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# Question 1 of the Inquiry's Call for Evidence

What impact did the operation & management of the Horizon IT system have, & what effects were personally experienced as a result?

The losses when they happened. Created anxiety. Suspicious about staff at the time. All the time P. O. Ltd were not helping us. Tried many times to explain the situation but it was like talking to brick wall. As the management were not experienced most were just recruited from crown post offices. As they were not going through anxiety it was causing on not just sub postmasters but families. We had to borrow to make losses ok. We were led to believe P. O. Ltd. Don't lie & was honest organisation. It effectively meant instead of investing cash for our future generations we were subsequently subsidising Fujitsu. We were honest when we gave back £35k which was given to us at our branch in July 2000 in error. 3 months later same auditors punished us for highlighting their big blunder.

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