17 As time went on -- we were fairly lucky,
 18 actually. I only had two unexplained losses over that
 19 period of time, but the machine would do weird things
 20 and I lost faith in it, to be honest. On a Friday
 21 night we would count all the cash and it was always
 22 a Friday night that we did this particular thing. The
 23 girls would count all the cash, I would enter it on
 24 Horizon and it would come up that I was £360 short.
 25 So after the girls had gone home I used to recount the

16

1 money and then my husband who worked on the retail
2 side of the shop would come in, he would recount the
3 money and then we would recount it together, and every
4 time it was £360 short.

5 And I would end up having a sleepless night
6 worrying about this and, on the Saturday morning,
7 I would go in, operate the post office as usual,
8 close-up at 12.30, count the cash, and it was
9 perfectly right and that happened on more than one
10 occasion, so I would be -- I lost faith in Horizon.

11 And being a branch secretary, I had also started
12 hearing of people having a few problems so, you know,
13 I was really worried that it could happen to us.

14 **FACILITATOR:** So how often were you getting -- was this
15 every week or every balancing period or --

16 **SANDRA BROCKLEHURST:** No, it was intermittent. It would
17 come up one week and then it wouldn't happen again for
18 a few weeks but then it would happen again. When it
19 happened for the third or fourth time, I just started
20 ignoring it. I thought, "Well, this has happened
21 before and by tomorrow it will be right", but you
22 still lie in bed worrying "What happens if it isn't?"
23 and "What happens if it had been 36,000 and not 360?"
24 It was a worry.

25 **FACILITATOR:** Okay.

17

1 The main thing is the -- on the day of
2 installation, obviously engineers would install it and
3 then you needed to be closed for that, obviously, but
4 when it came to setting up some sort of audit, people
5 and trainers would turn up and they loaded everything
6 onto the computer and you had your FAD code and all
7 your transactions, somehow everything got migrated and
8 you would set-off.

9 In hindsight, what I should have done, or
10 probably should have been advised by the Post Office
11 to say -- I had three positions. They should have
12 been set up as individual stock units and, instead, it
13 was done as one big stock unit. So, in other words,
14 if somebody made a mistake, you hadn't got a clue who
15 or where or how, or at what time or anything. I mean,
16 currently what I do -- I have still got three
17 positions in Chapel-en-le-Frith, all of them is their
18 own -- in effect, their own small little post office
19 and they declare their own cash three times a day and,
20 if a mistake has been made, right, you're going to
21 know and you don't have to look so far and you can
22 actually, to a point, remember who you have served and
23 what you have served, because it's only, you know,
24 like a short-term memory thing.

25 But we -- we carried on with this one big shared

19

1 **SIR WYN WILLIAMS:** Can you just try and put an approximate
2 year when this sort of thing first started? We know
3 that Horizon was installed, depending on your
4 particular post office, around about 2000, so which
5 year are we in now, do you think?

6 **SANDRA BROCKLEHURST:** Probably 2000 and -- it was
7 intermittent right the way through. 2004 onwards,
8 really.

9 **SIR WYN WILLIAMS:** Okay, thanks.

10 **SANDRA BROCKLEHURST:** It didn't happen every week. It
11 would -- once in a while.

12 **FACILITATOR:** Right, okay then.

13 As you said, it was enough to make you lose
14 sleep, you mentioned, at that time.

15 **SANDRA BROCKLEHURST:** Mm-hm.

16 **FACILITATOR:** Okay. So, Tim, how did these stories
17 reflect what you were experiencing?

18 **TIM BOOTHMAN:** I -- if you go back to when Horizon was
19 actually installed, I would imagine in Low Moor in
20 Bradford round and about the year -- some time the
21 year 2000. We had gone on a few training courses and,
22 actually, I was really looking forward to it because
23 I thought it would probably revolutionise how we
24 worked on a post office counter and, to an extent, it
25 did.

18

1 stock unit and I didn't really know there was
2 a function of having individual stock units. I knew
3 that, in the back office -- the actual user interface,
4 in other words like the EPOS system to serve
5 customers, was very, very good. The back office bit
6 was just a mass of icons that meant nothing.

7 The balance snapshot that would be printed out,
8 which was, in effect, the equivalent of the ledger,
9 like your cash account, was a great big long thin
10 piece of paper that came out of the counter printer
11 and was just gobbledegook.

12 **FACILITATOR:** I -- sorry, did you want to say something,
13 Sir Wyn?

14 **TIM BOOTHMAN:** I will carry on, if --

15 **FACILITATOR:** I was just going to ask, given you are
16 describing the situation, I just wondered what sort of
17 training or support or resource of any type all of you
18 had to ensure that you had Horizon working as it was
19 intended to.

20 **TIM BOOTHMAN:** I believed it worked okay and the reason
21 for which is that I carried on with my Richard
22 Jackson, despite the fact I was on Horizon and I did
23 that for at least two years. I was still very --
24 I was still very sceptical because it seemed to me
25 that there used to be this egg timer -- a great big

20

1 egg timer in the middle of the screen that used to
2 spin for ages, and ages, and ages, and I used to think
3 "Why is it taking so long to work out a few figures?
4 Why -- is it short of memory, is it short of hard
5 drive, is it short of" -- I don't know.

6 So I was always very sceptical but, to be
7 honest, when you do your balance on a Wednesday
8 afternoon, the Horizon figure always matched the
9 Richard Jackson, so I had no reason to believe there
10 was any faults in the system, but there might have
11 been, I don't know.

12 **FACILITATOR:** Okay. So Gary, what did you get in terms of
13 specific support or training, or resources to help you
14 use and understand Horizon?

15 **GARY BROWN:** I had a really good trainer, Norma
16 Beresford(?). I had her for just under two weeks but
17 it still wasn't long enough.

18 The main business in our post office were
19 pensions, so that's what we were doing most of the
20 time, but once you got off that and Norma had left,
21 and you started to do something else, I hadn't got
22 a clue. I hadn't got a clue what to do, apart from
23 gas bills, electric bills, the simple things. But
24 I used to phone the help desk every day to try --
25 you know, to try to get me through things.

21

1 how to sell a stamp and a few other bits and then
2 given a manual and we literally had to learn the job
3 as we went along. That was it, really.

4 The whole system was not user-friendly at all.
5 It really wasn't. But we trundled on with it and
6 managed it. On the odd occasion -- well, the odd
7 occasion we phoned the helpline but they were
8 completely hopeless and, in the end, I instructed my
9 staff not to use the helpline under any circumstances
10 because the information they gave was inadequate or
11 totally wrong.

12 **FACILITATOR:** When was that again?

13 **SANDRA BROCKLEHURST:** Fairly early on, probably within
14 about the first year of Horizon going in. I told my
15 staff not to use the helpline.

16 **FACILITATOR:** Right, okay.

17 **SANDRA BROCKLEHURST:** We worked -- I mean, my staff had
18 been in that office quite a while before I took it on,
19 so they knew what they were doing. When Horizon went
20 in we helped each other with things. So if somebody
21 didn't know something, one of the other staff did or
22 I did, so we worked that way. So if a problem came up
23 we worked it out ourselves, rather than ring the
24 helpline because I knew of these problems where
25 subpostmasters had phoned and the error doubled, and

23

1 Like the stock units, I never even heard of
2 them. I didn't know anything about them.

3 **FACILITATOR:** Right, so you were literally ringing every
4 day?

5 **GARY BROWN:** Yes, yes. I did a Freedom of Information
6 about a year ago and the Post Office told me I rung 54
7 times over 14 years. Now I had estimated 54 times in
8 under a year. I had a customer come in, in the early
9 days, and she said to me, "Do you phone the helpline
10 a lot?" I said "Yes, why?" she said, "Because my
11 friend works on it and she says you're phoning every
12 day". I thought, "God, where is the Official Secrets
13 Act? I thought they weren't supposed to give things
14 like that out".

15 So that's how often I was phoning. I just
16 didn't have a clue. I would say it were about two
17 years before I was reasonably confident.

18 **FACILITATOR:** Right, okay.

19 So Sandy, you mentioned the challenge of going
20 to the bigger branch and working with staff and
21 things. What was your sort of sense of how well
22 prepared you were to run Horizon and to solve any
23 problems or identify issues and things?

24 **SANDRA BROCKLEHURST:** The training for Horizon was
25 inadequate, as far as I was concerned. We were shown

22

1 I didn't want that happening in my branch. So I just
2 said to the staff, "Don't use them, don't use them at
3 all".

4 **FACILITATOR:** So you had three terminals at that point,
5 did you, in the branch?

6 **SANDRA BROCKLEHURST:** Yes, we had three. Well, we had
7 three on the counter and the back office one.

8 **FACILITATOR:** So imagine going back to that time, if
9 something is going wrong, what would you advise me to
10 do if I had a shortfall in my branch? What was the
11 process?

12 **GARY BROWN:** Sort it out yourself.

13 **SANDRA BROCKLEHURST:** Basically, that's what the helpline
14 would tell you to do. Pay --

15 **FACILITATOR:** How would you -- okay, so you have told
16 me -- so I'm ringing you up, I say "Okay, I'll sort it
17 out myself". How do I do it? What's my first step to
18 resolve a discrepancy?

19 **SANDRA BROCKLEHURST:** It is very, very difficult. You had
20 to go through reams of paperwork, wasn't easy. Once
21 you got your head round the system, if you thought you
22 had created an error -- let's say of £100 -- you were
23 probably looking for something on the system that was
24 50 that you had put on the wrong side of the account,
25 if you get my meaning, because it would double it.

24

1 So you learned how to find discrepancies but,
2 luckily, we didn't have too many. I've got very good
3 staff and I think the fact they didn't use the
4 helpline was a great help. Yes, we worked things out
5 ourselves but the Horizon accounting system was
6 absolutely useless for a subpostmaster. You couldn't
7 find what you were looking for. You would reel off
8 a transactional log, which was like a long, little,
9 narrow piece of toilet roll, if you like, and you
10 could spend ages going through that and comparing it
11 to other things, and still not find the discrepancy.

12 So if you ended up with a discrepancy, in order
13 to carry on the next day you had so make good the
14 loss, or -- there was never any surplus -- or put it
15 into what was a suspense account, which deemed,
16 basically, if you put it in there, you were going to
17 pay it.

18 **FACILITATOR:** So how often would you say were you having
19 to make good the loss or to put it in the suspense
20 account, Sandy?

21 **SANDRA BROCKLEHURST:** We used to -- the money used to come
22 out of the retail business so we made up the losses
23 quite regularly. If it was a large amount, my husband
24 used to record it. We've got -- still got the
25 paperwork here now. I had two, what I consider fairly
25

1 knew I was going to be away at conference. Nearly
2 every time they turned up I wasn't going to be there.

3 **FACILITATOR:** We will come back to that in a moment then,
4 if that's okay, Sandy.

5 **SANDRA BROCKLEHURST:** We will come back to that later.

6 **FACILITATOR:** If I can move across the room to you, Gary.
7 Can you just tell us about those experiences with
8 discrepancies and where you thought they came from and
9 just sort of tell us the story of what happened?

10 **GARY BROWN:** The main ones -- for instance, we were £1,000
11 short, so when I were balancing I phoned the helpline
12 up and they told me to do different things on the
13 computer. I did it, and while they were still on the
14 phone, it instantaneously doubled to £2,000 and that
15 happened twice, from what I can remember.

16 All the others, or most of the others, I just
17 put it down to myself not being able to do the job.
18 That's how they made me feel. They made me feel that
19 I just wasn't up to doing the job.

20 **FACILITATOR:** Okay, so you were describing before your
21 very frequent calls to --

22 **GARY BROWN:** Yes.

23 **FACILITATOR:** -- the helpline. Were those predominantly
24 about shortfalls or were they about other operational
25 issues as well?
27

1 big losses, one of 600 and one of 400, and we paid
2 that by cheque into the post office, we covered it,
3 but we never got an error notice for that, so no, we
4 just had to accept it.

5 I think what -- it sounds terrible but I think
6 we were fairly lucky insomuch as our losses over
7 ten years were about £6,000, so I have given the
8 Post Office 6,000. But some of those small mistakes
9 were probably human error, someone had sold a Second
10 Class book of stamps and given out a First Class or
11 something, so there would be a small loss there but,
12 on the whole -- well, I maintain we were fairly lucky.

13 **FACILITATOR:** So if you exclude those human errors, what
14 sort of sum are you thinking was attributable to
15 Horizon errors?

16 **SANDRA BROCKLEHURST:** The main one came to over £1,000 but
17 the rest of them were like £50, £100. Personally,
18 because I have no faith in Horizon, I would attribute
19 quite a lot of them. Anything other than a small
20 amount I would say was Horizon generated.

21 **FACILITATOR:** Okay, so I will go on to the other two in
22 a moment, but so you never got to a point of being
23 audited or investigated for any losses?

24 **SANDRA BROCKLEHURST:** I wasn't. I was never investigated.
25 Audited, yes. The auditors used to turn up when they
26

1 **GARY BROWN:** Mostly operational issues, to start with, but
2 later on it was about money going missing, and things
3 like that, yes.

4 **FACILITATOR:** So if we focus on the money going missing
5 calls, how does it feel when you're ringing them and
6 you see the screen doubling, and so on?

7 **GARY BROWN:** It makes you feel sick. It really does make
8 you feel sick, because you knew -- they didn't seem to
9 know what they were doing themselves. They were just
10 suggesting you to do things but they couldn't put
11 their finger on anything at all. So, towards the end,
12 I just stopped phoning. It was a complete and utter
13 waste of my time because you could be waiting an hour
14 trying to get through.

15 **FACILITATOR:** You know the way Tim described he had the
16 parallel IT system he was running, what did you have
17 to help you resolve or understand the causes of the
18 issues?

19 **GARY BROWN:** Nothing really. I used to do what the others
20 used to and go through the till rolls to see if there
21 was anything there, but, as Tim said, it was
22 gobbledegook. You had no way of finding out any
23 losses really, apart from counting everything, which
24 we used to do. My wife used to come and help me count
25 everything, stamps, everything, but it just weren't
28

1 enough. Everything -- whatever you did, there was
 2 nothing you could do to get it right, not in my
 3 circumstances anyway.
 4 **FACILITATOR:** Right, okay. So you have talked about the
 5 helpline all of you, I think, and what alternative
 6 sources of help or support did you have to try and get
 7 to the bottom of it?
 8 **GARY BROWN:** Well, I phoned my -- I don't know what they
 9 call them, line manager or area manager. All the time
 10 we were there, in 14 years, I think I had two. I saw
 11 the first lady twice, that were to tell me off, one of
 12 the times because I hadn't put the lozenge up, a new
 13 lozenge and things like that.
 14 The second lady, Diane Hoyles(?), she were
 15 really nice but she were no help at all. When I told
 16 her about the discrepancies she said, "Well, if I do
 17 get the auditors to come in they will just close you
 18 down and you will have to pay the money back". I said
 19 "I would do that anyway".
 20 **FACILITATOR:** What sort of amounts are you talking about
 21 here?
 22 **GARY BROWN:** Hundreds of pounds a week. A week.
 23 She did get an auditor to come in who was one of
 24 her friends and it were off the record and he spent
 25 nearly a week with me. He went through everything,
 29

1 of knowing, from their perspective, that the advice
 2 that they were -- there's two things really, right?
 3 It's whether the operative at the other end of the
 4 phone understood what you were saying to them
 5 correctly and you were understanding and pressing the
 6 right buttons at your end. So the operative couldn't
 7 have -- there's no way, right, could the person at the
 8 helpline know if you had followed their instructions
 9 exactly.
 10 So there's a bit of ambiguity there really.
 11 I have always steered very, very well clear of
 12 suspense account and the reason for which, if you put
 13 it -- if you put an amount in suspense, you have put
 14 it on the wrong side, right, your error will double.
 15 Your actual discrepancy will double. Not only that,
 16 as time went on, transaction corrections used to come
 17 out and these were like automatic transaction
 18 corrections, where not only would it correct the
 19 transaction you had done incorrectly but it would
 20 automatically take -- remove that figure from the
 21 suspense account.
 22 Now, let's just say, for argument's sake, that
 23 you had not entered the figure correctly or not put it
 24 on the right side of the suspense account, and they
 25 send the transaction corrections, if you get your head
 31

1 couldn't find anything wrong.
 2 **FACILITATOR:** Right.
 3 **GARY BROWN:** It were just demoralising.
 4 **FACILITATOR:** Right, and just as I was saying to Sandy,
 5 did it get escalated? Did you get investigated or --
 6 **GARY BROWN:** Only when I called them in at the end, after
 7 14 years.
 8 **FACILITATOR:** Right, we will come to that in a second
 9 then.
 10 So, Tim, you have heard what your colleagues are
 11 saying there about the helpline and the area manager
 12 and things. How does this match with your experience,
 13 would you say, of shortfalls and handling them?
 14 **TIM BOOTHMAN:** Yes. The helpline really was very limited
 15 to what it could do. You will know -- you may have
 16 had IT problems yourself with completely other
 17 systems -- with completely -- you know, let's just say
 18 that you had a problem with some kind of programme
 19 that did your accounting and say if you rang
 20 QuickBooks up, you can actually press a button and put
 21 a code number in and that operator at the other end
 22 can actually take control of your mouse and your
 23 computer and things.
 24 Now, I'm not saying that the Post Office should
 25 be given access to that, but there was actually no way
 30

1 round it, yes, your error would double, so I have
 2 always stayed very, very well clear of using the
 3 suspense account.
 4 I mean, all these things, you know, I was
 5 very -- I was very sort of keen at the beginning.
 6 I loved it. I loved the computer system so much that
 7 it soon became apparent from my retail line manager
 8 that they were being overwhelmed with problems,
 9 you know, during the roll-out loads of people had
 10 loads of problems and nobody really knew how to use it
 11 and they actually offered me a job.
 12 I was given the title "Balance support officer"
 13 and they paid me an hourly rate and they gave me
 14 mileage and on a Wednesday afternoon my -- I had
 15 finished mine and done for 1 o'clock, and I used to go
 16 out on a Wednesday afternoon and I would support
 17 sometimes three other offices to balance on
 18 a Wednesday afternoon.
 19 And I can remember one of them, it was somewhere
 20 up in Huddersfield, and the gentleman had been there
 21 30 years, I think, or it could even be 40, and to
 22 expect him to start using this computer system without
 23 additional support was just ludicrous. And so I think
 24 I went there every single Wednesday afternoon for
 25 six weeks, among others.
 32

1 I must have supported at least a dozen other
2 branches before the Post Office kind of pulled the
3 plug on it when I actually felt that these people
4 needed more support.

5 **FACILITATOR:** Right, so from your recollection of that,
6 how much of those balancing problems were caused by
7 Horizon and how much would you -- or were you able to
8 deduce from what you were doing?

9 **TIM BOOTHMAN:** That's very difficult to say. I, at that
10 time, was not aware that the Horizon System couldn't
11 put two and two and make four. I never particularly
12 saw anything that would suggest that, you know, two
13 and two make five, but, again, because you couldn't
14 look into the back office, there's no way of accessing
15 it and there's no way of accessing it in a way that
16 you could look easily at the figures. There's just no
17 way of knowing. You had got a screen in front of, you
18 couldn't see behind, you couldn't see the workings of
19 how the system added up the figures.

20 **FACILITATOR:** Right, okay. So in your personal case, Tim,
21 how serious did the losses and discrepancies get to?

22 **TIM BOOTHMAN:** In my own branch we had quite a number of
23 losses, but usually -- usually, they were all round
24 and about £20. Now, you know, I could -- you could
25 attribute that to somebody giving the wrong change

33

1 10, especially, right, when the "00" button is right
2 next to the "Enter" button. Your finger can soon
3 catch that "00" button and the Post Office keyboard,
4 for instance, is not like your standard QWERTY
5 keyboard. If you look at your standard QWERTY
6 keyboard, it's a decimal point button next to the
7 enter.

8 I have actually seen pictures of postmasters
9 getting a knife and lifting that double note key off,
10 so they can't press it by accident. Just bad design
11 on the Post Office keyboard, to be honest, you know.

12 But to go back to your original point, I don't
13 believe, personally, that I have ever had a problem
14 with bugs and glitches in the Horizon systems that
15 I have used.

16 However, right, I have no way of knowing that.
17 I might have had and not known, so I don't actually --
18 in all probability, I think I'm one of the very lucky
19 ones.

20 **FACILITATOR:** Okay, right. Thank you, thank you, Tim.

21 **SIR WYN WILLIAMS:** Sorry, just before we go on, you
22 mentioned carrying out an activity on a Wednesday
23 afternoon, which I haven't heard very much about, in
24 other words, you going out to assist other people, all
25 right?

35

1 out. You've got to appreciate that in a post office,
2 unlike a shop -- if you work in a shop or a pub or any
3 retail, you're just taking money in and that's it,
4 it's all one way. In a post office, right, sometimes
5 you're giving money out and sometimes you're taking
6 money in. You can soon get confused and I have done
7 it so many times myself, that I have just, you know --
8 you can just deposit money into somebody's account,
9 instead of paying it out, or vice versa, so you really
10 needed to be right on the ball and with a queue out
11 down the street you really needed to be, you know, on
12 top of your game and your staff as well.

13 **FACILITATOR:** So over the time you were there, up until
14 now, I guess, what sort of amount do you think you
15 have had to put in to make up --

16 **TIM BOOTHMAN:** I think I have put probably round and about
17 £3,000 or £4,000, if you added it all up, but to be
18 honest, if I looked -- when we tried to investigate
19 that, and I would do with staff, usually, right, the
20 most probable cause was user error because we would
21 look through a transaction log, especially once I got
22 on individual stock units, and we would look "Can you
23 remember that customer?"

24 "Ah yes", you know, the -- it's very, very easy
25 to, say, put £100 in somebody's account, instead of

34

1 **TIM BOOTHMAN:** Yes.

2 **SIR WYN WILLIAMS:** Can you give me some idea for how long
3 that continued?

4 **TIM BOOTHMAN:** I would say round and about four months.
5 It's difficult to remember because, say I was in
6 Bradford, the rollout -- they wouldn't just do
7 Bradford all in one week. They would space it out
8 and, usually, the retail line manager, a very good
9 gentleman called Peter Leskovac(?), I think he kind of
10 realised that I was one of the ones that kind of got
11 my head round it and he would send me out and --
12 probably, on and off, for about a year.

13 **SIR WYN WILLIAMS:** I take it that this was proximate in
14 time to when Horizon was rolled out?

15 **TIM BOOTHMAN:** Yes, yes. The offices I went to had just
16 had it installed and I usually went to them every week
17 for around and about six weeks to a month -- sorry,
18 for two months, or until they felt competent,
19 you know. Some of them after three weeks they were
20 fine.

21 **SIR WYN WILLIAMS:** Then you hinted -- and I don't want to
22 put words into your mouth, but you did hint that this
23 programme or process may have come to an end a little
24 too soon and I just wanted to be clear that
25 I understood you about that. Do you think this sort

36

1 of process should have carried on for longer or not?
 2 **TIM BOOTHMAN:** I believe so. I believe that they had
 3 not -- they had certainly not intended to do that
 4 right from the onset, the Post Office. It was, shall
 5 we say, a knee-jerk reaction after they had rolled it
 6 out and realised that the retail line manager couldn't
 7 go round visiting all the branches that they could.
 8 So I think there was a few of us, quite a number of
 9 us, because we did go on a little half-day's training
 10 to becoming a balance support officer, and there were
 11 other postmasters there.
 12 So we all got a little bit of training on doing
 13 that and we all got a badge and sheets to fill in and
 14 that sort of thing, but yes, I think it should have
 15 gone on for longer, yes.
 16 **SIR WYN WILLIAMS:** Thank you very much.
 17 Back to you, Mr Norris.
 18 **FACILITATOR:** Do you know if that was an original
 19 initiative or was it something that was around the
 20 country, as far as you were aware?
 21 **TIM BOOTHMAN:** As far as I'm aware -- certainly -- it
 22 certainly was -- I think, like, the head office where
 23 the retail line managers in my area worked for was in
 24 Bradford, Darley Street Post Office, which was a Crown
 25 Office in Bradford. It definitely was round and about
 37

1 subpostmasters that just couldn't understand the
 2 computer system.
 3 **FACILITATOR:** Okay, fair enough, thank you.
 4 Sorry, Gary, you were going to say about
 5 training, let's come back to you.
 6 **GARY BROWN:** When I went for the interview, there were no
 7 exam. Now, I would have thought if anybody who is
 8 going to take on a post office, they should have had
 9 some sort of examination because I'm no good at maths,
 10 I never have been and I mentioned this to the
 11 interviewer. I said, "When will you let me know if
 12 I've got the office?" he said, "I will let you know
 13 now, you've got it", and I said "What, no exam?" he
 14 said, "No, all we're interested in is if you've got
 15 enough money to last two years in business, money
 16 behind you", and I thought "Fair enough".
 17 And I thought that was brilliant, I didn't have
 18 to take an exam, but what I thought is they don't take
 19 into account your experience. I had never even opened
 20 a computer before. I had no technical experience.
 21 I was always a manual worker, so why don't they -- why
 22 didn't they take into account different people's
 23 abilities, instead of just throwing you in at the deep
 24 end and saying "Get on with it", and that's how it
 25 was.

39

1 in Yorkshire, sort of, Keighley, Bradford and Leeds.
 2 I don't actually know about the rest of the country.
 3 I don't know.
 4 **FACILITATOR:** Right, okay. No reason you should, I just
 5 wondered. Okay, right, thank you, because, as Sir Wyn
 6 said, I hadn't heard of that role before.
 7 **SANDRA BROCKLEHURST:** We had two balance officers in our
 8 branch that went out in Somerset.
 9 **FACILITATOR:** Okay, so it was, yes. Okay, thank you.
 10 **GARY BROWN:** Can I just say something about the training?
 11 **FACILITATOR:** Can I just come back to you, Gary, sorry
 12 just one second, can I just finish that -- Sandy, so
 13 were they specifically coming out at a similar time to
 14 what Tim described when Horizon was rolled out?
 15 **SANDRA BROCKLEHURST:** That's right. They were two
 16 subpostmasters -- one was a subpostmaster and one was
 17 a subpostmaster that did relief work and they had
 18 a little bit of extra training, they seemed to get
 19 their head round the system and they went out and
 20 assisted.
 21 **FACILITATOR:** To what extent was it explicitly because
 22 Horizon was new or because Horizon was causing
 23 problems?
 24 **SANDRA BROCKLEHURST:** I think, at the time, it was because
 25 Horizon was new and we had one or two more elderly
 38

1 **FACILITATOR:** Right, okay. I would like to sort of build
 2 on that then. I'm interested in how you were kind of
 3 monitored and managed by Post Office Limited then. So
 4 we have talked about the account managers supporting
 5 you, and so on, but let's talk about how they
 6 responded when you had shortfalls or discrepancies --
 7 apparent shortfalls. What was the -- just tell me
 8 about the process and what happened?
 9 **GARY BROWN:** They weren't interested. They were not
 10 interested at all. More often than not, they would
 11 just say "You will have to put money in". As I said
 12 earlier, Diane Hoyles said to me, "If I call the
 13 auditors in and tell them about the discrepancy they
 14 will just close you down", and that was the top and
 15 bottom of it.
 16 **FACILITATOR:** Right and when would that have been, sorry?
 17 **GARY BROWN:** That will have been mid-2000s, maybe a bit
 18 later.
 19 **FACILITATOR:** She was your area manager, was she?
 20 **GARY BROWN:** Yes.
 21 **FACILITATOR:** So she told you that. How did you feel then
 22 and what did you do on the back of that advice?
 23 **GARY BROWN:** Well, you have just got to keep putting the
 24 money in, which I did, thousands of pounds worth of
 25 money, just to keep going.

40

1 **FACILITATOR:** How much of those payments that you have
2 made in did you ever declare or make the Post Office
3 aware of any way?

4 **GARY BROWN:** I would say about four or five, and then they
5 deducted it from my wages. That's after they told me
6 I were the only one.

7 **FACILITATOR:** Yes, so tell me about those conversations.
8 I'm just interested in the actual process during those
9 four or five.

10 **GARY BROWN:** Well, when you're short like that -- we had
11 run out of money to put in so that's when I started
12 phoning the helpline up. Say it were £1,000, they
13 would put you through to another department, I don't
14 know which it was, and it were always a nice lady and
15 I would say, "Am I the only one what's having problems
16 like this?" and you would always get that answer
17 saying, "Yeah", and it made you feel so -- it made you
18 feel inadequate. It were a horrible feeling.

19 **FACILITATOR:** How many times do you think you asked that,
20 Gary?

21 **GARY BROWN:** About four or five times.

22 **FACILITATOR:** This was always to this extended phone line.

23 **GARY BROWN:** Yes, yes. And then you would get a phonecall
24 back from your contracts manager, which mine was Andy
25 Carpenter, and you went through everything with him

41

1 a week later, I got a phonecall asking me if I was
2 putting the money in, and I said, "No, there's
3 an error notice due out on this", and explained it all
4 again. And then about a week later the audit team
5 turned up.

6 We explained -- I explained to them the
7 situation, gave them the reference numbers, told them
8 what had happened, they checked the stock and cash,
9 were quite happy and went away.

10 So I -- I never really had any major problems in
11 that respect, personally, but I met subpostmasters
12 that did.

13 **FACILITATOR:** Right, okay.

14 Tim, you were saying you never really got to the
15 stage of having an investigation or anything at all?

16 It was all in-house, as it were, was it?

17 **TIM BOOTHMAN:** Not as such. It was always made very clear
18 to me that you had got to put the money in. You just
19 thought you had made a mistake or a member of staff
20 had made a mistake, so you just used to put the money
21 in.

22 However, if I may, I may tell you about one
23 occasion where I arrived at my office, and it would be
24 around and about October 2004, and an audit team was
25 waiting there at 8.30, so we got there and they

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1 and he would just say "There's somebody stealing".

2 "No". He said, I have been through this so many
3 times, there's somebody stealing", and I said "There's
4 only me and my wife and a lady that comes in now and
5 again".

6 "Well, there's somebody taking it", and that
7 were the answer.

8 **FACILITATOR:** All right. So from what you're saying you
9 never moved to a suspension or an investigation in
10 a formal sense? No.

11 **GARY BROWN:** Only in 2014, at the last one. I never got
12 suspended. I resigned. I was advised to resign.

13 **FACILITATOR:** We will come on to those in a second.
14 Sandy, just tell us about what the Post Office
15 were doing to understand your losses, either in
16 a supportive way or an investigatory way?

17 **SANDRA BROCKLEHURST:** Didn't have -- they didn't
18 investigate anything. If you put it into the suspense
19 account, you were agreeing to pay, quite honestly.
20 But I didn't -- I said I didn't have too many large
21 discrepancies anyway.

22 We had one where a counter clerk had made
23 an error. I can't remember the exact details, but it
24 was quite a large sum of money and we notified the
25 helpline, got a reference number and then, about

42

1 introduced themselves as audit team. I think there
2 were three of them and I thought nothing of it.
3 I thought, "Well, you know, I've been audited before,
4 not to do anything, just let them get on with it, I
5 don't think they will find anything wrong."

6 So they did the -- they got about halfway
7 through the audit and they counted enough for me to
8 open and I opened and started serving customers, and
9 round and about 10.30, two gentlemen turned up who
10 introduced themselves as security investigation, and
11 I can remember it very vividly because my legs turned
12 to jelly and my first thought was, "Well, I know
13 I have not done anything wrong, maybe me staff have",
14 or maybe -- I don't know, so they asked if they could
15 come in, they came into the secure area and they took
16 me into a little back office and, basically, accused
17 me of stealing £2,000.

18 And they went on to explain that every week we
19 used to send green giro's away, so somebody would come
20 in with a green giro and that figure could be -- well,
21 it could be for anything, it could be for a tenner or
22 it could be for £350, and so, obviously, you used to
23 pay that money out and, at the end of the week, you
24 would bundle them all up and send them in a green and
25 white striped pouch to Bootle, where they went back to

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1 the DWP.
 2 And so they explained that a pouch in
 3 August 2004 had never got to Bootle, but the
 4 difference was -- is that my weekly average green
 5 giros amounted to £8,000, but, on this particular
 6 week, they added up to 10, I had claimed for 10, and
 7 so they straight out, with no -- they were extremely
 8 aggressive. They accused me, right, of stealing
 9 £2,000. They said that, "You had ghosted the £2,000
 10 of dockets and thrown the whole pouch away", and to
 11 which I informed them "Why on earth would I do that?
 12 What would be the point? £2,000? Yes, it's a lot of
 13 money, but not worth, you know" --
 14 And so they went on to explain that the average
 15 weekly number of pouches that never got to Bootle was
 16 nine out of round and about 13,000 or 14,000
 17 post offices, and I had had one in March of that year,
 18 and what they explained is that lightning cannot
 19 strike the same place twice, to which I explained,
 20 "Well, actually it can", because if you think about
 21 it, if there's nine a week go missing, right, and it's
 22 just like putting your numbers on in the lottery every
 23 week, and so they were absolutely adamant.
 24 They turned the place upside down, they went
 25 through all my paperwork -- first thought is "Did I --
 45

1 I did pay extra money out but I couldn't think of it
 2 at the time.
 3 I did actually -- I did actually -- through some
 4 slightly informal channels -- I think it turned out to
 5 be -- the pouch was being intercepted by a dishonest
 6 person on the way to Bootle. I don't really know
 7 exactly. It's just what somebody said but they -- the
 8 whole thing is -- the reason I want to share you this
 9 story is it's actually got nothing to do with Horizon
 10 but everything to do with the culture that existed in
 11 Post Office Limited. They came that day, right, to
 12 suspend, which could have led to termination and
 13 myself and my mother's investment in that business
 14 would have gone. And, obviously, in 2005 I had --
 15 they did pay me compensation, but no suspended
 16 postmaster ever received any compensation.
 17 So I became -- I was very near, right, to losing
 18 my reputation, my livelihood, or whatever, and you
 19 have heard plenty of people who have, so I just felt
 20 that that is a story that's very, very pertinent to
 21 the Inquiry.
 22 **FACILITATOR:** Right, thank you.
 23 So Gary, how does this compare with what you
 24 have been through and do you want to, sort of, tell us
 25 the story of your -- the progress and process of the
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1 probably had I not sent them off?", and I had put them
 2 in my weekly papers that you file away for five or six
 3 years. But the whole thing, they were aggressive and
 4 actually --
 5 And then another auditor turned up, and so there
 6 were five of them, altogether, and they had actually
 7 turned up mob handed and, I believe to this day, they
 8 had turned up mob handed to actually suspend me and
 9 the whole thing was, actually -- I mean, I'm a very
 10 different person now to what I was then. I was
 11 extremely traumatised, and traumatised for some point
 12 afterwards, because I thought, well, what had I done
 13 wrong and all they were asking me to do "Can you
 14 explain why it's 2,000 more than your weekly average?
 15 Why? Why? Why?" And, at the time, I couldn't, and
 16 it's one of them things, it came to me after they had
 17 gone I managed to -- I managed to persuade them that,
 18 no, I have not stolen any money, but I did actually
 19 manage to realise why.
 20 In 2004, the then Chancellor Gordon Brown
 21 introduced a new -- something called pension credit,
 22 and pensioners, who used to cash a Group 13 docket,
 23 their retirement pension, got this pension credit
 24 backdated and it was paid in the form of green giros.
 25 So that week and a few other weeks, there were --
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1 shortfalls and things.
 2 **GARY BROWN:** Well, they just seemed to be getting worse
 3 over time until 2014, when I recorded £16,000 going
 4 missing. But when the union rep turned up it were
 5 32,000, or thereabouts, not exactly.
 6 **FACILITATOR:** Okay, so just take a step back. You did
 7 your balancing -- was this the end of a trading
 8 period, was it, the end of the month?
 9 **GARY BROWN:** Yes.
 10 **FACILITATOR:** So you had a £16,000 discrepancy?
 11 **GARY BROWN:** Not in all one go, no.
 12 **FACILITATOR:** Right, okay.
 13 **GARY BROWN:** I was audited in September 2013 and it were
 14 £300 over and, from then, it just started building up
 15 and I didn't declare it, the loss, because we had no
 16 money left, no money left at all to put in, so when it
 17 got to February 2014, when I did the £16,000,
 18 I thought, "I can't do it any more, I have just got to
 19 come clean". I phoned my union rep up and I said "Can
 20 you come in?"
 21 **FACILITATOR:** That was the local regional rep, was it?
 22 **GARY BROWN:** National Federation rep, yes. They were in
 23 an office about five miles away.
 24 **FACILITATOR:** Right, okay. Just before you -- what
 25 communications had you had with the Post Office before
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1 you called the Fed rep?
 2 **GARY BROWN:** I didn't. It was a complete waste of time.
 3 No, I had no faith in phoning the helpline up or
 4 anything, so I had stopped phoning them a couple of
 5 years before.
 6 **FACILITATOR:** Right, okay. So when it got to 16,000 were
 7 Post Office Limited aware of that discrepancy?
 8 **GARY BROWN:** No, no. I covered it up with adjusting the
 9 cheques.
 10 **FACILITATOR:** Okay, right. So tell us a little bit about
 11 the Fed rep conversation and where it went from there
 12 then, just so we can, sort of, understand what process
 13 happened?
 14 **GARY BROWN:** I phoned him up on the Tuesday and he came on
 15 the Saturday, because he couldn't get away from the
 16 post office, and he came about 5 o'clock, I think,
 17 evening, and he checked all the money and I think it
 18 were him that said it was 32,000 short, or
 19 thereabouts, and his answer to it was "Tell the" -- he
 20 said "You're going to get the interrogation team in.
 21 Tell them that you have been stolen. You left the
 22 door open and somebody has been in and stole it".
 23 Like a fool -- I were in that much of a state,
 24 I were -- I didn't know my mind, so, like a fool,
 25 I told the interrogators that under caution.

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1 **FACILITATOR:** On that Saturday, right, okay. Who was
 2 this -- so this was the local Fed rep, local regional
 3 rep?
 4 **GARY BROWN:** Yes. I can't remember his name.
 5 **FACILITATOR:** Right. So what were your feelings? You
 6 said you were away with the fairies, understandably,
 7 but tell me about the sort of processes -- the thought
 8 processes and the action that you took?
 9 **GARY BROWN:** I wasn't -- I just weren't thinking.
 10 I didn't know what I was doing. I hadn't got a clue
 11 what I was doing. I were drinking that much as well.
 12 I was on bottles of whisky a night, one bottle of
 13 whisky a night, just to blank it all and get some
 14 sleep, along with the sleeping tablets. So my mind
 15 just wasn't there at all.
 16 **FACILITATOR:** All right, so his advice to basically
 17 conceal it, or lie about it, I guess, did he give you
 18 other advice around that point about, you know, what
 19 you should do in relation to the investigation or what
 20 happened there?
 21 **GARY BROWN:** No, he advised me to resign. He contacted
 22 the auditors to tell them to come in, which they did
 23 the following Tuesday, and then, from then, they took
 24 over. They closed me down.
 25 **FACILITATOR:** Right, okay. You were open between then and

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1 **FACILITATOR:** Can I just pause there one second? So you
 2 rang the Fed rep on a Tuesday night -- or Tuesday.
 3 **GARY BROWN:** Yes.
 4 **FACILITATOR:** Did you explain to him on that call it was
 5 about a 16,000 shortfall?
 6 **GARY BROWN:** From what I can remember, yes.
 7 **FACILITATOR:** In a sentence or two, what was your state of
 8 mind between then and the Saturday?
 9 **GARY BROWN:** Well, I had a breakdown -- on the Tuesday
 10 when I phoned him, I just seemed to know the game were
 11 up and I couldn't falsify it any more, and I -- my
 12 wife came downstairs and she said "You're going to
 13 have to go to the doctors", so I went to the doctors
 14 and he said, "You're in the middle of a breakdown.
 15 When was the last time you slept?"
 16 "I can't remember". He gave me some sleeping
 17 tablets and some anti-depressants and I were just --
 18 I was away with the fairies. I had just gone
 19 completely. So from Tuesday to Saturday, and after
 20 that, I mean -- when he came, I was physically sick,
 21 when he confirmed the money had gone missing.
 22 **FACILITATOR:** Right, so -- just so I'm clear, sorry, you
 23 went through the books, or through the system for the
 24 16 and then it appeared to be 32,000.
 25 **GARY BROWN:** Yes.

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1 the Tuesday?
 2 **GARY BROWN:** Yes. Do you want me to tell you about the
 3 auditors?
 4 **FACILITATOR:** Yes -- can I just pause?
 5 Sandy, if you think about this in terms of
 6 process, do you have things you want to say that kind
 7 of meet the same point in the journey that Gary is
 8 describing?
 9 **SANDRA BROCKLEHURST:** No, I'm just appalled at how the
 10 Federation dealt with it.
 11 **FACILITATOR:** Okay, well I'll come back to you in a second
 12 on that then.
 13 So keep telling us what happened then, Gary, if
 14 that's okay.
 15 **GARY BROWN:** The auditors came on the Tuesday and they
 16 were fine, they were pleasant and I got the feeling
 17 that they believed me and, excuse me, because I'm
 18 going to swear in the next couple of minutes. When
 19 they were leaving, one of them took me by the hand --
 20 well, both shook my hand and one of them took me by
 21 the hand and he looked round, and he said "Tear this
 22 fucking cage down, Post Office fucked, start selling
 23 something but start making some money", and that's
 24 what the auditor said to me, and they wished me and my
 25 wife well.

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1 And I said to my wife, they believe that
 2 I hadn't done anything wrong. They seemed so friendly
 3 and nice and -- I don't know, it just didn't seem --
 4 it just didn't seem right.

5 **FACILITATOR:** Right, okay, and so then what happened next
 6 from that --

7 **GARY BROWN:** Something else was said as well. I must have
 8 been looking really worried, and the one that said
 9 that turned to me and said "Don't worry about it, you
 10 will be laughing about this in three months time", but
 11 I wasn't and I'm still not laughing about it now.

12 **FACILITATOR:** No. So you were closed down on the Tuesday
 13 by -- no, tell me about that, so the auditors left --

14 **GARY BROWN:** On the Saturday. We never opened again after
 15 the Saturday after the rep had been there. We tried
 16 to keep the shop running but it were a waste of time.

17 **FACILITATOR:** Right, okay. So tell us about what happened
 18 when the auditors left? What was the next event?

19 **GARY BROWN:** I've got some phonecalls or a letter saying
 20 that the -- I don't know what the correct name is for
 21 these interrogators. They wanted to interrogate me
 22 but they didn't have anywhere to do it, so I invited
 23 them to my house in the spare bedroom and that's where
 24 they did it, and I could bring a solicitor or a friend
 25 or whatever, so I plumped for the National Federation

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1 any part of it. I would just keep myself to myself
 2 out of the way with the Federation rep. They were
 3 laughing and joking about football and I thought
 4 "There's something" -- I don't know, it just didn't
 5 seem right. And then when I was under caution being
 6 given the interview, the rep tried to speak up and
 7 I do apologise again, one of the interviewers shouted
 8 at him -- pointed his finger and said "And you can
 9 fucking shut up".

10 He never spoke again from what I can remember.
 11 I were just left by myself. It were a waste of time
 12 him being there.

13 **FACILITATOR:** Can you remember specifically which team or
 14 unit they were from, the investigators?

15 **GARY BROWN:** They were from Manchester somewhere, that
 16 area. They were like good cop, bad cop. One was nice
 17 and the other was just accusing me all the time "What
 18 have you done with the money? You're guilty", and
 19 that sort of thing. Part of it I weren't feeling well
 20 and they said "Do you want to stop", and I said "No
 21 keep going", so ...

22 But it lasted far longer than the 63 minutes,
 23 and then they searched the house and garage and cars.
 24 They even went through my wife's underwear drawer. It
 25 were just humiliating.

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1 rep, a different one, and from the Rotherham area,
 2 I believe, and he told me, if they found me guilty,
 3 I will be going to jail for two years and, within an
 4 hour --

5 **FACILITATOR:** The Fed rep said that, sorry?

6 **GARY BROWN:** The rep said that, I will be going to jail
 7 for two years and, within an hour, one of the
 8 interrogators said exactly the same to me, off record,
 9 "You're going to jail for two years".

10 **FACILITATOR:** Okay, right, so what did happen next, Gary?

11 **GARY BROWN:** I were interviewed under caution.

12 **FACILITATOR:** In the spare bedroom?

13 **GARY BROWN:** In my spare bedroom. They said it lasted
 14 63 minutes when I did the Freedom of Information, but
 15 it lasted far longer than that.

16 I did the Freedom of Information to get the copy
 17 of the CD, which I didn't get. They said they would
 18 give me one and they didn't, but I never even got a CD
 19 from the Post Office, I got a heavily redacted
 20 transcript of it.

21 **FACILITATOR:** So what's your recollection of the process
 22 between them arriving in the bedroom and the
 23 caution -- telling you you were under caution?

24 **GARY BROWN:** Well, before and after the interrogation it
 25 were lighthearted -- not with me because I didn't want

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1 **FACILITATOR:** Right. Then the outcome of this was what?
 2 What happened next?

3 **GARY BROWN:** I resigned, or were told to resign. I was
 4 advised by the union rep to sell my house to pay them
 5 back. He said if you do that it might stop you from
 6 going to jail and being prosecuted, going to jail. So
 7 we put our house on the market. We explained to the
 8 estate agent the position. The house were valued at
 9 £350,000 on business, and it eventually sold for
 10 225,000. So we lost 125,000 like that. That's just
 11 so I didn't go to jail.

12 **FACILITATOR:** Yes. So what was the -- I will come back
 13 to -- no, just finish off then. What was the legal
 14 process that you went through?

15 **GARY BROWN:** I didn't go through none, no.

16 **FACILITATOR:** You (inaudible) --

17 **GARY BROWN:** I had a letter and a phonecall from
 18 Andy Carpenter(?) and he said they're not going to
 19 take it any further, so that were it, that were
 20 finished, but I were hounded and hounded -- that was
 21 February, until we moved out in July -- by phonecalls
 22 from one of the investigators "Where's our money?" and
 23 that's all they were bothered about "Where's our
 24 money?" Even when we were exchanging contracts, I got
 25 a phone call "Have you exchanged contracts yet".

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1 "Yes".
 2 "Well, can we have our money straight away".
 3 I said "I will send a cheque off tomorrow" and that
 4 were it.
 5 **FACILITATOR:** So you sold the house, you paid back the 32,
 6 was it, in all?
 7 **GARY BROWN:** Yes.
 8 **SIR WYN WILLIAMS:** Which year was this, please?
 9 **GARY BROWN:** 2014.
 10 **SIR WYN WILLIAMS:** Yes, thanks.
 11 **FACILITATOR:** Okay, and so was that the end of that
 12 process then, effectively, from what you're saying,
 13 was it?
 14 **GARY BROWN:** Yes, that were it finished, yes. Yes.
 15 **FACILITATOR:** Sandy, could I come to you just to describe
 16 some of your process because you mentioned about the
 17 POID and the Federation. Perhaps if I could give you
 18 a few minutes to -- let's start as Gary was talking
 19 about the investigation. Do you just want to tell us
 20 about your experience and views on the POID then?
 21 **SANDRA BROCKLEHURST:** Yes, sure. First of all, there is
 22 something I would like to say that Sir Wyn may or may
 23 not understand, all right?
 24 Branch secretaries in the Federation were
 25 volunteers. We weren't trained. The most help we got
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1 interviews -- I wasn't supposed to -- because the
 2 subpostmaster was in such distress and I insisted that
 3 we had a break. I mean, they really were -- it was
 4 good cop, bad cop but they were quite nasty about it.
 5 So I want to mention that fact because a lot of the
 6 witnesses have said, "Oh, the Fed rep didn't say
 7 anything". As I said, we were not allowed to.
 8 If we had a -- we were called to help with
 9 what's called an RTU, which was Reasons to Urge
 10 interview, Reasons to Urge to get the postmaster
 11 reinstated, that was normally with a contracts
 12 manager. The Federation representative could make
 13 representation to the contracts manager on behalf --
 14 you know, supporting a subpostmaster, and I did that
 15 on a number of occasions as well. So, you know, when
 16 I hear about these people that didn't seem to get the
 17 benefit of help from the Federation, it does annoy me
 18 because, at the time, I was quite a proud member and
 19 I was a branch secretary for 16 years and, in all that
 20 time, I only had one case that I couldn't deal with
 21 and that was because he got himself a solicitor and,
 22 if they did that, we weren't involved any more.
 23 All the other cases I dealt with with the
 24 Post Office, and got on extremely well with most of
 25 those personnel. I seemed to have a rapport with them
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1 was a little leaflet saying "This is how to organise
 2 a meeting and give your local subpostmaster some
 3 support", but it didn't really explain what that
 4 meant.
 5 When I took the job on I started doing what
 6 I assumed all the branch secretaries were doing and
 7 that was I organised meetings and if anyone had
 8 a problem, I dealt with it, whether it be going to
 9 help them check that their balance was right, and if
 10 a postmaster in our area ran into trouble they knew to
 11 ring me straightaway, and I used to tell them "Make no
 12 comment to the auditors and let us know when the POID
 13 interview is".
 14 And I would attend that interview as a friend or
 15 as a Federation rep, but we were not allowed to say
 16 anything. We were there, we could be there to oversee
 17 what was going on but we were quite categorically told
 18 we were not allowed to intervene. So I could only
 19 give my subpostmaster advice before he went in and
 20 support when they came out, and I sat in on many
 21 an interview where it was extremely harassing. They
 22 were quite brutal at times, that's the word I would
 23 use.
 24 I know they had a job to do but, on two
 25 different occasions, I actually stopped the
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1 in the end. In fact, sometimes, POID would phone me
 2 up and say, "We're suspending this person this
 3 morning, maybe you would like to contact them later",
 4 they would tell me in advance what was going on.
 5 The one thing I did notice was the fact that
 6 there was no consistency from branch, or area to area,
 7 in the outcome of these suspensions. In one area, the
 8 subpostmaster could be reinstated, in another area
 9 they were booted out and I could never understand why,
 10 why that happened. They could lose their job for £500
 11 in one area and, in another area, they're being
 12 reinstated although there was thousands of pounds
 13 supposedly missing. I could never understand that.
 14 **FACILITATOR:** Which areas of the country were you the
 15 branch secretary?
 16 **SANDRA BROCKLEHURST:** Most of Somerset. Most of Somerset.
 17 But the other thing that I found annoying was the fact
 18 that, as I said, the branch secretaries didn't really
 19 get any training. The executive officers were
 20 supposed to help us and, to me, they were like an
 21 old boys' club. I would phone them up for advice and
 22 they would go, "Tell him to ring the Samaritans, tell
 23 them we can't help them".
 24 And this I must tell you. I was at the --
 25 I think it was the Llandudno conference, on my way in,
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1 and Alan Bates, of the JFSA now, was stood outside
 2 handing out leaflets and, as I went to take one, my
 3 executive officer walked by and in a very loud voice
 4 he said "Sandy, don't take any notice of him, he is
 5 a thief". And that's how the executive of the
 6 Federation thought of people that were in trouble.
 7 The minute they were in trouble, they were guilty, and
 8 I never took that view. I took the view you were
 9 innocent until you were proved guilty and I worked
 10 very hard to try and make these subpostmasters -- if
 11 they weren't reinstated, they would have time to sell
 12 their office, so they didn't lose their investment and
 13 things like that.

14 But I feel so sorry that, in other areas, the
 15 branch secretaries didn't do that as well.

16 **FACILITATOR:** So how often were you typically in contact
 17 with the executive officers, Sandy? Just sort of
 18 describe that communication for us.

19 **SANDRA BROCKLEHURST:** Well, as I said, they weren't much
 20 help. I had my very first case -- a subpostmaster
 21 phoned me up and he was in a desperate situation, was
 22 talking about suicide, and I spent 40 minutes on the
 23 phone talking him out of it, and I put the phone down,
 24 walked back into our house, it was connected, and my
 25 husband said "Are you all right?" and I burst into
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1 say, "Well, what do you think?" and if we thought he
 2 was guilty, the best I could do was get him time to
 3 sell and let the Post Office deal with him.

4 If I thought they were innocent I would fight
 5 the case.

6 **SIR WYN WILLIAMS:** Just one more question from me. You
 7 have stressed that when you attended interviews under
 8 caution you weren't allowed to say anything. Just
 9 tell me how that kind of instruction came about? Was
 10 that something said at the beginning of the interview
 11 by the investigators or was that something that was
 12 just known throughout the business, so to speak?

13 **SANDRA BROCKLEHURST:** I think it was known throughout the
 14 business but, to my knowledge, the first few
 15 I attended it was, funny enough, always the same
 16 interrogators. We would go in, sit down and he would
 17 look and say "You're here just to see fair play,
 18 you're not allowed to say anything". Then we would
 19 have to give -- they would start the tape and we would
 20 give our names and who we were, and so it would roll.

21 **SIR WYN WILLIAMS:** As far as you can remember -- and,
 22 please, if you can't, that's fine -- at these formal
 23 interviews under caution, was anything ever said by
 24 the investigators about the right to legal
 25 representation?

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1 tears.

2 I had never had to experience anything like
 3 that, so I phoned up my executive officer for some
 4 advice and he said, "Oh, for heaven's sake, tell him
 5 to phone the Samaritans or put the phone down on him".
 6 And I thought "That's not what an organisation that is
 7 supposed to be representing subpostmasters is supposed
 8 to do, surely?" And we didn't get any help from the
 9 executive. As far as I was concerned, they were like
 10 an old boys' club, no help.

11 **SIR WYN WILLIAMS:** Sorry, you said that you were a branch
 12 secretary for 16 years. Can I try and pin down the
 13 period we're talking about, from when until when?

14 **SANDRA BROCKLEHURST:** 1990 until about 2007, and then
 15 I became branch president.

16 **SIR WYN WILLIAMS:** How long did you hold the position of
 17 branch president?

18 **SANDRA BROCKLEHURST:** A couple of years until we sold the
 19 office. I took the presidency on so that I could help
 20 nurture the new secretary in but he was well up to it
 21 anyway.

22 I was very lucky in my branch because my branch
 23 president was ex-police, so if we heard of
 24 a postmaster in trouble we would both go along and
 25 interview him ourselves and we would come away and
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1 **SANDRA BROCKLEHURST:** No.

2 **SIR WYN WILLIAMS:** Thank you, Ms Brocklehurst.

3 **FACILITATOR:** Is your understanding that there were
 4 similar experiences for other branch secretaries, so
 5 when you went to conferences, did you share these
 6 experiences with others and things?

7 **SANDRA BROCKLEHURST:** Some of them were very good, they
 8 would do their very best to support the postmasters,
 9 but others just organised meetings and if somebody --
 10 a subpostmaster phoned up who was in trouble they
 11 would say "What do you expect me to do about it?" and
 12 put the phone down.

13 I had a phonecall from the -- one of the retail
 14 managers of a post office and she said to me, "Sandy,
 15 we have had to suspend someone in Devon. I know it's
 16 not your area but the branch secretary put the phone
 17 down on them. Not expecting you to do anything but
 18 she might need a shoulder to cry on, will you ring
 19 her?" So I rang this lady up, had a long chat with
 20 her. Cut a long story short, in the end, POID phoned
 21 me up and said, "We've got no lady investigators
 22 available on that day, are you going to be
 23 representing this lady?" and I said, "Yes, I'm coming
 24 down". They said "We will pick you up and drive you
 25 down then", so I said "Fine". So I went down with
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1 them. They promised me lunch on the way back.
 2 Anyway, I had a chat with my lady before she
 3 went in. She admitted to nothing. When they came out
 4 POID turned to each other and said "There's nothing we
 5 can prosecute this lady on", and we went, got in the
 6 car and, as I said, they promised me lunch on the way
 7 back. Well, his idea of lunch was a sandwich and
 8 a can of coke from the local garage because I think
 9 they were a bit annoyed, because he turned to me and
 10 said, "Was that lady really stupid or was she well
 11 coached?" and I didn't answer him because she had
 12 genuinely not done anything wrong.
 13 **FACILITATOR:** So, in the period after Horizon was
 14 introduced, was this a common experience for you as
 15 branch secretaries collectively to be dealing with
 16 Horizon issues?
 17 **SANDRA BROCKLEHURST:** Yes, that and training, that and the
 18 training issues with Horizon, and generally. I mean
 19 I had another case where a subpostmaster -- new
 20 subpostmaster was closing at lunchtime on a Wednesday
 21 and he was still trying to balance at midnight, so my
 22 husband and I went over and we showed them how to
 23 balance and how to use the system, which really the
 24 Post Office should have done in the first place.
 25 **FACILITATOR:** Yes. When you were ringing the executive
 65

1 the way that you were treated or anything at all that
 2 Sir Wyn hasn't heard about the actual events.
 3 **TIM BOOTHMAN:** If I can come in, is that okay?
 4 **FACILITATOR:** Yes, please.
 5 **TIM BOOTHMAN:** Yes, the other sort of small story I would
 6 like to say is, it would have been round and about in
 7 2017, that day I was serving on the counter -- by this
 8 time I had two branches and I had got a manager in
 9 each, and I was serving on the counter, and I served
 10 a young gentleman with an HGV licence tax and it was
 11 £1,800, and I did the transaction and, to the very
 12 best of my knowledge, put the cheque in the drawer, he
 13 paid with a cheque.
 14 Now, at the end of the day, what you do is you
 15 process the cheque deposit envelopes, which are people
 16 putting cheques in their bank accounts, and also remit
 17 the cheques out to a processing centre and fill
 18 a batch control voucher in and send them off in
 19 an orange and white pouch, and they would get there
 20 the next day and they would do whatever.
 21 Now, on that particular day, what must have
 22 happened is I must have inadvertently sent the cheque
 23 to the Post Office without remitting it out and
 24 without a batch control voucher, because my member of
 25 staff the day after had run off a cheques listing and
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1 officers up -- you mentioned earlier about calling the
 2 executive officers for support or advice, were you
 3 telling them, "You know, there's a Horizon problem
 4 here or there", or whatever, and what were their
 5 reactions?
 6 **SANDRA BROCKLEHURST:** That was -- well, the executive
 7 officers were normally in attendance at our regional
 8 meetings and these subjects came up and they just
 9 said, "No, no, no, it's robust, nothing wrong with
 10 it".
 11 **FACILITATOR:** When would that have been, sorry?
 12 **SANDRA BROCKLEHURST:** They followed the same line as the
 13 Post Office all the way through: nothing wrong with
 14 the system.
 15 Now, I understand why, to a certain extent.
 16 Obviously, if they had admitted -- if the Post Office
 17 had admitted there was a problem they might have
 18 risked losing clients, if it they thought there were
 19 bugs in the system but, at the same time, there were
 20 subpostmasters being prosecuted for things they hadn't
 21 done.
 22 **FACILITATOR:** Yes. I want to spend the last half an hour
 23 talking about the impact of all of this on all of you,
 24 but do you have any other information you want to
 25 share with us about the processes you went through,
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1 there was a cheque there for £1,800 that obviously
 2 wasn't in the drawer. And so he asked me what
 3 I thought had happened, to which I can't remember, and
 4 then we sort of pieced it together. We rang the
 5 helpline and the helpline advised that to just remit
 6 the figure of £1,800 out and your system will be right
 7 and don't worry about it, it will be fine.
 8 Because there were one or two scenarios that
 9 either by mistake given the cheque back, right, to the
 10 customer, or sent it off, like I have just stated.
 11 So thought nothing else of it, until about
 12 three weeks later I got a transaction correction
 13 wanting £1,800 from me. In other words -- and at that
 14 point I was, "Gosh, that's going to be quite
 15 a large -- to put in", you know, because we always had
 16 to put money in.
 17 Now, as fortune would have it, later that day,
 18 that gentleman came in again to tax another lorry.
 19 They obviously had, I think, a fleet of about 50
 20 lorries and I recognised his face and I explained to
 21 him the story and he said, "No problem, come up --
 22 come and see my dad, he is very amenable, we will see
 23 if we can sort it out". And, sure enough, I went to
 24 see the gentleman and he got out his bank statements
 25 and sure enough, the cheque had been cashed, right,
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1 the cheque had been cashed.
 2 So I came back and phoned the helpline up and
 3 told them this and they said "Well, you didn't send
 4 a batch control voucher off, we have no way of
 5 knowing, you have still got to pay the £1,800, but the
 6 only way that you can get round this is if you go and
 7 get the cheque number, the sort code and account
 8 number".
 9 So I went back to this haulier and he rather
 10 kindly took me down into the bank branch in Buxton and
 11 we got a photocopy of the cheque. I came back to the
 12 post office and phoned the helpline up again and said,
 13 "Here, right, here is the cheque number, here is the
 14 sort code, here is the account number", and their
 15 reply was, "Yes, we did cash that cheque". And my
 16 reply was, "Well, why did you want another £1,800 from
 17 me then?" and it was a case -- it was a case of she
 18 laughed, right, her first thing was she laughed,
 19 "Well, you didn't remit it out and you didn't send
 20 a batch control voucher, so it's tough". And I said
 21 "You cashed it, you had had the money".
 22 So the way I understand it works is the
 23 Post Office must have some form of client suspense
 24 accounts and so, in that particular one, right, it
 25 might be it happened daily, it might happen weekly, it
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1 something, you know, for me -- for me, the Inquiry
 2 needs to ask that question of Post Office Limited.
 3 Thank you.
 4 **FACILITATOR:** Thank you, Tim.
 5 Gary, I would like to come to you. Obviously,
 6 this is a human -- part of this is the human impact
 7 and I would just like you to describe -- you talked
 8 before about the health problems that you were having
 9 at the time. I just wonder if you could tell us just
 10 a bit more about the impact all of this has had on
 11 you, whether it is financial, personal, or whatever,
 12 just tell us your feelings, please?
 13 **GARY BROWN:** Well, we lost everything. We lost our home,
 14 to start with, our business. My health is shot to
 15 pieces. I'm on that many tablets a day to keep me
 16 going, it's unbelievable.
 17 I'm still having panic attacks with it. About
 18 two or three years ago I found myself in the local
 19 cemetery at 3 o'clock in the morning, just sat on the
 20 bench looking at the graves. I don't know how I got
 21 there. I don't even know how I got back but I just
 22 remember being in the graveyard. It's things like
 23 that. I have had Bell's palsy with it, all brought on
 24 by stress. Three months of walking around with my eye
 25 closed and my mouth disfigured like the Hunchback of
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1 might happen monthly, the DVLA will know exactly how
 2 many tax discs were issued, and how much the amount of
 3 money and the Post Office will owe them an amount of
 4 money. Well, if they had had my £1,800 as well, that
 5 client suspense account would have been in surplus, so
 6 what would have happened to that money? Did it just
 7 sit there forever? Would it have just sat there
 8 forever? Or would it have found its way somewhere
 9 else, like Post Office Limited's profit and loss
 10 account?
 11 I, to this day, can't really understand why New
 12 Scotland Yard has not walked into Finsbury Dials and
 13 turned the place upside down, and that is just my
 14 opinion, to be honest. And, you know, I -- obviously,
 15 I have followed all this Horizon IT scandal all this
 16 time and, you know, I think a lot of the time that
 17 it's not a case of a loss, the money has been
 18 misappropriated. So, for all intents and purposes,
 19 the money is somewhere else, not where it should be,
 20 but I was extremely fortunate to recognise the
 21 gentleman when he came in to tax another lorry
 22 because, if I hadn't have done, right, I would have
 23 been £1,800 out-of-pocket, and that money would have
 24 sat somewhere in Post Office Limited for God knows how
 25 long and -- well, I just don't know. That's
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1 Notre Dame, I was, so -- I mean, when your daughter
 2 looks you in the eyes and asks you not to kill
 3 yourself, that were the biggest one for me, but she
 4 didn't realise that about a month before I had already
 5 tried.
 6 **FACILITATOR:** What age was she then, sorry?
 7 **GARY BROWN:** It were 2012, so she would have been 25.
 8 25 years old, yes. So, yes, it has just been awful.
 9 Both of my children went to university. We
 10 couldn't afford to give them money. Couldn't finance
 11 them through to university, and that was so
 12 embarrassing and degrading, and they have never
 13 complained about it once, that's the thing. It has
 14 just been horrendous. I wish I had never -- I wish
 15 I had never ever set foot in a post office. It's been
 16 terrible.
 17 **FACILITATOR:** We're obviously talking about some of those
 18 serious impacts then and, from what you're saying,
 19 they still continue now.
 20 How would you sum up the changes that have
 21 happened to you?
 22 **GARY BROWN:** What do you mean, mentally or physically?
 23 **FACILITATOR:** Just everything really, from how you were,
 24 from the person that you were describing at the start?
 25 **GARY BROWN:** Well, I used to -- when we first went in,
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1 I was 45 years old, so I weren't a spring chicken then
 2 but I used to work 12/14 hours a day, and, yes, I was
 3 tired, it was long -- but now, I haven't worked since
 4 I left there. I can't work. I got up this morning
 5 and I thought to myself, "Hey you don't feel bad, only
 6 my knees are hurting". Within an hour, I were laid
 7 down again, just the condition what I've got. I was
 8 just laid down and I didn't get up again off the
 9 settee until coming in here at just before 1 o'clock.
 10 It's just shocking. I mean, the -- I don't even
 11 think they're interested what damage they have caused,
 12 the Post Office. I don't really -- there's been
 13 nothing there at all.
 14 **FACILITATOR:** If I have understood you, you have not
 15 worked since you closed the post office?
 16 **GARY BROWN:** No, no.
 17 **FACILITATOR:** So what age would you have been then?
 18 **GARY BROWN:** I were 58 when we closed. 58, yes. So I'm
 19 66 now, so, I mean, this should be when we're enjoying
 20 ourselves, me and Maureen, but no.
 21 **FACILITATOR:** You mentioned your daughter. Do you have
 22 a partner, a wife?
 23 **GARY BROWN:** Yes, Maureen.
 24 **FACILITATOR:** How would you describe the impact that she
 25 has experienced?

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1 **GARY BROWN:** Maureen ended up on antidepressants as well
 2 but we have been solid, we haven't argued about it,
 3 about what's happened or anything, we have been
 4 really, really solid. I can't fault her for it. She
 5 has been fantastic. I'm really proud of her.
 6 **FACILITATOR:** Thank you, Gary.
 7 **GARY BROWN:** Okay.
 8 **FACILITATOR:** Sandy, you were nodding in agreement to some
 9 of what Gary was saying. Do you want to tell us a bit
 10 about the impact that all of this has had on yourself?
 11 **SANDRA BROCKLEHURST:** Luckily, none whatsoever, to be
 12 honest.
 13 I mean, the last three years of having the
 14 post office, I wanted to get out, I had had enough,
 15 I wasn't happy with Horizon, I wasn't happy with the
 16 Post Office, to be quite honest. So it took us
 17 three years to sell it but we managed to. The day we
 18 walked out of there we decanted to a hotel and I sat
 19 and cried. I was so relieved to have got shot of the
 20 Post Office, if you like.
 21 I don't think people realise that when they take
 22 on a contract, you're immediately under the thumb of
 23 the Post Office. You open the hours they want you to
 24 open, you transact what they want you to do. You're
 25 just -- you're stuck with it and it's not the sort of

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1 job where you can hand in your notice and leave after
 2 a month if you don't like it. You've got all your
 3 money tied up in it, so you have either got to make
 4 a go of it and make it work, or, you know, hang on and
 5 sell.
 6 I mean, I did over 20 years for the Post Office.
 7 If I had my time again I wouldn't go near one,
 8 absolutely wouldn't. We sold our house originally to
 9 buy a village shop and then we took the post office
 10 on. We have never got our original investment back.
 11 Those houses are worth twice as much as the ones we
 12 are living in now, that we could afford to buy when we
 13 sold the last post office. Our investment went down,
 14 even though the post office -- the mains office
 15 I ran -- I mean I increased the remuneration from
 16 about 45,000 up to nearly 80.
 17 But when it came to sell it, we just didn't get
 18 the market value it was really worth, what with --
 19 they were right in the middle of transform -- Network
 20 Transformation, or whatever name they gave it, and we
 21 had to wait to get a letter from the Post Office to
 22 say they were confirming that we weren't a branch that
 23 was closing. And we had to wait for that, but,
 24 you know, it was -- I wouldn't want another
 25 post office ever again and I have -- I had to say,

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1 I have actually recommended people not take them on.
 2 **FACILITATOR:** Thank you, Sandy.
 3 So, Tim, how would you sum up all or any of the
 4 impacts that these events have had on you then?
 5 **TIM BOOTHMAN:** You would have to split it into two,
 6 really. There's obviously -- we have talked about the
 7 human impact and the other aspect is looking at it
 8 from a business person's point of view.
 9 From a human impact, right, day to day, week to
 10 week, year to year, it's an arduous task running
 11 a post office, right, arduous. It is harrowing,
 12 it's -- you are in a constant battle, you're in
 13 a constant state of alertness that something might
 14 happen and that can be, you know, through customers,
 15 or it could be the Post Office, because nothing's ever
 16 easy with the Post Office.
 17 A simple task -- a simple task, what you would
 18 think is a simple task is -- can seem just beyond the
 19 Post Office's comprehension, and I will give you
 20 a little example, something that's happened this very
 21 week. They have changed all the banking screens on
 22 the user interface on the Horizon System in the last
 23 fortnight.
 24 Now, as you will know, the icons -- it's a touch
 25 screen and there's icons, but in the bottom corner of

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1 each icon is a two digit number and some users choose
 2 to use those numbers, instead they use the keyboard,
 3 so I will give you this example of what's happened
 4 this week. The withdrawal icon used to be number 42,
 5 so my counter clerk has always pressed number 42, it's
 6 a withdrawal. Guess what they have changed it to,
 7 right? The icon, yes, it's in a different place, but
 8 icon number 42 is now deposit.

9 So a customer came in this week, right, and
 10 asked "Can I withdraw £600, please?" So reverting
 11 back from years, and years, of using Horizon, the
 12 counter clerk has pressed number 42, £600, and must
 13 have actually done it twice because that's one thing
 14 that they have improved, for a deposit, you have to
 15 confirm it twice, and mistakenly put £600 into this
 16 lady's account instead of withdrawing it.

17 Now, we realised the mistake at the time and
 18 this lady said, "Well, it's your mistake". We rang --
 19 the counter clerk's phoned the helpline and I gather
 20 everything will be sorted, but, you know, it very much
 21 depends on the honesty, right, of that customer,
 22 because I think the Post Office writes to the bank and
 23 then the bank writes to the customer and the customer
 24 has to give permission for that £600 to be taken back
 25 out.

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1 If they're not honest, there's very little I can
 2 do about it.

3 Now, only the Post Office, right, could make
 4 that kind of error. That just shows a complete lack
 5 of understanding of what it's like to actually serve
 6 on a post office counter and I will bet -- I mean,
 7 I have not heard of it yet, I will bet there's lots of
 8 mistakes being made at this -- while we speak, for
 9 that very, very reason and that is how it is for --
 10 that's how it's been for years, and years, and years.

11 Looking at the other aspect from a business
 12 person's point of view, I, seven years ago, started
 13 a little microbrewery, and I have now actually bought
 14 a little micropub as well, and I'm starting to think
 15 along the lines that do I want myself and my business
 16 and my limited company and my family having anything
 17 to do with the Post Office? It's -- you know, its
 18 reputation, right. It must have gone right down with
 19 all this -- what's going on.

20 To be successful and to continue to be
 21 successful in business, do I want to be associated
 22 with the Post Office any more? I'm sure it will come,
 23 it won't just be yet, but that's from a business
 24 person's point of view: does the Post Office have any
 25 future?

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1 Going back to the human impact, right, if you
 2 look at everything closely, right, everybody that's
 3 ever owned a post office, certainly in the 24 years
 4 that I have owned one, right, we're all victims, for
 5 the very, very simple reason that we have done -- we
 6 have not enjoyed the post office that should have and
 7 could have been. So we're all victims and I know
 8 there's a massive variation in, you know, in some of
 9 the people that have actually, you know, been
 10 prosecuted, et cetera.

11 But sure -- you know, sure enough, we're all
 12 victims because we have all had to suffer in one form
 13 or another because the Post Office has not been the
 14 organisation it should have and could have been.

15 **SIR WYN WILLIAMS:** Mr Boothman, can I ask you, while it is
 16 on my mind -- and I apologise to Jerome if he was
 17 about to ask it -- but you, of course, are still
 18 currently a subpostmaster?

19 **TIM BOOTHMAN:** Yes.

20 **SIR WYN WILLIAMS:** There have been many public statements
 21 made by very senior Post Office personnel to the
 22 effect that they really do wish to improve the
 23 relationship between the Post Office and
 24 subpostmasters and those statements have been made,
 25 obviously, particularly in the light of the ending of

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1 the litigation.

2 What's your experience of the last two or
 3 three years in terms of general relationships with the
 4 Post Office?

5 **TIM BOOTHMAN:** Right, that's a very good question. Could
 6 be about three years ago they reintroduced area
 7 managers, so every single post office, regardless
 8 whether we were only a small post office, a large
 9 post office, has been given an area manager, and
 10 I have to say the two that I have had have been
 11 brilliant and I've never heard a wrong word about any
 12 of the other 90 others neither, so that has been
 13 a very, very, very positive step.

14 But do I think a leopard can change its spots?
 15 No. What I actually think has happened is the
 16 Post Office has moved their spots and is hiding them.
 17 It comes forward and says that it wants to reset the
 18 relationship -- I actually did ask Nick Read, "What do
 19 you mean by resetting the relationship? What
 20 relationship are you trying to reset?" And his exact
 21 words were, "There wasn't one".

22 And the way that I see it is they are making all
 23 the right noises and they like people to perceive that
 24 they have totally changed but, actually, right, if you
 25 dig down deep enough, they have not changed at all.

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1 There's like a hierarchical structure within,
 2 you know, the higher end of Post Office Limited that,
 3 actually, no, no. I -- as I have stated, as
 4 a businessman and a contract holder with them, you
 5 would be extremely foolish to ever trust them again
 6 for what things that's happened to me and other
 7 postmasters.

8 So there's plenty of evidence that they will
 9 suggest and, yes, things -- little bits of things have
 10 improved like, you know, a dispute button when it
 11 comes to balancing and this, that and the other but,
 12 actually, you know, what's the Post Office's plan for
 13 the next five years? What do they actually intend to
 14 do? Are they being as transparent as they should be?
 15 Probably not.

16 You know, I -- you know, as I have stated that
 17 my mother -- my mother gave me a substantial amount of
 18 money to buy my first post office and I feel very
 19 lucky that that sort of investment is still intact as
 20 we speak, but whether I will ever see that money
 21 again -- you know, could I ever sell this post office?
 22 That would be a bit of a different story. I think
 23 I would struggle to actually sell it.

24 So I'm open minded, but I think that the Inquiry
 25 should look at actually -- actually dig deeper.

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1 There's an awful amount of rhetoric out there and it's
 2 like a hazy cloud, it's speculation. The newspapers
 3 are full of it. There's loads of things on Facebook
 4 and Twitter and all that and I just think that
 5 actually what the Inquiry needs to do is it needs to
 6 really dig deep and dig really down to find out
 7 actually what's actually happened and what the
 8 Post Office and Government's intent for the network is
 9 going forward.

10 **SIR WYN WILLIAMS:** Thank you.

11 **FACILITATOR:** Gary, just before we finish I wonder -- you
 12 are probably aware that Sir Wyn is going to be talking
 13 with the other key players in these events.

14 I wondered what would you be asking him to ask them?

15 **GARY BROWN:** The Post Office?

16 **FACILITATOR:** The Post Office, the Government, whoever,
 17 Fujitsu, individuals, whoever.

18 **GARY BROWN:** The culprits? I would just -- I would ask
 19 Sir Wyn to get the truth out of them: why they did it.
 20 I think we know why they did it, but why did they
 21 punish us like they did, for no reason? I mean it's
 22 heartbreaking how many people have been affected by
 23 it, not just the 555, but the hundreds and hundreds of
 24 people and the communities as well what they've had
 25 their post office closed down because of it.

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1 I'm sure Sir Wyn is going to get to the bottom
 2 of it because he seems a very trusted man and I just
 3 hope he can do it. Just ask them some delving
 4 questions, which I know he is going to do, and I would
 5 like to say thank you to Sir Wyn for all he is doing.

6 **FACILITATOR:** Thank you, Gary.

7 Sandy, have you got any questions you would like
 8 Sir Wyn to raise on your behalf?

9 **SANDRA BROCKLEHURST:** I would like to know what the
 10 Post Office did with the surpluses that were in the
 11 suspense account because I was told at one stage it
 12 was quite a large amount of money.

13 Now, after they balanced all their clients'
 14 complications and sorted that out, there must have
 15 been a substantial amount of money sat in there
 16 because subpostmasters were paying in 30,000 here and
 17 there. What happened to that money? Did it go into
 18 the Post Office's bottom line profit, or what? But
 19 I would like to know what happened to that.

20 I would also, to a certain extent, like to say
 21 that I think it would be very nice if the Post Office
 22 and the Government finally gave the subpostmasters
 23 a reasonable amount of compensation. What I wouldn't
 24 want to see is lawyers and accountants arguing for
 25 years about how much they give someone because their

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1 husband killed themselves and how much do you give
 2 somebody if they lost their house and how much do you
 3 give them because they lost their job ten years ago.
 4 I think across the board the compensation should be
 5 a reasonable amount of money, X amount to each one of
 6 them, end of story, so we can put a closure on it.
 7 These people are desperate. They need the money now
 8 and that's got to be sorted.

9 As for the Post Office personnel, I think I can
 10 understand why they did what they did. I would like
 11 to know whose instructions, and if they came from the
 12 top, where Post Office personnel were told to tell
 13 subpostmasters "You're the only one". That must have
 14 come from somewhere and that's it really.

15 I would like to thank you for allowing me to
 16 speak today.

17 **FACILITATOR:** Thank you, Sandy.

18 We are coming to the end of our time. Do any of
 19 you have any other final things you would like to
 20 bring to Sir Wyn's attention before we pass back to
 21 him? Anything you haven't been able to say that you
 22 wanted to?

23 **TIM BOOTHMAN:** Can I just say, just in reply to Sandra and
 24 Gary, just following on: the truth, the whole truth
 25 and nothing but the truth. I think if you were to

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1 straw poll the vast majority of postmasters, that's
 2 the answer you would get. People just want to know
 3 what actually happened.
 4 **SANDRA BROCKLEHURST:** Yes.
 5 **FACILITATOR:** Thank you very much. It sounds like a good
 6 time to hand back to Sir Wyn, but I would like to
 7 thank you for your time this afternoon and for your
 8 openness. It has been a privilege to hear what you
 9 have to say, thank you. So I will pass back to you,
 10 Sir Wyn.
 11 **SIR WYN WILLIAMS:** Well, obviously the first thing I must
 12 do is to thank the three of you for participating in
 13 this afternoon's session. We have now done a number
 14 of focus group hearings, as they are called, and each
 15 one of them has been extremely informative in their
 16 way, and this one has been no exception, because in
 17 each one of them I learn things that I didn't know and
 18 that is really the reason why we're holding them, so
 19 a big thanks from me.
 20 Some of the things you have said to me, all
 21 three of you, haven't been said to me before and you
 22 may know that many people have made witness statements
 23 about their experiences. I stress that I am not going
 24 to compel any of you to make a witness statement if
 25 you don't want to, but it may be that in the course of
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1 the coming weeks members either of the Secretariat or
 2 my legal team will contact you and ask you whether you
 3 are prepared to make witness statements about some of
 4 the things you have told me about and if that does
 5 happen I would be very grateful if you would give that
 6 careful consideration, but I repeat, nobody is going
 7 to force you to do it, only do it if you want to do
 8 it.
 9 So on that note, and with my repeated thanks, we
 10 will bring this session to an end and I will wish you
 11 all a good afternoon, so bye from me.
 12 **TIM BOOTHMAN:** Thank you very much.
 13 **SANDRA BROCKLEHURST:** Thank you.
 14 (4.01 pm)
 15 (The session concluded)
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