



Our General Counsel

**POST
OFFICE**®

At Post Office, we aspire to be at the very heart of customers' choice by becoming the most trusted provider of essential services to every person in the land.

We are Europe's largest retail network and the largest financial services chain in the UK with more branches than all of the UK's banks and building societies put together.

We are proud to have:

- Over 370 years of service
- More than 170 products and services
- Over 11,800 Post Office branches nationwide run by local trusted people
- Over 20 million customer visits

Post Office and our partners offer over 170 products under four product pillars

- Mails & Retail
- Financial Services
- Government Services
- Telephony

Our products and services are available through three main channels: our branches, call centres and online.

With a stable network, investment, modernisation and a drive to improve convenience and service for the customer, the Post Office is moving forward.

Our Values

We promise to:

- Care about doing the right thing
- Challenge convention, competitors and ourselves
- Commit to our customers and to each other

Department Overview

The General Counsel is responsible for managing the Company Secretariat, Internal Audit, Legal, Risk & Compliance and Security Teams.

The Legal Team of 12 are responsible for managing all aspects of legal risk, identifying and solving strategic and operational legal issues and providing understandable, accurate and timely advice to the business on a very wide-ranging and changing set of complex issues, which are frequently novel and to short deadlines.

The team comprises commercial lawyers, who advise on all aspects of commercial and public law, including contracts and procurement (including complex and high value outsourcing arrangements), data protection, equality, intellectual property, bribery, confidentiality agreements and Freedom of Information, financial product lawyers who advise focus on retail banking regulations and savings product portfolios including the launch of new financial products and on-going review and guidance on the existing product portfolio and real estate lawyers, who advise on all aspects of the Post Offices extensive commercial real estate network.

The legal team's expertise is complemented by the use of external legal advisers and secondees where appropriate.

The Risk & Compliance Team consists of 12 employees and is responsible for ensuring that best risk practices are consistently delivered, supporting the Executive Management Team and Board, ensuring efficient operation of the applicable frameworks. This team is responsible for formulating and maintaining the company's risk appetite, tolerances and limits, aligned to strategy and business plan to optimise the risk/return profile of the company whilst maintaining key internal policies.

The Security Team consists of c.83 employees. Its purpose is to protect Post Office network (physical security) and manage investigations to recover losses, fraud cases and other incidents impacting the branch network.

They monitor losses across the business and ensure effective controls are in place and managed by the business owners. Deliver fraud software proof of concept to understand POLs risks relating to fraud and non-conformance. Deliver all security elements of the Facilities Management tender and Grapevine tender and deliver a burglary and robbery reduction programme that protects the assets, reputation and profits of PO Ltd.

The Company Secretariat is a team of 4 ensuring overall corporate governance and Board support.

Internal Audit – the Head of Internal Audit is a fixed line direct report, with a dotted line to the NED Chair of Audit. A small team of 4 running the third line of defence and focused on delivering key audits on Business activity and key transformational programmes as required.

Position Overview

Reporting directly to the Chief Executive, this role will be responsible for providing strategic and operational legal advice and counsel to the Chief Executive, Chairman and the Executive team.

The General Counsel manages the Company Secretary, Internal Audit, Legal, Risk & Compliance and Security teams, currently approximately 110 people, and is responsible for the appointment and management of external legal advisers, and has oversight of all legal budgets.

Over the coming years, The Post Office is looking to grow its revenue by introducing new products and services across our portfolio to offset declining revenue from traditional product areas. Additionally the Post Office is also looking to modernise its branches through the network and Crown transformation programme. The successful candidate will be responsible for managing all legal risk within the business's appetite, and overseeing and seeking improvements to the Post Offices legal framework to ensure the business operates within its powers, is well managed from a governance perspective and is able to meet its strategic objectives.

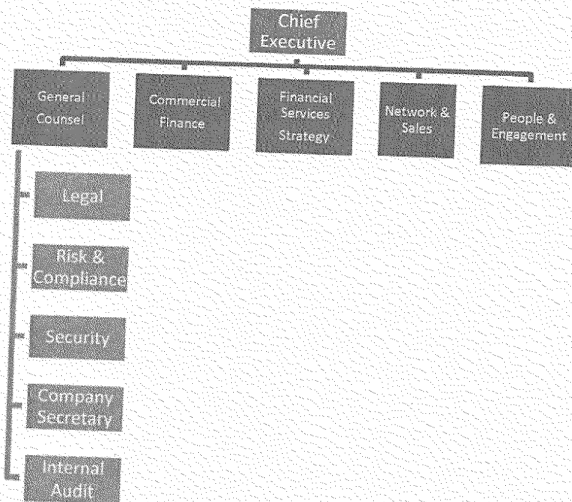
Job title	General Counsel
Grade	Exco
Reports to	Paula Vennells, Chief Executive
Number of reports	5 Direct 110 Indirect
Directorate	Corporate Risk & Governance
Location	London

Key areas of accountability or responsibility

- The primary responsibility of the General Counsel will be to provide wise counsel on legal issues to the Chairman, the CEO, and Executive Team. As a member of the Executive Team you will also be responsible for partaking in and contributing to strategic business decisions across all aspects of the business.
- Managing the decision-making process to ensure that decisions are timely, made on an appropriate evidence base, and reliably and accurately recorded.
- The successful candidate will be responsible for managing a diverse mix of professional and technical specialists and demonstrate leadership behaviours and create a management environment which will ensure this team continues to be high performing and meet business needs.
- The Post Office is looking at supporting its business through the delivery of an integrated outsourced supply chain and the General Counsel will be responsible for ensuring that sufficient legal resource and expertise is allocated to the delivery and management of these contracts and any contract changes.
- The Post Office currently utilises a mix of both in-house and external legal counsel. The successful candidate will be responsible for identifying the most efficient and risk

appropriate mix of internal resource and external legal spend to ensure costs are controlled and good value for money.

- This role will straddle both the public and private sector, and so building a professional network in order to understand legal issues prevalent in both sectors is essential for this role. This includes building relationships with the government as well as exchanging ideas with peers in financial and consumer services.



Knowledge, experience, qualifications and skills

Experience required

- Previous experience working in an in-house General Counsel role, within the Financial Services sector or within an FSA regulated business.
- Private practice experience gained in a top 50 law firm is essential.
- Substantial consumer finance law and financial services regulatory experience including: the structuring and distribution of new and innovative products for the consumer and business retail markets, financial services e-commerce projects, FS market conduct issues,

anti-money laundering and anti-bribery and corruption, regulatory investigations and disciplinary proceedings and litigation.

- Experience of influencing regulatory bodies and government departments.
- Ability to translate complex legal and compliance requirements into practical workable solutions for the business.
- Strong knowledge of compliance ideally gained from managing a compliance function within a large corporate retail banking organisation or the FSA.
- Previous experience of working across complex, rapidly evolving programmes and senior stakeholder management within this environment.
- Experience of running the Company secretariat.
- Previous experience of operating at senior executive level with a demonstrable ability to gain trust and influence at Board and Senior leadership level.
- Previous experience of delivering and managing major outsourcing contracts and managing disputes would be advantageous.
- An understanding of or familiarity with working as part of the public sector and previous experience of successful working with the public sector

Qualifications required

A qualified lawyer with the ability to practice in the UK

Skills required

- A strong intellectual with analytical and problem solving skills.
- Able to work with uncertainty and change in a fast moving environment.
- Able to gain credibility across an organisation

quickly.

- Able to work within a complex environment in which judgement, confidentiality and discretion has to be exercised.
- Excellent leadership skills and ability to work collaboratively as part of a senior team.
- An ability to provide strong leadership behaviours in order to manage teams of specialists.
- Able to think strategically in setting direction and follow through to delivery.
- Able to prioritise own workload and others to deliver against demanding deadlines.
- Self-motivated with drive and determination to deliver results.

Our behaviours

1) Deliver results with pace – Taking personal accountability for delivering results decisively and responsibly.

Adapt plans to stay on track and deliver results even when the situation changes

Maintaining focus on results even when the context changes, anticipating changes, adapting the approach and finding different ways to still deliver, helping others to shift their focus

2) Know the numbers – Using robust and relevant information to inform business decisions

Create robust cases for business change

Building clear, logical, responsible and thorough recommendations for spending or saving money, time or resources by intelligent use of data and astute assumptions about risk

3) Wow the customer – Paying close attention to our customers – internal and external – earning and growing their loyalty and trust

Stand up for customers

Making systemic changes to improve customers' experience of doing business with the Post Office and, where required, resolving fundamental problems

4) Challenge to make us more efficient – Always looking for better ways of doing things and removing barriers to success

Learn from the competition and the market to ensure we have the organisational capability to stay ahead

Translating Post Office strategy into future capability requirements; stretching and challenging myself and others; making sure we have the people we need to be successful; keeping up to speed with what the best are doing

5) Work with others – Working as one great team to deliver great solutions

Inspire brand loyalty and commitment

Using vivid or memorable stories or symbols to engender pride, and create a sense of shared goals right across the Post Office.

6) Develop myself and others – Taking accountability both for our own development and for supporting others to realise their potential

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