

Witness Name: Debra Bradshaw

Statement No: WITN06330100

Exhibits: None

Dated: 27th March 2023

POST OFFICE HORIZON IT INQUIRY

FIRST WITNESS STATEMENT OF DEBRA BRADSHAW

I, Debra Bradshaw, will say as follows

Introduction

1. I joined the Post Office on 5th November 1979 as Crown Office Counter Clerk in Newbury. From 1987 to 1989 I worked as a Postal Officer in Network and SPSO services in Aldershot. I then became a Training Officer in Reading from 1989 to 1992. In 1992 I relocated back to Newbury Crown Office. In 2008 I became a Financial Services Specialist before returning to my original job as a Postal Officer in 2011. In 2012 I became a Field Support Advisor in the Southwest Field Team.,

Using Horizon IT System in the course of my work

2. I was working as a counter clerk when Horizon was introduced.

Training I received

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3. I initially received training on Horizon in a classroom setting, however, I cannot remember for how long or where it was held. When Horizon went live in Branch there was experienced trainers with us, but I do not remember for how long they were with us.

4. As a Field Support Advisor I was buddied up with an experienced team member and worked with her for 6 months until I was comfortable to go out on my own. My knowledge about the training side was gained from working in branch and performing back-office duties. My buddy trained me in all aspects of the role that I did not have experience with such as balancing the Lottery and ATM's and in performing audits.

5. I received ongoing training within the Field Team and always had the support of my manager(s). I attended all available training sessions and team meetings to keep up to date with any changes/new products.

My role in relation to training.

6. Whilst at Aldershot CDO I would assist new Sub Postmasters with balancing as and when required. This was before Horizon and was termed as 'follow up balancing' and was after their on-site training and was usually for one or two balances after their trainer had left. If they needed more help it was referred to the Area Manager for further support. My knowledge of balancing was from working on the Crown

Office counter and performing Cash Account duties which involved balancing the whole branch accounts.

7. I became a trainer in 1989 before Horizon was introduced working directly with Sub Postmasters in their branches. I would train them in all aspects of the role and how to balance their branch. This often meant late nights as I would not leave until the balance was completed. I would give Sub Postmasters my home phone number should they ever need my help. They also had support from the Area Managers Office.

8. I joined the Field Support Team in 2012. I was buddied up with an experienced Field Support Advisor and worked with her for 6 months until I was comfortable to go out on my own. My knowledge about the training side was gained from working in branch and performing back office duties. My buddy trained me in all aspects of the role that I did not have experience with such as balancing the Lottery and ATM's and in performing audits. I performed classroom training to both Sub-Postmasters, their staff and Crown Staff and on-site training to Sub Postmasters. If I felt more support was needed onsite, I would raise it with my manager. I always left my phone number with Sub Postmasters so they could contact me if they had any issues with balancing.

9. When training I would ensure that my trainees understood the balancing procedure and how to check and investigate any

discrepancies. I would not leave a branch until the balance was complete.

10. After poor feedback from a trainee in a classroom, I was shadowing a colleague, I felt I needed to change the way the training was delivered. I covered the aspects as laid out but spent more time in teaching the candidates how to serve a customer, whilst increasing the knowledge in the services and to balance their tills every day. Also, how to search for any discrepancies by using the different means available, such as transaction logs.

11. I was aware of reported historic issues with that some Sub Postmaster had with Horizon, but I never came across any whilst using the system.

12. The training delivered was adequate for some who were trained to use it and not so for others who found it challenging. There was support for people who struggled, such as the Field Teams, who could revisit them and the Network Business Support Centre.

Statement of Truth

I believe the content of this statement to be true.

Signed: **GRO** _____

Dated: 27/03/2023

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