

Postmaster support policy

Training

Version 4.1



Post Office is determined to reset its relationship with postmasters and has introduced policies that set out guidelines on how Post Office should support postmasters, specifically for use across twelve areas.

The policies stand on their own but should be reviewed in conjunction with each other. Support teams should have an awareness of all twelve policies and how they link together.

The twelve Postmaster Support Policies are listed in section 2.2 of this policy and can be found [on the hub, here](#).

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1 Overview

1.1 Introduction

The Retail Engagement Director has overall accountability to the Post Office Board of Directors for the design and implementation of a comprehensive operational Training package for postmasters¹ and their teams. These training packages support branches in carrying out Post Office² transactions via Horizon and associated operational processes accurately and confidently.

This policy is a non-contractual document provided for information. It does not form part of the contract between any postmaster and Post Office.

1.2 Purpose

This policy is part of a framework established to capture the minimum operational training standards required relating to: (i) the initial onboarding of postmasters and their teams; and (ii) ongoing reinforcement and embedding of training procedures to enable proficiency in operating a branch / operating Horizon.

It is one of a set of policies which provide a clear framework for Postmaster Onboarding. Compliance with these policies supports the Post Office in meeting its business objectives and responsibilities to postmasters.

As many postmasters are limited companies or partnerships (and as individual postmasters may appoint managers to operate a branch on their behalf) any steps that need to be taken by a postmaster under this policy can be taken by someone authorised to act on that postmaster's behalf (such as a director, partner or manager).

1.3 Core principles

Post Office are committed to providing comprehensive operational training to branch staff and are committed to ensuring they feel confident when they conduct Post Office transactions and processes using Horizon.

Post Office will provide training in good faith with fairness, transparency, and professionalism (being the underpinning behaviours of Post Office). The training delivery team are trained, accredited and quality assured to deliver Post Office operational training, compliantly and competently. No other Post Office employees are authorised to complete any element of the Post Office Postmaster Operational training.

¹ In this policy, "postmaster" refers to a limited company, partnership, limited liability partnership, other entity or individual that contracts with Post Office for the operation of a Post Office® branch.

² In this policy "Post Office" means Post Office Limited.

- Post Office will offer a variety of training opportunities to postmasters, including eLearning modules, in branch training and/or face to face classroom sessions, and will provide additional support to postmasters in the form of operational guides, work aids and 'How To' demonstration videos available on Branch Hub and our Learning Management System, access to an On-line help functionality on Horizon, and access to a Postmaster Operational Training Catalogue for ongoing training and support needs.
- Postmasters are responsible for ensuring that branches are operated in accordance with all applicable laws and regulations. To assist postmasters in remaining compliant and protecting their customers, Post Office will monitor and review regulatory changes to products and services so it can provide regular training to applicable branch staff.
- All new postmasters will receive the full blended training package incorporating online e-Learning to introduce them to the basics of Post Office products and services available in their branches; Classroom training to consolidate learning gained and introduce the learners to the Horizon system itself; and a variety of other key operational processes including, Post Office accounting processes, cash management, security and compliance. Customer conversations will also be covered. The In-branch training will build on and further embed the learning from previous stages providing on the job training when new postmasters and assistants start to complete live transactions for the first time.
- Absentee postmasters are responsible for ensuring the Officer in Charge/Manager/Nominee receives the full training package.
- Post Office appreciates that a new Postmasters onboarding journey may be delayed or postponed for a number of reasons. In these instances, the full training package will be scheduled/re-scheduled to account for the delay and ensure the training is timely and the Postmaster is not disadvantaged by knowledge/skill fade.
- Post Office will evaluate all training feedback received from postmasters and will take relevant corrective action agreed.

1.4 Application

This Policy is applicable to all Post Office employees³ and defines the minimum standards to control financial loss, postmaster impact, regulatory breaches and reputational damage in line with the Post Office's Risk Appetite. The policy sets out guidelines applicable to postmasters and their assistants undertaking operational training.

³ In this Policy "employee" means permanent staff, temporary including agency staff, contractors, consultants and anyone else working for or on behalf of Post Office and, for clarity, does not include postmasters or postmasters' staff.

1.5 The risk

Post Office is committed to providing comprehensive training to all branch staff who require it.

Failure to do so could create the risk, to both Post Office and postmasters, that branch training requirements are not met.

Section 2.5 sets out the required operational standards that the Post Office has implemented to control this risk.

2 Risk appetite and required operational standards

2.1 Risk appetite

Risk appetite is the extent to which the Post Office will accept that a risk might happen in pursuit of day-to-day business transactions. It therefore defines the boundaries of activity and levels of exposure that Post Office is willing and able to tolerate.

Post Office takes its legal and regulatory responsibilities seriously and consequently has:

- **Averse risk appetite** to risks around service and support provided to postmasters.
- **Averse risk appetite** to being non-compliant with our statutory and regulatory obligations.
- **Averse risk appetite** towards risks around our core operational processes that impact postmasters.
- **Averse risk appetite** for financial crime to occur within any part of Post Office or the network.
- **Averse risk appetite** in relation to unethical behaviour by Post Office employees.
- **Averse risk appetite** to risks around disputes and litigation.
- **Cautious risk appetite** towards the risk of service interruptions that would considerably reduce branch availability across the network resulting in the inability to serve customers.

Post Office acknowledges however that in certain scenarios even after extensive controls have been implemented a risk may still sit outside the agreed Risk Appetite/Risk Tolerance. Risks outside of Appetite/Tolerance may be presented to the relevant governance forums for escalation/agreement of the risk position.

If a risk is identified which is outside of agreed policy a risk exception note will be required, details of which can be found [here](#).

2.2 Policy framework

This policy is part of a framework of postmaster support policies that has been established to set the minimum operating standards relating to the management of postmaster contract⁴ risks throughout the business and network in line with Post Office's risk appetite. The framework includes the following policies:

- Postmaster Onboarding
- Postmaster Training (this policy)
- Postmaster Complaint Handling
- Network Monitoring and Branch Assurance Support

⁴ In this policy, "postmaster contract" means contracts which relate to those branches not directly managed by Post Office

- Network Cash and Stock Management
- Network Transaction Corrections
- Postmaster Account Support
- Postmaster Accounting Dispute Resolution
- Postmaster Contract Performance
- Postmaster Contract Suspension
- Postmaster Contract Termination
- Postmaster Contract Termination Decision Review

2.3 Who must comply?

Compliance with this Policy is mandatory for all Post Office employees.

Where non-compliance with this policy is identified by Post Office personnel, Post Office will carry out an investigation. Where it is identified that an instance of non-compliance is caused through wilful disregard or negligence, this will be investigated in accordance with the Group Investigations Policy.

2.4 Roles & responsibilities

- **Audit, Risk and Compliance Committee** – is the Committee of the Post Office Limited Board which reviews and approves Postmaster Support policies.
- **Risk and Compliance Committee** - is the standing committee of the Strategic Executive Group who review and approve Postmaster Support policies for recommendation to the Audit, Risk and Compliance Committee.
- **Retail Engagement Director** – is the policy owner and is accountable for the implementation of this policy. They must comply with the governance responsibilities set out at section 5.1 and will be involved in reviewing and making decisions on escalated training exceptions.
- **Head of Postmaster Training & Delivery** – is responsible for the relationship between the Post Office Counter Training Team (classroom trainers), onsite trainers and the postmaster, for the production and maintenance of eLearning modules, operational guides and work aids relevant to the learner journey, and for ensuring that such materials are accessible to the postmaster and their assistants. They are also responsible for the line management of the Regional Lead Training Managers and for reviewing and making decisions on escalated training exceptions.
- **Learning Technologies Manager** - is responsible for the maintenance and improvement of the Learning Management System (**LMS**) used by postmasters and their assistants to access the eLearning modules and also responsible for publishing of learning content onto Branch hub.

- **Learning Design Manager** – is responsible for the design, production and maintenance of the branch compliance learning, distance learning packs, eLearning modules, classroom courses, operational guides, 'How To' demonstration videos and work aids relevant to the learner journey, and for ensuring they are accessible to the postmaster and their assistants. Additionally, they also maintain the Branch Operational Training Catalogue that details the training offer available to branches.
- **Scheduling Assistant** – is responsible for allocating eLearning modules to postmasters and for scheduling classroom and onsite training.
- **Classroom Trainers** – are responsible for providing classroom training to postmasters after they have completed the required initial eLearning modules. They will also provide further refresher classroom training to postmasters and assistants.
- **Regional Training Lead Manager** – is responsible for the line management of the team leaders of onsite trainers, classroom trainers, for observing and monitoring classroom trainers on a regular basis and for ensuring classroom training and the facilities used in relation to classroom training remain at a high standard.
- **Head of Branch Operations Engagement Team** – is responsible to send out stakeholder engagement updates detailing the changes to make sure they are engaged and informed of any changes, this will enable the relevant teams such as training to review the change and highlight any areas of concern. Regular stakeholder engagement updates will be provided during the lifecycle of a change
- **Onsite Trainer Team Leader** - will be responsible for delivering retail class training, on-site within the Post Office network & leading and managing a team of onsite trainers. Observations of the onsite trainers will be fundamental to ensure quality assurance is evidenced on both content and delivery as well as ensuring onsite trainers are continually developing.
- **Onsite trainer** – is responsible for delivering a comprehensive package of training and delivering on site support for up to 6 days to new branch teams. They will also assist the branch staff with the first cash delivery and monthly balancing procedure.
- **Business Support Manager (BSM)** – is responsible for supporting branches during the first 6 months after onboarding. They will reinforce and embed the on-boarding training delivered by the Onsite trainer, to ensure postmasters are proficient in navigating Horizon, as well as balancing and cash management.
- **Area Manager** - is responsible for supporting the relationship between Post Office and the postmaster.

2.5 Policy required operational standards

A required operational standard defines the level of control that must be in place to manage inherent risks so that they remain within the defined Risk Appetite statements. This section of the policy also sets out the Business Area(s) responsible for managing that risk through their controls, and all employees must ensure that they comply with the policy requirements. There must be mechanisms in place within each business unit to demonstrate compliance. The policy required operational standard can cover a range of control types, i.e., directive, detective, corrective and preventive which are required to ensure risks are managed to an acceptable level and within the defined Risk Appetite.

The table below sets out the relationships between identified risk and the required policy operational standard in consideration of the stated risk appetite.

The subsequent pages define the terms used in greater detail:

Risk area	Description of risk	Required operational standard	Business owners	Control(s)	Frequency
Postmaster Training	Branch training requirements are not met	Detective control Observations to be carried out by the Regional Training Lead Managers, documented on a formal observation form addressing any areas for development, to ensure classroom delivery by the trainers is carried out compliantly and to the required standard.	Head of Postmaster Training	Quarterly observation and product knowledge testing of classroom trainers	Quarterly
		Detective Control Classroom trainers receive regular updates on system changes, products, and anything else which impacts their training delivery. This is done through weekly updates, including regional conference calls, branch focus and any updates from the Learning and Design team.	Head of Postmaster Training	Quarterly observation and product knowledge testing of classroom trainers	Quarterly

Risk area	Description of risk	Required operational standard	Business owners	Control(s)	Frequency
		Detective control To make sure the onsite trainers have the required knowledge and skills to be able to successfully deliver the required training, every onsite trainer has a minimum of one training session observed by their Onsite Team Leader every quarter. Detective control The onsite trainers should maintain their knowledge by reading Post Office communications and attending relevant training/cascade sessions for large changes that affect the training they deliver. Preventive control The Training Team make sure that all required compliance training is designed, tested, signed off and goes live at the required time throughout the year. Necessary compliance training is assigned to everyone who will be working in a branch, for completion initially and then on an ongoing annual basis. All compliance training is uploaded on to Horizon (and relevant LMS systems) for completion by the postmaster and their assistants. If they do not successfully pass a required compliance test, their Smart ID will not allow them to carry out transactions of that type until the training has been completed.	Head of Postmaster Training Head of Postmaster Training Head of Postmaster Training	Quarterly observation and product knowledge testing of onsite trainers Quarterly observation and product knowledge testing of onsite trainers All individuals working in branch complete initial compliance training, and annually thereafter, with records maintained on Horizon.	Quarterly Quarterly When compliance training is issued

Risk area	Description of risk	Required operational standard	Business owners	Control(s)	Frequency
		Preventive Control To support postmasters and branch staff with Post Office systems, processes & products, requests can be made for further training. The onsite trainer team leaders will triage the request and speak to the postmaster to find the most suitable training and information solutions to meet the postmaster's requirements. This training includes an 'investigating discrepancies' refresher training course. Preventive Control On Site Trainers will assist the branch staff with the first cash delivery and monthly balancing procedure. Where the onsite trainer is unavailable for the monthly balance procedure, they make the Business Support Manager aware so they can give further support at the scheduled Trading Period balance. Preventive control The Postmaster Training Policy should be reviewed, and if necessary updated. Preventive control All members of the Postmaster Training team will be provided with training on this policy following its annual review or if any material changes are made to the policy (if sooner).	Head of Postmaster Training Head of Postmaster Training Head of Postmaster Training Head of Postmaster Training	Intervention requests 'Investigating discrepancies' classroom training course availability. Assisting postmasters and branch staff with the first cash delivery and monthly balancing procedure. Annual review of the Postmaster Training policy Annual refresher training for the Postmaster Training policy	When requested On the first cash delivery and first monthly balancing period As required (but reviewed at least annually) Once approved or in the event of material policy changes

3 Procedures

3.1 Operational training

It is imperative that operational training is not confined to the initial onboarding of postmasters and/or their assistants but that it is a continuous learning cycle. This will ensure that postmasters and/or their teams continue to feel confident when conducting Post Office transactions and processes using Horizon. In support of this, Post Office will provide comprehensive training packages to support a blended learning approach, throughout the terms of the postmaster's contract. There might be occasions where the Area Manager feels the postmaster and/or their teams need further training, this could be by accessing further eLearning modules, getting further support from an onsite trainer or attending a refresher training course in a classroom environment. This would be a joint decision with the postmaster.

The postmaster is responsible for ensuring branch staff put their learning into practice after the initial onboarding training has taken place and is responsible for the branch staff's continuous learning cycle. The postmaster may feel that they or their teams need further training on certain aspects of the operation and if this is the case, the postmaster or branch manager can utilise the self-registration option on Post Office online learning site or contact their Area Manager to discuss this further. Alternatively, Area Managers or Business Support Managers may also identify a need for further training and can arrange this by using the Microsoft form link which is sent each month by the classroom trainers or by completing an intervention request.

A Post Office Operational Training Catalogue is available to postmasters and their staff via Branch Hub and our Learning Management System which details all training options available. These options include eLearning modules, classroom training, distance learning packs, 'how to' demonstration videos and other additional training modules.

Should a Postmaster decide not to send their new branch staff on a classroom training course, then the postmaster is responsible for ensuring the branch staff are inducted and trained. To support this, Post Office would encourage postmasters to make use of learning resources available. We have developed a 'Postmaster guide to new starters' document within the 'helping you run your branch folder' which can be accessed on Branch Hub and provides guidance around areas to focus on. Sections of the Operational Training Guide can also be downloaded to support with the in-branch training of assistants. The helping you run your branch folder and the Operational Training Guide are available to view and download from Branch Hub.

The learner process for new postmasters and (where requested) their assistants can be seen in appendix one.

Post Office will offer the following training to new postmasters and their assistants, as needed. The type of training differs depending upon the branch model type (Local or Main).

The Local Branch model

Online eLearning (10 hours' time commitment)

Introduction to Post Office and Learning:

- Mails
 - Mails Basics
 - Royal Mail: Inland Mails
 - Parcelforce: Inland Services
 - Royal Mail: Collections & Returns
 - Royal Mail: International Mail
 - Inland Mail Redirections Services
- Travel Money Services
- Banking Services and Automated Payments
 - Banking Services
 - PES: i-movo voucher services
 - Automated Payments
 - Postal Orders
 - MoneyGram
- Physical Security
- Compliance
 - Information Security and Data Protection
 - Anti-Money Laundering and terrorist Financing Awareness
 - Mails Compliance
 - Mails Prohibited and restricted items
 - Modern Slavery

Classroom training – 3 days

Basic transactions course, duration 2 days:

Practical training on the use of the Horizon system and day to day operations, covering:

- Security
- Introduction to Horizon
- Customer experience
- Banking Services
- Automated Payments
- Inland Mail
- End of Day Activities
- International Mail
- Travel Money
- Dealing with difficult customers

Back-office course, duration 1 day:

Please note: If local assistants do not deal with weekly or monthly accounting, they do not need to attend this course.

Practical training on the use of the Horizon system and day to day operations, covering:

- Completion of Horizon basic transactions
- Daily accounting activities
- Weekly (Balance Period) accounting activities
- Cash Management
- Remittances
- Monthly (Trading Period) accounting activities

The Main Branch model

Online eLearning (15 hours' time commitment)

Introduction to Post Office and Learning covering all elements detailed above in respect of the Local branch model, with the addition of the following:

- Government Services
 - DVLA Services
 - Passport Services
- Travel Services
 - Travel Insurance
- Financial Services
 - Savings Products
 - Car and Home Insurance
 - Life Products
- Compliance
 - Insurance
 - Financial Services

Classroom training – 4 days

Practical training on the use of the Horizon system and day to day operations, covering all elements detailed above in respect of the Local branch model, with the addition of the following:

Basic transactions part 2 course, duration 1 day:

- Driver and Vehicle Licensing Agency (DVLA) Services
- Parcelforce Worldwide International Mail
- Travel Services
 - Travel Money
 - Travel Insurance
- Passport Check & Send
- Introducing Post Office products:
 - Financial Services Products
 - Customer Referrals
- Information Security and Data Protection
- End of day activities
- Weekly Balancing

Training on the Portable Horizon Unit

The provision of classroom training via the Portable Horizon Unit in Highlands/Islands of Scotland, remote parts of Devon and Cornwall and Northern Ireland, must be approved by the training delivery

team at Suitability Assessment Stage. Due to the strict requirements in respect of using the portable kit, any requests will be considered on a case-by-case basis.

Additional training available for all model types

On-site training support

Onsite trainers provide 6 days onsite training in the branch, starting on the first day of branch operation. This training provides support to branches in the live environment and helps to embed the knowledge and skills gained from the eLearning and classroom training.

They will also assist the branch staff with the first cash delivery and monthly balancing procedure. If the monthly balance procedure falls outside the initial 6 days support, or scheduled follow up balance, the on-site trainer will note this on the Branch Contact File and make the Business Support Manager aware so that they can offer further support at the scheduled Trading Period balance.

Onsite trainers will also ensure that a demonstration of both inward and outward remittance procedures (cash and stock) is completed as part of the training and the relevant Business Support Manager will be informed of the need for additional early days support in these areas if any issues are identified.

Additional eLearning:

The additional eLearning has been created to cover products and services that are not widely available in all branches.

- ATM
 - o Daily activities
 - o Daily accounting
 - o Weekly accounting
 - o Other ATM activities
 - o Frequently asked questions
- Monthly Branch Balancing
 - o The five key stages of a monthly Trading Period balance
 - o Stock Unit types and stock discrepancies
- MoneyGram
 - o MoneyGram send
 - o MoneyGram receive
 - o Other services
- Western Union
 - o Western Union send
 - o Western Union receive
 - o Other services
- Teller Cash Recycler
 - o Introduction to Teller Cash Recycler

- Teller Cash Recycler transactions
 - Top Tips
- Vulnerable Customers
 - Definition of a Vulnerable Customer
 - How recognise and help Vulnerable Customers
 - The law and regulations

BAU learning – distance learning packs

Provide details on specific products and services and examples of conversations with customers. They assist postmasters and/or their Assistants (as applicable) in confidently introducing these products and services to customers.

- Savings
- Life Protection
- Travel Insurance
- Travel Money
- Motor & home insurance
- Everyday Banking Services
- Customer Referrals
- Passport check and send
- DVLA services

- Self Service Kiosks
- MoneyGram
- Drop and Go
- Inland Mail
- International Mail

- Vulnerable Customers
- PCI DSS branch audit

Annual mandatory compliance training

The Compliance workbooks for the below are available via the One website, Branch Hub and Horizon. The test is available on Horizon.

- Financial Services
- Insurance
- Anti-Money Laundering and Counter Terrorist Financing
- Prohibited and Restricted Items
- Information Security and Data Protection
- Mails Compliance

Additional support materials:

An Operational Training Guide which contains detailed information on how to process transactions and undertake back-office procedures is provided to each postmaster, and/or their staff (as applicable) during their classroom training.

Work aids

To provide a reminder of key processes that need to be completed in branch.

Work aids are handed out at classroom training and are available as a PDF on Branch Hub.

- ATM
- Remittances
- Investigating Discrepancies

Also available as a PDF on Branch Hub are;

Tablet user work aids

- Tablet device
- DVLA
- Passport
- SIA (Security Industry Authority)

'How to' videos

To provide practical demonstrations on key operational elements of running a branch. There are 23 videos providing guidance on transactions, processes and procedures

Further refresher training

Further classroom training courses are available to postmasters to further enhance their learning journey. Postmasters can ask for support by contacting their Area Manager or Business Support Manager.

3.2 Knowledge articles

Information is also available on Branch Hub to help branch staff enhance their training and boost their knowledge. The following is not an exhaustive list but the information available on Branch Hub includes:

- Help with Transaction Correction processes
- Help with completing and monitoring reversals
- Help with weekly and monthly stock unit processes
- Help with IT issues
- Branch Operational Training Catalogue
- All Compliance Workbooks
- The Compliance Calendar
- Operational Training Guide
- Distance Learning Packs

- Work Aids
- How to Videos

3.3 Scheduling of operational training

Operational training will be organised as follows:

- Training dates will be mutually agreed and scheduled once the agreement between Post Office and the postmaster is signed (i.e., the time at which the contract/appointment is confirmed).
- Classroom/onsite training will be discussed with prospective postmasters or their staff (as applicable) 6 weeks prior to go live for new branches.
- In commercial transfer situations, the scheduling team will aim to contact incoming postmasters within 7 days of receipt by Post Office of the signed contract.
- At the point of being booked onto the classroom training, attendees will be registered through the Learning Management System to enable them to access the eLearning material online. This should be at least 14 days before the classroom, to allow sufficient time for completion.
- The relevant branch learners will attend the classroom training as listed in section 3.1 (such training is specific to the branch model).
- Once the classroom course is completed, the attendees will have a debrief session with the classroom trainer to discuss learning outcomes.
- Branch learners will receive in-branch support and training from the Onsite trainer for 6 days starting on the first day of branch operation.

3.4 Training exceptions

Post Office is committed to providing all necessary training and support to a new Postmaster ensuring they are able to operate their branch to a high standard and can do so safely, legally, and compliantly, therefore there are very few exceptions to the full training package. Permitted exceptions are detailed below:

- Pluralist postmasters who have already completed all elements of training at their existing branches do not need to complete the Online e-Learning or Classroom training when taking on a new Post Office branch.
- It will not be necessary to complete relevant online e-Learning if it has been fully completed within the preceding six months.
- A new Postmaster will be able to bypass classroom and/or in-branch training before their Post Office goes live where fully trained staff are transferring across to the new Postmaster and he/she has fully completed all Online e-Learning. The new Postmaster will be required to attend

his/her classroom training within 4 weeks of their Post Office go live and this must be scheduled before the exception is raised.

All incidents of exceptions relating to this policy will be reviewed and monitored.

3.5 Process of raising an exception to the training package

The full training package is explained at Suitability Assessment stage and the Business Support Manager captures the Potential new Postmasters commitment to this. This is documented on the Office Information Sheet and submitted to the Onboarding/scheduling team.

If the Business Support Manager recognises that one of the three exceptions apply, they will raise the exception to the Regional Lead Training Manager via email. The Regional Lead Training Manager will consider each exception on a case-by-case basis and will respond by email providing an explanation for any declined exceptions and an approval reference number for those approved.

The Business Support Manager will annotate the Office Information Sheet with details of the exception and approval reference number.

The scheduling team will follow the instructions on the Office Information Sheet and schedule the training accordingly.

Post Office appreciates that a Postmasters circumstance may change following the Suitability Assessment and in instances where one of the three exceptions later applies the Business Support Manager will seek approval from the Regional Lead Training Manager. If the exception is approved the Business Support Manager will document this in an email and re-submit an updated Office Information Sheet to the scheduling team. The scheduling team will schedule/re-schedule the updated training requirements.

The Regional Lead Training Managers decision is final, and the Regional Lead Training Managers will maintain records of all escalated exceptions, approved and declined.

In the absence of a Regional Lead Training Manager the Business Support Manager may escalate their exception to the Head of Training and Delivery via email.

If there is an exception request outside of the three examples in 3.4, this will be escalated directly to the Head of Postmaster Training and Delivery and the Retail Engagement Director, who will make a decision and request a Policy Exception note should the exception be granted.

4 Where to go for help

4.1 Additional policies

This policy is one of a set of policies. The full set of policies can be found on the SharePoint Hub under [Postmaster Support Policies](#).

4.2 How to raise a concern

Any postmaster, any postmaster's staff or any Post Office employee who suspects that there is a breach of this Policy should report this without any undue delay.

If a postmaster or any postmaster's staff are unable to raise the matter with the area manager of the relevant branch or if a Post Office employee is unable to speak to her or his line manager, any person can bring it to Post Office's attention independently and can use the Speak Up channels for this purpose. Any person can raise concerns anonymously, although disclosing as much information as possible helps ensure Post Office can conduct a thorough investigation.

For more details about how and where to raise concerns, please refer to the current Speak Up Policy which can be found on The Hub under Post Office Key Policies, [accessed here](#), or report online at: <http://speakup.postoffice.co.uk> or call the Speak Up Line on

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Please note that a postmaster may also contact the National Federation of Sub-Postmasters (NFSP) for help and support, by contacting their helpline on

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or by emailing

[admir](#)

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4.3 Who to contact for more information?

If you need further information about this policy or wish to report an issue in relation to this policy, please contact the Retail Engagement Director at [tracy.marshall](#)

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5 Governance

5.1 Governance responsibilities

The Policy sponsor, the Group Chief Retail Officer of Post Office, takes responsibility for policies covering their areas.

The Policy Owner is the Retail Engagement Director who is responsible for ensuring that the content is up to date and is capable of being executed. As part of the review process, they need to ensure that the minimum controls articulated in the policy are working or to identify any gaps and provide an action plan for remediation

Additionally, the Retail Engagement Director is responsible for providing appropriate and timely reporting to the Risk and Compliance Committee and the Audit, Risk and Compliance Committee as required.

The Audit, Risk and Compliance Committee is responsible for approving the Policy and overseeing compliance.

The Board is responsible for setting Post Office's risk appetite.

6 Document control

6.1 Document version control

Summary

GE policy sponsor	Standard owner	Standard implementer	Standard approver
Martin Roberts (Group Chief Retail Officer)	Tracy Marshall (Retail Engagement Director)	Ranjeet Jouhal (Head of Training Delivery)	R&CC/ARC
Version	Document review period	Policy – effective date	Policy location
4.1	Annual	07/2024	Postmaster Support Policies on SharePoint Hub

Revision history

Version	Date	Changes	Updated by
0.1	17th August 2020	Draft Version	Marie Pyatt
0.2	25th August 2020	Edits after review round	Marie Pyatt
1.0	2nd September 2020	Signed off by Head of Retail Operations	Marie Pyatt
1.1	18th March 2021	Amendments to align with postmaster support policies	Jo Milton
1.2	22nd March 2021	Updates following operational review	Tracy Marshall
1.3	30th March 2021	Addition of Minimum Control Standards table Final approved by ARC	Tracy Marshall
1.4	28th April 2021	Further references to branch staff included Alignment with other postmaster support policies	Jo Milton
1.5	25th May 2021	Added linked policy statement to front page Added reference to the Group Investigations Policy to section 2.3 Who Must Comply? Updated link to section 4.1	Jo Milton
1.6	18 th February 2022	Annual review 1.2 Addition of section stating that a postmaster may authorise someone to act on their/its behalf 1.3 Additional support for ongoing training needs added 2.1 Updated risk appetite statements to include Operational statements 2.4 Updated Quality Assurance and Training leads to Classroom Trainers. Addition of compliance learning, distance learning and “How To” videos to Learning Design Manager role. Addition of Head of Branch Operations Engagement Team role. Cash remittance and balancing support added to Onsite Trainer role.	Tracy Marshall Ranjeet Jouhal

		2.5 Updating Classroom Trainers, observations by Business Support Managers, accreditation and regular updates to Onsite trainers and the ongoing reinforcement and embedding of training procedures for branch added 3.1 Additional paragraph on resources for training new branch staff, if they are not sent on a classroom training course. Updated content of training courses. Addition of information on Work Aids and 'How to' videos. 7. New image	
2.0	1 st April 2022	Amended version number following approval	Jo Milton
2.1	5 th July 2022	1.1, 2.4, 4.3, 5.1, 6.1 Updated owner and sponsor 6.1 Updated Implementer Font updated to Nunito Sans	Jo Milton
2.2	14 th November 2022	2.4 Addition of Onsite Trainer Team Leader role and adjustments to reflect the role of onsite trainers 2.5 Addition of Quarterly product knowledge testing 3.1 Increased focus on self-help and self-learning Training duration and content updated throughout 3.1 and 7 Removal of reference to Online assessment videos	Ranjeet Jouhal
2.3	30 th November 2022	2.5 Clarification and change of frequency for controls standard of trainer accreditation. 5.2 Added Speak Up contact details	Ranjeet Jouhal
3.0	27 th January 2023	Updated to full version number following approval at ARC	Jo Milton
3.1	8 th December 2023	2.1 Amended risk exception statement 2.2 Updated framework policy name – Contract Termination Decisions Review	Ranjeet Jouhal
3.2	9 th February 2024	Annual Review 1.3 Clarification on accredited trainers Additional information on how all new postmasters (or nominee) will receive full training Confirmation that training can be rescheduled if Onboarding journey delayed 2.4 Additional responsibilities added to several roles 3.1 Addition and removal of selected training modules 3.4 and 3.5 – new sections explaining the reasons and process for considering an exception to a postmaster receiving the full training package 4.2 Added NFSP contact details 7.0 Updated appendices to show optional shadowing	Ranjeet Jouhal
4.0	3 rd April 2024	Updated version number following ARC approval GE replaced with SEG	Jo Milton
4.1	28 th June 2024	1.5 Risks amended to reflect ServiceNow 2.4 GE replaced with SEG	Jo Milton

		2.5 Minimum Control Standards changed to Policy Required Operational Standards and updated to reflect ServiceNow	
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6.2 Oversight committee

Oversight committee: Risk and Compliance Committee and Audit, Risk and Compliance Committee

Committee	Date approved
POL R&CC	12 MARCH 2024
POL ARC	20 MARCH 2024

Next review: 31 MARCH 2025

6.3 Company details

Post Office Limited and Post Office Management Services Limited are registered in England and Wales. Registered numbers 2154540 and 08459718 respectively. Registered Office: Finsbury Dials, 20 Finsbury Street, London EC2Y 9AQ.

Post Office Management Services Limited is authorised and regulated by the Financial Conduct Authority (FCA), FRN 630318. Its Information Commissioners Office registration number is ZA090585.

Post Office Limited is authorised and regulated by Her Majesty's Revenue and Customs (HMRC), REF 12137104. Its Information Commissioners Office registration number is Z4866081.

VAT registration number GB 172 6705 02. Registered office: Finsbury Dials, 20 Finsbury Street, London, England EC2Y 9AQ

7 Appendices

Appendix One: Learner Process for new postmasters and/or their assistants (as applicable):



