

# Postmaster support policy

## Training

Version 3.0



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

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## 1.1 Introduction by the policy owner

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 postmasters<sup>1</sup> and their teams. These training packages support branches in carrying out all Post Office<sup>2</sup> 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).

- 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,

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<sup>1</sup> 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.

<sup>2</sup> In this policy "Post Office" means Post Office Limited.



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.
- 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 employees<sup>3</sup> 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.

## 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 risks to both the Post Office and its postmasters, including risks that:

- Discrepancies in the branch result in financial loss;
- Customers or Postmasters are impacted and/or reputational damage occurs; and
- Contractual or regulatory breaches occur.

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<sup>3</sup> 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.

## 2 Risk appetite and minimum control standards

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### 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.

The Post Office acknowledges, however, that in certain scenarios, even after extensive controls have been implemented, a process may still sit outside the agreed risk appetite. In this situation, a risk exception waiver will be required pursuant to the exemption process, 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 contract<sup>4</sup> 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

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<sup>4</sup> 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 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 Group Executive 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.
- **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.
- **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.
- **Learning Design Manager** – is responsible for the design, production and maintenance of the branch compliance learning, distance learning packs, eLearning modules, 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.

- **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.
- **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 Minimum control standards

A minimum control standard is an activity which must be in place in order to manage the risks, so they remain within the defined risk appetite statements (as set out at section 2.1). There must be mechanisms in place within each business unit to demonstrate compliance. The minimum control standards 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 risks and the required minimum control standards in consideration of Post Office's risk appetite.

Risk area	Description of risk	Minimum control standards	Who is responsible	When
Postmaster Training Delivery	Classroom Trainers who deliver classroom training are not sufficiently trained to be able to provide the best possible experience.	Ensure trainers are fully accredited to carry out classroom delivery, by ensuring that quarterly on-the-job observations have taken place.  Ensure Classroom trainers are fully and regularly updated with changes to the system, products and anything else which impacts their training delivery.	Head of Postmaster Training  Head of Postmaster Training	Monthly  Weekly updates, including Regional conference calls, branch focus updates and any updates if applicable from the Learning and Design team. Quarterly product knowledge testing.



Postmaster Onsite Training Delivery	Training materials are not up to date and do not reflect current processes and procedures potentially leading to poor training and regulatory impact	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	A minimum of one observation per quarter for each Classroom trainer
		Any changes to product offerings (including the introduction of new products and services), horizon transactions, back office processes and day to day branch operations are channelled through the Branch Operations Engagement Team who notify the Learning Design Team of updates required, which are then actioned.	Head of Postmaster Training & Head of Branch Operations Engagement	Weekly assessment
		Branch staff who are new to working in branches should undertake mandatory eLearning modules as well as spending time in a classroom environment using the Horizon system. This covers transactions as well as back office processes and procedures.	Head of Postmaster Training	Weekly
	Onsite Trainers are not sufficiently trained to be able to provide the best possible experience	Observations to be carried out by the Onsite Trainer Team Leader, documented on a formal observation form addressing any areas for development and quarterly product knowledge testing.	Head of Postmaster Training	Operational updates - weekly Updates to policy/products etc. - weekly Work time learning sessions for each region – every quarter

Effectively preparing postmasters to operate their branch		Ensure Onsite trainers are fully accredited to carry out onsite training and are regularly updated with changes to the system, processes, products and anything else which impacts their training delivery.	Head of Postmaster Training	Onsite Trainer on the job observations and coaching – Minimum of once per quarter for each onsite trainer. Quarterly product knowledge testing
	Postmasters and/or Post Office suffer financial loss as a result of discrepancies in branch, due to insufficient training	Each delegate to classroom training is provided with an Operational Training Guide containing step by step guides in processing transactions and back-office procedures.	Head of Postmaster Training	Weekly
		An 'investigating discrepancies' refresher training course is available to attend by postmasters and/or their assistants.	Head of Postmaster Training	Monthly
	Postmasters feel unsupported during their first cash delivery, collection and branch monthly balancing procedure	On Site Trainers will 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	Head of Postmaster Training	Weekly



Ongoing reinforcement and Embedding of training procedures to enable proficiency in operating a branch / horizon	Regulatory or contractual breaches occur, causing reputational damage to PO and our clients	need for additional early days support in these areas if any issues are identified.  Necessary compliance training is assigned to each individual who will be working in a branch, for completion initially and then on an ongoing annual basis. Records of completion are maintained on the Learning Management System for the initial completion during any onboarding training and then following that are maintained on Horizon	Head of Postmaster Training	Annually
	Post training the postmaster or their staff are struggling with transactions or the use of the horizon system	The postmaster or their staff complete their yearly compliance modules and tests. Regular updates are given via branch focus, from the Area Management team & the business support managers and where required an intervention request is sent by the Business support manager or area manager for further support either for onsite training, further distance learning via the learning management system or classroom refresher training.	Head of Postmaster Training & Franchise and Partnering Team	Weekly
Policy non-adherence	Non adherence to the policy could result in legal and regulatory risk as well as reputational damage to Post Office and the relationship with postmasters.	All members of the Training team will be provided with training on this policy.	Head of Postmaster Training	Once approved and annually thereafter (or sooner in the event of material changes to the policy)
		The Policy should be reviewed, and if necessary updated.	Head of Postmaster Training	As required (but reviewed at least annually)

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## 3 Procedures

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### 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 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 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 model**

#### **Online eLearning (15 hours' time commitment)**

Introduction to Post Office and Learning covering all elements detailed above in respect of the local 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 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

**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
- Camelot Lottery
  - o Scratch cards
  - o Prize Payments
  - o Lottery accounting
- Monthly Branch Balancing
  - o The five key stages of a monthly Trading Period balance
  - o Stock Unit types and stock discrepancies

**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
- Personal Loans
- 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
- Camelot Lottery
- Remittances
- Investigating Discrepancies

### **'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 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 prospective 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.

## 3.3 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

## 4 Where to go for help

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### 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 Whistleblowing 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 GRO

Please note that a postmaster may also contact the National Federation of Sub-Postmasters (NFSP) for help and support.

### 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 GRO

## 5 Governance

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### 5.1 Governance responsibilities

The Policy sponsor, the Group Chief Retail Officer of Post Office, takes responsibility at Group Executive level 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 and the Head of Training are 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
3.0	Annual	1/2023	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 <sup>th</sup> February 2022	<b>Annual review</b> 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 <sup>st</sup> April 2022	Amended version number following approval	Jo Milton
2.1	5 <sup>th</sup> 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 <sup>th</sup> 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 <sup>th</sup> 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 <sup>th</sup> January 2023	Updated to full version number following approval at ARC	Jo Milton

## 6.2 Oversight committee

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

Committee	Date approved
POL R&CC	10 JAN 2023
POL ARC	23 JAN 2023

**Next review:** 31 JAN 2024

## 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):





