Retail Performance Dashboard

Period 3

24 July 2024

Confidential

POST OFFICE

Contents of the Retail Performance Dashboard Period 3

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- Onboarding duration and satisfaction
- Confidence after e-learning
- Confidence after classroom training
- Branches engaging with Training in the previous 12 months
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- Breakdown of value of discrepancies where Review/Dispute is selected
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- Open PAS pre investigation cases over SLA (12 wks)

Network Monitoring and Branch Assurance Support:
- Number of network monitoring cases
- Number of branch assurance activities

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- Number of suspensions, with reasons, average duration and number of reinstatements
- Number of terminations, with reasons
- Decision reviews and outcomes

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Retail Performance Dashboard Summary Period 3

The dashboard has been developed to provide a summary of key metrics with comparisons:

The current month's performance
The average year to date figure (adjusted for 5-week periods where applicable)
The performance seen in the same month last year

The RAG status is based on parameters agreed with each business area, based on currently used targets/Service Levels or the average previous year to date metrics.
Some areas have no RAG as they are not targeted areas, so appear in grey for noting only.

Area	Metric	P3 Performance	YTD average (adjusted for 5-week periods if applicable)	Compared to P3 last year
Onboarding and Training	Onboarding satisfaction			
	Onboarding duration			
	Confidence after e-learning			
	Confidence after classroom training			
	Branches engaging with training in the previous 12 mnths			
	% capacity filled in refresher training sessions			
Postmaster Complaints	Number of complaints received			
	% resolved within 10 days – 82%			
Cash Management	Volume of outward cash discrepancies			
	Volume of inward surpluses			
	Volume of inward shortages			
	Volume of inward counterfeit notes			
	% of pouches containing discrepancies			
	% of successful cash declarations			

IRRELEVANT

*Adjusted to reflect 4- or 5-week period average
Arrows show performance against last period

Retail Performance Dashboard Summary Period 3 (continued)

Area	Metric	P3 Performance	YTD average (adjusted for 5-week periods if applicable)	Compared to P3 last year
Transaction Corrections	Volume of total transaction corrections			
	Total value of transaction corrections			
	Volume of cash remittance transaction corrections			
	Volume of aged open items			
Discrepancies and Postmaster Accounts	Volume of total reported discrepancies			
	Value of total reported discrepancies (not net)			
	Volume of Review or Dispute discrepancies			
	Value of Review or Dispute discrepancies (not net)			
	Increase in amount provisioned for postmaster balances			
Accounting Dispute Resolution	Volume of discrepancy cases received for investigation			
	Volume of discrepancy cases completed			
	Open investigations by period (including over SLA)			
	% of discrepancy cases completed within SLA (20 days)			
	Open Postmaster Account Support (PAS)cases			
	% of open pre-investigation PAST cases over 12 wk. SLA			
Network Monitoring/ Branch Assurance Support	Number of Network Monitoring cases			
	Number of branch assurance activities			
Contracts	Number of suspensions			
	Average suspension duration (cases closed this period)			
	Average suspension duration (open cases)			
	Number of terminations			
	Decision reviews			
	% Decision reviews upheld (cumulative)			

IRRELEVANT

* Adjusted to reflect 4- or 5-week period average

Arrows show performance against last period

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We continue to take action to improve performance across all postmaster facing activities. Here is a summary of the key improvements planned:

Area	Metric	Improvements planned or in place	Status	Planned completion date	Owner
Postmaster Onboarding	Onboarding duration	• **New process to include an additional contact** – we have implemented a system generated prompt at the 7-, 14- and 21-days stage. Following the first full month after implementation, we saw a decline in the time taken for Potential New Postmasters to submit the financial assessment. This dropped from 50 days in P2 to 39 days in P3 (-11 days) This is also 9 days quicker than the average of 48 days over the previous 6 months.	Complete	June 2024	Tracy Marshall
Postmaster Training	Confidence after e-learning	• **Inaugural Feedback Committee** – The Feedback Committee met for the first time on 27th June. This meeting will be now held on a monthly basis and will include various stakeholder on a quarterly basis or when required.	Complete	June 2024	Tracy Marshall
	% capacity filled in training sessions	• **Development of a report to identify the origin of classroom referrals which can be split between those generated internally by the training team and those within the Retail Line** – this is now complete and used regularly to update the Retail field team.	Complete	May 2024	Tracy Marshall
		• **Support provided to Strategic Partner Team to manage program of eLearning and classroom training for c. 160 delegates** – Program of classrooms for One Stop running from March to early September. Around 80 delegates had attended up to May, and a similar number is expected through to September. This is helping to drive utilisation. We are also running training for area managers and business support managers which is also having a positive impact on classroom utilisation.	Complete	September 2024	Tracy Marshall

Summary of the key improvements planned (continued):

Area	Metric	Improvements planned or in place	Status	Planned completion date	Owner
Transaction Corrections	Volume and value of total transaction corrections	**Note counters** – Post introduction (P12 23/24 - P3 24/25) the note counter trial branches have shown a significant improvement in tracked metrics when compared to non-pilot branches. Some key highlights include: • There has been a cash transaction correction volume reduction of 49% in pilot branches vs 4% decrease in non-pilot branches (control group) • There has been a counterfeit note reduction of 91% in pilot branches vs a 27% decrease respectively in non-pilot branches (control group)	In progress (continued reporting)	June 2024	Mel Park
		Auto stock rem in – Engagement has begun with the 7 branches, due to take part in the September 2024 pilot. User and business acceptance testing is complete. The path clearing plan has been developed. This will include a stock migration support visit at 4 of the pilot branches, and these have been scheduled.	In progress	March 2025	IT
		Deep dive into reasons for cash related causes – Because 75% of TCs in P3 were caused by cash errors, some work has been started on understanding the specific reasons for these. The outputs should drive more detailed reporting in this area.	In progress	September 2024	Mel Park
	Volume of aged items	**Focus on open items relating to cash** – Full team is back in place, following sickness, and backlog is on schedule to be cleared.	Complete	July 2024	Mel Park
Discrepancies and Postmaster Accounts	Volume of total reported discrepancies	**Design a Quality Assurance Framework and a Cause Analysis framework** - This planned improvement has developed from sharing root cause into the development of QA and cause analysis frameworks and therefore we have updated the completion date to next March. We are currently recruiting an additional Operations Manager to focus specifically on these areas.	In progress	March 2025 (updated from May 2024)	Mel Park
		Discrepancy Dashboard: following implementation of the updated case management process in Microsoft Dynamics, the dashboard has now been created and reviewed. This provides the team with the ability to track discrepancies raised in the period through to resolution.	Complete	June 2024	Mel Park

Summary of the key improvements planned (continued):

Area	Metric	Improvements planned or in place	Status	Planned completion date	Owner
Discrepancies and Postmaster Accounts	Volume of Review or Dispute discrepancies	**Review or Dispute high usage** - 105 branches that have used RoD at least 9 times in the last 12 trading periods were visited by Area Managers as part of the Operational Excellence visits. Information on the resulting training interventions will be provided by the training team, and area managers will action accordingly.	In progress	July 2024	Mel Park
		Repayment data insights - A repayment data dashboard is being planned for launch at the end of the calendar year. Due to the development work required (CFS and Dynamics), a manual workaround is required. This is still being worked up, and a workshop is being planned to review this and involve the Postmaster Account Support Team before a launch is agreed.	In progress (delayed)	June 2024	Mel Park
Accounting Dispute Resolution	Volume of discrepancies received for investigation	**Strategic Partner Process** – It was agreed to accept the new ways of working pilot and move the process into BAU. This is now live. The Head of Partner Operations will review the remaining Strategic Partners to select the ones that will join Tesco, Morrison and One Stop in this process.	In progress (delayed)	May 2024	Mel Park
		Post-implementation Review – The new way of working introduced in March, will undergo a post implementation review once P3 is complete. Early indications are that it's a more efficient way of working and we are resolving cases more quickly for the postmaster, but also taking in significantly more case load which may result in some adjustments being required. A report will be produced by end of July.	In progress (delayed to July 2024)	June 2024	Mel Park
		Operational Excellence Programme - the Steerco continues to track activities and the following key BAU process improvements are due to complete in the early part of the 2nd half, namely Operations Manual Launch, 0-6 month support framework review and refreshed branch property works project process. The full training intervention implemented in Tesco stores is showing early signs of success. All branches in the pilot will have had follow up Branch assurance visits by the end of July, an extended period of monitoring until September will follow this will enable us to assess if and how learnings can we rolled out to the wider network.	In progress	March 2025	Mel Park

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Summary of the key improvements planned (continued):

Area	Metric	Improvements planned or in place	Status	Planned completion date	Owner
Network Monitoring	Number of Network Monitoring cases	• **Increase resource of team** - Repurposing 3 vacancies from Branch Reconciliation to increase scope of monitoring. Interviews taking place in July. We are redeveloping the induction programme and onboarding training for new starters which will be piloted with this set of new starters.	In progress	July 2024	Mel Park
Branch Assurance/ Operational Excellence	Number of branch assurance activities	• **Recommendation to make goodwill payments** – Proposal to offer a goodwill payment as compensation for lost trading income whilst a Branch Assurance was approved in June Retail Committee on 18th June now. This went live in July.	Complete	June 2024	Pete Marsh
		• **Branch Assurance Visit strategy** – paper going to the July Retail Committee for consultation ahead of SEG approval request. This will discuss: • the introduction of unannounced visits in exceptional circumstances • going ahead with BAU visits that have been notified but not explicitly agreed by the postmaster and • Reducing the current lead time from 7 weeks to 9 working days	In progress	July 2024	Pete Marsh
		• **CWU engagement on ways of working** - Proposals now submitted to CWU regarding essential Job Description changes, essential team standards changes and amendments to excess worked hours position.	In progress (proposal with CWU)	July 2024	Pete Marsh
		• **Document retention strategy and R&B visit threshold** – Additional proposed recommendations going to Retail Committee proposing changes to the way documents IRRELEVANT	In progress	Currently live	Pete Marsh

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Postmaster Onboarding

Onboarding time (days)

118
Previous period: 114

Onboarding time (days)

2324P03	2324P04	2324P05	2324P06	2324P07	2324P08	2324P09	2324P10	2324P11	2324P12	2425P01	2425P02	2425P03
147	120	128	120	98	102	116	134	138	106	122	114	118

Onboarding overall satisfaction rating

88%
Previous period: 89%

Onboarding overall satisfaction rating

2324P03	2324P04	2324P05	2324P06	2324P07	2324P08	2324P09	2324P10	2324P11	2324P12	2425P01	2425P02	2425P03
83%	83%	83%	83%	83%	83%	83%	83%	83%	84%	93%	89%	88%
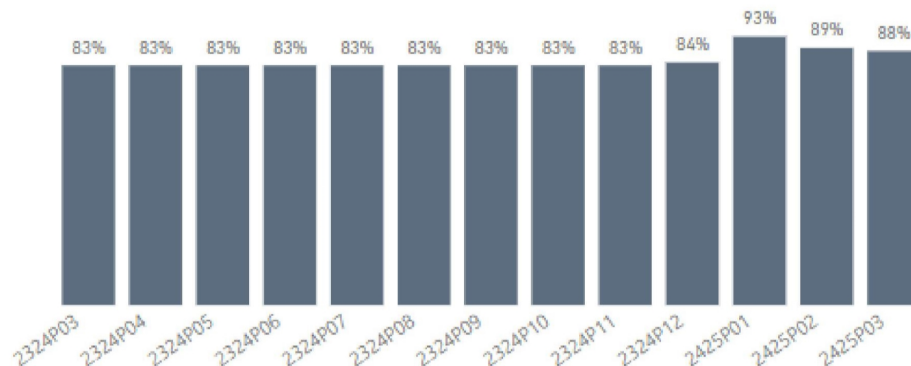
Commentary

The overall timeline for P3 has increased by 5 days vs P2 to **118.5 days** (still within the 120 day KPI), despite a 11 day reduction in the time taken from the original link being sent out to FA submission - suggesting we are now seeing the benefit of the additional reminders/communication put in place last month.

The main driver of the overall increase is an additional 9 days it is taking for financial assessments to be processed due to a 30% increase in applications, alongside 1 of the 2 assessors being on sick absence.

Increases of c. 2 days each were returned in each of the other areas - back in line with P1 performance.

Customer Satisfaction scores remain high, with 16 of the 18 responses received YTD being positive, returning **overall satisfaction of 88%** and all categories scoring >86% for the third successive month.

We have seen a decline in responses (2) as a result of no longer sending out requests via SMS.

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Postmaster Training

New PM training - confidence after e-learning	New PM training - confidence after classroom learning
82.0%	**94.9%**
Previous period: 84.7%	Previous period: 96.7%

Branches engaging with training (last 12 months)*	Classroom training - % capacity
3707	**61.2%**
Previous period: 3766	Previous period: 53.1%

New PM - confidence after e-learning and classroom training

● Confidence after e-learning ● Confidence after classroom

| 2324P03 | 2324P04 | 2324P05 | 2324P06 | 2324P07 | 2324P08 | 2324P09 | 2324P10 | 2324P11 | 2324P12 | 2425P01 | 2425P02 | 2425P03 |

Classroom training - % capacity

| 2324P03 | 2324P04 | 2324P05 | 2324P06 | 2324P07 | 2324P08 | 2324P09 | 2324P10 | 2324P11 | 2324P12 | 2425P01 | 2425P02 | 2425P03 |
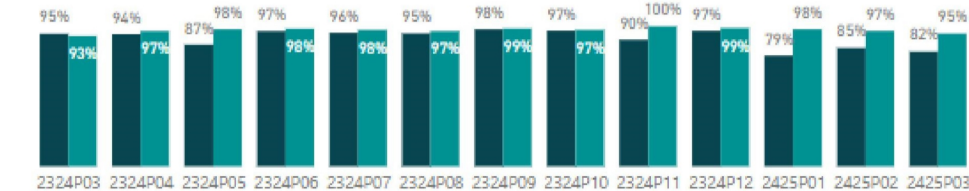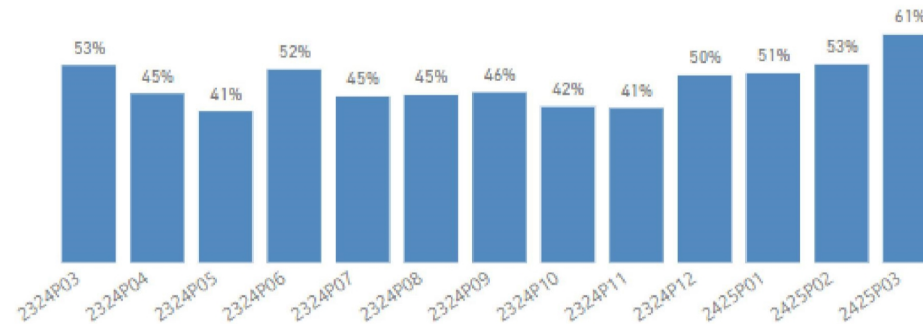
Commentary

The **confidence after eLearning** measure saw a decrease of 2.7%. The method of measurement changed in P1, so it is difficult to currently say which result is more typical of baseline performance or not.

Confidence after classroom saw a slight decline, but it still tracking very well. Confidence in the trainer and training is very positive,

Branch engagement saw a slight decrease of 59 against the previous period

Classroom utilisation saw an increase of 8.1%. This was positively impacted by strategic partnership branch training as well as Area manager and Business support managers attending classroom training to upskill their own operational knowledge.

* Measure is unique branches which have accessed training via BH, LMS, classroom or onsite visit (excludes onboarding cases)

Postmaster Complaints

No. of new complaints	% of complaints resolved within 10 days	Open Complaints at end of latest period	Age of open complaints
367 ▲ Previous period: 255	**90.1%** ▼ Previous period: 93.3%	**60** ▲ Previous period: 58	(see table below)

Age of open complaints

0 - 10 Days	11 - 30 Days	31 - 90 Days	90+ Days
30	21	6	3

Complaints created by type - Top 5 (Latest period)

Type	Count
Royal Mail	84
Parcelforce	51
PUDO	45
Branch Finder Services	35
Possible Customer Complaint	27
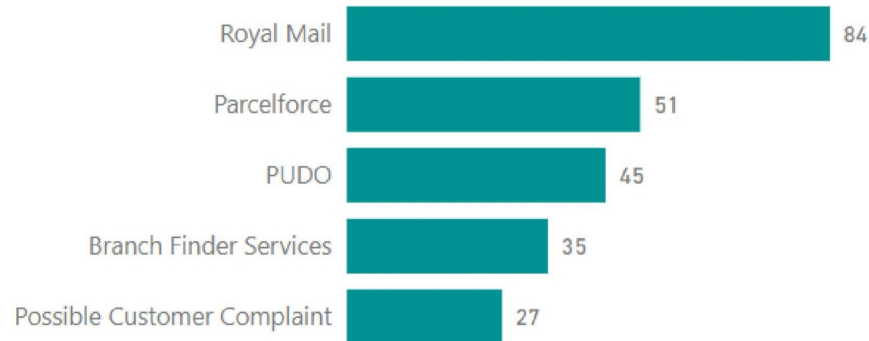
Complaints created by type

Main call drivers of Top 5 (latest period)

L3 Category	L4 Category	L4 Total
Royal Mail	Failed Collection – Resolve Locally	47
Royal Mail	Failed Collection – Local No Answer	10
Parcelforce	Failed Collection – Escalation (Parcelforce)	22
Parcelforce	Failed Collection – 1st Call Resolve Locally	19
PUDO	Amazon Non Collections	30
PUDO	DPD Non Collection	5
Branch Finder Services	Incorrect Opening Hours	35
Possible Customer Complaint	Possible Customer Complaint	27

Commentary

Complaints resolution performance remains positive to the 85% target with 90% closed within the 10 day SLA period.

Open complaints are marginally higher going into P4 however, 50% of these were recently received (less than 10 days). Failed collections in branch from Royal Mail and Parcelforce remain key drivers of contacts into the team.

• Target is 82% of complaints resolved within 10 days

Cash Management

Cash and Stock Management

Outward Cash Discrepancies

Number found in Cash Centres	Total Value	Average value
14	**£2.7K**	**£189.64**
Previous Period: 20	Previous Period: £7.7K	Previous Period: £385.20

Inward Surpluses

Number found in Cash Centres	Total Value	Average value
4461	**311.9K**	**£69.91**
Previous Period: 4159	Previous Period: 274.3K	Previous Period: £65.96

Inward Shortages

Number found in Cash Centres	Total Value	Average value
3503	**-413.6K**	**-£118.08**
Previous Period: 3155	Previous Period: -514.8K	Previous Period: -£163.17

Inward Counterfeits

Number found in Cash Centres	Total Value	Average value
765	**-£29,365**	**-£38.39**
Previous Period: 653	Previous Period: -£28.6K	Previous Period: -£43.84

%age of Pouches Containing Discrepancies
7.2%
Previous Period: 7.4%

Commentary

Only 1 of the Outward discrepancies was as a result of an error at the cash centre (£2000 - surplus). The improvement plan implemented in P12 has continued to reduce cash centre packing errors. The other 13 discrepancies are all shortages (£700). Four discrepancies reported by branches (£397 in total) are being investigated (all coin).

The slight increase in Inward surpluses, shortages and counterfeits reflects the increased values being returned in P3.

The average weekly value returned increased by £41m per week to £482m.

Number of Pouches Containing Counterfeit Notes by Period

Period / Year	Count
2324 - P03	1482
2324 - P04	1521
2324 - P05	1049
2324 - P06	894
2324 - P07	1024
2324 - P08	701
2324 - P09	765
2324 - P10	796
2324 - P11	667
2324 - P12	844
2425 - P01	879
2425 - P02	653
2425 - P03	765

12
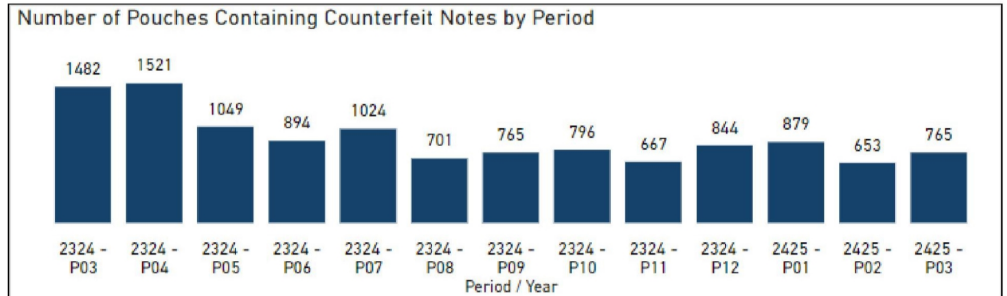
Cash Management (continued)

Cash declarations

Percentage of Successful Cash Declarations

93.2% ▲

Previous Period: 92.4%

Percentage of Successful Cash Declarations by Period

2023P03	2023P04	2023P05	2023P06	2023P07	2023P08	2023P09	2023P10	2023P11	2023P12	2024P01	2024P02	2024P03
88.3%	89.1%	89.6%	89.5%	89.9%	89.7%	88.8%	88.6%	90.7%	91.6%	92.1%	92.4%	93.2%
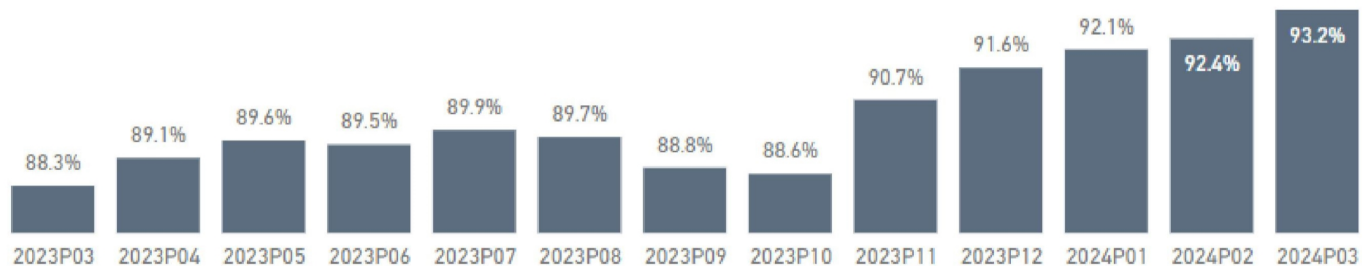
Commentary

A further increase in successful cash declarations seems to be an indicator of the success of operational excellence initiatives, and preparation for the forthcoming remuneration incentive.

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Transaction Corrections
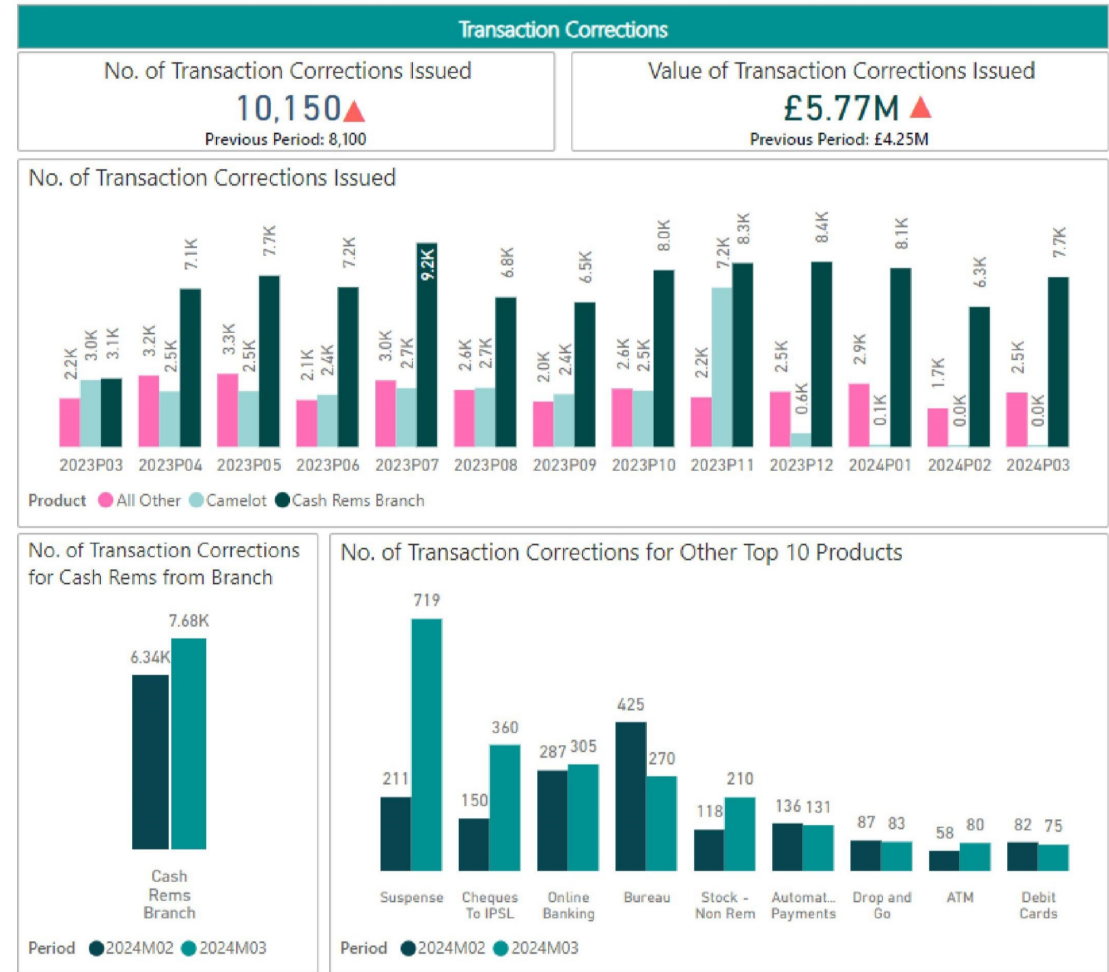
The volume of Transaction Corrections was up from last period at 10,150. The increase is due to the increase in shortages and surpluses found in cash returned to the cash centre in P3. This volume accounts for 75% of all transaction corrections issued.

Aged open items have reduced to 1138 lead primarily by the resolution of the debit card issue which contributed to elevated volumes during P2. Reductions also seen in cash items where levels were also elevated last period, reducing 17% in P3.

Transaction Corrections

No. of Transaction Corrections Issued	Value of Transaction Corrections Issued
10,150 ▲	£5.77M ▲
Previous Period: 8,100	Previous Period: £4.25M

No. of Transaction Corrections Issued

Product ● All Other ● Camelot ● Cash Rems Branch

No. of Transaction Corrections for Cash Rems from Branch

Period ● 2024M02 ● 2024M03

No. of Transaction Corrections for Other Top 10 Products

Period ● 2024M02 ● 2024M03

Aged Open Items (CFS)

Value is debit and credit figures totalled together (not net)

Transaction Corrections (continued)

TC Acceptance - Review & Dispute

No. of TC's Accepted to Review or Dispute at Trading Period End

441 ▲
Previous Period: 294

Value of TC's Accepted to Review or Dispute at Trading Period End

£2.1M ▲
Previous Period: 877.1K

Net Value of TC's Accepted to Review or Dispute at Trading Period End

£270K ▲
Previous Period: -£587K

No of TC's Accepted to R&D by Value Bracket

Value Bracket	Count
£100k+	2
£50k to £100k	3
£25k to £50k	12
£10k to £25k	2
£5k to £10k	9
£1k to £5k	29
£500 to £1k	30
£100 to £500	48
£0k to £100	64
-£0 to -£100	110
-£100 to -£500	59
-£500 to -£1k	11
-£1k to -£5k	33
-£5k to -£10k	4
-£10k to -£25k	10
-£25k to -£50k	12
-£50k to -£100k	3
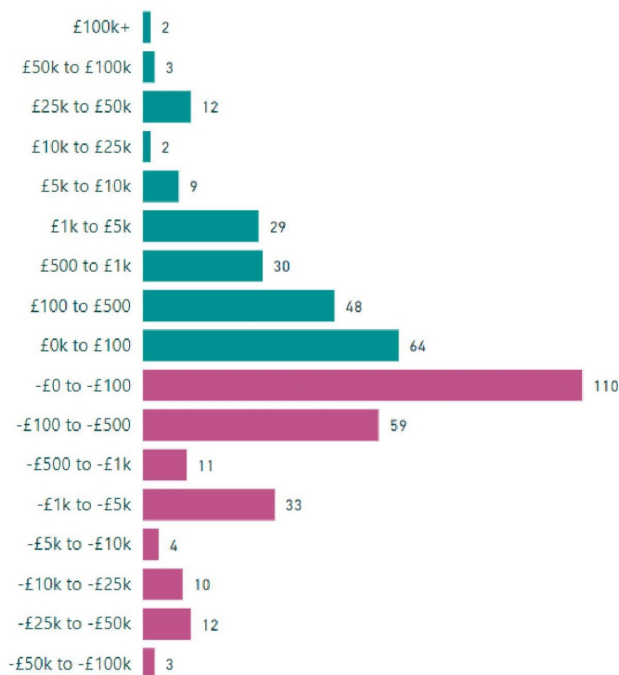
(Credit ↑ — Debit ↓)

Value of TC's Accepted to R&D by Value Bracket

Value Bracket	Value
£100k+	£375K
£50k to £100k	£228K
£25k to £50k	£374K
£10k to £25k	£24K
£5k to £10k	£82K
£1k to £5k	£64K
£500 to £1k	£25K
£100 to £500	£14K
£0k to £100	£2K
-£0 to -£100	£5K
-£100 to -£500	£15K
-£500 to -£1k	£9K
-£1k to -£5k	£101K
-£5k to -£10k	£32K
-£10k to -£25k	£144K
-£25k to -£50k	£416K
-£50k to -£100k	£196K
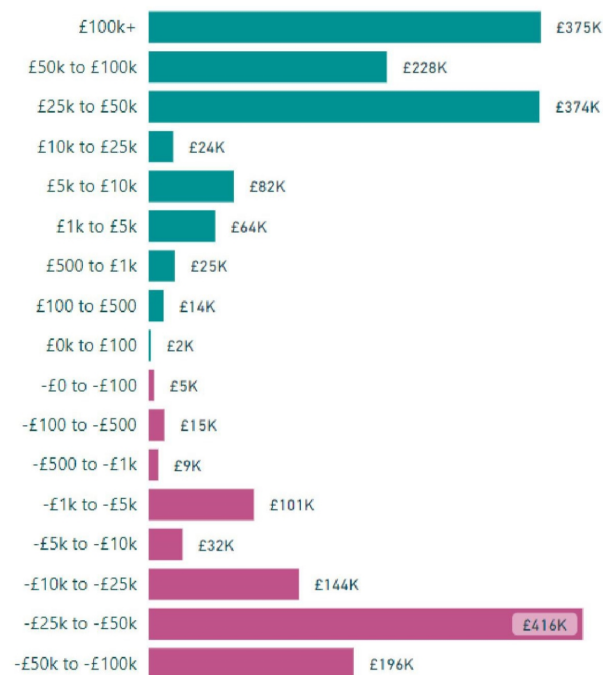
The volume
and value of Transaction
Corrections has increased
since last period. The highest
value of TC's have been
issued for cash
and ATM dispensed figures.

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Discrepancies and Postmaster Accounts

Total No. of Discrepancies Declared at Trading Period End	Total Value of Discrepancies Declared at Trading Period End	Net Value of Discrepancies Declared at Trading Period End
4,668 ▼	**£5.8M** ▲	**-£3M** ▼
Previous Period: 4,709	Previous Period: £4.2M	Previous Period: -£419K

No. of Discrepancies Declared

No. of Declared Discrepancies Balanced at Trading Period End 1	Value of Declared Discrepancies Balanced at Trading Period End 1	Net Value of Declared Discrepancies Balanced at Trading Period End 1
3,998 ▲	**£4.1M** ▲	**-£2M** ▼
Previous Period: 3,977	Previous Period: £1.2M	Previous Period: -£37K

Value of Discrepancies by Type

General Type ● Discrepancies Settled Locally ● Review/Dispute

No. of Review or Dispute Discrepancies Declared at Trading Period End	Value of Review or Dispute Discrepancies Declared at TP End	Net Value of Review or Dispute Discrepancies Declared at TP End
670 ▼	**£1.7M** ▼	**-£589K** ▼
Previous Period: 732	Previous Period: £2.9M	Previous Period: -£382K

Commentary:

- Discrepancies declared (4,668) were lower than P2 although keeping in line with (non-peak) 4-week trading periods.

- Review or Dispute (R or D) button presses (670) decreased slightly from P2 (732) and remain in line with previous 4-week reporting periods. R or D presses YTD are 10% higher than FY23/24.

1.Discrepancies Balanced refers to the proportion of total declared discrepancies where the Postmaster has balanced by putting in the cash or taking it out.

Discrepancies and Postmaster Accounts (continued)

No. of Review or Dispute Discrepancies Declared at Trading Period End

670 ▼

Previous Period: 732

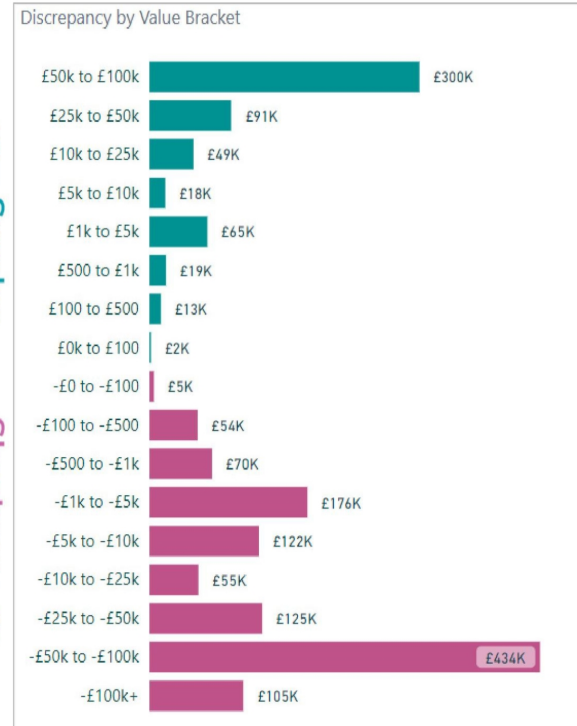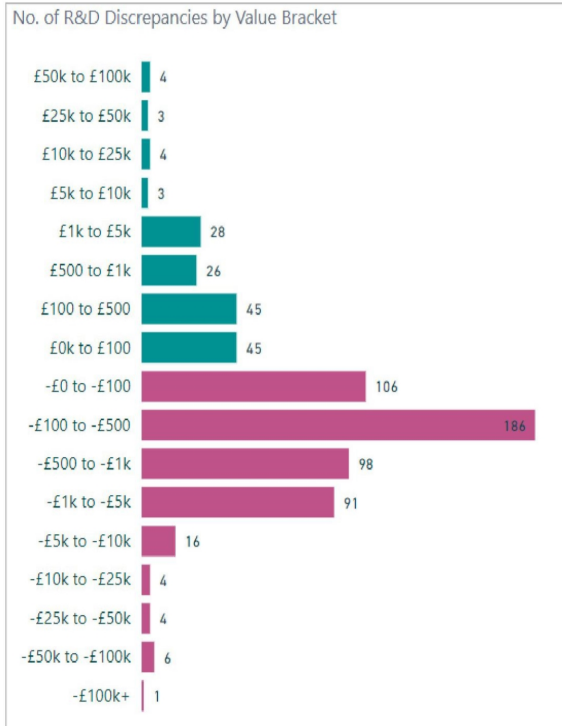**Value of Review or Dispute Discrepancies Declared at Trading Period End**

£1.70M ▼

Previous Period: £2.95M

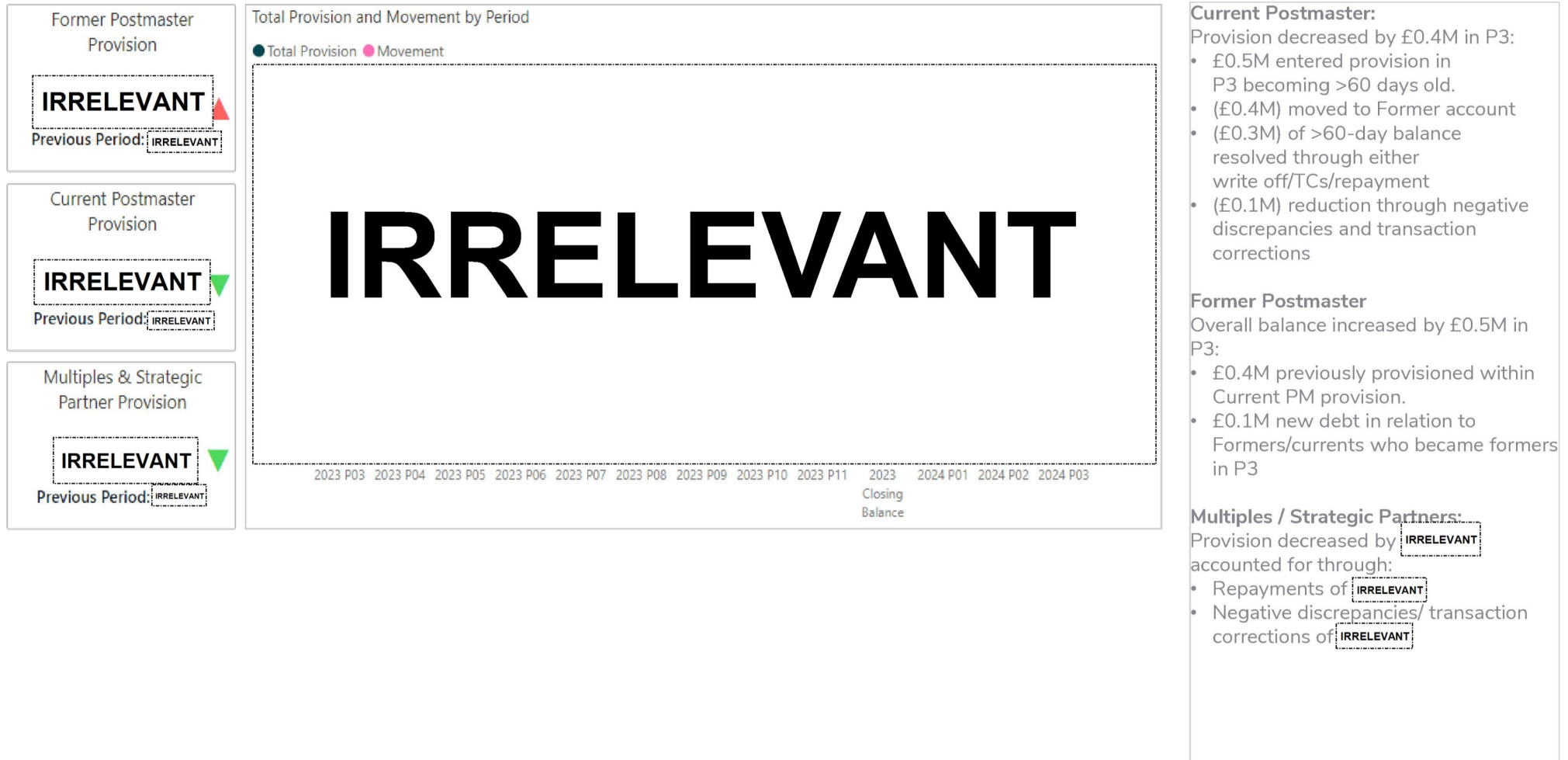**Net Value of Review or Dispute Discrepancies Declared at Trading Period End**

-£589K ▼

Previous Period: -£382K

No. of R&D Discrepancies by Value Bracket

Value Bracket	Count
£50k to £100k	4
£25k to £50k	3
£10k to £25k	4
£5k to £10k	3
£1k to £5k	28
£500 to £1k	26
£100 to £500	45
£0k to £100	45
-£0 to -£100	106
-£100 to -£500	186
-£500 to -£1k	98
-£1k to -£5k	91
-£5k to -£10k	16
-£10k to -£25k	4
-£25k to -£50k	4
-£50k to -£100k	6
-£100k+	1

← Surplus — Shortage →

Discrepancy by Value Bracket

Value Bracket	Value
£50k to £100k	£300K
£25k to £50k	£91K
£10k to £25k	£49K
£5k to £10k	£18K
£1k to £5k	£65K
£500 to £1k	£19K
£100 to £500	£13K
£0k to £100	£2K
-£0 to -£100	£5K
-£100 to -£500	£54K
-£500 to -£1k	£70K
-£1k to -£5k	£176K
-£5k to -£10k	£122K
-£10k to -£25k	£55K
-£25k to -£50k	£125K
-£50k to -£100k	£434K
-£100k+	£105K

Commentary:

- Review or Dispute button presses (670) decreased slightly on P2 (732) and remain in line with previous 4-week reporting periods. Button presses YTD are 10% higher than FY23/24.

- Value of discrepancies declared reduced from £2.95M to £1.70M. Volumes continue to be influenced by high value discrepancies identified at Branch Assurance Visits.

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POL00448230
POL00448230

Postmaster Provisioning

Former Postmaster Provision

IRRELEVANT ▲

Previous Period: IRRELEVANT

Current Postmaster Provision

IRRELEVANT ▼

Previous Period: IRRELEVANT

Multiples & Strategic Partner Provision

IRRELEVANT ▼

Previous Period: IRRELEVANT

Total Provision and Movement by Period
● Total Provision ● Movement

IRRELEVANT

2023 P03 2023 P04 2023 P05 2023 P06 2023 P07 2023 P08 2023 P09 2023 P10 2023 P11 2023 Closing Balance 2024 P01 2024 P02 2024 P03

Current Postmaster:
Provision decreased by £0.4M in P3:
- £0.5M entered provision in P3 becoming >60 days old.
- (£0.4M) moved to Former account
- (£0.3M) of >60-day balance resolved through either write off/TCs/repayment
- (£0.1M) reduction through negative discrepancies and transaction corrections

Former Postmaster
Overall balance increased by £0.5M in P3:
- £0.4M previously provisioned within Current PM provision.
- £0.1M new debt in relation to Formers/currents who became formers in P3

Multiples / Strategic Partners:
Provision decreased by IRRELEVANT accounted for through:
- Repayments of IRRELEVANT
- Negative discrepancies/ transaction corrections of IRRELEVANT

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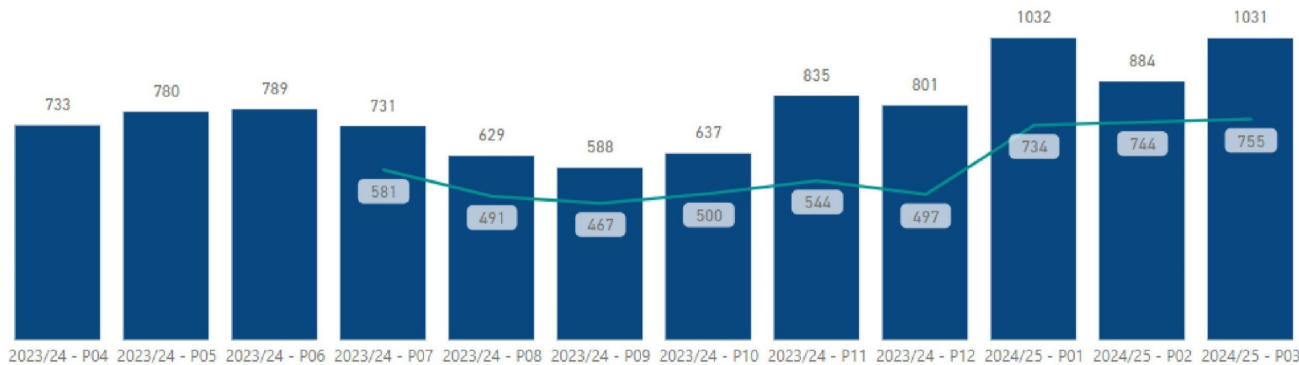# Accounting Dispute Resolution

No. of discrepancy cases assigned for investigation and completed, by period

● Volume Assigned ● Volume Completed
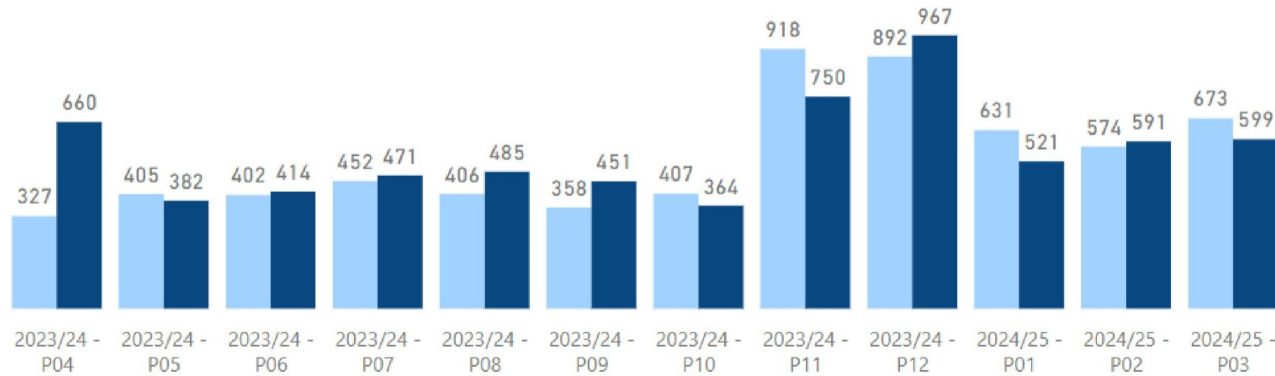
Open Investigations by Period (incl over SLA)

● Open Investigations ● Open outside SLA (data available from P7)

Commentary:
No of discrepancy cases Assigned:

- 673 new cases were assigned in P03, progress continues in reducing the legacy aged open position. Case escalations are 10% above average in relation to YTD FY23.24.
  Incoming cases are expected to increase due the increased Branch Assurance Visit's (BAV's) planned as Operational Excellence activities ramp up. To give context in Period 2 there was 24 BAV visits, in Period 3, there was 52 BAV visits. Priority focus is on the high value discrepancies relating to the Final account (FA) postings to the Postmasters customer account after the Branch Assurance Visit.

Volume of Resolved Cases:

- 599 cases were resolved in P03, We continue to see increased time handling of cases due to the recommendations implemented following A&CI assurance.

Open Investigations By Period:

- At the end of P03, there are 1031 open investigations,
- There are 755 cases over the 20-day SLA, The teams focus continues to be on reducing the aged position. The team have reduced the open position within the old legacy process by 31%, from 160 to 111 open cases.
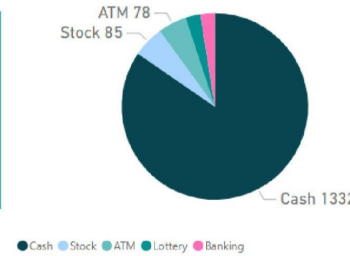
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Accounting Dispute Resolution (continued)
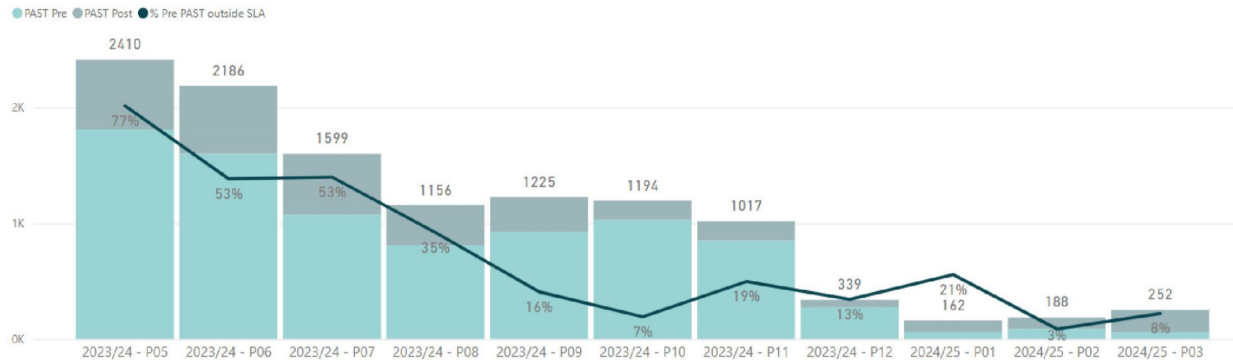
% of Investigations Resolved in SLA (20 days)
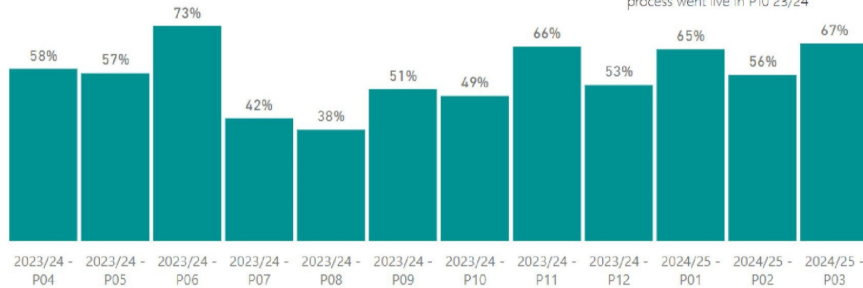
Note: The new Review and Dispute process went live in P10 23/24

Open PAST Cases (Pre & Post Investigation) and Open Pre Investigation over SLA (12 weeks)

○ PAST Pre ○ PAST Post ● % Pre PAST outside SLA

Investigated Cases resolved by cause (Top 5 by L2 FYTD)

ATM 78
Stock 85
Cash 1332

■ Cash ■ Stock ● ATM ■ Lottery ■ Banking

Commentary:

- SLA performance in the new process was above target with 87% resolved within 20 days. Overall performance was impacted by cases resolved in the legacy process that were in an aged position resulting in a combined SLA of 67% for P3.

Investigation cases resolved by cause:

- 92% of cases closed YTD relate to inaccurate accounting (e.g. not performing an accurate or physical count of cash or stock). Work continues under Operational Excellence to support branches.
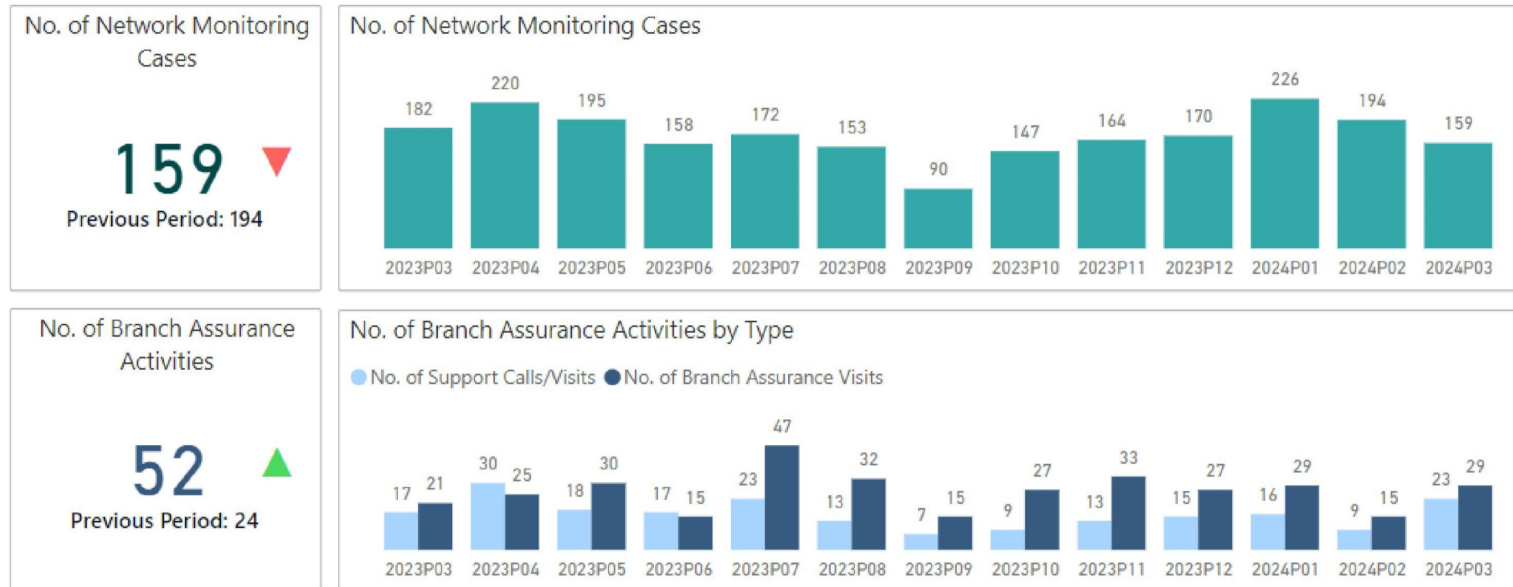
Open PAST Cases:

- Cases investigated and sent to the Postmaster Account Support Team have increased, the majority of these are waiting on TCs to be issued before they can be resolved. The new ways of working has resulted in decreased volumes, cases are moved into the Investigation team after 42 days.

Network Monitoring and Branch Assurance Support

Network Monitoring pro-actively supports Postmasters, focusing on reducing losses and driving compliance.

A risk model highlights branches failing to perform compliance tasks, such as completing a Trading Period or failing cash declarations. If a branch is flagged in any category, Network Monitoring will create a case and look at all areas of compliance at that branch.

If the results indicate that the branch needs support, the most suitable support will be offered (i.e. a call to coach the branch on the issue, a support call or visit or a branch assurance visit).

No. of Network Monitoring Cases

159 ▼

Previous Period: 194

No. of Network Monitoring Cases

2023P03	2023P04	2023P05	2023P06	2023P07	2023P08	2023P09	2023P10	2023P11	2023P12	2024P01	2024P02	2024P03
182	220	195	158	172	153	90	147	164	170	226	194	159

No. of Branch Assurance Activities

52 ▲

Previous Period: 24

No. of Branch Assurance Activities by Type

● No. of Support Calls/Visits ● No. of Branch Assurance Visits

	2023P03	2023P04	2023P05	2023P06	2023P07	2023P08	2023P09	2023P10	2023P11	2023P12	2024P01	2024P02	2024P03
Support Calls/Visits	17	30	18	17	23	13	7	9	13	15	16	9	23
Branch Assurance Visits	21	25	30	15	47	32	15	27	33	27	29	15	29

Commentary
Network Monitoring
High level of annual and sick leave during this period reducing the available working hours. Currently recruiting 3 permanent roles and 1 fixed term contract to cover mat. leave.
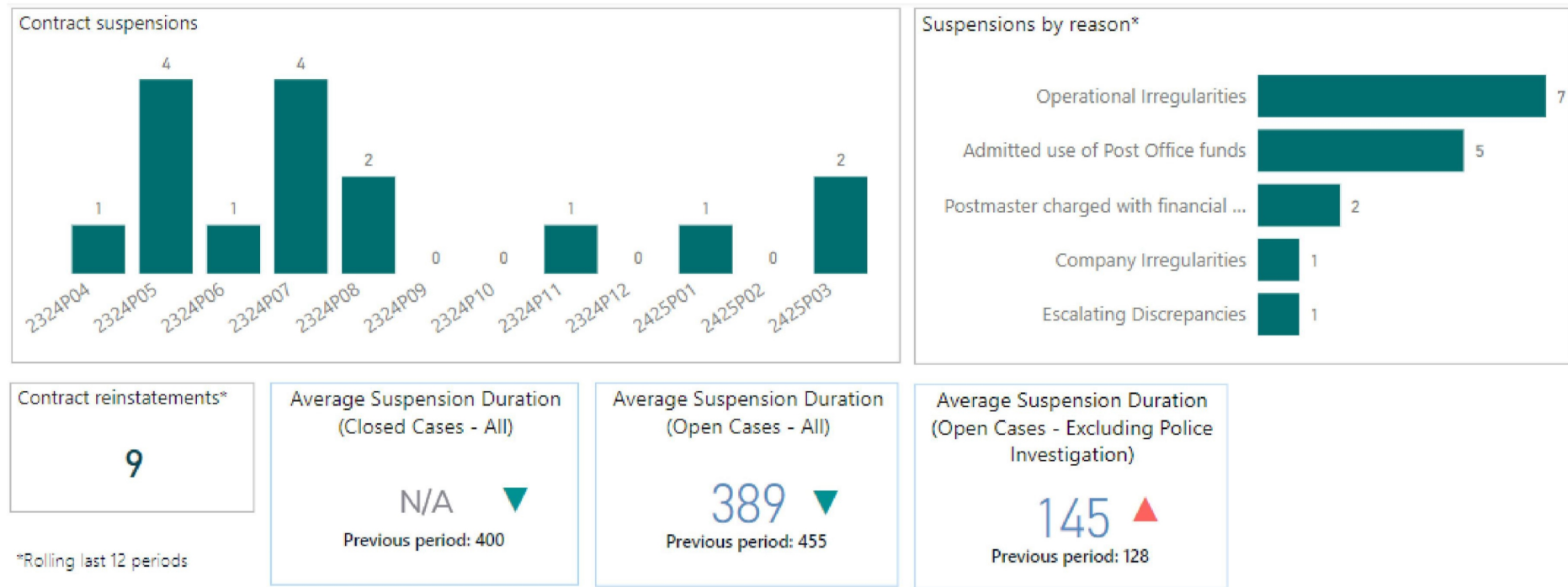
Branch Assurance
Higher levels of BAV's than previous months due to Tesco pilot BAV visits (these have a lower cancellation rate)

At the time of writing recruitment is now underway for another admin resource focused on booking Branch Assurance visits to support the prospective visit proposal being submitted to Retail Committee

1. Note that there is a lag between branch assurance and support visits and calls being an outcome in the top graph and being carried out

21

Contract Suspensions

Contract suspensions

Suspensions by reason*

Operational Irregularities	7
Admitted use of Post Office funds	5
Postmaster charged with financial ...	2
Company Irregularities	1
Escalating Discrepancies	1

Contract reinstatements*

9

*Rolling last 12 periods

Average Suspension Duration (Closed Cases - All)

N/A ▼

Previous period: 400

Average Suspension Duration (Open Cases - All)

389 ▼

Previous period: 455

Average Suspension Duration (Open Cases - Excluding Police Investigation)

145 ▲

Previous period: 128

Two suspensions in the period, one where there was an admitted use of Post Office funds and one where operational irregularities had been identified following an investigation into a branch discrepancy. The total discrepancy shortfall across these two branches was £893,414.

An additional metric has been added to illustrate the average length of suspensions open at the end of the period, one figure including those postmasters who have been charged with criminal offences and one figure without it. Not included in these figures is an additional suspension that relates to a suspended postmaster who was also a claimant under the GLO. Post Office is currently working with the Postmaster's legal representation to reach settlement, however this is tied up with wider obligations under the GLO Settlement Deed and so a conclusion has been delayed.
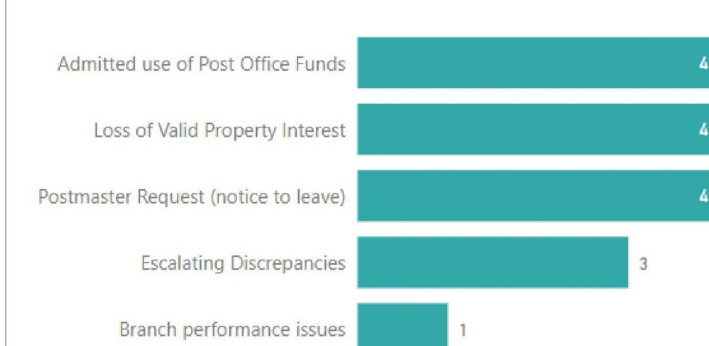
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Contract Terminations and Decision Review Panel Cases

Contract terminations (by notice and immediate)

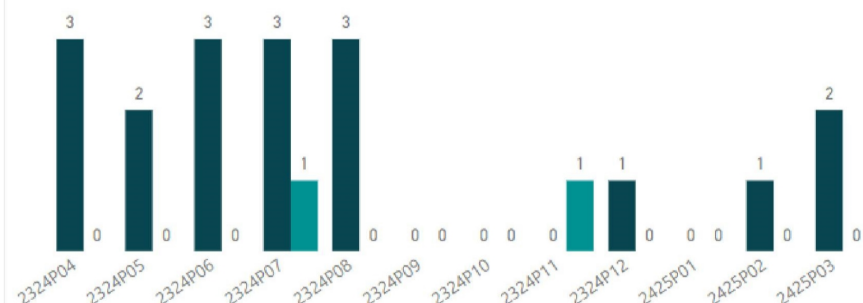● Contract Terminations (By Notice) ● Contract Terminations (Immediate)


Terminations by reason*

Admitted use of Post Office Funds	4
Loss of Valid Property Interest	4
Postmaster Request (notice to leave)	4
Escalating Discrepancies	3
Branch performance issues	1

Decision reviews

● Suspension Decisions Reviewed ● Termination Decisions Challenged

Decision review outcomes*

● Suspension ● Termination

Upheld	18
	2
Further Review	0
	0
Overturned	0
	0
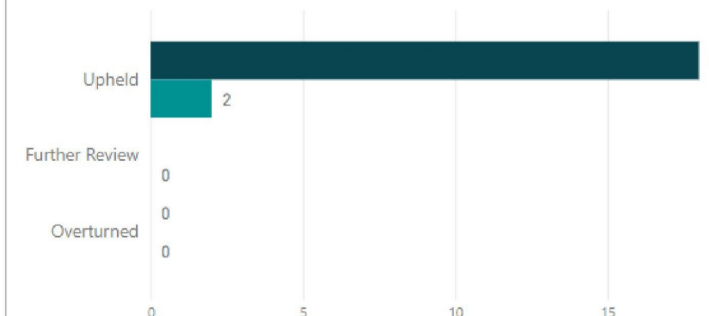
*Rolling last 12 periods

No suspensions were concluded in the period meaning that there are now 10 open suspensions at the end of the period.

A termination decision challenge has been reviewed through the Decision Review Process with the decision to terminate being overturned by the panel. Steps are now being made to reinstate the postmaster with the appropriate support and training. Two suspension decisions were reviewed with the decisions to suspend assured through the Decision Governance Committee.

Glossary

Section	Metric	Explanation	4 week periods			5 week periods		
			On track	Needs work	Off track	On track	Needs work	Off track
Onboarding	Onboarding satisfaction	Customer satisfaction on onboarding journey, ease of process, support and information provided	83 and over	75 to 82	74 and under	n/a	n/a	n/a
Onboarding	Onboarding duration	Onboarding application journey timeframe. Application, financial assessment, financial assessment review, suitability assessment to agreement issue and return	120 and under	121 to 135	136 and over	n/a	n/a	n/a
Training	Confidence after e-learning	The proportion of positive responses (a score of 7 or more) from postmasters confirming their confidence level across key areas after training	90 and over	80 to 89	79 and under	n/a	n/a	n/a
Training	Confidence after classroom training	The proportion of positive responses (a score of 7 or more) from postmasters confirming their confidence level across key areas after training	90 and over	80 to 89	79 and under	n/a	n/a	n/a
Training	Branches engaging with training	The number of branches which have engaged in the past 12 months as at period end, looking across Branch Hub, classroom, LMS and face to face interventions.	2308 and over	2031 to 2307	2030 and under	2885 and over	2539 to 2884	2538 and under
Training	% capacity filled in refresher training sessions	The percentage of attendees compared to full capacity of classrooms	60 and over	50 to 59	49 and under	n/a	n/a	n/a
Postmaster Complaints	Number of Postmaster Complaints received	The number of complaints received during the period						
Postmaster Complaints	% of complaints resolved within 10 days	The proportion of complaints resolved within 10 days as a total of total of complaints resolved in that period.	82 and over	78 to 81	77 and under	n/a	n/a	n/a
Cash Management	Volume of outward cash discrepancies reported	Number of pouches containing discrepancies, sent to branch	12 and under	13 to 15	16 and over	15 and under	16 to 19	20 and over
Cash Management	Volume of inward surpluses found	Number of pouches containing surpluses, received from branch						
Cash Management	Volume of inward shortages found	Number of pouches containing shortages, received from branch						
Cash Management	Volume of inward counterfeit notes found	Number of pouches containing counterfeits, received from branch						
Cash Management	Percentage of pouches containing discrepancies	Percentage of total pouches that contain a discrepancy						

Glossary (continued)

Section	Metric	Explanation	4 week periods			5 week periods		
			On track	Needs work	Off track	On track	Needs work	Off track
Cash Management	Percentage of successful cash declarations	Out of the expected number of branch cash declarations for the period, this is the percentage of branches that declared the cash in all of its stock units before 7pm (i.e. successful declaration)	90.0 and over	87.5 to 89.9	87.4 and under	n/a	n/a	n/a
Transaction Corrections	Volume of total TCs	The number of transaction corrections issued to a branch during the period	11595 and under	11596 to 12175	12176 and over	14045 and under	14046 to 14747	14748 and over
Transaction Corrections	Total value of TCs	The absolute value of the transaction corrections issued to a branch during the period						
Transaction Corrections	Volume of cash remittance TCs	The number of transaction corrections issued to a branch during the period, relating to cash remittances.	6852 and under	6853 to 7195	7196 and over	9168 and under	9169 to 9626	9627 and over
Transaction Corrections	Volume of aged open items	The total number of items across CFS and Dynamics that were open at the end of the period and aged over 45 days	1400 and under	1401 to 1470	1471 and over	n/a	n/a	n/a
Discrepancies and Postmaster Accounts	Volume of total reported discrepancies	The number of branches declaring a discrepancy at the end of a trading period	4694 and under	4695 to 4929	4930 and over	4888 and under	4889 to 5132	5133 and over
Discrepancies and Postmaster Accounts	Value of total reported discrepancies (abs)	The absolute value of the discrepancies declared at the end of a trading period						
Discrepancies and Postmaster Accounts	Volume of Review or Dispute discrepancies	The number of branches declaring a discrepancy at the end of a trading period, who use the "Review or Dispute" option	634 and under	635 to 666	667 and over	645 and under	646 to 677	678 and over
Discrepancies and Postmaster Accounts	Value of Review or Dispute discrepancies (abs)	The absolute value of the discrepancies declared at the end of a trading period, where the "Review or Dispute" option was used.						
Discrepancies and Postmaster Accounts	Increase in amount provisioned for postmaster balances	The change in the cumulative provisioning total from the end of the previous period. Any current postmaster balances, less promises to pay and credits, and all multiple/strategic partner balances, are moved into provisioning after 60 days. All former postmaster balances are moved into provisioning.						

Glossary (continued)

Section	Metric	Explanation	4 week periods			5 week periods		
			On track	Needs work	Off track	On track	Needs work	Off track
Accounting Dispute Resolution	Volume of discrepancy cases received for investigation	The number of cases assigned to Triage, Tier 2 or TC Disputes during the period						
Accounting Dispute Resolution	Volume of discrepancy cases completed	The number of cases closed during the period						
Accounting Dispute Resolution	Open Investigations by Period (incl. over SLA)	The number of discrepancy case reviews that were open at the end of the period	700 and under	701 to 735	736 and over	n/a	n/a	n/a
Accounting Dispute Resolution	Percentage of Investigations completed with SLA (20 days)	The percentage of discrepancy review cases that are resolved within 20 working days.	70 and over	68 to 69	67 and under	n/a	n/a	n/a
Accounting Dispute Resolution	Open PAST Cases (Pre & Post investigation) and	The number of cases assigned to the Postmaster Account Support team that were open at the end of the period						
Accounting Dispute Resolution	Percentage of open pre investigation over SLA (12 weeks)	The number of PAST cases that havent been assigned to Triage, Tier 2 or TC Disputes within 12 weeks, as a percentage of the open PAST cases						
Network Monitoring	Number of Network Monitoring cases	The number of cases opened during the period	185 and over	178 to 184	177 and under	230 or over	221 to 229	220 and under
Branch Assurance Support	Number of branch assurance activities	The number of branch assurance calls or visits registered during the period	50 and over	40 to 49	39 and under	62 and over	50 to 61	49 and under
Contracts	Number of suspensions	The number of Postmasters that were suspended during the period.						
Contracts	Average suspension duration (cases closed this period)	The average duration of suspension, based only on those suspension cases that were closed during the period	90 and under	91 to 120	121 and over	n/a	n/a	n/a
Contracts	Average suspension duration (open cases)	The average duration of suspension, based on all open suspension cases at period end	90 and under	91 to 120	121 and over	n/a	n/a	n/a
Contracts	Number of terminations	The number of Postmasters that were terminated (either following or not following suspension) during the period.						
Contracts	Number of decision reviews	The number of decision review requests received during the period						
Contracts	% Decision reviews upheld (cumulative)	Of the previous 12 months of decision reviews, this is the percentage that were upheld						