

NFSP and Post Office Ltd 'Ways of Working' Terms of Reference

1. Purpose of the document

- To ensure both parties are focused on supporting PM's through a mutual professional B2B relationship
- To set clear processes and ways of working to fulfil the need to improve Postmasters view that NFSP is independent and that we are working together for their benefit
- *To enable the NFSP to feed into and influence the strategic thinking of Post Office* ^[SK3]
- To keep both parties focused on activities that relate to the core role of the NFSP, namely: ^[GU4]
 - **Negotiate** with POL on Remuneration rates to represent PMs best interests ^[GU5]
 - **Challenge** POL on policy decision making (e.g. NNL's) to ensure the PM view is represented
 - **Represent** individual PMs to help them resolve their disputes with POL & ensure viable business
 - Welfare and support of a Postmaster in the running of their business

2. Frequency of Meetings

A summary of the meetings and purpose is below (not exhaustive):

Meeting name	frequency	purpose	attendees
Monthly NET	2 nd Tuesday of every month (plus adhoc meeting a fortnight later if required)	To update and discuss common issues and challenges that are raised by NFSP through the NET team <i>Accumulative Action plan</i>	NET board Head of PM Engagement (Shaun Kerrison) PM Engagement Manager (Anoop Talluri (notetaker))
Actions update and insight share	Monthly	To ensure o/s actions are being closed down and responded to. To share 2 way insight on what PM's are raising as issues	Wendy Burke Sue Edgar PM Engagement Manager (Anoop Talluri)
Fortnightly meeting		To discuss topical issues and update on ongoing subject matter	Calum Greenhow PM Experience Director (Mark Eldridge) Head of PM Engagement (Shaun Kerrison)
Senior Leader meeting	monthly	To flag and discuss high level issues and concerns. To discuss PO strategy as appropriate	Calum Greenhow Sue Edgar Retail Engagement Director Head of PM Engagement (Shaun Kerrison)
Various change meetings	As agreed with Project Manager of	To agree ways of working,	NFSP 'champion', project manager and

Page 1 Comments

- GU1** As the Postmaster is an investor in the PO network, the NFSP needs to be able to present to the Board of the PO, meet with Product Directors and Managers
Guest User, 25/04/2023 04:42 PM
- SK2** And PM NEDs formal meetings
Shaun Kerrison, 07/11/2024 11:59 AM
- SK3** How do Directors bring hollistic view of Pm's to decision making.
Shaun Kerrison, 07/11/2024 12:00 PM
- GU4** Whilst the PO should be enabled to run the business, it should not be able to impose to the detriment of Postmasters as investors in the business
Guest User, 25/04/2023 04:41 PM
- GU5** There has to be a process whereby PO communicates all proposed changes with the NFSP, allowing the NFSP to understand what is being proposed and consult with its members before the changes are announced. PO should not impose. This should include a dispute resolution process when both sides cannot agree.
Guest User, 25/04/2023 04:43 PM

Classification
Public

	key milestone dates		other stakeholders ^{SK6}
Various meetings between NFSP and subject matter experts	variable		

3. Responsibilities and Expectations

- **Leadership/Ownership/Accountability:** Independent and impartial leadership, analysis, prioritisation assessment provided by Hithendra & Calum -holding attendees accountable for delivering improvements to Postmaster Experience.
- **Do:** Act and behave as change agents, advocating change that aligns to the business priorities and driving the cultural shift to being Postmaster centric. Support the shift in culture from 'apathy' to 'healthy challenge'
- **Review:** Accountable owners to review actions by measuring outcomes and bringing back learnings
- **Collaborate:** Forums to align, collaborate and challenge to deliver the best experience for Postmasters and Partners
 - a. *Bring Regional Forums and Branch Users forum under the auspices of the NFSP and ensure clear demarcation between these different groups and what they will be responsible for.*
- **Habit:** Continue to deliver on meeting expectations, be honest and transparent.
- **Communicate:** Update to Postmasters and internal colleagues on relevant topics. Work together, where appropriate, on any key messages, whilst appreciating both parties may not agree on every topic.

4. Sharing of data

- A new Data sharing agreement has been agreed, as part of the revised GFA, to support the sharing of data

5. Agenda & Minutes

Papers will be issued to attendees *no later than two working days* in advance of the meetings. Papers will include the following:

- Agenda for upcoming meeting
- Log of previous decisions and actions
- Any other documents/information to be considered at the meeting

6. Actions, Decisions, and Outputs

Both Parties will keep a log of decisions and actions which will be reviewed at each meeting

1. Responsibility of the owner of the action to complete action and feedback on progress
2. Responsibility of the secretariat to capture and track actions
3. Both parties will review and update respective actions monthly

Page 2 Comments

SK6

Flag to discuss

Shaun Kerrison, 07/11/2024 12:14 PM

7. Key workstream behaviours

Engagement

We will:

- **Agree framework on remuneration, policy and process changes**
 - Head of PM Engagement will be included in 'Business Readiness' distribution list to ensure NFSP is aware of change
 - All business owners being made aware of new ways of working and to engage with NFSP at an early stage
 - Head of PM Engagement will advise the NFSP of all change that is appropriate and will act as conduit to set up initial meeting with project manager
 - When both parties cannot agree, ^[SK8]see appendix 1
- **Allow sufficient time to understand changes and seek input from others to feedback**
 - Wendy constructing 'aide memoir' as part of initial meeting
 - NFSP to undertake representative research in order to give constructive feedback. Details of what can be shared to be ^[SK10]agreed between NFSP and project manager
- **Have clear reasoning for proposed changes and challenges**
 - When negotiating ^[GU11](which involves a 2 way discussion and explanation of current thinking), *there is a need for PO* to be open and transparent on income/costings, rationale timings, future competitive challenges
 - There will be sensitive information that may be commercially sensitive and therefore this should not be shared more broadly
 - Key principles will be to Reward fairly, incentivise sales, encourage correct behaviours & rates make commercial sense to both POL and postmasters
- **Show clear representation of network in all changes**
 - Show segmented views where necessary and appropriate
- **Support and find solutions to build better wider B2B relationships**
 - Calum hold regular meeting with BEIS policy team – need to keep this relationship distinct. Could dates of meetings be shared?
 - Build relationships between appropriate Directors within NFSP/POL ^[SK16]
- **Explain this document to all stakeholders**
 - Head of PM Engagement to share document with internal stakeholders to explain new ways of working. NFSP comms team to use with membership to show NFSP involved at a deeper level and how we are working in a robust, structured way (whilst remaining independent)

Insight

We will:

- **Share appropriate data and insight with each other to support arguments**

Page 3 Comments

- SK7** Input from rem team/commercial team/legal
Shaun Kerrison, 12/11/2024 03:43 PM
- SK8** Appendix 1 now added
Shaun Kerrison, 22/11/2024 09:02 AM
- GU9** Currently being done via Ruth and Anoop
Guest User, 25/04/2023 04:51 PM
- SK10** This relates to anything that comes to NFSP for change (thus Wendy constructing an aide memoire) - so not sure if this is Anoop and Ruth in this context?
Shaun Kerrison, 12/11/2024 03:21 PM
- GU11** Let's agree what both PO and NFSP consider the word negotiate to mean i.e. not being dictated to, imposed but a general consensus between both parties that what is proposed is good for PO and Postmasters.

Reward fairly

incentivise sales

encourage correct behaviours
Guest User, 25/04/2023 04:53 PM
- GU12** This should be complete this year via the annual plan
Guest User, 25/04/2023 05:00 PM
- SK13** Agreed.
Shaun Kerrison, 07/11/2024 12:40 PM
- SK14** Work through detail
Shaun Kerrison, 07/11/2024 12:40 PM
- SK15** How bring to life in PM inclusion plans
Shaun Kerrison, 07/11/2024 12:43 PM
- SK16** Plan for Q4 24/25 to launch
Shaun Kerrison, 07/11/2024 12:47 PM

- To include income/costs, ROI, timings, consideration of covering costs, national and competitive trends, info mapping, survey data, research findings.^[GU17]
- **Ensure insight is a true reflection of all segments of the network**
- **Seek ways to build insight capability**
 - review ideas on how support better insight, primarily through use of call logging data, but also explore ways to use RS&BS secretary insight?^[GU18]
- **Work together to ask appropriate questions to field team to gather insight**
 - Project managers and NFSP to agree on what could be shared
- **Work jointly, where possible, to gather joint insight from Postmasters from our own independent surveys**
 - Find ways where we can give each other input to respective surveys

Communications

We will:

- **Share key messages on any upcoming comms**
 - Head of PM Engagement will share key messages on any significant communication messages where appropriate.
 - Comms to include reference to working with NFSP , where relevant.
- **Agree a document to explain the remit of the NFSP (wording to be agreed)**
 - Pull elements from GFA/this document/what NFSP/POL does. Constructive agreement and commitments agreed, benefits are....^[SK20]
- **Share forward looking plans for comms**
 - Strong process to share all comms, which can then be shared with NFSP teams as required.
- **Ensure comms teams have close working relationship**
 - Look at structured approach to update/share/discuss comms plans

Funds spent wisely

We will:

- **Agree on KPI's to measure efficiency**
 - Which is part of the NFSP annual plan
- **Look at wider ways to use funding to improve NFSP members support**
- **Demonstrate to stakeholders how making best use of funding**
 - As per GFA – Annual plan clauses

Page 4 Comments

- GU17** This is a key point to the NFSp and PO working collaboratively
Guest User, 25/04/2023 05:02 PM
- GU18** Agreed
Guest User, 25/04/2023 05:04 PM
- GU19** NET to discuss further
Guest User, 25/04/2023 05:05 PM
- SK20** This will be useful for internal use and can be shared accordingly
Shaun Kerrison, 12/11/2024 03:40 PM

Classification:
Public

Credibility & professionalism

We will:

- **Be open and honest to build self-awareness**
 - Consider on how to ensure agenda is focused and time allowed to cover most important topics
- **Minute meetings, classify and distribute to show transparency to all relevant stakeholders**
- **Agree ways of working document**
 - Consider on how to ensure agenda is focused and time allowed to cover most important topics
- **Look at ways to develop ourselves for benefit of Postmasters**
 - Having clarity, structure to meetings and processes will help build all parties to develop and reduce risk of conflict.

Appendix 1

1. PROBLEM ESCALATION AND RESOLUTION

1.1 First Instance

Any question or difference which may arise concerning negotiation of remuneration shall in the first instance be referred to the POL Grant Manager and the NFSP Grant Manager, who shall meet to seek to resolve the issue as soon as reasonably practicable.

1.2 Failure to Resolve at First Instance

1.2.1 If the matter is not resolved at the meeting of the POL Grant Manager and the NFSP Grant Manager, or if no meeting takes place within one (1) weeks of being referred to the POL Grant Manager and the NFSP Grant Manager, the matter shall be referred to the next level of management in accordance with clause 1.3 (Hierarchy) who must meet within ten (10) Business Days or such other period as the parties may agree to attempt to resolve the matter.

1.2.2 If the matter is not resolved at that meeting, the escalation shall continue with the same maximum time interval through one or more levels of management.

1.2.3 The parties shall use reasonable endeavours to complete process as quickly as possible.

1.3 Hierarchy

The levels of escalation for the purposes of this clause 1 (Problem Escalation and Resolution) are:

Level	POL	NFSP
First	POL Head of PM Engagement (role to be determined pending restructure)	Chief Executive Officer
Second	Head of PM Engagement Line Manager (role to be determined pending restructure)	Chair
Third	Group Chief Finance Officer (to be socialised and confirmed)	Board of Directors

If any of the above is unable to attend a meeting, a substitute may attend provided that the substitute has the same authority and is authorised to settle the unresolved matter. Where any of the job titles referred to in this clause 30.3 change and/or are replaced following the Commencement Date, the nearest equivalent job title shall be deemed to apply of the purposes of this clause 30.3.

1.4 Mediation

If the matter is not resolved after escalation to the third level under clause 30.3 (Hierarchy), the parties will attempt to settle it by mediation in accordance with the CEDR Model Mediation Procedure. To initiate the mediation, either party must give notice in writing ("ADR notice") to the other party requesting a mediation. A copy of the request should be sent to CEDR Solve. The mediation will start not later than thirty (30) days after the date of the ADR notice.