

Local Post Office Branch Operations Manual (POL Cash)

In commercial confidence

**Local Post Office
Branch (Post Office
Limited Cash)**



Operations Manual

In Commercial Confidence

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1. Purpose

The purpose of this Manual is:

- 1 to provide Postmasters with information and support that they will require for operating a Local Post Office Ltd Branch; and
- 2 to explain Post Office Ltd's requirements and instructions relating to accounting, security, cash funding, ordering of products, safeguarding mail, training, disability issues, registration of Assistants, health and safety and information security including data protection issues.

This Manual is the first point of reference on most topics but where necessary it will direct you to other manuals/sources of information.

Unless expressly specified, any use of "Manual" is intended to refer to this document only, and not the wider definition of "Manual" used in the Local Post Office Agreement. Unless otherwise specified, other capitalised terms used in this manual (e.g. Postmaster, Customer, Assistants etc,) are as defined in the Local Post Office Ltd Agreement (which will be referred to in this Manual as "the Agreement").

The operating instructions contained within this Manual may be revised and updated by Post Office Ltd from time to time in accordance with the Agreement.

2. Roles and Responsibilities

The Postmaster will be required to use this Manual in conjunction with other relevant manuals referred to in the Agreement to train Assistants who will be involved in operating the Branch to the same standard as the standard of training received by the Postmaster from Post Office Ltd.

The Postmaster shall provide Post Office Ltd with a suitable email address for any day to day communications from Post Office Ltd in relation to the Branch (and shall inform Post Office Ltd promptly of any change in such contact email address from time to time). The Postmasters will ensure that such email account is accessed by himself or a Manager on each day which the Branch is open.

The Postmaster shall register with "Grapevine" (Post Office Ltd's dedicated intelligence service) as soon as is reasonably practicable. This may be done by calling GRO or accessing the Grapevine website (www.grapevine.co.uk). Registering with Grapevine will enable Post Office Ltd to contact the Postmaster in relation to any security issues affecting the Branch or the Network.

3. How does a Local (Post Office Ltd cash) Post Office Ltd Branch work?

This type of Branch will usually operate from the retail counter of the Postmasters's business without the need for a dedicated separate Post Office counter and without dedicated Branch Assistants.

The Products and Services offered to Customers in the Branch are listed in the Fees Booklet. They include products and services from Post Office Ltd's major product groups e.g. mails, government, banking, payments and, as well as those that can be transacted relatively easily from a retail counter without dedicated Branch Assistants. The Products and Services described in the Fees Booklet may be varied by Post Office Ltd in accordance with the Agreement.

4. Standards and products

4.1 The Postmaster shall:

1. give Post Office Ltd at least 6 weeks' written notice of any change to the opening hours of the Basic Business which are in excess of the Minimum Hours;
2. only change the opening hours to be less than the Minimum Hours with the prior written consent of Post Office Ltd;
3. clearly and prominently display in the window of and elsewhere in the Branch Premises, in the form approved (or provided) by Post Office Ltd, up to date notices indicating the opening hours of the Branch, the Products and Services available, the location of the Post Office Service Point(s) and any other relevant information required by Post Office Ltd;
4. ensure that Customers can pay for other goods and services at the same time as paying for the Products and/or Services. The Postmasters may treat such transactions separately but the Customer does not need to queue again and does not need to be dealt with by a different sales assistant;
5. permit Post Office Ltd to speak and/or write to Customers about the services being provided by the Postmasters so as to ensure that the standards associated with the System are being achieved and maintained;
6. use only such stationery and other documentation in its dealings with third parties in connection with the Branch as Post Office Ltd shall provide or approve.

The Postmasters is permitted to provide the Products and Services from the Branch Premises but not from any other location (unless otherwise agreed in advance in writing between the Parties).

Post Office Ltd has the right to enter into contracts or arrangements with Clients for the handling of Products or the supply of Services by the Network (including the Branch) on such terms as Post Office Ltd considers fit. Post Office Ltd retains the discretion as to where within the Network particular products and services are offered.

The Postmasters shall:

1. offer for sale or provide in the Branch all those Products and Services that the Postmaster is authorised by Post Office Ltd to sell or provide, but no more than those Products and Services which it is authorised to sell or provide at the Branch. The Products and Services that the Postmaster is authorised to sell or provide shall be those for which a relevant icon is visible on the Horizon system;
2. order the Products in good time in accordance with the timescales and guidelines provided by Post Office Ltd to meet Customer demands for those Products from the Branch only;
3. not transfer or sell (either to itself or to any third party) any Product for subsequent resale in any retail outlet belonging to or operated by either the Postmaster or by any business or company connected with the Postmasters or by any person on behalf of the Postmasters or such a business or company. Post Office Ltd will deduct from future payments to the Postmasters any fee paid by Post Office Ltd in respect of such prohibited sales or transfers;

4. obtain supplies of the Products and other items (which the Postmasters is required to use in the conduct of the Branch) from Post Office Ltd upon Post Office Ltd's terms of business or Post Office Ltd's approved supplier on the terms of business of that approved supplier. All Products supplied by Post Office Ltd to the Postmasters shall remain the property of Post Office Ltd or, as the case may be, the Client, until dealt with by the Postmasters in accordance with the Agreement, and the Postmasters shall, on request, and at its own expense, return to Post Office Ltd (and/or to any supplier or Client) all stocks of the relevant Products in its possession. Alternatively, at Post Office Ltd's request, the Postmasters shall make the relevant Product(s) available for collection by Post Office Ltd;

The future of both the Post Office Ltd network and those who work within it depends on developing and maintaining long term, profitable relationships with our Customers. Over 20 million Customers visit Post Office Ltd branches each week, and every one of them has a right to expect to be treated politely by well presented, friendly and knowledgeable Assistants, who are keen to meet their needs, in a clean and tidy environment. All who work in Post Office Ltd branches have an obligation to ensure that these expectations are met, and to take pride in the service given. Delivering a great Customer experience, and ensuring Customers receive the standard of service they expect from the Post Office Ltd network is key to retaining Customers and maximising sales. Maximising sales to Customers, such as by cross- selling relevant products, is vital to our success.

4.2 **Customer Service Standards**

Post Office Ltd shall provide:

1. a helpline to enable the Postmasters to consult with Post Office Ltd in relation to the running of the Branch. The helpline contact number and opening hours are set out at Appendix A of the Manual; and
2. the Postmasters with stocks of Products and documentation to use in the Branch.

4.3 **Serving Customers**

The Postmasters shall:

1. follow the security procedures for cash and stock as detailed in **Post Office Ltd Security Operations Manual**
2. protect the confidentiality of any Customer information in accordance with the Agreement;
3. ensure that the queuing time for each Customer is kept to a minimum and no more than five minutes

The following table further sets out the customer service standards. The Postmasters shall ensure that they and their Assistants meet or exceed these expected standards.

	The standard	This means that
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Greeting	Every Customer receives a warm and friendly verbal greeting before the beginning of the transaction	<ul style="list-style-type: none">• The person serving greets each Customer in a polite and friendly way before the beginning of the transaction e.g. "hello", "how can I help you?" and if immediate service cannot be provided, demonstrates that they value the Customer's time by positively acknowledging the Customer's wait e.g. "thank you for waiting"
Eye Contact	Every Customer is acknowledged with eye contact at the beginning of the transaction	<ul style="list-style-type: none">• The person serving shall look at the Customer, and try and make eye contact and a smile before starting to serve each Customer.
Attention given	Every Customer is given full attention throughout the transaction, and the Customer is treated with courtesy, apologising shall the person serving be distracted. Research shows that talking to colleagues whilst serving is a big driver of Customer dissatisfaction.	<ul style="list-style-type: none">• The person serving displays a friendly and professional attitude and pays full attention to each Customer that they serve from the time they leave the head of the queue;• The person serving gives full attention and priority to the Customer being served. No Customer shall be kept waiting at the counter while the person serving completes the previous transaction;• If the person serving is interrupted by a colleague/another Customer during a transaction they shall acknowledge the inconvenience to the Customer and make an apology;• The person serving provides an explanation to the Customer if there is a need for them to leave their counter position, e.g. to obtain a form, or to consult a colleague about the transaction.

Meeting Customer needs	Every Customer is given an accurate and expert service that fully meets their need	<p>The person serving shall:</p> <ul style="list-style-type: none">• ask relevant qualifying questions to understand the Customer's need;• use active listening skills and demonstrate they understand the Customer's need e.g. by paraphrasing the conversation or confirming the Customer's request back to them;• tell the Customer about relevant options to meet their need and, where there are several options available, explain the different service levels and prices.• ensure that the Customer gets the right product or service to meet their need, or a suitable product if there are several options available;• transact the product correctly through the Horizon system, making sure that the Customer understands the price of each element before completing the transaction of the product;• give the Customer any relevant post sale or transaction information; and• ensure that the Customer's need has been fully satisfied and enquire if the Customer needs anything else, e.g. "Is there anything else I can help you with today?"
Additional Help and Sales	Once the Customer's initial need has been met the person serving shall help them identify any additional relevant needs and make them aware of appropriate	<p>The person serving shall:</p> <ul style="list-style-type: none">• offer products and services which may better meet the Customer's needs than the service they have asked for and explain why this would be

	<p>products and services which may meet those needs</p> <p>This will help to maximise your sales</p>	<p>a more suitable product/service and explain any price differences;</p> <ul style="list-style-type: none"> not give advice and recommendations in relation to financial services or telecoms products; ask the Customer relevant questions during the transaction to understand any further, associated needs we may be able to help them satisfy; and make the Customer aware of complementary products and services and their prices
Closing comment	Every Customer is given a friendly closing comment at the end of the transaction	<ul style="list-style-type: none"> The person serving politely acknowledges the Customer when the transaction has been completed e.g. "goodbye" and "thanks".
Name badge	The name of everyone serving Customers is visible to Customers at all times	<ul style="list-style-type: none"> The person serving displays their name badge on their person at all times.
Appearance	Everyone has a smart appearance	<p>Everyone serving Customers shall:</p> <ul style="list-style-type: none"> Dress in smart wear at all times Only wear Post Office Ltd approved badges, or ones from other reputable organisations (e.g. British Legion or Round Table).

4.4 Customer enquiries and complaints/Opening Hours

For any general Customer enquiries that cannot be dealt with by the Branch, Customers shall be given the Post Office website address so that they can complete the necessary form and submit when completed. If the query is relating to a transaction and can't be resolved by using the Horizon Online Help, then the Branch shall contact the Branch Support Centre (BSC) for further advice, and quote that they are operating a Local Post Office Ltd Branch.

The Postmaster shall provide an excellent service to its Customers at all times. If something goes wrong and a Customer wishes to complain, the Postmaster shall, as a representative of the Post Office Ltd brand, deal with the complaint in a positive, confident and professional manner. If the Customer has a complaint, the Postmaster shall give the Customer the Post Office External helpline number found at **Appendix A**.

Customers expect Post Office Ltd services to be accessible at a time convenient to them and have a right to expect Post Office Ltd branches to be open in accordance with their advertised opening hours. The Postmaster shall offer Post Office Ltd products and services at all times when the Basic Business is open.

An notice detailing the opening hours of the Branch shall be kept permanently on display at the Branch and shall display the Branch opening hours being the same as those of the Basic Business, which shall be at least those specified in the Agreement as the Minimum Hours.

4.5 Financial Services and Travel insurance - enquiries and complaints

For all enquiries relating specifically to a Post Office Ltd Financial Services product or Travel Insurance, the Customer shall be referred to the appropriate financial services contact centre as identified within the **Here to Help** leaflet which can be ordered by contacting Branch Support Centre Stock Queries Team on **GRO**.
GRO For all enquiries on a product, the Customer shall be referred to the product brochure.

Alternatively, if the Customer wishes to send their complaint in writing to the Post Office Ltd Financial Services Customer Care Team, you shall provide the Customer with the address details. Neither you nor your Assistants shall seek to become involved in resolving the complaint for the Customer. All complaints will be handled in line with the regulations set out by the Financial Conduct Authority (FCA).¹⁷

4.6 Post Office Ltd HomePhone and Broadband – enquiries and complaints

For enquiries and complaints relating to Post Office Ltd HomePhone and Broadband the Customer shall be referred to the Post Office Ltd HomePhone and Broadband Customer Services call centre as identified in the Post Office Ltd HomePhone and Broadband leaflet. Customers can register their complaint either by telephone or in writing. Neither you nor your Assistants shall become involved in resolving the complaint for the Customer. All complaints are handled in accordance with Ofcom guidelines as detailed in the Post Office Ltd Home Phone and Broadband Code of Practice.

4.7 Mandatory Leaflets

There are a number of leaflets that all Post Office Ltd branches shall have available in reasonable quantities. These shall be on display so that Customers can help themselves to a leaflet but if this is not possible they shall be held at the counter and given to Customers on request.

An initial supply of leaflets will be delivered to the Branch. It is the responsibility of the Postmasters to maintain leaflet stock levels after this, making sure up to date information on Products and Services are available for Customers. Leaflets, forms and posters required for use in the Branch shall be ordered from Swindon using the

process and within the timescales notified by Post Office Ltd to the Postmasters, and using the Branch code and delivery address.

Please refer to "Ordering Stores and Stock" Operations Manual for full instructions, including procedures on non-delivery and emergency ordering. This can be found on Horizon Online Help and Branch Hub.

4.8 A Frame (if used)

Campaign posters shall be displayed in the A Frame to support sales and marketing initiatives. Focus magazine gives details of the product of the month campaign.

4.9 Leaflet Holder A5

Where available, this shall be used to display the leaflet which states the Products and Services available at the Branch. Leaflets shall be stamped with the Branch code.

4.10 Keeping leaflets up to date

All leaflets, forms and posters shall be kept up to date. Old leaflets, forms and posters held within the Branch shall be destroyed or recycled as explained in the display instructions ensuring that only the latest information is available to Customers. See section 4.7 for further information about ordering leaflets for the Branch.

5. Equipment for a Local Branch

5.1 Post Office Ltd shall supply certain consumables (being those which can be ordered via Horizon for use in the Branch) in reasonable quantities free of charge to the Postmasters. Any such supply shall be subject to such conditions as Post Office Ltd may determine. Post Office Ltd may limit or withdraw such supply at its discretion.

5.2 The responsibility of each of the Parties for procuring and maintaining each item of Equipment is summarised in the Equipment List. Post Office Ltd may from time to time after the Commencement Date:

- add or remove items of Post Office Ltd Funded Equipment for use in the Branch by issuing a Notice to Amend in accordance with the Agreement;
- add or remove the obligations to maintain and/or repair any item of Equipment in the Equipment List by issuing a Notice to Amend; and
- and shall be responsible for the cost of supplying and maintaining any such additional items of Equipment.

5.3 The Post Office Ltd Funded Equipment shall at all times remain owned or controlled by Post Office Ltd. The Postmasters shall safeguard all Post Office Ltd Funded Equipment and keep it in good condition (fair wear and tear excepted), including any ancillary items supplied with the Equipment, for example keys to the safe. The Postmasters shall be liable for any loss of, or damage to, any Post Office Ltd Funded Equipment

where Post Office Ltd reasonably believes such loss or damage is the result of any negligence by the Postmasters, his Personnel or otherwise or any breach of the Agreement, wilful default, error or criminal act of the Postmasters or any Personnel.

5.4 Where the Equipment List so specifies, the Postmasters shall be responsible for arranging and ensuring all repairs and maintenance of, and shall observe all statutory obligations and regulations in respect of the operation of, the relevant item of Equipment. Post Office Ltd will maintain the Horizon equipment and Post Office Ltd shall be responsible, at its cost, for repairing inherent defects in any other item of the Post Office Ltd Funded Equipment which are not caused by the act or omission of the Postmasters or its Personnel.

5.5 Postmasters shall:

- ensure that all Post Office Ltd Funded Equipment is used exclusively for the operation of the Branch;
- not move any item of Post Office Ltd Funded Equipment (other than items which are intended to be moved as part of their day to day use or for the purposes of maintenance and repair) without the prior written permission of Post Office Ltd. The Postmasters shall be responsible for the cost of moving any Equipment where such move is at the Postmaster's request or is necessary to comply with legislation or regulatory requirements, unless Post Office Ltd agrees in writing, at its sole discretion, to contribute to such costs. Post Office Ltd shall be responsible for the cost of moving the Equipment where such move is at Post Office Ltd's request; and
- be responsible for the continued operation of all Equipment throughout the Term and shall ensure that any Assistants are trained in basic operations to the same standard of training as that received by the Postmaster from Post Office Ltd, replenish consumables and follow security procedures. The Postmaster is responsible for reporting system faults and failures to the appropriate helpline promptly and for ensuring resolution, co-operating with Post Office Ltd to ensure resolution of such faults.

5.6 As part of the Post Office Ltd Funded Equipment, in addition to the Horizon equipment, Post Office Ltd may from time to time loan the Postmaster (and the Postmaster shall accept) a paystation™ terminal for use in conducting Transactions and/or additional terminals or self-service equipment (together referred to as the PO Terminals). Post Office Ltd shall act reasonably in determining which PO Terminals to loan to the Postmaster. Post Office Ltd will discuss with the Postmaster the position within the Branch Premises where the PO Terminals are to be located, but, in the absence of agreement, Post Office Ltd (acting reasonably) will determine such location. Where Post Office Ltd does provide PO Terminals, the Postmaster shall ensure that they are used solely to conduct Transactions. Post Office Ltd will arrange (whether directly or through the Postmaster) for the PO Terminals to be installed at the specified location.

5.7 The Postmaster grants to Post Office Ltd, its representatives and employees an irrevocable licence at any time during the opening hours

of the Branch Premises, or at any time in the case of an emergency, during the Term or any time following termination or expiry of the Agreement, to enter any premises or vehicle where the Post Office Ltd Funded Equipment is or may be kept for the purpose of inspecting it or recovering it.

5.8 Any consumables which are supplied to the Postmaster free of charge by Post Office Ltd or on Post Office Ltd's behalf shall only be used in the operation of the Branch and shall not be resold or transferred to a third party. Where the Postmaster has surplus consumables it shall advise Post Office Ltd of this fact and, as appropriate, arrange with Post Office Ltd for the return of the excess quantity.

5.9 Approval of fixtures and fittings and equipment

- The Postmaster shall use only fixtures and fittings in the operation of the Branch as shall have been previously approved in writing by Post Office Ltd.
- The Postmaster shall use only the Equipment or such other equipment as Post Office Ltd may approve in writing in the operation of the Branch.

5.10 Signage and point of sale equipment

The Postmaster shall display in such manner and upon such external part or parts of the Branch Premises as Post Office Ltd may reasonably direct, a sign or signs bearing the title of the Branch (in the format "[blank] Post Office Ltd ") (or such other words to similar effect as may from time to time be specified by Post Office Ltd) and if the Branch Premises are in the principality of Wales a bi-lingual sign (in the format "[blank] Syddfa'r Post®/Post Office Ltd ").

Post Office Ltd will, at its discretion, provide the Postmaster with Post Office internal and external branding and point of sale equipment (including display units and leaflet dispensers) for use at the Branch Premises. Post Office Ltd may require the Postmaster to renew or replace internal and external Post Office signage and the point of sale equipment at the Branch premises at the Postmaster's cost but shall not impose such a requirement more frequently than once every 5 years.

Post Office Ltd may require the Postmaster to renew the internal and external Post Office signage and point of sale equipment at the Branch Premises more frequently than once every 5 years but Post Office Ltd will pay for such renewal.

5.11 Liens etc.

The Postmaster waives all or any liens, encumbrances or rights which it might have or acquire at any time for any reason over any Post Office Ltd Funded Equipment. The Postmaster shall ensure that, except as may be expressly authorised by Post Office Ltd in writing, no third party claims any liens, encumbrances or other rights over the Post Office Ltd Funded Equipment.

6. Testing of Electronic Scales and Alarms

The scales shall be tested weekly to ensure accuracy. Records of the tests shall be kept for audit purposes in the form set out in Appendix B and shall be kept within the Branch.

Any faults shall be reported to Grapevine on GRO

Fire and Security installation and maintenance services are provided by Kings CBRE and faults shall be reported on GRO

7. **Registration of Assistants**

The Agreement requires that the Postmaster shall not allow anyone to have any involvement with the Branch or with the Products and Services unless they have first been registered as an Assistant by Post Office Ltd. The procedure to be followed by the Postmaster in seeking registration of Assistants (including a Manager) is set out in Appendix E.

When any Assistant ceases involvement with the Branch, the Postmaster shall immediately notify Post Office Ltd and shall not allow such former Assistant to have any access to Post Office Ltd's information or information systems or the Horizon system (or any replacement system).

The Postmaster is responsible for assessing and managing the Assistant's capability to deliver the accurate, professional and great level of customer service expected by Customers.

The Postmaster shall:

1. ensure that all Assistants understand that they are employees of the Postmaster, not Post Office Ltd;
2. ensure that all Assistants comply with Post Office Ltd's reasonable instructions regarding standards of appearance, behaviour and skill;

8. **Training of Manager and Assistants**

8.1 Training of Postmasters is extremely important. Post Office Ltd shall provide a comprehensive training package to Postmasters. This training will cover all aspects of running and maintaining a Branch, including operational training of basic transactions and accounting processes on Horizon Online.

8.2 The Postmaster shall provide ongoing training and development of Assistants to ensure they supply a high level of customer service, accuracy & product knowledge to Customers. The Postmaster shall use weekly updates & training aids provided by Post Office Ltd to update Assistants and Managers of any operational changes and shall set and monitor high standards of customer service. The Postmaster shall ensure that all Assistants are briefed by the Postmaster on security procedures and processes for handling and securing cash, stock and Customer information, and shall ensure a consistently high quality Customer experience. On request by the Postmaster, Post Office Ltd may provide the training package available to the Postmaster to his/her Assistants.

8.3 The Postmaster shall ensure that all Assistants and Managers use individual Horizon user ID's and passwords set up in the correct format as laid down in the operating instructions provided by Post Office Ltd. The Postmaster shall ensure that the Manager and/or each of the

Assistants do not swap or share their individual Horizon user ID's or passwords in any circumstance.

- 8.4 Post Office Ltd may require the Manager and/or the Assistants to undertake further training at any reasonable location and time during the Term if Post Office Ltd:
 - reasonably considers such training to be essential; or
 - wishes to train them in new and improved techniques which have been devised and which the Postmaster will be required to use in operating the System.
- 8.5 The Postmaster shall ensure that Managers and Assistants attend any training provided by Post Office Ltd.
- 8.6 The Postmaster shall be responsible for the costs of the Manager and/or Assistants attending the initial training (including, as appropriate, salary, travel, accommodation and subsistence), but the cost of delivering the training shall be met by Post Office Ltd.
- 8.7 The Postmaster shall properly complete, and ensure that the Assistants properly complete, any Compliance Training required by Post Office Ltd by the deadline(s) notified by Post Office Ltd.
- 8.8 Where the Postmaster and his Assistants have failed the completion of the Compliance Training by the relevant deadlines, Post Office Ltd may take such steps as it considers appropriate to ensure compliance by the Postmaster, including:
 - sending reminder letter(s) or other appropriate communications to the Postmaster, and/or the Branch/outreach service;
 - making a reminder phone call to the Postmaster, and/or the Branch/outreach service; and/or
 - after prior notice to the Postmaster, sending a Post Office Ltd representative to visit the Branch/outreach service to ensure that the training is properly completed.
- 8.9 Where Post Office Ltd considers it necessary, including where the Postmaster has persistently failed to comply with its obligations under the Agreement (whether in relation to the same obligation or not, and whether or not such failures are material in nature), it will send a Post Office Ltd representative to the Branch to deliver remedial training to the Manager and/or its Assistants. The Postmaster shall ensure that the Manager(s) and Assistants attend this training.
- 8.10 The cost of the initial training referred to in [para 8.1 and 8.2] above shall be met by Post Office Ltd in accordance with those paragraphs. The cost of all other training provided by or on behalf of Post Office Ltd in respect of the Branch shall be met by the Postmaster. Such cost shall be as notified to the Postmaster at the time and shall be payable by the Postmaster to Post Office Ltd within 7 days of receipt of an invoice.

All training delivered shall be documented by the Postmaster and records kept. The records shall be available for Post Office Ltd to inspect when requested.

Appendix D sets out the format to be used for keeping training records.

The Postmaster will be required to attend further training as directed by Post Office Ltd from time to time. Postmasters of Local Post Office Branches will usually be required to attend no more than 2 days of training per calendar year but this may vary from year to year.

9. Management of Stationery, Value and Non Value Stock and Leaflets

Full guidelines on branch security can be found in the Security Operations Manual – please follow the guidelines at all times. This can be found on Horizon Online Help or a copy can be obtained by contacting Grapevine.

9.1 Security

The Postmaster shall:

- comply, as a minimum, with the standard of physical and procedural security required by Post Office Ltd. The Postmaster shall permit Post Office Ltd to access the Branch Premises at any time to install, at its own cost, any additional security equipment which Post Office Ltd deems necessary;
- accurately check and record cash in branch on a regular basis to ensure the right levels of cash can be delivered and returned. Holding too much cash is inefficient for the Branch, but also presents a security risk that could impact the Postmaster's personal safety and that of their staff and customers.
- immediately produce all Post Office Cash and Stock for inspection whenever requested by Post Office Ltd; and
- comply with all Post Office Ltd requirements in respect of the preparation and acceptance of cash.
- All cash, together with stocks of Products, vouchers and the date stamp for the Branch shall be stored securely in the safe provided by Post Office Ltd when not in use. When such items are in use, the Postmaster shall ensure that they are kept out of reach of the Customers or anyone who is not an Assistant, so far as this is practical.
- All vouchers for payments, e.g. Postal Orders, etc., shall be placed in a suitable receptacle (cardboard box or strong envelope), labelled "Paid Vouchers" and at the close of business kept separately from cash and the Products in another secure place, such as a locked drawer or cupboard.

9.2 Stationery

Post Office Ltd will provide a supply of refill pads for the self-inking date stamp on the initial set up, however once this stock has been exhausted; it is the responsibility of the Postmaster to replenish the stock.

Additional Pads for the self-inking datestamps (item code SP185) shall be ordered through the Horizon system.

The Postmaster shall source pens, pencils, rulers, rubbers, paper clips, coin and note bags etc. via any supplier it chooses to use at its own expense.

9.3 Value and Non Value Stock

Value and non-value stock shall be ordered in accordance with the process and timescales set out in the "Ordering Stores and Stock" Operations Manual on Horizon Online Help. The Branch code shall be used when ordering all stock.

9.4 Method of Delivery

All value stock and cash relating to the Branch will be delivered to the Branch Premises by secure means by Post Office Ltd or its supplier.

Deliveries and collections of value stock and cash will be carried out in accordance with the Post Office Ltd Cash and Secure Stock information, available on Horizon Online Help and Branch Hub.

Non value stock (namely leaflets, posters, mandatory stationary associated with counter transactions and refills for self-inking datestamps) will be delivered by standard mail.

9.5 Accepting a Cash or Value Stock delivery

When the Postmaster receives a value stock or cash delivery at the Branch it shall obtain and sign the delivery receipt(s) for all stock and cash pouches received, before returning them to the delivery officer.

Please note that the Postmaster will not need to sign for non-value stock.

9.6 Checking a delivery

All stock or cash deliveries shall be checked on receipt to ensure the correct amount has been delivered. Any discrepancies shall be reported using the process, and within the timescales, notified by Post Office Ltd to the Postmaster.

9.7 Liability for and Title in cash and stock

The Postmaster's liability for loss of, or damage to, the cash and stock will be determined in accordance with the Agreement.

Title to stock remains with Post Office Ltd or where appropriate the Client until such time as it is sold to a Customer. Immediately upon receipt of a request to do so by Post Office Ltd, the Postmaster shall return or destroy such stock as directed by Post Office Ltd.

9.8 Recording Value Stock or Cash on Horizon

The total value of cash delivered to the Branch Premises shall be scanned into the Horizon system at the Branch by the Postmaster on the same day as delivery in

accordance with the Post Office Ltd Cash and Secure Stock Remittance information which is accessible on Horizon Online Help and Branch Hub.

A pouch containing value stock, delivered to the Branch Premises, shall be scanned into the Horizon system upon receipt and its value manually entered onto the Horizon system within 24 hours of receipt, as long as it is stored securely from the point of delivery.

10. Customer Deposits Accounting, Balancing and Cash Management

10.1 Cash Transactions, Deposits and Withdrawals (branches with an open plan or Screened Integrated Local Format (SILF) working position)

The Postmaster may allow any Customer to deposit and withdraw cash sums or pay for Transactions with cash up to a maximum amount of £1,000 (One Thousand Pounds). In the event that a Customer or individual wishes to deposit or withdraw a sum or pay for a Transaction with cash totalling more than £1,000, the Postmaster shall not complete the transaction but shall direct the Customer or individual to the nearest Main Post Office Branch or Crown Post Office Branch (as appropriate). The Postmaster shall not split the deposit or withdrawal or payment for the Transaction into a series of smaller amounts.

The exception to this are banking deposits. The inward banking deposit limit at an open plan position is £2,000 in one transaction.

Till limits shall still be kept to a maximum of £1,000. Any banking deposit that takes the level of cash in the counter draw / flip top till over this shall be secured in the cash funding unit immediately as part of the transaction.

10.2 Cash Transactions, Deposits and Withdrawals (branches with a Fortress position or a Giro Pay window).

In branches which have a Fortress position or a Giro Pay window there is no cash deposit limit.

10.3 Accounting

In a daily basis the Postmaster shall carry out the following:

- Complete an accurate cash declaration on Horizon for all the stock units used every day as close as possible to, but no later than, 7pm. This shall include any stock units that may have only been used to accept Transaction Acknowledgements or to transfer cash/stock/currency. If a stock unit is not used, or if the branch is closed on the next day, the Postmaster shall make sure the cash declaration is the last transaction on Horizon that day;
- Associate the individual automated payment receipts with the daily automated payment report for use in the preparation of the Branch Trading Statement. The Postmaster shall keep the automated payment receipts and daily automated payment report in a secure place at the Branch;

- Complete and despatch additional daily and weekly documentation in accordance with procedures stated within the relevant operational manual for that Product or Service;
- Comply with the Branch Trading Guidelines on Horizon Online Help and Branch Hub; and
- Remit monies due to Post Office Ltd in accordance with the Post Office Ltd Cash and Secure Stock Remittance Services Manual.

10.4 Balancing

The Postmaster shall complete their Trading Period once a month within their designated group and on expiry or termination of the Agreement. Best practice is to balance weekly so any discrepancies can be identified quickly and over a shorter timeframe.

There are twelve Branch Trading Periods in a year, running from April through to March and they follow a cycle of 5 weeks, 4 weeks, 4 weeks. The dates on which each Postmaster shall produce a Branch Trading Statement will be notified to the Postmaster by Post Office Ltd.

If help is needed with a branch discrepancy, please call the Branch Support Centre. The telephone number can be found at Appendix A.

The Branch Trading Statement shall be filed and kept at the Branch.

The Postmaster shall also comply with the Branch Trading Guidelines on Horizon Online Help and Branch Hub.

10.5 Recording, provision of information, accounting and settling

The Postmaster shall:

- record such data and information relating to the Branch as Post Office Ltd may require;
- at the request of Post Office Ltd, promptly provide either Post Office Ltd or any third party with such information and data as Post Office Ltd may reasonably require;
- maintain an accounting system, prepare, sign and maintain financial statements and accounts, record Transactions and maintain all records
- provide Post Office Ltd with the information regarding the Basic Business
- Post Office Ltd (or its nominee) at any time during business hours to inspect and take copies of all records (including any accounts) relating to the Branch; and
- account for and remit to Post Office Ltd all monies collected from customers in connection with transactions

10.6 Cash and Stock

10.6.1 Accounting discrepancies

Any net accounting gain may be withdrawn by the Postmaster. The Postmaster shall repay any net accounting gain to Post Office Ltd where Ltd required in accordance with and under the terms of this Agreement.

The Postmaster is encouraged to contact branch support if they have a query in relation to a discrepancy, whether positive or negative.

10.6.2 Payment for Transactions

The Postmaster is responsible for ensuring that, where appropriate to the Transaction, full payment is collected from Customers for each Transaction.

10.7 Recording, provision of information, accounting and settling

The Postmaster shall:

- record such data and information relating to the Branch as Post Office Ltd may require;
- at the request of Post Office Ltd, promptly provide either Post Office Ltd or any third party with such information and data as Post Office Ltd may reasonably require;
- maintain an accounting system, prepare, sign and maintain financial statements and accounts, record Transactions and maintain all records;
- provide Post Office Ltd with the information regarding the Basic Business;
- Post Office Ltd (or its nominee) at any time during business hours to inspect and take copies of all records (including any accounts) relating to the Branch; and
- account for and remit to Post Office Ltd all monies collected from customers in connection with transactions

11. Reporting Robbery/Burglary

If a robbery or burglary has been committed it shall be reported at once to the Police. The Postmaster (or staff member) shall contact Grapevine and report the incident and if possible, provide a brief summary of the incident and any injuries and loss amount. The telephone number for Grapevine (_____ GRO _____) can be found at **Appendix A**.

Grapevine will report the incident to the Branch Support Centre who will contact the Branch and advise next steps. Depending on the value of the loss an audit may need to take place and the Branch would have to remain closed until that is completed.

12. Mail

12.1 Storage and Collection

The Postmaster is responsible for ensuring mail is held securely on site until the scheduled collection. No one other than an Assistant shall be able to have access to the mail.

A scheduled mail collection will be arranged for the Branch by Post Office Ltd. On arrival the identity of the collector shall be confirmed and mail handed over only to persons with the appropriate identification.

12.2 A Mail Segregation

1 st class packets (to be sealed and 1 st class packet label attached)	2 nd class packets (to be sealed and 2 nd class packet label attached)	Mixed bag (to be sealed and a "Mixed Contents" label attached)
<ul style="list-style-type: none"> 1st class Horizon parcels 1st class cancelled stamped parcels 1st class loose meter parcels 1st class return items parcels (R1) BFPO parcels 	<ul style="list-style-type: none"> 2nd class Horizon parcels 2nd class cancelled stamped parcels 2nd class loose meter parcels 2nd class return parcels items (R) 	<ul style="list-style-type: none"> 1st class stamped letters 2nd class stamped letters 1st and 2nd class stamped or Horizon Large Letters Loose franked meter items Mail Order Returns Online Postage label mail items All international items

The segregation of mail is a standard, mandatory part of the acceptance of mail at the Branch. Failure to comply with this standard will lead to corrective action being required of Post Office Ltd by Royal Mail. Post Office Ltd may, in turn, require the Postmasters to undertake corrective action.

Mails segregation information is below:

Additionally there are a number of mail items that have to be kept separately (see table below)

Special Delivery™ items	Hold separately in the designated secure cupboard within the Local counter
Parcelforce Worldwide items	Hold separately
Meter mail pouches	Kept separate
PPI	Kept separate

Segregation laminates are supplied- if more are required they can be ordered via Horizon. Full instructions and updates to Mail segregation standards can be found on Horizon Online Help.

12.3 Postmaster's Responsibilities

The Postmaster is responsible for the safekeeping of any letter, parcel or other item transmissible by post, which is conveyed, received, sorted, collected, delivered or otherwise handled ("Postal Items") whilst they are in the Postmaster's custody. The Postmasters shall protect Postal Items from delay, loss, theft, damage and/or interference of any kind.

Security instructions issued and amended from time to time by Post Office Ltd set out the procedures that the Postmaster shall follow in relation to the collection, handling, conveyance and delivery of any Postal Packet. Failure by the Postmaster or any of its Assistants to follow any such procedure will be deemed to be a material breach of the Agreement.

12.4 Information/Reporting Requirements

Post Office Ltd views every incident of damage to, theft or loss of, or interference with, a Postal Packet as being very serious in nature. The Postmaster shall therefore report as soon as possible to Post Office Ltd every such incident in the manner set out below, or as may otherwise be required by Post Office Ltd.

The Postmaster shall as soon as possible upon becoming aware of its occurrence, report to Post Office Ltd, via the Branch Support Centre, every incidence of loss or theft of, damage to or interference with, a Postal Item ("Incident").

The Postmaster shall also record in respect of each Incident at least the following details:

- the date, time and place;
- the number of (or, where not known, a reasonable estimate of) Postal Items involved;
- as far as reasonably practicable, the Assistant(s) who may have participated in the conveyance, receipt, collection, sortation or delivery of the Postal Items involved; and any other particulars in relation to it (including the factual circumstances).

13. Data Protection

The Agreement requires the Postmaster to comply with all relevant legislation relating to data protection and to comply with the obligations set out in this Manual, the Agreement or otherwise communicated to the Postmaster in writing by Post Office Ltd in accordance with the Agreement from time to time.

Post Office Ltd may at reasonable intervals request a written description of the technical and organisational methods employed by the Postmaster or the Postmaster's sub-contractors to ensure the safety and security of Personal Data held by the Postmaster. Within ten Working Days of such a request the Postmaster shall supply written particulars of all such measures in sufficient detail so that Post

Office Ltd can determine whether or not Personal Data, has been processed in accordance with the Data Protection Act 2018 (DPA) and the requirements of the Agreement.

The Postmaster shall:

- (a) in the case of queries raised by members of the public regarding incorrect or inaccurate information supplied by Clients, refer such queries back to the relevant Client and if this does not resolve the issue, the Postmaster shall contact Post Office Ltd;
- (b) notify Post Office Ltd immediately and in any event within three Working Days of receipt of any communication received from a data subject regarding data protection if the data has been processed under the instruction of Post Office Ltd;
- (c) in relation to communications regarding data protection which relate to data processed under the instruction of Post Office Ltd, immediately notify Post Office Ltd of the communication and provide such assistance as is necessary to enable Post Office Ltd to comply with its obligations under the DPA;
- (d) ensure that any paperwork containing Customer details is shredded before being despatched as part of confidential waste;
- (e) ensure that under no circumstances is any other person given access to any of Post Office Ltd's information systems using the Postmaster's or any Assistant's ID and password. The Postmaster and each Assistant are personally responsible for any activity conducted using their ID and password;
- (f) immediately report to Post Office Ltd any incident involving a breach or potential breach of the security of personal data processed under the instruction of Post Office Ltd of information held by Postmaster. For the avoidance of doubt, Post Office Ltd shall be responsible for conducting any investigation which it deems is necessary in respect of the information security incident and the Postmaster shall provide such assistance as Post Office Ltd may reasonably require; and
- (g) comply with its own obligations under the DPA, including registering with the Information Commissioner's Office (ICO) if required and shall follow the ICO CCTV Code of Practice.

13.1 Freedom of Information

Third parties are able to request information from Post Office Ltd under:

- (a) the Freedom of Information (**FOI**) Act 2000; and/or
- (b) the Environmental Information Regulations 2004,

together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such laws and

regulations. The Postmaster shall clearly identify any confidential information it passes to Post Office Ltd as confidential. Requests under FOI will come from Post Office Ltd. If the Postmaster receives a FOI request relating to the Branch from a third party, it shall notify Post Office Ltd immediately.

The Postmaster shall provide any information requested by Post Office Ltd under FOI within the timescales notified by Post Office Ltd at the time of making the request. The timescale is likely to be a maximum of 5 days.

13.2 The Postmaster acknowledges that Post Office Ltd is subject to the requirements of the FOI and shall assist and co-operate with Post Office Ltd (at the reasonable expense of the Postmaster and upon the request of Post Office Ltd to enable Post Office Ltd to comply with such requirements).

13.3 The Postmaster shall:

- (i) send any request for information under the FOI which it receives to Post Office Ltd within 5 working days of receipt;
- (ii) provide Post Office Ltd with a copy of all information in the form required by Post Office Ltd within 5 working days of a request from Post Office Ltd;
- (iii) provide all reasonable assistance as requested by Post Office Ltd to enable Post Office Ltd to respond to a request for information under the FOI Law within the time for compliance set out in the FOI;
- (iv) not respond directly to a request for information under the FOI Law in any event unless expressly authorised in writing to do so by Post Office Ltd; and
- (v) Post Office Ltd shall, in its absolute discretion, be responsible for determining, whether information is to be disclosed in response to the request for information under the FOI.

14. **Contact with Clients**

The Postmaster may have direct contact with representatives of Clients about Products and Services currently provided. Visits may also be received from sales assistants or other representatives of Clients by arrangement. If such visits are made, the Manager and/or Assistants shall:

- (a) ensure that visitors purporting to be from a Client (e.g. a Government Department etc.) show valid and in date identity cards;
- (b) not allow visitors to have access to the secure areas of the Branch Premises in which the stocks of Products are stored or the official side of the counter without prior written clearance from Post Office Ltd;
- (c) not give information or release documents without written instructions from Post Office Ltd;
- (d) not offer Post Office Ltd facilities for business schemes e.g. local bus ticketing schemes at the Branch without obtaining prior approval from

Post Office Ltd. Any requests received from Clients or Customers for local facilities, e.g., to sell charity cards or issue leaflets in the Branch shall be referred to the Branch Support Centre;

- (e) ensure that other visitors, including Fujitsu engineers, BT engineers, CBRE, , show valid credentials prior to access; and
- (f) report any attempts to access the Branch Premises in relation to the Branch without valid identification to Branch Support Centre.

14.2 Enquiries from potential Clients

If requests or enquiries are received about using the Post Office Ltd network for retail or other services, for example, from a transport company considering methods of selling bus passes or tickets, you shall explain that Post Office Ltd's Marketing team will be pleased to advise and help and that they can be contacted via the Branch Support Centre. You may give the Branch Support Centre telephone number listed in Appendix A as a contact point.

15. Intellectual Property

15.1 Licensed Materials

Licensed Materials include materials made available to the Postmaster by Post Office Ltd on its Brand Centre website, providing that they are used by the Postmaster strictly in the format in which they are presented on the website and in accordance with any instructions given by Post Office Ltd on the website or in the Manual (as defined in the Agreement).

The Postmaster shall:

- (a) not reproduce any Licensed Materials or any Post Office Intellectual Property;
- (b) not use any Licensed Materials in any way that is liable to mislead the public or which would otherwise be detrimental to or inconsistent with the good name, goodwill, reputation or image of Post Office Ltd;
- (c) not use any Licensed Materials in conjunction with any other marks or names without the prior written consent of Post Office Ltd;
- (d) on request by Post Office Ltd, promptly deliver up to Post Office Ltd or, at Post Office Ltd's discretion, destroy, all Licensed Materials or any specified Licensed Materials (including where the specified Licensed Materials relate to Products or Services that have been discontinued or where the Licensed Materials are out of date);
- (e) not seek to register as a trade mark or as a business name or corporate name or any domain name, any mark or name the same as or which includes or may be confused with any Post Office Intellectual Property or any other trade mark or name owned or used by Post Office Ltd or Post Office Group;

- (f) not make any representation or do any act which may be taken to indicate that the Postmaster has any right, title or interest in or to the ownership or use of the Post Office Intellectual Property other than as conferred by the Agreement;
- (g) not challenge the validity of any Post Office Intellectual Property or the title of Post Office Ltd or any other member of the Post Office Group to the Post Office Intellectual Property; and
- (h) when requested, give to Post Office Ltd all reasonable assistance in obtaining registrations of Post Office Ltd's rights in any trademarks or other Intellectual Property.

The Postmaster shall not by virtue of the Agreement acquire any right, title or interest of any kind other than as specifically granted in the Agreement to any of the Post Office Intellectual Property. The Postmaster shall execute a written assignment of any such rights or interest on request by Post Office Ltd, and will provide copies of such data or other relevant materials on request.

15.2 Installation and Display of Licensed Materials and Advertising

- The Postmaster shall (as appropriate) either install in the locations specified by Post Office Ltd, and/or prominently display in a position visible to the public, the Licensed Materials at the Branch Premises. This includes the display of materials bearing the Intellectual Property of Clients.
- The Postmaster shall not conduct or carry on any advertising or promotion in relation to the Branch without the prior written consent of Post Office Ltd, other than by the installation and/or display of Licensed Materials at the Branch Premises in accordance with the Agreement.
- Except where an item of Licensed Materials is also specified as an item of Post Office Ltd Funded Equipment in accordance with the Agreement, all Licensed Materials shall be installed, displayed and maintained at the expense of the Postmaster. The Postmaster shall be responsible for obtaining all necessary planning, by-law or other consents in respect of the Licensed Materials, irrespective of whether they are also Post Office Ltd Funded Equipment.
- The Postmaster shall participate in all promotional or marketing activities proposed by Post Office Ltd or Clients in accordance with the reasonable instructions of Post Office Ltd. The Postmaster shall remove from display all Licensed Materials associated with such activities immediately on request by Post Office Ltd.

The Licensed Materials and Post Office Intellectual Property shall not be used in connection with any private business, including the Basic Business, without the express prior written consent of Post Office Ltd (to which it may attach such conditions as it thinks fit), or in such a way as to imply that Post Office Ltd or Post Office Group is in any way connected with those activities.

15.3 Advertising or Promoting the Basic Business

In advertising or promoting the Basic Business (whether in conjunction with the Branch or separately), the Postmaster shall ensure that:

- the advertising does not appear to be speaking on behalf of Post Office Ltd or any Client;
- Post Office Intellectual Property or the Intellectual Property of Clients is not used without the express prior written consent of Post Office Ltd (to which it may attach such conditions as it thinks fit);
- the standing of Post Office Ltd in the community, or that of any Client, is not jeopardised or brought into disrepute;
- references to the Branch are in the form of either Post Office Ltd Branch **at** (x host store) or, (x host store) **with a** Post Office Ltd Branch;
- the name "Post Office" (with or without the ® mark) is never used as part of another name. This means the Basic Business name shall **not** incorporate the name "Post Office" (e.g. you cannot use the name "Post Office Stores");
- the promoter of any such activity will be the Postmaster. Post Office Ltd will be in no way liable, financially or otherwise, for the promotion;
- links to discounts on the Products or Services are prohibited;
- all promotions/activities shall be legal, and shall conform to the Advertising Standards Authority and the British Code of Sales Promotion practice and give special consideration to the direct marketing rules within 2018, General Data Protection Regulation 2018 and the Privacy and Electronic Communications (EC Directive) Regulations 2003; and
- promotions or advertising by the Postmaster shall not be in breach of any other provision of the Agreement.

The Postmaster shall not use any website in the operation of, or in relation to, the Branch without Post Office Ltd's prior written consent, such consent not to be unreasonably withheld. Immediately following a request from Post Office Ltd, the Postmaster shall remove from any website any content which relates to Post Office Ltd, any other member of the Post Office Group or the Branch and which was placed on such website by or on behalf of the Postmaster.

If Post Office Ltd gives permission for the use of any Post Office Intellectual Property in any materials advertising or promoting the Basic Business, the Postmaster shall include such statements or notices as Post Office Ltd may direct.

15.4 Using the Post Office Ltd logo

The logo used by Post Office Limited is a registered trade mark, it is well recognised and the strongest and most valuable element of Post Office Ltd's brand identity.

Before using the logo, as well as complying with the Agreement and obtaining any approval as described above, the Postmaster shall ensure that:

- brand guidelines and constraints are understood;
- the correct version of the logo is being used; and
- the latest artwork and the correct trade mark acknowledgement statement are being used.

Post Office Ltd's Brand Team are always happy to advise, and can provide details of the latest Brand Guidelines.

Even more importantly, the Postmaster shall never allow a third party to use the Post Office Ltd logo without the prior written consent of Post Office Ltd. This shall be applied for via the Brand Team.

15.5 Post Office Ltd – Branding & Trade marks

To protect trade mark rights, Post Office Intellectual Property shall only be used in the forms in which they are registered. They shall not be made part of another name, or shortened into an acronym.

For Example:

Always use	Never use
Post Office Ltd	POL
Post Office Ltd branch(es) or Branch(es)	post office(s)
Post Office Ltd network	Post Office Network
Post Office Ltd , Romsey branch	Romsey Post Office

15.6 Intellectual Property Rights Acknowledgement

Intellectual Property acknowledgements, trade mark and copyright acknowledgements shall be used on all materials where appropriate or directed by Post Office Ltd to show that they are intellectual property rights used by the Postmaster with the permission of Post Office Ltd. The following statement shall be used on all printed materials bearing the Post Office Ltd trade mark or logo to acknowledge Post Office Ltd's trademark right, including printed Licensed Materials:

"Post Office and the Post Office logo are registered trademarks of Post Office Ltd"

15.7 Samples of Materials

Post Office Ltd may at any time request from the Postmaster, samples of any materials bearing any Post Office Intellectual Property or which in Post Office Ltd's

view take advantage of Post Office Intellectual Property. In the event that the samples do not in Post Office Ltd's view comply with this Manual, the Branding Guidelines on Branch Hub, or any other provision of the Agreement or any other standards associated with Post Office Intellectual Property, the Postmaster shall amend or immediately withdraw the material as reasonably requested by Post Office Ltd.

15.8 Enquiries

Any further queries or requests for approvals regarding the Licensed Materials or any Post Office Intellectual Property shall be referred to Post Office Ltd via the Branch Support Centre.

15.9 Health and Safety

Postmasters have a legal duty of care to ensure, as far as is reasonably practicable, the health, safety and welfare of their employees, customers and members of the public at or outside their premises. They have specific duties under the Health and Safety at Work etc. Act 1974 and the Occupiers' Liability Acts 1957 and 1984, such as making sure premises are safe, including by using external signage.

We can direct Postmasters to guidance available in relation to their health and safety management obligations, including guidance published by the Health and Safety Executive at <https://www.hse.gov.uk/>

- Employers who have five or more employees shall undertake a risk assessment and Postmasters can find a tool for this at <https://www.hse.gov.uk/retail/index.htm>. Examples can be found at <https://www.hse.gov.uk/risk/casestudies/>;
- Area Managers have been provided with accessibility guidelines and can give advice to Postmasters;
- Area Managers are carrying out accessibility surveys at branches;
- Postmasters shall regularly inspect their premises, fixtures and fittings (including external signage) to ensure they comply with applicable legislation and identify any potential issues that might need maintenance or repair;
- Postmasters shall familiarise themselves with and follow the Health and Safety Executive guidance referred to above; and
- If a Postmaster is planning a major refit or refresh, our Branch Design team can help with advice and can be emailed at GRO

16. Political Activities

A Postmaster is free to take part in any national and local political activities subject to the following conditions:

- (a) he shall not engage in or allow his Personnel to engage in political activities (including wearing symbols or badges associated with a

political party or cause) whilst operating or working in the Branch or the Basic Business, or whilst on or in the vicinity of the Branch Premises;

- (b) he shall not allow any other person to engage in political activities whilst on the Branch Premises;
- (c) he shall not exhibit any notice soliciting votes for any particular candidate or with any party or political object either in, on or in the vicinity of the Branch Premises, or on any vehicle under the control of Post Office Ltd or any member of the Post Office Group; and no leaflet or address with a party or political object may be placed or left by the Postmaster or anyone associated with it on, in or in the vicinity of the Branch Premises.

A Postmaster who is an individual and who intends to stand for Parliament shall notify Post Office Ltd in writing at the earliest opportunity giving Post Office Ltd at least 6 weeks' written notice of any change to the opening hours of the Basic Business which are in excess of the Minimum Hours.

17. Equality Policy/Manual

In order for the Postmaster to monitor its own compliance with the requirements of the Equality, Diversity and Inclusion Policy , and demonstrate compliance to Post Office Ltd, the Postmaster shall:

- (a) carry out regular self-audits to assess compliance with the Equality, Diversity and Inclusion Policy (at its own cost);
- (b) provide a copy of the latest self-audit report to Post Office Ltd within 14 days of receiving a request from Post Office Ltd and be prepared to discuss it with Post Office Ltd if required;
- (c) in any case, if the audit report shows that the requirements of the the Equality, Diversity and Inclusion Policy are not being met, then the Postmaster shall immediately inform Post Office Ltd in writing; and shall comply with any instructions issued by Post Office Ltd as a result, including ceasing to provide certain Products or Services until compliance with its obligations under Equality, Diversity and Inclusion Policy has been achieved;
- (d) co-operate fully with any and all monitoring and audit activities undertaken by or on behalf of Post Office Ltd in order to assess compliance by the Postmaster with Equality, Diversity and Inclusion Policy;
- (e) if such monitoring or audit activity shows that the requirements of the EA and/or the Equality Policy are not being met then the Postmaster shall comply with any instructions issued by Post Office Ltd as a result, including ceasing to provide certain Products or Services until compliance with its obligations under Equality, Diversity and Inclusion Policy has been achieved;
- (f) notify Post Office Ltd in writing immediately if it believes that any of the Products and Services do not comply, or that there is a significant

possibility that they do not comply, with any of the requirements of the Equality, Diversity and Inclusion Policy or if it identifies any other breach of the Equality, Diversity and Inclusion Policy in respect of the Branch or the Branch Premises or considers it likely that any such breach will occur; and

- (g) notify Post Office Ltd in writing as soon as possible and no later than 3 Working Days following receipt by the Postmaster of any enquiry, complaint or claim regarding accessibility of the Branch Premises or the Products or Services or the treatment of a particular Customer or group of Customers with a protected characteristic listed in section 4 of the EA. For the avoidance of doubt, this includes any alleged failure of the Postmaster and/or Post Office Ltd to comply with any requirement of the Equality, Diversity and Inclusion Policy and any complaint regarding the content or adequacy of the Policy. The Postmaster shall provide such assistance with the response to or defence of any such enquiry, complaint or claim as may reasonably be required by Post Office Ltd and Post Office Ltd shall be entitled, but not obliged, to take over and defend any legal proceedings arising from such a claim on behalf of the Postmaster.

18. Confidentiality and contact with the media

The Postmaster shall help Post Office Ltd, or other postal operators which are Clients, to ensure that all communications and items entrusted to them reach addressees promptly and safely, and that they do not reach those not entitled to receive them.

Post Office Ltd has a duty to safeguard its own interests and those of any person involved in its business (including any Client) in relation to material that is published in the media. The Public Relations department of Post Office Ltd is primarily responsible for:

- (a) deciding whether Post Office Ltd shall enter into public correspondence, and
- (b) ensuring fair and accurate presentation of facts about Post Office Ltd and its business, and no other person (including the Postmaster and any Assistant) is entitled to comment publicly on such matters. In particular, any untrue, ill-informed or reckless comment will be challenged by Post Office Ltd. While recognising the right of any person to comment publicly on matters of general interest, Post Office Ltd expects the Postmaster and any Assistants who may wish to comment publicly upon matters affecting Post Office Ltd to exercise this right in a responsible manner. The Postmaster shall ensure that when communicating with the press or offering comment which may be published, or broadcast on radio or television, that its comments do not go beyond the accepted bounds of propriety and are not likely to cause embarrassment or to mislead the public. The Postmaster shall seek the guidance of Post Office Ltd in the case of any doubt.

If the Postmaster wishes to communicate with the media it shall comply with the following:

- (c) Under no circumstances shall any information or data be disclosed:
 - (a) relating to the processes, operational procedures and rules of Post Office Ltd;
 - (b) relating to Clients and/or Customers and their transactions, including information relating to a named individual; and/or
 - (c) of a financial nature in relation to the Branch, Post Office Ltd, its business or Post Office Group or its business,

For the avoidance of doubt, this shall not prevent the Postmaster from discussing operational matters relating to the Branch with a representative of the NFSP nor prevent any Postmaster, acting in his capacity as an officer of the NFSP, from discharging his duties, including by making reasonable and responsible statements to the media, provided that any such statements are in accordance with the requirements of the above.

- (d) any views and opinions expressed publicly by the Postmaster shall not bring Post Office Ltd, any Client or Customer or any other Postmaster of a Post Office Ltd branch or any employees of any such persons into disrepute; and
- (e) unless otherwise authorised by Post Office Ltd, the Postmaster shall make it clear that any comments are made in the Postmaster's private capacity (which may be as an officer of the NFSP) and are not made on behalf of Post Office Ltd or any Client or Customer.

The Postmaster shall exercise particular care if offering any spontaneous comment to the press, broadcasting reporters or interviewers.

The Postmaster shall not, in a manner which is damaging or hostile to Post Office Ltd, its business, the Branch or the Clients or which is in breach of the obligation of confidence contained in the Agreement:

- (a) publish any document, book, play or article;
- (b) broadcast or make any comment or statement on radio, television or the internet;
- (c) produce or exhibit a film or photographs;
- (d) give a talk or lecture;
- (e) publish a blog or post any comment using social media; or
- (f) take part in a public discussion by any means.

The Postmaster shall not, without the prior written permission of Post Office Ltd, write to or interview members of the public in relation to the Branch or any other matter relating to Post Office Ltd or any Clients or Customers other than for the purpose of correcting any error made by the Postmaster in the operation of the Branch.

19. Additional Requirements

The following documents will be provided to you by Post Office Ltd and shall be read and complied with by the Manager and the Assistants:

- (a) Post Office Ltd - Security Operations Manual (this contains security requirement for branches)
- (b) Postmaster Privacy Notice

20. **Provision of the official Branch telephone line**

Post Office Ltd, in conjunction with the Postmaster, shall provide suitable telephone facilities at the Branch. These facilities can be provided by any telecommunications provider of Post Office Ltd's choice and shall meet the needs of Post Office Ltd and the relevant security requirements (including use of the telephone facilities by Post Office Ltd for its Asymmetric Digital Subscriber Line (ADSL) service). These telephone facilities are known as the Official Branch Telephone Line. (OBTL). The Horizon equipment or any future replacement for the Horizon equipment or any official Post Office Ltd equipment as Post Office Ltd may from time to time specify will either:

- (a) be connected to the Master Line Box at the Branch and will utilise the Post Office Ltd ADSL service that runs over the OBTL; or
- (b) will utilise the ISDN line connected to the Branch and /or the OBTL.

Post Office Ltd is under no obligation to provide an OBTL that can be used for any purposes other than purposes relating to the running of the Branch. If the OBTL is capable of any private use, the Postmaster shall utilise the OBTL solely for official Post Office Ltd purposes and shall not utilise it for any private purposes. The Split Billing policy is that there shall be no allocation of OBTL costs to the Postmaster in recognition of the official purpose of the OBTL to the exclusion of private use.

The Postmaster shall not move or relocate the OBTL without Post Office Ltd's prior written permission. Any movement of or changes to any of the telephone or other communications equipment at the Branch that are the result of changes initiated by the Postmaster, including but not Ltd to refurbishment or re-location of the Branch, will be the responsibility of the Postmaster.

Post Office Ltd reserves the right to amend and update the requirements of this section in the future should the operational and security needs of Post Office Ltd require such a change, provided that such a change is in accordance with the terms of this Agreement.

The Postmaster agrees to co-operate with Post Office Ltd in relation to the installation at the Branch of any other forms of communications equipment or data links to be used for the purposes of conducting the official business of Post Office Ltd.

The Postmaster shall provide:

- (a) a direct exchange line; or
- (b) an extension plan installation comprising a portable telephone and two sockets: one to be installed in the Branch and the other in the Postmaster's bedroom. (This type of installation is only required where Post Office Ltd considers it is desirable, as a security measure, and where the Postmaster resides on the premises. However, Post Office Ltd will not require this type of system to be

installed at island and small rural offices where Post Office Ltd considers that the risk of criminal attack is clearly negligible).

The Postmaster's requirement to provide the OBTL may be discharged by allowing the installation by Post Office Ltd at the Branch of a separate telephone line from a telecommunications provider of Post Office Ltd's choice for use as the OBTL. The Postmaster may retain whatever other private lines and /or telecommunications facilities he or she wishes, but those facilities shall not be used in relation to the running of the Branch. Post Office Ltd will pay the provider of the OBTL directly for the line. The Postmaster will incur no telephone costs for the provision of the OBTL and therefore has no need to reclaim any such costs from Post Office Ltd.

21. **Paystation™**

The Postmaster will comply with the Instructions to Postmaster for Post Office Ltd paystation™ Terminals, attached at Appendix H, in respect of the paystation™ terminal(s) at the Branch Premises.

22. **Appendices**

Appendix A: Useful telephone numbers Appendix B: Record of Scales tests Appendix D: Training records Appendix E: Assistants

Appendix H: Instructions to Postmasters for Post Office Ltd paystation™ Terminals

Appendix A: Useful telephone numbers

The Branch Support Centre can help if you experience an operational issue and shall be your first port of call if you need any support. The Branch Support Centre can be contacted on **GRO**. If you need support with any of the following issues, the best number to call is listed below:

Help needed:	Team	Numbers
Arranging to resolve a discrepancy	Loss Recovery	GRO
ATM issues	Bank of Ireland ATM Helpdesk	GRO
Branch balancing	Branch Support Centre	GRO
Cash Ordering	Inventory Support Desk	GRO
Fit and Proper declarations	Branch Support Centre	GRO
IT Issue	IT Service Desk	GRO
Missing posters or leaflets	Branch Support Centre stock queries	GRO
Reporting a security incident	Grapevine	GRO
Reporting suspicious activity, fraud and suspicions of money laundering	Grapevine	GRO

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Safe repairs	Insafe	GRO
Security equipment	Post Office Equipment Team	GRO
Signage replacement	Futurama (approved signage manufacturer)	GRO
Smart IDs	Branch Support Centre	GRO
Transaction Corrections (TCs)	For explanation of the TC, it's the Support Centre	GRO
Transaction Corrections (TCs)	To dispute a TC, it's the Disputes Team	GRO

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Appendix B – Record of Scales Tests Branch name: _____

Appendix D - Training records

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Appendix E – Assistants

INTRODUCTION

Post Office Ltd shall comply with certain obligations in relation to the Branch, including those of: Postcomm, Ofcom and Financial Services Authority regulations, and money laundering and immigration legislation. Some of these obligations require Post Office Ltd to ensure that Postmaster (and any persons employed or engaged by Postmaster in relation to the Branch) are made aware of, and know how to comply with, the terms of such regulations and legislation. These requirements have been set out in Appendices E, F and G to this Manual. The obligations placed upon the Postmaster are the minimum necessary to ensure that both Post Office Ltd and the Postmaster are compliant with the regulations and legislation mentioned above, and are, in the main, what most Postmaster, as responsible employers, should be doing anyway. The objectives of these obligations are:

- to ensure that Post Office Ltd complies with the relevant regulations and legislation; and
- to ensure as far as possible that the Postmaster does so too, and that no Postmaster suffers from the consequences of failure to so comply. (This is very important, as those consequences can include criminal prosecution.)

The Postmaster has a duty to ensure that it is aware and that it makes its Assistants aware, of the obligations set out in this Manual or otherwise as notified by Post Office Ltd to the Postmaster.

GENERAL

1. The Postmaster shall provide, at its own expense, a suitable number of Assistants with the relevant skills which it may need to operate the Branch.
2. Assistants are engaged directly by the Postmaster, and the Postmaster will consequently be responsible (in accordance with and subject to the Agreement) for any failure, on the part of its Assistants, to:
 - 2.1 apply Post Office Ltd rules or instructions as required by Post Office Ltd;
 - 2.2 complete any training necessary in order to properly assist in the operation of the Branch to the same standard as the standard of training received by the Postmaster from Post Office Ltd.; and
 - 2.3 comply with the obligations set out below.
3. This Appendix E contains the obligations which the Postmaster has to fulfil in relation to the recruitment and employment of each of its Assistants (which includes any members of the family of the Postmaster or its shareholders or directors). Where the Postmaster fails to comply with any of these terms, he may be deemed to be in breach of the Agreement which may, depending on the circumstances, give Post Office Ltd the right to terminate the Agreement. The obligations in this Appendix E are additional to the Postmaster's responsibility, as the employer of any Assistants, to comply with the provisions of any legislation and regulations that impose obligations on employers, providers of postal services and financial services, or sellers of insurance or communications products.
4. **RECRUITMENT**
 - 4.1 The Postmaster shall establish and maintain a recruitment file for each Assistant. In order to meet its legal obligations regarding monitoring of compliance, Post Office Ltd

will be entitled to inspect such recruitment files from time to time upon giving the Postmaster reasonable written notice that they shall be made available for such inspection. The recruitment file shall include, in the format of the Recruitment Checklist at Annex 2 to this Appendix E, a comprehensive record of all checks carried out in relation to the recruitment, selection and engagement of any person applying to it to be engaged as an Assistant (referred to in this Appendix E as the "Applicant").

4.2 The Postmaster is responsible for carrying out all necessary checks in order to satisfy itself as to the honesty, integrity and suitability of any Applicant. The Postmaster shall also take certain steps, as set out below, in order to satisfy itself as to:

- an Applicant's legal right to work in the UK;
- the Applicant's identity and permanent National Insurance number; and
- the Applicant's address.

4.3 **Proof of Right to Work in the UK**

The Postmaster will, at all times, be responsible for complying with or ensuring compliance with the Immigration Act 1971 (as amended) and the Immigration Rules made under it, or any statutory modification or re-enactment of that Act or those rules (together referred to as "**immigration legislation**") in respect of any Assistants it engages. It should be noted that in addition to steps to be taken prior to or at the time of engagement of an Assistant, immigration legislation places on-going obligations on the Postmaster in respect of Assistants from certain countries.

If there is any doubt as to whether an Applicant or Assistant has provided sufficient proof of their right to work in the UK, the Postmaster shall seek assistance either by telephoning the Government's Helpline for Employers [REDACTED] **GRO** [REDACTED] or by visiting the Government website at www.gov.uk/check-job-applicant-right-to-work

The procedures set out in steps 1 – 4 below reflect the current guidance issued by the UK Border Agency regarding the requirements of current immigration legislation as at September 2010 prior to engagement of an Assistant. However, it is the Postmaster's responsibility to ensure that immigration legislation is complied with at all times.

Step 1

The Postmaster shall require all Applicants to provide documentation that satisfies the criteria listed at Annex 1 to this Appendix E.

Step 2

The Postmaster shall satisfy itself that the Applicant is the rightful holder of any of the documents he presents.

The Postmaster shall carry out the following **reasonable steps** when checking any documents presented by an Applicant:

check any photographs, where provided, to ensure that they are consistent with the appearance of the Applicant;

(a) check that the dates of birth listed are consistent with each other and with the appearance of the Applicant;

- (b) check that the expiry dates are valid and the documents are still live;
- (c) check any United Kingdom Government stamps or endorsements to see if the Applicant is legally permitted to do the type of work he is offering;
- (d) if the Applicant gives the Postmaster, from the list of documents in Annex 1, two documents that have different names for the Applicant, the Postmaster shall ask him for a further document to explain the reason for this. (The further document could be a marriage certificate, divorce document, deed poll, adoption certificate or statutory declaration.)

Step 3

The Postmaster shall make a photocopy of the following parts of all the documents shown to it for retention in the recruitment file:

- (a) the front cover and all of the pages which give the Applicant's personal details. In particular, the Postmaster shall copy: (i) the page with the photograph, and (ii) the page which shows the Applicant's signature; and
- (b) any page containing a United Kingdom Government stamp or endorsement that permits the Applicant to do the type of work the Postmaster is offering.

If it is not possible to make the necessary photocopies at the time, the documents shall be retained, copied at the earliest possible opportunity and then returned to the Applicant.

Step 4

List in the Applicant's recruitment file all documents seen and copied on steps 1-3 above (e.g. 'UK Passport – Number 12345678'; or 'Full birth certificate **and** a P60 dated 14 April 2005').

4.4 Proof of Permanent National Insurance Number

- 4.4.1 Unless already provided and photocopied, as part of an Applicant's documentation proving his Right to Work in the UK, the Postmaster will need to see a document giving the Applicant's **permanent** National Insurance Number and name. This could be a: P45, P60, National Insurance card, or a letter from a Government agency.
- 4.4.2 The Postmaster shall then list in the Applicant's recruitment file the document seen (there is no need to photocopy the document if it is provided solely for proving the NI number).
- 4.4.3 For the small number of Applicants who are unable to supply a permanent National Insurance number, they shall be asked to explain why, the reason shall be noted and the Postmaster shall consider carefully whether to proceed with the application. Applicants with a genuine reason for being unable to supply a permanent National Insurance number (such as Applicants from outside the UK) shall be advised that they would need to obtain one from the relevant authorities prior to being appointed.

4.5 Proof of Address

The Postmaster shall see at least one of the following items showing the Applicant's name and current address:

- Driving Licence
- Recent Paid Gas or Electricity Bill
- Recent Paid Telephone Bill (not mobile)
- Recent Paid Council Tax Bill
- Recent Paid Water Bill
- Recent TV Licence
- Recent Bank Statement, shall be supported by a credit/debit card (In relation to the above "Recent" means no more than 3 months old.)

The Postmaster shall then list in the Applicant's recruitment file the details of the document seen (there is no need to photocopy the 'proof of address' document).

- 4.6 The Postmaster shall ensure that all recruitment files for successful Applicants have been correctly annotated and the associated photocopies have been included to provide proof of an Applicant's right to work in the UK. There shall be no missing photocopies, incorrect combinations of documents or incomplete tick lists.
- 4.7 The Postmaster shall not confirm an Applicant's appointment until the criteria have been met and the registration process outlined below has been completed.
- 4.8 It is the Postmaster's responsibility to ascertain that all documentation supplied by the Applicant satisfies the criteria.

4.9 **References**

At the recruitment stage, the Postmaster will need to obtain at least 2 references (which shall be independent of the Applicant and of each other) in respect of the Applicant.

4.10 **Work History**

The Postmaster shall obtain a work history from each Applicant for the immediately preceding 5 years (unless the period in which each Applicant has worked can be proved to be less than 5 years, in which case the work history of the full period shall be obtained). It is the Postmaster's responsibility to assure itself of the validity and accuracy of the details provided by the Applicant. (Measures to achieve this could include questioning at interview, and the seeking of references from previous employers).

4.11 **Honesty, Integrity and Suitability**

- 4.11.1 The Postmaster shall seek information from each Applicant about any unspent convictions, including conditional discharges, for any offence in a Court of Law (including a Youth Court or Court Martial) or any caution, reprimand or warning. The Postmaster shall also seek information from each Applicant about any pending criminal proceedings in which the

Applicant might be involved. The Postmaster shall also seek information from each Applicant about mis-selling of any product or service or lack of integrity in any form of employment involving selling.

4.11.2 In order to help prevent the engagement of unsuitable or dishonest persons in relation to the Branch, the Postmaster shall, **before the Applicant begins his engagement with the Postmaster**, complete the registration process detailed at 4.11.3 below (referred to in this Appendix E as the "Registration Process"). Under no circumstances shall the Postmaster engage an Assistant before the Registration Process is completed and the Postmaster has received clearance from Post Office Ltd to engage that Assistant. All Assistants shall be registered, including members of the Postmaster's family (or where the Postmaster is a company any shareholder(s) and/or directors) who may only occasionally work in the Branch. Holiday reliefs also need to be registered.

4.11.3 **The Registration Process**

- (i) To register an Applicant as an Assistant the Postmaster shall complete forms P250. In addition the Applicant shall complete and sign a Security Checks Consent Form. The Postmaster may obtain these forms from Post Office Ltd.
- (ii) **Form P250.** The Postmaster shall complete and sign Section 1; the Applicant shall complete and sign Section 2. The Postmaster shall then submit the completed form to the address indicated on it.

The Postmaster shall ensure that any details about the Applicant ("**Relevant Information**") which have come to its attention are honestly recorded on the form. This will enable Post Office Ltd to conduct its own checks into the background of the Applicant.

- (iii) **Security Checks Consent Form.** The Applicant shall complete this form in his own handwriting and sign and date it. The Postmaster shall check that the form is complete and legible and that the personal details shown on it match those entered on the P250. The completed form shall be sent with the completed P250 to the address shown on the P250.
- (iv) Pre-employment checks will be carried out upon receipt by Post Office Ltd of the relevant forms, which shall be fully and legibly completed. (These checks can take up to seven working days.)
- (v) The Postmaster will then be informed whether or not he may employ the Applicant as an Assistant.

4.11.4 Where Post Office Ltd has good reason to believe that it would not be in its legitimate interests for a particular Applicant or Assistant to be engaged or continue to be engaged in relation to the Branch it will be entitled to require the Postmaster to refrain from engaging that Applicant in relation to the Branch if not already engaged, or to ensure that the Assistant or Applicant is not further engaged in relation to the Branch if already engaged. If after such a requirement has been reasonably made by Post Office Ltd the Postmaster continues to engage such Applicant or Assistant it may be

deemed to be in material breach of the Agreement as referred to in paragraph 3 above.

4.11.5 If details of any offences committed by the Applicant or Assistant relating to:

- (i) the delivery or handling of mail, post or packets; or
- (ii) theft or the obtaining of property by deception or fraud; or
- (iii) mis-selling of any product or service; or
- (iv) lack of integrity in any form of employment involving selling; or
- (v) dishonest conduct of any kind,

come to Post Office Ltd's attention by any means and Post Office Ltd notifies this fact to the Postmaster the Applicant or Assistant will not until further notice be eligible to work in relation to the Branch or any business concerning the Royal Mail Group and the provisions of paragraph 4.11.4 above will apply.

4.12 As a general guide no person under 16 years of age shall be engaged in relation to the Branch, or have access to Postal Packets. However where there is no reasonable alternative to the part-time engagement of an Assistant under 16 years of age, such engagement may be allowed subject to the following conditions:

- no person under the age of 14 years may be engaged in any capacity;
- the Assistant, even if a family member, shall be fully registered with Post Office Ltd in accordance with the provisions of this Appendix E; and
- the Postmaster shall comply with all relevant legislation affecting the employment of young persons and children.

5. UNSUITABLE PERSONS

5.1 During the entire period that an Assistant is engaged by the Postmaster, the Postmaster will report immediately to Post Office Ltd any Relevant Information as soon as it becomes aware of same.

5.2 If:

- 5.2.1 the Postmaster does not submit a form P250 prior to the engagement by it of the Applicant; or
- 5.2.2 the Postmaster does not declare on the form P250 any Relevant Information concerning the Applicant of which it was aware; or
- 5.2.3 the Applicant fails any checks carried out internally by Post Office Ltd; or
- 5.2.4 the Postmaster does not report to Post Office Ltd as soon as possible any Relevant Information of which he becomes aware (after submission of a form P250),

the provisions of paragraph 4.11.4 above will apply.

6. ONGOING REGISTRATION CHECKS

To meet the needs of regulation and legislation Post Office Ltd shall be able to maintain accurate details of **all** those who work in any Post Office Ltd branch. In addition to completing forms P250 when engaging new Assistants, the Postmaster is, therefore, required each year to take part in an annual check of persons engaged in the Branch.

7. SECURITY

- 7.1 The Postmaster shall inform each of his Assistants of the seriousness of any offence of damage or interference to any Postal Packet.
- 7.2 The Postmaster shall ensure that its Assistants comply with the requirements of this Manual and the Security Operations Manual in general and in particular, as they apply to:
 - the security of the Branch Premises;
 - the collection, despatch, conveyance or delivery of mail; and
 - the measures to be taken to prevent or detect loss or theft of or damage to a Postal Packet.
- 7.3 The Postmaster shall maintain records which can enable it as far as is reasonably practicable, to identify which of its Assistants was responsible for the conveyance, receipt, collection, sortation, delivery or handling of any Postal Packet which may have been interfered with.
- 7.4 The Postmaster shall carry out regular assessments of the risk to Postal Packets at the Branch.

8. DISCIPLINE

- 8.1 The Postmaster is responsible for:
 - ensuring that each of its Assistants is made aware of his obligations in 12.2; and
 - placing identical such obligations directly upon every Assistant whom it engages in relation to the Branch.
- 8.2 The Postmaster shall establish maintain and adhere consistently to a formal disciplinary policy in respect of any of its Assistants who fail to comply with the Postmaster's obligations as set out in this Manual and the Agreement. Where the Postmaster already has an established disciplinary policy for its employees it is simply necessary to ensure that the policy meets the criteria set out in 8.3 and 8.4 below.
- 8.3 The policy referred to in 8.2 above shall include at least the following elements:
 - an explanation of what constitutes a "failure to meet the standards of conduct", and the action to be taken in relation to such failure;
 - a description of how the Postmaster has conveyed to its Assistants:

- the fact that a failure to meet the standards of conduct might also constitute a criminal offence; and
- the action which will be taken in relation to any such failure;
- a provision for the appropriate records to be maintained detailing any action taken against an Assistant for failure to meet a required standard of conduct; and
- an explanation of:
 - how the Postmaster identifies consistent failures to meet the relevant standards of conduct; and
 - what remedial action the Postmaster will take in the event of consistent failures being made.

8.4 The Postmaster shall regularly review:

- the standards of conduct imposed; and
- the disciplinary policy in place.

8.5 The Postmaster shall keep a formal record of its disciplinary policy and any exercise by the Postmaster of it, and Post Office Ltd shall be entitled to request sight of such record from time to time, where it is reasonable to do so in order to ensure that the Postmaster is complying with its obligations in this respect.

8.6 Where Post Office Ltd believes, in good faith, that a Postmaster has not implemented the disciplinary policy properly (or at all) against an Assistant, where circumstances justify such implementation, the provisions of paragraph 3 above will apply.

APPENDIX E - ANNEX 1

Proof of Right To Work In The UK – Acceptable Documents

An Applicant shall provide:

- one of the original documents alone, or two of the original documents in the specified combinations given in list A below: OR
- one of the original documents alone, or two of the original documents in the specified combinations given in list B below:

LIST A Documents which provide ongoing evidence

1. A passport showing that the holder is a British citizen, or a citizen of the United Kingdom and Colonies having the right of abode in the United Kingdom.
2. A passport or national identity card showing that the holder, or a person named in the passport as the child of the holder, is a national of the European Economic Area or Switzerland. (See note * below).
3. A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office, Border and Immigration Agency or UK Border Agency to a national of a European Economic Area country or Switzerland. (See note * below).
4. A permanent residence card issued by the Home Office, Border and Immigration Agency or UK Border Agency to the family member of a national of a European Economic Area country or Switzerland. (See note * below).
5. A Biometric Immigration Document issued by the UK Border Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom, or has no time limit on their stay in the United Kingdom.
6. A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the United Kingdom, has the right of abode in the United Kingdom, or has no time limit on their stay in the United Kingdom.
7. An Immigration Status Document issued by the Home Office, Border and Immigration Agency or UK Border Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the United Kingdom, or has no time limit on their stay in the United Kingdom, when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
8. A full birth certificate issued in the United Kingdom which includes the name(s) of at least one the holder's parents, when produced in combination with an official document giving the person's permanent National Insurance
9. Number and their name issued by a Government agency or a previous employer.
10. A full adoption certificate issued in the United Kingdom which includes the name(s) of at least one of the holder's adoptive parents when produced in combination with an official

document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.

11. A birth certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
12. An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
13. A certificate of registration or naturalization as a British citizen when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
14. A letter issued by the Home Office, Border and Immigration Agency or UK Border Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the United Kingdom when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.

(*European Economic Area Nationals from the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, and Slovenia shall register with the Home Office within one month of starting employment; you shall advise them to register, and you will need to provide them with evidence of employment (e.g. a Contract or letter) in order to do so. Once the Home Office registers your employee you shall keep the registration certificate they send to you. It is a criminal offence not to register an appropriate employee.

Nationals of Romania and Bulgaria are subject to worker authorisation and shall obtain this authorisation before they begin working. A worker authorisation document provides employers with evidence from the UK Border Agency that the holder is entitled to work in the UK and whether they are subject to any conditions. For further information see the UK Border Agency website at www.ukba.homeoffice.gov.uk/employers).

LIST B Documents which provide evidence for up to 12 months

1. A passport or travel document endorsed to show that the holder is allowed to stay in the United Kingdom and is allowed to do the type of work in question, provided that it does not require the issue of a work permit.
2. A Biometric Immigration Document issued by UK Border Agency to the holder which indicates that the person named in it can stay in the United Kingdom and is allowed to do the work in question.
3. A work permit or other approval to take employment issued by Home Office, Border and Immigration Agency or UK Border Agency, when produced in combination with either a passport or another travel document endorsed to show the holder is allowed to stay in the United Kingdom and is allowed to do the work in question, or a letter issued by the Home Office, Border and Immigration Agency or the UK Border Agency to the holder or the employer or the prospective employer confirming the same.
4. A certificate of application issued by the Home Office, Border and Immigration Agency or UK Border Agency to or for a family member of a national of a European Economic Area country or Switzerland stating that the holder is permitted to take employment which is less

than 6 months old when produced in combination with evidence of verification by the UK Border Agency Employer Checking Service.

5. A residence card or document issued by the Home Office, Border and Immigration Agency or UK Border Agency to a family member of a national of a European Economic Area country or Switzerland.
6. An Application Registration Card issued by the Home Office, Border and Immigration Agency or UK Border Agency stating that the holder is permitted to take employment when produced in combination with evidence of verification by the UK Border Agency Employer Checking Service.
7. An Immigration Status Document issued by the Home Office, Border and Immigration Agency or UK Border Agency to the holder with an endorsement indicating that the person named in it can stay in the United Kingdom, and is allowed to do the type of work in question, when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.
8. A letter issued by the Home Office, Border and Immigration Agency or UK Border Agency to the holder or employer or prospective employer, which indicates that the person named in it can stay in the United Kingdom and is allowed to do the work in question when produced in combination with an official document giving the person's permanent National Insurance Number and their name issued by a Government agency or a previous employer.

APPENDIX E - ANNEX 2

Recruitment Checklist

Applicant's Full Name

Applicant's National Insurance Number

	Activity	Yes/No	Document details: [where applicable]
(a)	At least 2 references obtained?		
(b)	Evidence of identity seen?		
(c)	Evidence of permanent NI Number seen and any necessary photocopies taken and retained in the Applicant's recruitment file?		[Note details]
(d)	Evidence of address seen?		[Note details]
(e)	Evidence of right to work in UK seen and all necessary photocopies taken and retained (including Home Office registration application if applicable) in the Applicant's recruitment file?		
(f)	Has the 5 year work history been seen and verified if necessary?		
(g)	Has the Applicant ever been found guilty (including conditional discharges) of any offence in a court of law (including a Youth Court or Court Martial)?		
(h)	If the answer to (g) is "Yes", has the Relevant Information been shown in the P250		
(i)	Has the Applicant received any caution, reprimand or warning, or has he/she been involved in any mis-selling or lack of integrity in any form of selling environment?		
(j)	If the answer to (i) is "Yes", has the Relevant Information been shown in the P250?		

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(k)	Has the P250 been completed in full and sent to the relevant address?		
(l)	Has the authorisation for employment of the Applicant been received?		
(m)	Date employment as Assistant commenced		

APPENDIX H - INSTRUCTIONS TO OPERATORS FOR POST OFFICE LTD PAYSTATION™ TERMINALS

1. Definitions

1.1 In addition to the terms defined in the Agreement, in these Instructions the words below have the meaning next to them unless the context requires otherwise:

paystation™	a Post Office paystation™ terminal
Paystation Fees	the fees that will be paid by Post Office Ltd to the Postmaster in relation to each Paystation Product transacted by the Postmaster, as referred to in the Fees Booklet
Paystation Monies	payments (in the form prescribed by Post Office Ltd from time to time) which are to be accepted by the Postmaster from Customers of Post Office Ltd in relation to Paystation Products
Paystation Operations Manual	the manual for the operation of the paystation™ provided by Post Office Ltd, as amended from time to time by Post Office Ltd
Paystation Product	any Product or Service which may from time to time be transacted via the paystation™, the choice of such Products and/or Services to be at Post Office Ltd's sole discretion. A summary of the principal types of Product and Service that can be transacted via the paystation™ is set out in the Paystation Operations Manual
working day	each day on which the paystation™ shall be operated and available for Customers as required
	by paragraph 8 below

2. Paystation Operations Manual

2.1 Post Office Ltd will provide the Postmaster with a copy of the Paystation Operations Manual and the Postmaster shall comply with the Paystation Operations Manual and these instructions.

3. Paystation Payment

3.1 The Paystation Fees shall be paid to the Postmaster in the same way as other Fees are paid to the Postmaster under the Agreement.

4. Installation of the paystation™

- 4.1 The Postmaster shall ensure that it has obtained, at its own cost, all consents or approvals needed in relation to the installation and operation of the paystation™ at the Branch Premises.
- 4.2 Post Office Ltd or its contractors will install the paystation™ in a prominent location within the Branch Premises acceptable to both the Postmaster and Post Office Ltd. The Postmaster shall not move the paystation™ from the position where it was initially installed without the written consent of Post Office Ltd.

5. Operation of the paystation™

- 5.1 If the Postmaster becomes aware that the installation and/or the operation of the paystation™ adversely affects the functionality of any other equipment in or services to the Branch Premises, including, without limitation, Horizon and/or any alarm system, the Postmaster shall notify Post Office Ltd and comply with all reasonable instructions given by Post Office Ltd as a result.
- 5.2 If the Postmaster experiences any problems with the paystation™, he shall in the first instance contact the telephone helpline specified in the Paystation Operations Manual and operated by or on behalf of Post Office Ltd for this purpose.
- 5.3 The Postmaster shall, at his own cost, ensure that a telephone line, telephone socket and power supply are continuously available so as to ensure that the paystation™ is operational at the Branch at all times.
- 5.4 The Postmaster shall not carry out and shall not allow any Assistant to carry out any maintenance, servicing or repairs to the paystation™ other than as set out in the Paystation Operations Manual, nor use the paystation™ for any other purpose other than as permitted by these Instructions.
- 5.5 The Postmaster shall take proper care of the paystation™ and shall not add or combine the paystation™ or any part of it with any other equipment, whether hardware or software or otherwise.
- 5.6 The Postmaster shall ensure that any approved proprietary notices affixed to the paystation™ are not removed, defaced or altered in any way whatsoever.
- 5.7 The Postmaster shall:
 - 5.7.1 display prominently within the Branch Premises the advertising and point of sale material supplied by Post Office Ltd from time to time; and
 - 5.7.2 only use advertising or promotional material that relates to or mentions the paystation™ if Post Office Ltd has provided or approved such material.

6. Damage or Theft

- 6.1 The Postmaster shall as soon as reasonably practicable report any theft of, damage to, failure or malfunction of the paystation™ to Post Office Ltd by calling the helpline and comply with all reasonable instructions given by Post Office Ltd via the helpline, and shall also promptly report any theft of the paystation™ or consumables to the police.

- 6.2 The Postmaster shall promptly notify Post Office Ltd of any damage caused to Post Office Ltd property due to the installation, use or maintenance of the paystation™.
- 6.3 The Postmaster shall reimburse Post Office Ltd for the cost of replacement or repair of the paystation™ if such replacement or repair is necessary due to the negligence, carelessness or error of the Postmaster, or was caused by his or her Personnel.

7. **Consumables**

- 7.1 Post Office Ltd will supply all consumables (e.g. receipt paper rolls and batteries) reasonably required for the processing of transactions via the paystation™. Such consumables shall not be used for any other purpose and no consumables other than those supplied by Post Office Ltd may be utilised in connection with the operation of the paystation™.
- 7.2 The Postmaster shall count and sign for all consumables provided which relate to the paystation™ and maintain adequate stock controls for such consumables and keep those not required in a secure area.

8. **Hours of Operation**

- 8.1 The Postmaster shall ensure that the paystation™ is operated and available to Customers as a minimum on each day and during the Minimum Hours specified in the Preface.

9. **Payment of Paystation Fees**

- 9.1 The Postmaster shall ensure that each Customer transaction is processed as a single transaction and not split into smaller transactions, subject to any maximum transaction limits for any of the Paystation Products.
- 9.2 The Postmaster shall retain all paystation™ till roll receipts and provide the same to Post Office Ltd within three (3) working days, if requested.
- 9.3 The Postmaster shall input the details of the Paystation Monies received via the paystation™ into Horizon ideally on a daily basis but in any event no later than the next day that the Branch is open and pay all Paystation Monies received into Horizon, by either depositing cash or making a cash equivalent payment (i.e. by debit card) into Horizon in accordance with the Paystation Operations Manual.
- 9.4 The Postmaster shall not accept cheques in payment of Paystation Products.
- 9.5 The Postmaster acknowledges that Paystation Monies are accepted by the Postmaster as representative for clients of Post Office Ltd and are not part of the income, proceeds or revenue of the Postmaster.
- 9.6 If at any time the Postmaster fails to pay any Paystation Monies into Horizon as and when required by the Paystation Operations Manual, the obligation to pay any of the Paystation Monies into Horizon will still exist and the Postmaster shall:
 - 9.6.1 hold the monies on trust for Post Office Ltd; and
 - 9.6.2 as soon as possible pay such Paystation Monies into Horizon.

9.7 Paystation Monies are at the risk of the Postmaster until paid into Horizon and a receipt is issued confirming such payment.

10. Staff

- 10.1 All Assistants operating the paystation™ shall have been properly trained by the Postmaster in its proper use and any service standards set out in the Paystation Operations Manual before they are permitted to operate it (save that the Postmaster shall only be required to train its Assistants to the same and not a higher standard than the standard of training received by the Postmaster from Post Office Ltd).
- 10.2 The Postmaster shall inform Post Office Ltd immediately if any service standards cannot be met.
- 10.3 If required by Post Office Ltd at any time to do so, the Postmaster shall register any Assistants operating the paystation™ as Assistants in accordance with the Agreement and this Manual and shall not allow any Assistants to operate or to continue operating the paystation™ until they have been so registered.
- 10.4 Unless Assistants who operate the paystation™ have been registered with Post Office Ltd as Assistants they may not have access to any Products and/or Services nor may they operate Horizon.
- 10.5 The Postmaster shall, if required by Post Office Ltd at any time to do so, ensure that any member of its Assistants specified by Post Office Ltd (irrespective of whether or not they have been registered as an Assistant) does not operate the paystation™.

11. Inspection

- 11.1 The Postmaster will, at all times, if required by Post Office Ltd, allow Post Office Ltd, its employees, representatives and contractors, full access to the Branch Premises for the purpose of determining the location of, installing, inspecting, maintaining, repairing and replacing the paystation™ and for inspection of records relating to transactions, payments received, consumables and security arrangements in place in respect of the Branch Premises.

12. Paystation™ Deactivation and Withdrawal

- 12.1 The paystation™ will at all times remain the property of Post Office Ltd. Post Office Ltd may remove it and all other associated equipment from the Branch Premises, as the case may be, at any time by giving the Postmaster not less than two (2) working days' notice in writing. Post Office Ltd also reserves the right to require the Postmaster to immediately return the paystation™ to it, at Post Office Ltd's cost, on demand.
- 12.2 Post Office Ltd may at any time and without notice change the specification of or deactivate the paystation™ (by remote means or otherwise) and may at any time instruct the Postmaster to immediately cease to operate the paystation™ until further notice from Post Office Ltd.

13. Consequences of Withdrawal or Deactivation

- 13.1 If the paystation™ is withdrawn or deactivated by Post Office Ltd then the Postmaster shall:

- 13.1.1 immediately stop using the paystation™;
- 13.1.2 input the details of any remaining Paystation Monies (not yet inputted at the time of withdrawal or deactivation) into Horizon and pay all remaining Paystation Monies (not yet paid into Horizon at the time of withdrawal or deactivation) into Horizon; and
- 13.1.3 immediately return to Post Office Ltd any copies of the Paystation Operations Manual held by him.