POL00448361
POL00448361

POST OFFICE

Operations Manual

Version 4.0 | Shared in commercial confidence | July 2024

POL00448361

An Introduction from Martin

Welcome

Welcome to your new-look Operations Manual.

This manual is to help you manage your branch and share key operational processes and guidance with your team.

Please use it as your main guide to day-to-day branch operation. It also sets out your responsibilities and obligations in various areas as an employer and business owner.

What's different?

We asked Postmasters what you wanted to see in this manual and Postmasters have been involved throughout the process as we created, edited and delivered it. Thank you for all your brilliant guidance.

This is now one Operations Manual for all Postmasters – until now we had different versions for different branch and contract types. It will be easier for us to update it more often and make sure it stays accurate.

We hope you find it useful, clear and easy to follow. We've tried to reduce the amount of text and simplify the wording and design, and we've removed information that's no longer needed or was out of date.

There's a more logical structure and you can click straight through to the section you need to make it easier and quicker to find – no need to scroll through all the pages.

It's on Branch Hub and that's where we'll update it, but you can of course print the manual if you wish to. We've kept each section separate so it'll be easier for you to print off when a section gets updated.

There's some information in here that you may have seen in other guides. We plan to reduce this, so over time you may no longer see some of the other guides that are currently in use. This Operations Manual is now your 'go to' guide for managing your Post Office branch.

We will keep it updated regularly and we welcome feedback and suggestions for further improvements.

Martin Roberts
Group Chief Retail Officer

POL00448361
POL00448361

Contents

POL00448361
POL00448361

Section 1 Introduction

- Purpose of the Manual
- Post Office overview

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Purpose

Welcome to your Postmaster Operations manual. This guide aims to provide, clear and comprehensive support for you, as a Postmaster and your Post Office team.

There is everything in here that should help you to achieve Operational and Commercial excellence. We know you want to thrive as a Postmaster in your community and we hope this guide helps you along the way.

There will almost inevitably be occasions where you may need more in-depth support, and this guide includes who those go-to people or teams are should you need the support.

Like most businesses, there is an awful lot to take on and we want you to be confident and empowered to ensure your Post Office is the best it can possibly be, but please always reach out to those support services outlined should you need to talk something though in more detail.

Of course, you can continue to use this manual as a 'look up guide' when you encounter something that is out of the ordinary or you have just simply forgotten something!

We hope you have a long, successful, and exciting career as a Postmaster!

POL00448361

Post Office overview

The Postmaster Contract

This Operations Manual is a key part of your contract.
As a Postmaster, whether you are an individual or part of a limited company, partnership or limited liability partnership, you have a contractual relationship with us for the operation of the branch. This contract sets out your obligations as postmaster, and our overriding duties too,. if you (or any party to the agreement) wish to refresh your memory about this information. However you decide to manage your branch, whether providing personal service or not, we want to support you in meeting these obligations.

The contract you have will also depend on the type of branch you run, whether it's a Main (which generally has standalone counters), a Local (where the setup typically features a single counter located within the retail area) or the more traditional SPSO. With this you may also be offering further services through a mobile, hosted or partner outreach or a mailwork service.

If you don't have a copy of your contract please contact the Branch Support Centre.

Those are the core types of Post Office branch, but there are other formats too.

POL00448361

Banking hubs:

Banking Hubs are a bank-initiated solution to support communities with access to cash and banking. Banking Hubs are operated by Post Office and shared with the major high street banks. They offer a dedicated counter for cash services, allowing customers to withdraw and deposit cash easily. Additionally, customers can speak to their local community banker for help with more complicated transactions such as mortgages, loans, pensions etc on a dedicated day of the week.

Drop & Collect:

Drop & Collect is a lighter Post Office branch format that offers parcel collections, returns, prepaid online mail products, and often also Payzone bill payment services. It provides customers with a convenient location to pick up and drop off their online shopping or send their prepaid mail - including parcels - easily and quickly. The format also benefits retailers with limited space as there is no need for a dedicated Post Office counter because transactions are carried out on a small handheld device that sits on the retail counter.

< Back to contents

POL00448361
POL00448361

Post Office network

Post Offices have been providing essential services to communities across the UK for **more than 380 years.**

More than 170 different products and services in branch or online.

Post Office is ranked as having the **most positive impact** in the community by the Association of Convenience Stores (ACS).

£4.7 billion generated by Post Office in **economic impact** throughout the UK in 2021-22 – greater than Heathrow Airport – by supporting nearly **50,000** full-time equivalent jobs.

£3.1 billion generated in additional **local spending**

99% of households in the country live within **3 miles** of a Post Office.

The **largest retailer** in the UK

1 in 3 people visit other high street locations – like pubs or shops – on a trip to their post office or online.

the **only retailer** in each nation and every community across the UK.

2 in 5 visits to Post Office branches result in money spent in **neighbouring shops and premises.**

< Back to contents

POL00448361

Section 2
The Premises

- Branch standards
- Opening hours
- Equipment
- The Branch premises

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Branch standards

Shop exterior
The importance of 'kerb appeal'

General housekeeping
Some tips and ideas on presenting the branch

Retail counter
Making a good impression

The 'WISH' test
Viewing your branch through the customers'eyescustomers' eyes

POL00448361

Branch standards

As business owners running a retail offer alongside a Post Office, you will already know and carry out much of this information day in, day out. We've still included this guidance should you or your team wish to refer to it, and to suggest ideas when you review your business and look to spot any opportunities to improve.

Shop exterior

The shop exterior is an opportunity to create a good first impression of your retail business and encourage customers to come in.

To strongly promote your business, we recommend the following best practice also used by other retailers:

1. Clean shopfronts and windows.
2. Working lights and illuminated signs.
3. Removing old Sellotape or sticky tape.
4. Removing of duplicate notices such as payment methods, third party messaging and only displaying essential messages such as your opening hours.
5. Only showing main promotional messages as too many will confuse and distract.
6. Making sure any posters or notices are in date and in good condition.

General housekeeping

When there are good standards of housekeeping across the whole shop customers will be satisfied, they're getting good value for their money. It also makes it easier for them to shop and for you to manage too. A clean, tidy, and well organised shop floor using the display standards below could will help drive more sales for you:

POL00448361

1. Clean fixtures and floors.
2. Clear, uncluttered floors.
3. Products full and lined up to shelf edges.
4. Products clearly signposted and priced.
5. Internal lights working.

All the above will help to keep your retail shop looking at its best.

Retail counter

To offer a quick, efficient service and leave customers with a positive impression, counters should be clean, tidy, and well laid out. It's tempting to place lots of different items or messages on counters to try and increase sales but it's important to remember it's a service area and should be clutter free to allow transactions to easily take place.

1. Items at the counter should be kept to a minimum.
2. Clean counters free from paperwork will give customers more space.
3. Remove leaflets or keep them to a minimum.

The WISH test... Would I Shop Here?

Viewing your branch through your customers' eyes

Think like a customer by doing the WISH test and ask yourself some important questions about your shop...

- Does the exterior look professional, organised and inviting to make me want to walk in?
- Do marketing messages and offers stand out or is there too much visual clutter?
- Can I quickly see when the shop and Post Office is open?
- Can I easily walk around the shop and is it organised in a logical way?

< Back to contents

POL00448361

Opening hours

How and when to make changes
Who to contact and how?

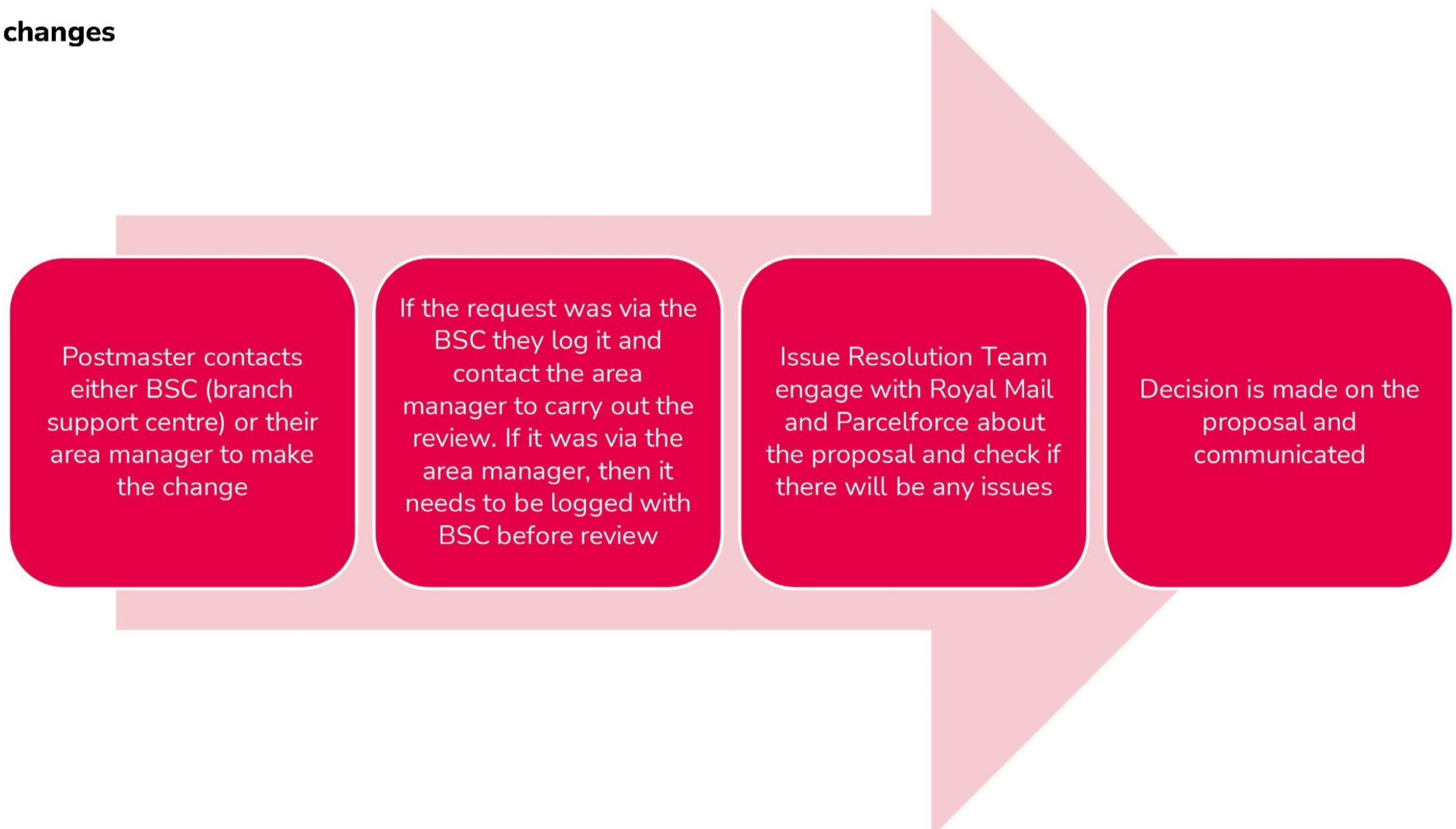
Keeping up-to-date with Google
How to update on any opening hour changes

Temporary branch closure
Process for a temporary closure

POL00448361

How and when to make changes

Permanent changes



POL00448361

Temporary changes

- Where the request is for a temporary change of hours, a review will need to take place every 3 months.
- For short-term temporary changes (up to 4 weeks), the full review process will not apply but it still needs to be logged with the issue resolution team for follow-up after the first 4 weeks.
- If a continuation of the reduced hours is required, then it goes to the full process.
- All temporary changes will automatically revert to the original hours unless a follow-up review is completed with the Issue Resolution Team being notified.

Safe time-lock change

Where the request results in a safe time-lock change, the Postmaster will be liable for the charge. .

Turn-around time

- There is a 28-day turn-around time for any confirmed reduction in hours.
- The new hours will take effect 28 days from the request being confirmed by the Issue ResolutionTeam.
- There may be exceptions to this that will be considered on a case-by-case basis.

POL00448361

Keeping up-to-date with Google

If Post Office has ownership of a listing on Google, we can then sync the opening hours with Branch Finder. So, when a change to Branch Finder is made through the Branch Support Centre it will also be published on Google Business Profile. The change will also be published on Bing, Apple and more than 50 directories, ensuring that customers can easily find correct information whichever one they use and avoid wasted journeys.

If you are the sole owner of your Google Business Profile, then you would need to update that profile with any changes to your business opening hours. This link explains how to do this: https://vimeo.com/551800649/b64e92dbfc

For help and support on how to boost your digital presence, please click on this link:
Digital presence - Google My Business – Boosting your digital presence (postoffice.co.uk)

Google
Business Profile

POL00448361
POL00448361

Temporary branch closure

If you need to close the branch either in an emergency or on a short-term basis, please make sure you call the Branch Support Centre (BSC) on GRO.

The advisor is likely to ask some questions to gain information about the closure, and these include:

- Name of caller and an alternative contact number.
- Date and time of closure.
- Date and time of re-opening (if known).
- Reason for the closure.

If something needs to be reported to a third party (such as IT, cash centre, Grapevine etc) they will ask you to make that call as this can help with resolving the relevant issue.

They may also ask you to complete some additional tasks such as mails despatch but only if this is safe to do.

Please record the reference number from the advisor and remember to call the BSC back once the office is re-opened.

If you can also call your field team support (Area or Business Support Manager) they will be able to let nearby branches know about the closure.

Further information is also available on branch Branch Hub for planned closures that will be less than 24 hours at: (Service Catalog - Branch Hub Portal (postoffice.co.uk)). This also includes a link to produce temporary branch closure posters to help you let your customers know.

POL00448361

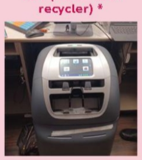
Equipment list

Please see below a table of Post Office branch equipment, what it is used for, links to self-help videos or manuals and the helpline to contact if you need any further support with the equipment.

Level	Description	Support	Action
Horizon Counter Printer 	The printer that is on your counter that prints out your receipts and labels.	Equipment Troubleshooting Guide.pdf (postoffice.co.uk)	IT Service Desk GRO
Horizon - back -office printer 	The printer that is on your counter that prints out your receipts and labels.	Equipment Troubleshooting Guide.pdf (postoffice.co.uk)	IT Service Desk GRO
Safes 	The safes provided by Post Office Limited that hold your Post Office cash and stock.	Security Operations Guide August 2023.pdf (postoffice.co.uk)	Grapevine
Scales 	Counter scales that you use to weigh the letters and parcels your customers wish to post.	Security - How to reset counter scales (postoffice.co.uk)	Grapevine
Paystation 	Post Office issued Paystation that is on your Post Office or retail side, which is used to transact bill payments, top-ups etc.	Equipment Troubleshooting Guide.pdf (postoffice.co.uk)	IT Service Desk GRO

< Back to contents

POL00448361

Level	Description	Support	Action
ATM (automated teller machine) * 	A cash machine that can be installed either free-standing internally or in a wall for external use	ATM - Post Office ATM - Operations Manual	Cennox helpline GRO
Amazon phone* 	The dedicated handset that is used to transact and register items that are delivered, collected, or returned via Amazon.	Amazon Click & Collect Quick Ref Guide_v1.pptx (postoffice.co.uk)	IT Service Desk GRO
Tablet* 	Post Office provided tablet that enables you to process specific ID and financial services transactions.	Tablet Device Work Aid V4.0 Nov 2023 RE.pdf (postoffice.co.uk)	IT Service Desk GRO
TCR (teller cash recycler) * 	Automated cash dispenser provided for Post Office Banking Hubs.	Post Office TCR Operating Manual Final V 1.5.docx.pdf	Glory Helpdesk GRO
TCR (teller cash recycler) * 	Self Service Kiosk that is provided to certain branches to enable customers to self-serve some mails and bill payment transactions.	No Manual available on BH	IT Service Desk GRO
Note counter pilot* 	A cash machine that can be installed either free-standing internally or in a wall for external use.	Current Projects - Note counter trial (postoffice.co.uk)	Glory Helpdesk GRO

* Not in all offices

< Back to contents

POL00448361

Branch premises

Accessibility and Equality Act

Supporting accessibility in the network

Business continuity

Understanding branch crisis planning andmanagement

Waste management

Key responsibilities linked to managing business waste

POL00448361

Accessibility and Equality Act

Post Office recognises the importance of accessibility in the Post Office network and everyone operating a Post Office branch is required to have an appreciation of the needs of customers with disabilities and the importance of the Equality Act 2010.

Having a strong reputation for providing excellent customer service for disabled and other protected customers will help you retain customers and increase your customer base.

It is important all Postmasters take accessibility for disabled customers very seriously and ensure they have taken any necessary action to make their premises and service arrangements compliant with the Equality Act 2010 and with Post Office Limited's accessibility standards.

We've created an Accessibility Guide to help Postmasters and it is available on Branch Hub: Accessibility Guide - 2022 FINAL.pdf (postoffice.co.uk) We hope that you will welcome the Guide and embrace our commitment to high standards of accessibility and a high quality of service for all customers.

It is important to take practical, effective steps to understand and meet the needs of disabled customers and to enhance the reputation and profitability of your business.

POL00448361

To ensure you are making reasonable adjustments for customers

Provide a service that meets all customer needs

- Be aware that the law protects customers from direct and indirect discrimination.
- You are required to make adjustments for disabled people to use your service, where reasonable.

Plan ahead for your customer needs

- Postmasters are required to anticipate and prepare in advance to meet the needs of disabled customers.
- Please consider and make any necessary changes to your store's policies, procedures and physical environment.
- Postmasters should regularly inspect their premises, fixtures and fittings (including external signage) to comply with applicable legislation and identify any potential issues that might need maintenance or repair.

Communicate with your customers

- Tell them about the support available through different forms of communication.
- Ask them if they need extra support.
- Keep in mind that if you are wearing a face mask, some customers may need you to remove it if they lip read.

Provide staff training

- Show your staff how to help customers shop safely in line with the relevant government guidelines.
- Ensure they can support customers with a range of impairments, including less visible disabilities.

Further guidance is available at:
https://www.gov.uk/guidance/equality-act-2010-guidance
Helping you run your branch - Accessibility Guidelines - Supporting Customers (postoffice.co.uk)

POL00448361

Business continuity

Start by identifying potential risks specific to your branch, as well as considering factors like location and operational dependencies if you are based within a large shopping centre.

If you run a large branch, ensure roles and responsibilities are clearly defined e.g., in the event of an evacuation to an assembly point. Ensure you have a communication plan to deliver timely and accurate information to your staff. Regular training sessions and crisis simulation drills e.g., fire, adverse weather, floods, are essential to prepare the whole team for swift and co=ordinated responses in the event of an incident.

Please report any incidents impacting on service availability to the Branch Support Centre (BSC). Keepthorough documentation for sharing withlocal authorities if requested and ensure collaboration with relevant stakeholders such as other retailers within your vicinity.

Having the below assessed and documented will help you better respond to a critical incident.

- Identify potential risks
- Document emergency phone numbers (gas/water/building companies)
- Response procedures/plan (action steps/evacuation plans)
- Assign designated roles & responsibilities where appropriate.
- Establish communication protocols (methods/timeliness)
- Scenario-based response if appropriate (adverse weather, flood, fire)
- Training exercises/drills (fire alarm/evacuation, communication procedures, especially if part of a larger retail complex).

Useful external resources:

- Met Office UK Weather Warnings https://www.metoffice.gov.uk/weather/warnings-and-advice/uk-warnings
- The Federation of Small Businesses (FSB): Effective crisis communication is essential for small businesses | FSB, The Federation of Small Businesses

POL00448361

Waste management

Business waste regulations apply to all business owners, no matter where the business is based. The duty of care on business waste is governed by the Environmental Protection Act and the UK's policies are in line with EU practice on reducing the reliance on landfill for environmental reasons.

Why is business waste regulated?

The aim of the UK's business waste laws is simple: to protect human health and to protect the environment.

Who do business waste laws apply to?

Essentially, anybody who generates, stores, works with, and disposes of waste is bound by the duty of care. This applies to both public and private sector businesses. Even if your business outsources its waste to a waste management company, the burden rests on the business owner to ensure that this waste is being dealt with responsibly. This is why it is important to work with a reputable, reliable waste management company.

The areas of compliance

The regulations govern the following areas of your business waste:

- The correct sorting and storage of your business waste
- Your waste carrier
- Correct business waste disposal

What counts as business waste?

Any waste that comes from a commercial activity is business waste. If you use part of your home to run your business, then any waste from that part is business waste.

POL00448361

Your responsibilities

You are required to:

- Keep waste to a minimum by doing everything you reasonably can to prevent, reuse, recycle or recover waste (in that order) – guidance is available at: : Commercial waste | WRAP

- Sort and store waste safely and securely. To do this:
    - Store waste in a secure place.
    - Use suitable containers that will stop waste escaping.
    - Label containers clearly with the type of waste they contain.
    - Use covers to stop waste blowing away.
    - Use waterproof covers if rain could cause contaminated run-off or prevent the waste from being reused.

- Store different types of waste separately, so that:
    - They do not contaminate each other.
    - They can be reused more easily.
    - You can complete the waste transfer note correctly.
    - Complete a waste transfer note for each load of waste that leaves your premises.
    - Check if your waste carrier is registered to dispose of waste.

Further guidance on waste management and responsibilities of commercial businesses can be found at:
Dispose of business or commercial waste: Your responsibilities - GOV.UK (www.gov.uk)
Producer responsibility regulations - GOV.UK (www.gov.uk)
Duty of care - Your waste responsibilities | NetRegs | Environmental guidance for your business in Northern Ireland & Scotland

POL00448361

Section 3 Customer

- Customer experience
- Complaint handling
- Mystery shopping

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Customer experience

Best practice
Why good customer service is important, plus a quote from the Institute of Customer Service

Customer drivers
Overview of the 5 key customer drivers and the detail behind them

Top tips
Top tips on how to deliver the good service our customers expect

Social media
A brief introduction

Google Business Profile
A free service to help with online promotion of your business

Vulnerable customers
Guidance to recognise and help vulnerable customers

POL00448361

Customer experience

Best practice

Providing your customers with a positive experience every time they visit your branch is vital to the long-term success of your business and that of Post Office Limited.

Happy customers are more likely to buy more, shop more often and recommend you to others.

We like this comment from research by the Institute of Customer Service:

"I want the person that serves me to be friendly, act and present themselves professionally, while effectively using their expert product knowledge to get me the right product. It is important they actively listen and understand my needs to serve me in an efficient manner."

73% of companies with above-average customer experience perform better financially than their competitors.

Customer drivers

Our five customer drivers are:

87% of customers who say they had a great experience will make another purchase from the company, compared to 18% of customers who had a very poor experience.

96% of customers say customer service is important in their choice of loyalty to a brand.

POL00448361

Our customer drivers in more detail:

Friendly

- Greet customers with a smile
- Thank customers for waiting where appropriate.
- Give my full attention throughout their visit.
- I use good manners at all times.
- I build rapport with customers.
- Listen and talk in a pleasant, good-natured, easy manner.
- Treat my customers with warmth and respect, caring about the experience I provide.
- Always say goodbye and thank you as customers leave.

Professional

- I look smart at work, taking pride in my appearance.
- Respond appropriately and build rapport with customers, providing relevant information with respect and integrity.
- I am able to understand the different needs and priorities of customers.
- I engage appropriately with different customer types whilst remaining calm under pressure.

Knowledge

- I have a good understanding of the transactions, products and services we offer and keep myself up to date with changes.
- I am aware of my surroundings and how to use the technology relevant to my role.
- I perform a wide variety of tasks and learn new skills quickly.
- I share my knowledge with colleagues and am comfortable observing others to learn new things.

Please share with the team

Understanding

- I offer a personalized customer experience by asking relevant questions to help me identify what is important to my customers.
- I know how to fulfill my duties and understand the attributes that lead to great customer satisfaction such as being easy to do business with.
- We have a variety of product experts and refer customers to these where appropriate.

Efficiency

- I am prepared and organized, ready to do my job in the best possible manner with the least waste of time and effort.
- I make sure I have everything I need to do my job before starting each shift.
- I am capable and confident and can work at pace to meet customer flows and demands with a flexible attitude.
- I focus on important tasks first, limiting distractions, so my customers can see I value their time.

< Back to contents

POL00448361

Top tips:

The ask	What is expected?	How?
Providing efficient service	Every customer receives full attention to their requirements within a reasonable time. Satisfaction declines significantly for customers waiting more than five minutes.	• review customer needs and plan to meet expected peaks and troughs. • when needed, there are ways to help queues move quicker, such as a single queue system, bespoke service points and queue hosting. • use flexible staffing where possible to meet the variations in customer demand and types of business. • please make sure all your staff are fully up to date on current procedures, services, and products. • prepare for the day ahead, with enough stock, forms etc, and a team motivated to serve customers quickly and efficiently.
Greeting	All customers are welcomed with a warm and friendly verbal greeting, a smile and eye contact before their transaction.	• greet each customer before starting the transaction and if you can't serve them right away, you can still show you value the customer's time by acknowledging it e.g., "thank you for waiting."
Giving your customer full attention	Give each customer your full attention throughout the transaction, with no side conversations with other team members. Research shows that talking to colleagues while serving is a big contributor to customer dissatisfaction.	• be professional and pay full attention to each customer from the time they leave the queue. • a customer shouldn't be kept waiting at the counter while the person serving completes the previous transaction. • if a team member interrupts during a transaction, acknowledge the inconvenience to the customer and say sorry. • the person serving shouldn't leave the counter position during the transaction unless it's necessary to complete the transaction. • if you do need to leave the counter, e.g. to get a form or to consult another team member about the transaction, please explain that to the customer.

POL00448361

The ask	What is expected?	How?
Meeting customers' needs	Customers receive an accurate and expert service that fully meets their needs, using your knowledge of those needs as well as your product knowledge.	• ask relevant qualifying questions to understand the customer's need. • listen to the customer and show they understand the customer's need e.g., by confirming the customer 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. • make sure the customer gets the right product or service to meet their need, or the most suitable product if there are several options available. • transact the product correctly, making sure the customer understands the price of each element before completing the transaction. • give the customer any relevant after-sale or transaction information. • ensure the customer's need has been fully met and ask if the customer needs anything else.
Additional help and sales	Once the customer's initial need has been met, the person serving can help them identify any additional relevant needs and tell them about appropriate products and services This will help to maximise your income.	• where appropriate, offer products and services that may better meet the customer's needs than the service they have asked for and explain why this would be a more suitable product/service and any price differences. • however, you and your team can't give advice and recommendations for financial services. • ask the customer relevant questions during the transaction to understand any further associated needs your branch may be able to help them meet. • make the customer aware of complementary products and services and their prices.

POL00448361

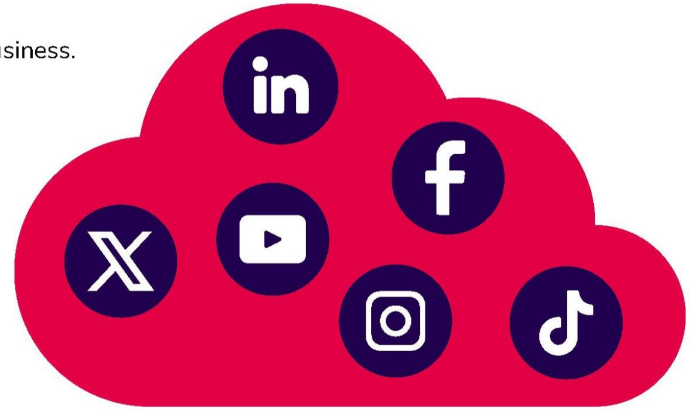
The ask	What is expected?	How?
Goodbye	Every customer is given a friendly goodbye at the end of the transaction	• the person serving politely says goodbye and thank you when the transaction is complete.
Name badge	The name of everyone serving customers is always visible to customers	• The person serving should wear their name badge
Appearance	Everyone looks smart	• wear clothing that is neat, tidy, and clean (may include career wear or retail uniform) • only wear Post Office Limited approved badges, or ones from other reputable organisations (e.g. Royal British Legion or Round Table).
Branch environment	Branch is clean and tidy	• frontage and windows are kept clean, well presented and in good condition. • point of sale is tidy, well presented and suitably placed. • no homemade point of sale material • all areas of the branch are regularly cleaned and presentable. • counter screens and tops are well presented, clean and free of clutter. • aisles are clear with no obstructions or litter.

Please share with the team

POL00448361

Social media

Post Office supports your use of social media channels to create a digital store front for your business. If you start using it regularly, and start using it right it can do the following things:



- It could make your business better known in your area and even further afield.
- Help you gain more customers.
- Allow you to see what your competitors are doing.
- Grow your knowledge.
- Keep you in the loop with all the latest industry news.
- Help you network with other businesses.
- Let you have conversations with your customers.
- Keep you in people's minds so they choose you over competitors.
- Put you at the heart of your local community...

Due to the dynamic nature of social media, the latest support and guidance is always available via Branch Hub. The link below shows the full range of support along with a couple of videos to get you started.

- Social media toolkit Digital presence - Why Use Social Media (service-now.com)
- An introduction to social media Our Guide to Social Media on Vimeo
- Starting your Facebook journey Starting Your Facebook Business Journey on Vimeo

Please give this a try!

POL00448361

Google Business Profile

Google Business Profile (formerly Google my business) is a free tool that allows you to take charge of the way your business appears on Google Search and Maps. With your Business Profile, you can connect with customers, manage reviews, post updates, list your products and services, and more to drive more footfall to your branch.

Digital presence - Google My Business – Boosting your digital presence (postoffice.co.uk)

POL00448361

Vulnerable customers

We know Postmasters help vulnerable customers every day. Branch Hub has a more detailed distance learning pack that can be used (Training article page - Branch Hub Portal (postoffice.co.uk)) but below is some key information on the needs of vulnerable customers and how you can support them.

This training has been developed by working with charities and vulnerability experts to share best practice in how to support customers with a wide range of different vulnerabilities. This will help to make your branch even more welcoming for all customers, can help manage queues better and make you stand out in your local community for the service you provide to people who need a bit more support.

Definition

Post Office defines a vulnerable customer as someone who, due to their personal circumstances, is more likely to require additional support to access the services provided by Post Office. This additional support can be for a range of reasons.

We shouldn't assume most customers can read, write and do maths, as half of the population has the numeracy of an 11-year-old and 1 in 7 people have problems reading and writing. In fact, any one of us could struggle with these important functions at some point in our lives.

It's easy to make assumptions about the 'average' customer's expectations, level of understanding and behaviours, but we shouldn't apply these to everyone, and even if a customer finds something easy one day, that doesn't mean it will be the same tomorrow.

Vulnerability

Vulnerability can cover a broad and diverse range of situations and circumstances, can be temporary or permanent, stable, or fluctuating. Because of this, it is important that we are better able to identify vulnerable customers, so appropriate steps can be taken to provide the best service to them according to their circumstances.

Customers more at risk: Vulnerable customers may be significantly less able to represent their own interests and are, therefore, more at risk of experiencing harm than the 'average' customer. This is why this is of particular concern to Post Office, the government and regulators.

POL00448361

Customer complaints

PWe know customer complaints can happen and if you do get a customer complaint, we are here to support you and the customer.

Where appropriate, we want you and your staff to try to resolve customer complaints in the first instance. However, we understand this isn't always possible, and you may have other customers waiting at the counter or the issue may be more complex, so you can direct the customer to us to get help.

Where to direct a customer with a complaint:

These are the contact details for complaints that aren't about Post Office Insurance:

- Our website and help and support pages: Post Office - Helping You Get Life's Important Things Done
- By contacting us on social media and tagging us:
  - -On X (formerly known as twitter) @postoffice
  - -On our TikTok page @ukpostoffice
  - -On Facebook by searching 'Post Office'
  - -Instagram @ukpostoffice
- By writing to us at 1 Future Walk, West Bars, Chesterfield S49 1PF.
- On email to Customercare GRO
- By visiting their local branch and speaking with the Postmaster or any member of branch staff.

For alternative format responses such as audio, Braille or large print, customers can contact GRO

Please see more details in the Postmaster Guide to Customer Complaints here Customer Experience - Where to direct a Customer to get help with a Complaint (postoffice.co.uk)

POL00448361

Insurance complaints

This process doesn't apply to insurance complaints. Post Office Insurance (POI) products are the responsibility of Post Office Money Services (POMS) and the third party insurers they contract with and don't form part of our usual customer complaints policy. In those cases, please give the customer a 'Here to Help' leaflet and please direct them to the relevant website: Life, Travel, Car, Home, Pet Insurance and More | Post Office®

What makes a customer complaint?

Our definition of a customer complaint Is customer dissatisfaction relating to a product or service provided by Post Office Limited or its agents, where material distress or financial loss is claimed.

POL00448361

Mystery shopping

Mails customer experience mystery shop

What mails mystery shopping is about, what you need to do to pass the mystery shop and how you receive your feedback

Prohibited and restricted items – dangerous goods

What are prohibited and restricted items, how we identify them and process then within the mails process

Financial services mystery shops

An explanation of what products are monitored, the grading and how you receive the feedback and set action plans

POL00448361

Mails customer experience mystery shop

Mails products and services are the main reason for customers visiting a Post Office. More than 50% of transactions processed will be for mails services.

To ensure customers are receiving the correct level of service to meet their needs, Post Office carries out regular mystery shops. These are a great way to confirm branches are following the right conversation process and maximising their income.

Criteria for passing a mystery shop are based on:

- The person serving asked the mandatory dangerous goods question (question 2 below) and
- Has the person serving asked the relevant product questions (questions 3/4/5) and
- Has the person serving recommended and given the correct postage for the scenario being tested?

(These criteria are subject to change from time to time.)

Always use the 5ws conversation (see below) along with the horizon system prompts to help you with presenting the appropriate service/s to customers.

5Ws mails conversation

- Where is the parcel being sent? Establishes destination location and consideration of country restrictions that may apply.
- What's in the parcel? Mandatory safety question. Consideration for prohibited and restricted items process
- Would you like it to arrive tomorrow? Enables the person serving to establish how quickly the customer needs their item to arrive.
- What is the value of the item? Enables the person serving to establish the level of compensation cover needed.
- Would you like tracking or a signature? Enables the person serving to establish additional features needed by the customer.
- The last three questions together enable the person serving the customer to establish which service to recommend that best meets the customer's needs.

POL00448361

Other criteria measured in the visit, but that do not affect the pass or fail, of a visit are:

- Queuing time -, did they have to wait to be served? What was the waiting time?
- Was the assistant person serving friendly/professional?
- Likelihood to return to branch?
- Other ad hoc questions are included but are changed to meet the need of the business.

Mystery shop results

Mystery shop findings will be collated, quality checked and shared with you no later than 1 month after the visit through your Area Manager. Area Managers may visit (where applicable) to follow up on findings and, if required, work with branches on a plan of action to address the reason for failure or any other areas identified for improvement.

It is your responsibility to ensure these plans are actioned in a timely way.

We may revisit a branch that failed a mystery shop, once enough time has been allowed for improvements to be made.

Where a further failure is experienced, the branch team would then be expected to undertake the appropriate training required.

POL00448361

Prohibited and restricted items

Certain things are just too dangerous to be sent through the post. Where it's against the law to transport them by air, sea, road, or rail we need to make sure they don't enter the mail system.

All mail can be transported by air whether it's being sent internationally or inland, therefore we need to ensure we follow the correct process every time.

Your role	Consequences of not following the process
• You and your team must read the Prohibited and Restricted Compliance Workbooks • You must complete a test on horizon and retain receipts	• Serious accidents. • Damage to the environment.

The compliance workbooks can be accessed via branch hub. Click this link Training article page - Branch Hub Portal (postoffice.co.uk) and then look for the Prohibited and Restricted workbook.

Your role	Consequences of not following the process
• You must carry out the prohibited and restricted procedure every time a customer buys postage for an international or inland parcel.	• Parcels being destroyed or disposed of by Royal Mail, leading to • disappointment for customers and a • possible loss of future business

The Prohibited and restricted process is detailed below as an overview and Branch hub also has some supporting material in the mails toolkit including a 4-minute video that covers the process. Here is a link to it Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

1. ASK the initial Dangerous Goods question. “For the purpose of safety, please can you tell me what’s in the parcel?” This will help you decide if you need to refuse prohibited items and make sure restricted ones are posted safely, with the right quantity, volume, packaging, and labelling.

2. CLARIFY with the customer If they’ve not given you enough information, you must find out if they’re trying to send prohibited or restricted items, even without knowing it. Use the prohibited or restricted items laminate to help identify what’s in the parcel

3. HORIZON **use the Horizon prompts to make sure you’re following the correct process – it’s updated with the latest regulations. Horizon’s final prompt will tell you what you need to do, and you’ll need to carry this out in front of the customer. Always use Horizon. Never guess or rely on your memory.**

4. LABEL **– apply when appropriate. It’s important to apply the label when prompted by Horizon. Best practice is to have the labels to hand in top drawer to avoid forgetting to apply later which will result in failing the MS visit.**

POL00448361

Financial services

This section is for those offices that sell over the counter products listed in the table half-way down the page.

Post Office Limited is the appointed representative of the following principals: Bank of Ireland (UK), Post Office Insurance and Capital One (Europe). The principals are regulated by the Financial Conduct Authority (FCA). Post Office Limited is required to demonstrate to its principals that every person who sells financial service products are trained and able to follow the agreed sales processes to meet regulatory guidelines.

To protect customers, the principals and Post Office Limited, mystery shops are carried out in the network each month. The table below illustrates the products that are reviewed. These are subject to change from time to time.

Product Type	Principal	External regulator	Regulated
Travel Insurance	Post Office Insurance	Financial Conduct Authority (FCA)	✓
Life Insurance	Post Office Insurance	Financial Conduct Authority (FCA)	✓
Savings	Bank of Ireland (UK)	Financial Conduct Authority (FCA)	✓

POL00448361

Mystery Shop results:

Mystery Shop outcomes are shared with Post Office Area Managers in the middle of the month following the month of the visit, with outcomes graded as illustrated in the table below. These reports are then shared with Postmasters and their teams to allow for feedback and to create together an improvement plan if this is needed.

Grade	Reason for grade	Requirement
Below Expectation	Potential for customer detriment.	An improvement plan needs to be agreed within 4 weeks of receiving the feedback.
Pass (with Improvement)	Sales process not followed in full.	An improvement plan needs to be agreed within 8 weeks of receiving the feedback.
Pass	Correct sales process followed.	Feedback needs to be provided within 8 weeks of receiving the result.
Missed Opportunity	No quote or sale attempted.	An improvement plan needs to be agreed within 8 weeks of receiving the feedback.

POL00448361

Feedback should be given by the Area Manager after every Mystery shop and if needed an improvement plan should be jointly agreed and shared with the Postmaster (and their team). Feedback provided and an improvement plan if required should be documented on the Mystery shop portal by the Area Manager.

Support documents can also be shared with the Postmaster and their team, and these include access to distance learning packs (also available via branch hub) and the Sales Process guide.

Where a branch has been graded below expectation a further visit will be arranged in the month after the improvement plan has been completed. Example: Branch shopped in April, report released mid-May, improvement plan agreed mid-June, re-visit July.

It is your responsibility to address any required improvements identified through mystery shopper visits and ensure improvement plans are being followed and adhered to.

POL00448361

POST OFFICE

Section 4 Training and your team

- Your team
- Regulatory obligations and compliance training
- Operational training

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Your team

New staff and leavers
Guide to bringing in a branch manager or assistant

P250 and Smart ID use
Assistant vetting process

Training obligations
Postmaster obligations towards training assistants

Modern slavery
Building understanding of Postmaster responsibilities

New staff and leavers

We have some obligations we have to meet, including from Postcomm, Ofcom, the Financial Services Authority, money laundering and immigration legislation, and in turn this means you and your team have some obligations to comply with too.

General points

- Your staff work directly for you and they'll need to know and follow the necessary obligations, have all the required training to meet your branch needs, and meet the requirements outlined here and in your contract with us.
- Please make sure you follow the requirements about recruiting and employing staff (which includes members of your family or your shareholders' or directors; families) as it's required in your contract. Thank you for your support, and if you have any questions about recruitment or the ongoing requirements once you've employed a member of staff, please don't hesitate to contact Branch Support Centre on GRO .

Recruitment process points to remember

- Keep a recruitment file for each member of staff, including all the necessary checks and documentation. We may ask to check these files from time to time to ensure compliance.
- Please ensure all staff you take on have the legal right to work in the UK in compliance with immigration legislation. If you're in any doubt about proof of the right to work, please contact the Government's Helpline for Employers GRO or visit www.gov.uk/check-job-applicant-right-to-work where you'll find the steps for verification, including checking identification documents.
- Please confirm the addresses of staff using specific documents to comply with legal requirements.
- Obtain references and work history for each member of staff, focusing on the previous 5 years. It's your responsibility to verify the validity and accuracy of the details provided by the applicant.
- If applicable, collect information about criminal convictions, pending proceedings, or any potential lack of integrity from applicants. The detailed registration process ensures new recruits will be suitable. A new member of staff should not be employed before completing the registration process and receiving clearance from Post Office, including family members and any company shareholders or directors occasionally working in the branch – this also applies to holiday reliefs.

Don't forget this applies to family members and holiday relief too.

POL00448361

To start the vetting process for a new member of staff, you'll need to fill in a P250 vetting pack. Please record honestly any details about the applicant that come to your attention. We'll carry out our own background checks on the applicant too, as outlined in the P250 vetting section.

As a general guideline, people under 16 years old should not be involved with the branch or have access to postal items. However, if there is no reasonable alternative other than to employ a part-time assistant under 16, this may be allowed under specific conditions. No one under the age of 14 can be engaged in any capacity.

Even if they are a family member, all staff need to be fully registered with us in accordance with the provisions set out in the "Guide to New Starters"- this is the link via branch hub Helping you run your branch - Guide to New Starters (postoffice.co.uk)

Thank you for your support with ensuring the recruitment process runs as smoothly and quickly as possible.

POL00448361

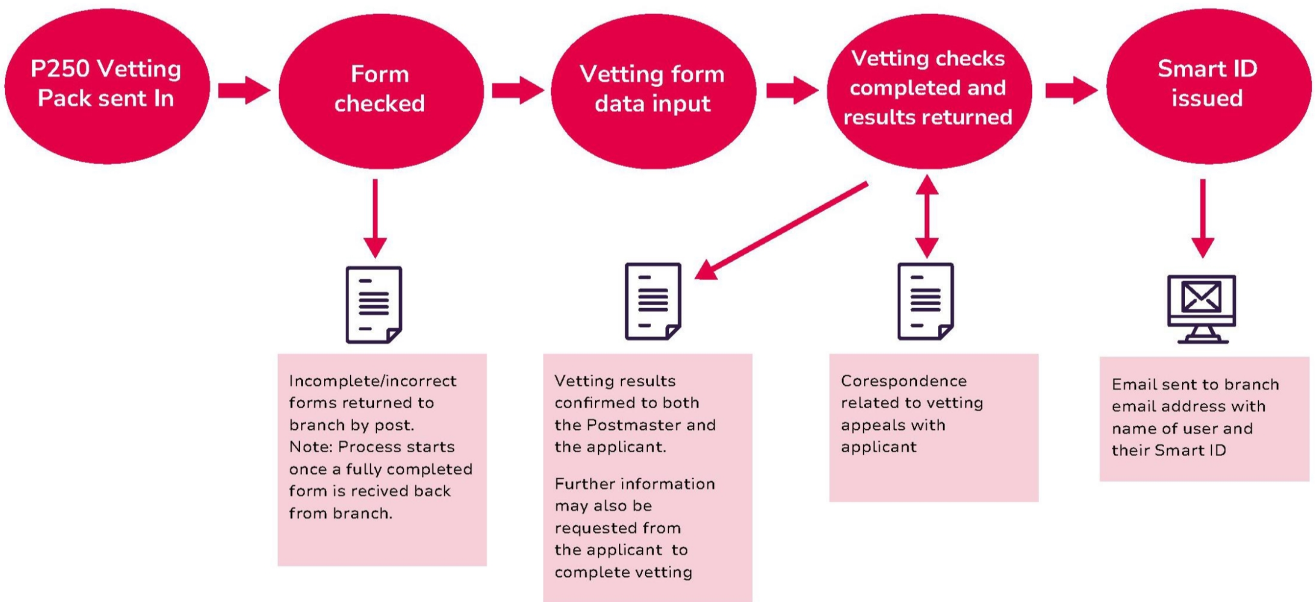
P250 vetting process and Smart ID

Why is vetting needed?

It's needed to protect Postmasters, customers and Post Office in three areas:

- Financial assets
- Regulatory requirements
- Brand and reputation

Vetting process at a glance



< Back to contents

POL00448361

Why might a current member of staff need to do this again?

Sometimes a member of your team who already has a Smart ID might need to have a new P250 form submitted, and essentially be re-vetted.

This could be if:

- They move branch to work for a different Postmaster or Partner.
- There's a new Postmaster and the member of staff is currently working in branch with an active Smart ID and will continue to be employed by the new Postmaster.
- They have had any break in service – exceptions apply such as sick leave or maternity.
- A Postmaster is moving to be an assistant
- A former Directly Managed Branch member of staff moves to work as an assistant in an independent or Strategic Partner branch.

We'll issue a Smart ID to the branch email address we have on record within 24 hours of the member of staff clearing the vetting process.

Why do staff need to be vetted before being issued a Smart ID?

- Vetting new users gives a measure of protection for Post Office Limited, our Postmasters and customers.
- These checks incorporate both criminal and financial checks which are critical to manage any risk given that the user has access to Post Office Limited cash, stock and high value mail items.
- Applying consistent vetting standards also allows us to meet our legal and regulatory requirements for clients like Royal Mail and the banks

The registration process

- To register a member of staff, please complete the P250 Vetting Pack using the guidelines supplied in the pack.
- Please make sure you honestly record any details about the applicant which have come to your attention to help us conduct our own checks.
- We'll carry out our vetting checks once we receive the fully completed vetting pack. (These checks can take up to 15working days.)
- We'll let you know the outcome by email.
- If we have good reason to believe the applicant is not suitable, you won't be able to engage them any further in relation to the branch. If that's the case and you continue to engage the applicant, this could be in breach of your contract with us.

Throughout the recruitment process and while you employ the member of staff, please ensure you report any relevant Information to us as soon as you're aware.

POL00448361

Can I share my password?

A Smart ID is personal to you and you only and so it is vital that you do not share either your Smart ID or password with anyone else. This means that you can be confident your log-in is secure and unique to you.

You may see a random check on Horizon that will ask you to confirm your Smart ID user identity when you log in. This is a reminder to anyone trying to use another's details that this is unauthorised.

You'll find the P250 form here: Assistants P250 June 2023 V7.pdf (postoffice.co.uk)

Leavers

It's important that you let us knowwhen a member of yourbranch staffleaves your branch. This is to ensure we can update our records and switch off the Smart ID for that person to avoid any unauthorised access to Horizon. This can be done in several ways either by the branch or the member of staffhemselves:

- The completed P301 leaver form can be either posted to: Vetting Team, Post Office Limited, 2nd Floor, Atria, Spa Road, Bolton, BL1 4AG
- Or emailed to postmaster.assistant.vetting GRO
- Or you can Just email us – postmaster.assistant.vetting GRO GRO with the assistant's details and their Smart ID.

You'll find the P250 form here: [Assistants P250 June 2023 V7.pdf (postoffice.co.uk)]

POL00448361

Training obligations

Annual compliance training

Postmasters are responsible for making sure you, and everyone who works in your branch, complete the required compliance training and pass the test before the deadline date. This is important because if a branch user doesn't pass the test on time, they will either be locked out of Horizon and won't be able to serve, or will be prevented from transacting the relevant product, until they have passed the test. Please click here to see more information on the annual compliance training: Compliance

Another Postmaster responsibility is making sure you and everyone who works in your branch, work in line with all regulatory and contractual obligations. These include, but are not limited to; Mails, Financial Services, Insurance products, Information Security and Data Protection.

Training of new branch staff

Postmasters are responsible for making sure their staff are trained and maintain the required level of knowledge. As well as products and services, the training should include security procedures, the processes for handling and securing cash, stock and customer information. This is to ensure a consistently high-quality customer experience is delivered in your branch.

If a Postmaster decides not to send their new branch staff on a classroom training course, then they are responsible for ensuring the branch staff are inducted and trained. To support this, Post Office would encourage Postmasters to make use of the learning resources available.

We have published a 'Postmaster guide to new starters' document in the 'Helping you run your branch' section on Branch Hub which covers the a areas to focus on. Sections of the Operational Training Guide can also be downloaded to support you with training new staff in-branch. The 'Helping you run your branch' guidance and the Operational Training Guide are both available to view and download on Branch Hub. Knowledge Search - Branch Hub Portal (postoffice.co.uk)

Please note: Postmasters are also responsible for paying any salary, expenses, accommodation etc. incurred by their staff attending any training courses or out of hours training events provided by Post Office.

Please click here to see information on Operational Training.

Training for changes to or new products/services or processes

Postmasters are responsible for making sure that everyone who works in their branch, is trained on new products and services; changes to current products, services, accounting processes and sales conversations. Please ensure you only use the most up-to-date training materials, reference books, guides and information provided in Branch Focus.

POL00448361

Ad hoc training

From time to time we may ask you to deliver specific training to your team, for example training on a regulatory requirement where specific issues have arisen. This could be a written training brief/distance learning or a presentation. It's important that this training is delivered and it would be a material breach of the agreement with us if this isn't carried out.

Training records

The Postmaster is responsible for documenting and keeping records of training delivered to their staff and the records should be available to Post Office if requested.

Onboarding training for new Postmasters

All new Postmasters need to complete the full onboarding training. All new Postmasters will receive the full blended training package of online eLearning to introduce them to the basics of the Post Office products and services available in their branches, plus classroom training to introduce the learners to the Horizon system, customer conversations, Post Office accounting processes, cash management, security and compliance. The in-branch training will build on and embed the learning from the eLearning and classroom training, providing on-the-job training when new Postmasters and new members of their team start to complete live transactions for the first time.

Absentee Postmasters are responsible for ensuring the Officer in Charge/Manager/Nominee receives the full training package. We recommend that the absentee Postmaster completes the full training package as they are responsible for branch accounting.

Completion classroom course prerequisites

All learners attending a classroom course should please complete the course prerequisites and these are shown in the Branch Operational Training Catalogue.

Annual workshops

Postmasters should please attend our annual workshops when invited. Please click here to see more information about these: Annual

Printed training materials held in branch

Please make sure all printed training material held in branch is the latest version. Old versions of training materials should be destroyed locally in line with the information security guidelines.

POL00448361

Modern slavery

Post Office has a zero-tolerance approach to modern slavery and is committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing the systems and controls set out in our Modern Slavery Statement.

Post Office is also committed to ensuring there is transparency in our own business and in our approach to tackling modern slavery throughout our supply chains, consistent with our disclosure obligations under the Modern Slavery Act 2015. Post Office expects the same high standards from all of our contractors, suppliers and other business partners.

If you think you have identified signs of modern slavery anywhere within Post Office Limited

- Contact the Speak Up Manager, who can be contacted by email at GRO ; or,
- Via the confidential Speak Up service provided by Convercent by calling GRO ; or,
- Via a secure on-line web portal: http://speakup.postoffice.co.uk/
- If you have concerns someone's life is in danger, contact the police on 999 immediately.

< Back to contents

POL00448361

Regulatory obligations and compliance training

Fit and proper

An annual declaration from HMRC to comply with anti-money laundering obligations

Payment Card Industry compliance (PCI/DSS)

An externally driven mandate from major payment brands to required for card acceptance

Money laundering

A regulatory obligation to prevent, detect and report suspected money laundering

Health and safety

A legal duty to ensure the health, safety and welfare of employees and customers

Fire safety

A legal duty like health and safety but linked to minimising fire hazard risk

Bribery Act

Obligations linked to anti-bribery and corruption when carrying out Post Office processes

Data protection

Compliance training

Annual training completed on Horizon linked to transactions with regulatory or contractual risks

POL00448361

Fit and proper

Post Office is directly supervised by HM Revenue and Customs (HMRC) for anti-money laundering purposes in relation to branch on-demand and pre-order Travel Money and we have to meet regulatory fit and proper requirements. For Postmasters, this means we are required to ensure that certain roles designated Responsible Persons (e.g. Company Directors, Partners, Ultimate Beneficial Owners, Postmasters) are suitable and financially sound, and have the necessary training, skills, and knowledge to oversee the processing of regulated transactions.

Each designated Responsible Person is therefore required to complete an annual declaration and let us know of any changes. We will contact you once a year to redeclare the information we hold about these individuals to ensure we can provide up-to-date and accurate data to HMRC.

Please read and follow

Not completing the annual declaration may lead to a branch having its money service business transactions suspended or removed.

POL00448361

Payment Card Industry Data Security Standard (PCI/DSS)

The PCI DSS standard is an externally driven mandate from the payment brands (i.e. Visa, MasterCard, Amex, JCB and Discover) that all retailers accepting debit /credit cards to pay for goods or services must comply with.

Tamper Monitoring:

We are required to have controls in place to protect PIN pads that capture payment card data at the counter, SSKs and ATMs against direct physical tampering and substitution.

- Weekly, please complete a visual check on all PIN pads in the branch (this includes counters, SSKs, and ATMs).
- Every month, complete the PIN pad inspection declaration on Horizon. To complete a PCI Device Inspection declaration, go to: **Back Office [F14] – Monthly Accounting [F3] – Monthly Accounting Office [F2] – Declare PCI Device Inspection [26]**
- If the PIN pad is in a cradle, please do not remove it to read the serial number underneath as this may trigger an 'Alert Irruption' error. Instead, to obtain a PIN pad serial number, log into Horizon with Manager access - **Back Office [F14] – Admin [F6] – Engineer [F4] – Install Ingenico [42].**
- Report any suspicious behaviour and indications of device tampering or substitution to Grapevine immediately as appropriate.
- You can find detailed information on **Horizon Help at F7, then F10.**
- Procedure information can be found on **Horizon Help [F7] – Other Help [F9] – Security Operations Manual [F3] – Branch security [F3] – PIN Entry Device (PED) Tamper Monitoring and Skimming Prevention Guidelines [F9].**

POL00448361

Visitor Verification

Access should be controlled for all visitors who need to access your branch.

- Always verify the identity of any third-party visitors claiming to be repair or maintenance personnel before granting them access to devices. Please sign all visitors in and out in the Visitor log and verify their identity with company-issued ID.
- Please ensure that the third-party visitor remains accompanied by a member of your branch staff during any work on PIN pads and ATMs.
- Be aware of suspicious behaviour around devices (for example, attempts by unknown people to unplug or open devices).
- Report any suspicious behaviour and indications of device tampering or substitution to **Grapevine** immediately as appropriate.
- You can get detailed information on **Horizon help F1, then F10 and F11.**
- Procedure information can be found on **Horizon Help [F7] - Other Help [F9] - Security Operations Manual [F3] - Admitting Visitors [F13]**

Training

Everyone in the Post Office branch must complete Information Security and Data Protection compliance training and pass an annual test. Information Security and Acceptable Use policies need to be reviewed and acknowledged. Get detail information on Horizon help F1 then F2 then F10 and F11.

- You can find detailed information on **Horizon help F1 then F2 then F10 and F11.**
- To view your individual training record go to: **Back Office [F14], Admin [F6], My Training [84]**
- With Manager access, the whole branch training records can be viewed at: **Back Office [F14] - Reporting [F4] - Training Reports [62]**
- To access the Cyber Security Policy: **Horizon Help [F7] - Other Help [F9] - Security Operations Manual [F3] - Information Security [F12] - Information Security Policies [F6]**

Further support

This is available on branch hub by searching PCI/DSS where there are several sources of additional information.

POL00448361

Money laundering Regulation

Post Office is required to comply with regulatory obligations to prevent, detect and report suspected money laundering. The size of our branch network and the fact that many of our branches are only a few miles apart, together with the amount of cash that is passed over our counters, can potentially make it easy for criminals to travel to multiple branches, or split their transactions and avoid detection. Money laundering and terrorist financing can harm people and our communities, so we have a number of controls in place to help keep customers, you, and your staff safe. You also have a personal legal obligation to report suspicious activity.

To minimise the risk of money laundering, everyone working in a Post Office branch are required to complete annual training to understand:

- What money laundering and terrorist financing are
- What this means for Post Office and you, including following the correct process, and the consequences if we don't
- What some of the risks related to our products and services are and the 'red flags to look out for'
- How to reduce and report these risks

Travel Money products, Western Union, MoneyGram and banking cash deposits are particularly high risk for cash-based money laundering and the training covers questions you can ask customers to help you determine if their transactions are genuine.

You and your staff are required to report any suspicious activity, even if you decline a transaction, by calling Grapevine or sending in a paper Suspicious Activity Report(SAR), please visit see Horizon Help [F7] – Other Help [F9] – Money Laundering [F12] – Suspicious Activity Report Form [F9] or Grapevine [F10].

For further information, please visit Horizon – Compliance Workbooks [F6] – Anti-Money Laundering & Counter Terrorist Financing [F7].

POL00448361

Health and safety

Like anyone operating a business premises, Postmasters have a legal duty to ensure, so far as is reasonably practicable, the health, safety and welfare of their employees, customers, and members of the public at or outside your premises. For example, you have specific duties under the Health and Safety at Work etc Act 1974, the Management of Health and Safety at Work Regulations 1999 and the Occupiers Liability Act 1957 and 1984 to make sure your premises are safe, including external signage.

Guidance about your health and safety management obligations is published by the Health and Safety Executive and is available at: https://www.hse.gov.uk/simple-health-safety/index.htm

This includes advice on preparing a health and safety policy, managing risks in the workplace, and undertaking risk assessments, providing information and training, having the right workplace facilities and consulting employees etc.

Employers who have five or more employees are required to undertake a risk assessment and you can find a tool for this at https://www.hse.gov.uk/simple-health-safety/risk/more-detail-on-managing-risk.htm

Postmasters are required to regularly inspect their premises, fixtures, and fittings (including external signage) to comply with applicable legislation and identify any potential issues that might need maintenance or repair.

Please familiarise yourself with and follow the guidance available such as the Health and Safety Executive guidance referred to above.

POL00448361

Fire safety

In relation to fire hazards, like anyone operating business premises, Postmasters need to take additional steps to assess and minimise potential risks, set out in a piece of legislation called the Regulatory Reform (Fire Safety) Order (England and Wales) and the Fire Safety Regulations (Scotland and Northen Ireland). This states that your building must have:

- Clear escape routes to a place of safety
- Firefighting equipment such as blankets and fire extinguishers
- Fire alarms
- Fire-resistant doors and windows
- Emergency lighting
- Safe storage of dangerous and inflammable materials
- Appropriate staff training

If your building or branch doesn't have one or more of those, you may need to make alterations, or you risk being in breach of the regulations. You also need to carry out an additional Fire Risk Assessment every XXXXXX, which should follow this five-step process:

- Identify possible fire hazards
- Identify specific people who might be at risk.
- Evaluate these risks and take steps to deal with them.
- Draw up an emergency plan for dealing with fire including evacuation and train your employees in it.
- Review this process regularly – especially if you make changes to your premises or equipment that might increase the fire risk.

Further guidance is available at:
https://www.hse.gov.uk/fireandexplosion/fire-safety.htm

POL00448361

Bribery Act

At Post Office we take our anti-bribery and corruption obligations extremely seriously. We are required to maintain adequate controls against bribery and corruption, and we ask all Postmasters and their teams and Post Office employees to complete annual training on anti-bribery and corruption. We also require Postmasters to have adequate controls in place to comply with the Bribery Act 2010.

Bribery is an offer, promise, payment, request or agreement to receive anything of value from any person or entity to try to get the recipient to perform their roles improperly. Look out for the following signs:

- Are you being asked to do something that is against Post Office policies or processes?
- Are you being offered a thank you gift that is out of proportion for the service you have provided?
- Are you being offered something in expectation of a future service, which may require you to 'break the rules'?
- Always ask yourself; how would this look to other people such as your customers'?

You and your staff are required to always follow Post Office processes when carrying out transactions and services for customers and should never waive any of the transaction requirements.

It is a criminal offence to offer or accept bribes - you and your team are required to always follow the processes and guidance on Horizon. Please be alert to any potential attempts of bribery relating to Post Office business and report anything you are concerned about to Grapevine on GRO GRO

< Back to contents

POL00448361

Data Protection

Processing customer personal data

You and your staff are using customer personal data every minute of the day. It's really important to keep this data safe and secure so, to prevent any data protection incidents or breaches, personal data must only be used for the reason it was given to you.

For example, if a MoneyGram customer also made a cash withdrawal and a mistake had been made with this transaction, you would not be able to take the customer's details from the MoneyGram form to contact the customer about the mistake with a different transaction.

The personal data on the MoneyGram form belongs to MoneyGram and cannot be used by Post Office for any other reason.

Keeping customer personal data safe and secure

Mails integrity - Handling customer mail while this is in the possession of Post Office is a huge responsibility, whether it is awaiting collection by a carrier or by a customer, and storage is sometimes difficult. However, when parcels are stacked awaiting collection, customer personal data (name and address) must never be viewable by customers entering the Post Office, waiting to be served or being served. This could lead to issues such as identity theft, as anyone waiting to be served could see numerous customer names and addresses or disclosed private information about recipients (for example parcels coming from medical suppliers).

When checking customer ID

When customer ID has to be checked for a particular process, such as parcel collection, purchasing currency or verification services, the process on the Horizon help pages must be followed. Any deviation from the process, such as recording ID details separately, could cause customer complaints or worse if the information is lost or stolen.

Use of social media

If your Post Office has a social media site, this should only be used to promote your business and cannot include any customer details of any description, including names of people who have parcels awaiting collection, CCTV images of customers or posting details of incidents with a description of the individual.

CCTV

We often receive requests from various sources such as the police, insurance companies and the public, to see CCTV footage in branches for many reasons. These range from investigating possible crimes to dealing with incidents in branches. CCTV systems installed at branches are either operated by Post Office or by the postmasters themselves.

POL00448361

Post Office managed CCTV

Where CCTV is managed by Post Office, you may be asked by Grapevine to allow engineers to access the site and download the relevant footage. It is important this happens as the footage may be needed for crime investigation by the police or so Post Office can respond to requests from others to have access to the footage. If you have any concerns about these requests, please contact Grapevine who will be happy to help.

Grapevine is on GRO

Please share with the team

Use of independently operated CCTV

If you manage your own CCTV in branch, you may get similar requests. If it is from a customer asking to see CCTV footage of their visit to your branch to check, for example, if they had left a valuable item behind and they wanted to view, to see if another customer had picked it up, then you should save the footage if you can and then ask the customer to contact the police to make the request.

The ICO guidelines for sharing CCTV images (Subject Access Request) state that only images of the person making the request can be shared. Images of other people would need to be pixelated.

Checklist for limited CCTV systems | ICO

For further information on Data protection please see the more detailed section in the appendix.

POL00448361

Compliance training

All products and services transacted in a Post Office branch are subject to regulations and/or contractual obligations. For this reason, it is important that Post Office can demonstrate to the regulators and to our clients that all branches are fully trained. If Post Office cannot provide this assurance, the products and services could be withdrawn from sale.

Each year Post Office provides compliance training and a test on the key areas covered by the regulations and contractual obligations. The test is linked to the Smart ID of each branch user. The compliance calendar is published in advance and can be found on Branch Hub under 'Training' 'Annual Compliance Workbooks.'

All branch users are required to complete the following compliance training and pass the relevant test each year:

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

Additional annual compliance training

For branches that transact Financial Services, Travel Insurance and/or Life Insurance, there is additional annual compliance training to complete in:

- Financial Services
- Insurances

The compliance workbooks and tests are hosted on Horizon - go to Horizon Help (F7) > Compliance Workbooks (F6) or you can find the Branch Hub section using this link: Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Operational training

Training catalogue

All the information around training including online training, booking classroom training and more

Online learning system

A website hosting all the e-learning modules and learning material

Online elearning

Individual modules as well as the full learning programme

Classroom learning

A variety of face-to-face courses hosted by accredited trainers

In-branch set-up and go-live

Pre-launch set-up and onsite support for 6 days

Follow-up balance and early days support

A combination of onsite trainer (1 day) and business support manager ongoing support

Ongoing training and support

Further training support including e-learning, videos onsite, classroom and workshops

POL00448361

Operational training overview

Introduction

Training of Postmasters is extremely important to Post Office and we provide a comprehensive package of training to new and existing Postmasters, Branch Managers and their teams. The current training available is detailed in the Branch Operational Training Catalogue - click here: Training article page - Branch Hub Portal (postoffice.co.uk)

Onboarding training

Post Office provides initial training to all new Postmasters. This training covers all aspects of running and maintaining a branch, including operational training of basic transactions and accounting processes on the Horizon system.

On request from a Postmaster, Post Office will also provide initial training to their assistants.

The branch onboarding learner process is shown below.
Please note the full training offer is available to all new and existing Postmasters, and Assistants.

POL00448361

Online Learning

Classroom

More Online Learning:

ATM Monthly Branch Balance

In-Branch Support:

On-Site Trainer

Business Support Manager

Area Manager

Further Learning Materials

Distance Learning Packs

Operational Training Guide

Work aids

'How to' videos

Customer Experience training

Branch Hub

Training new assistants

To support existing Postmasters / Branch managers with the training of new assistants, the online learning, training documents and classroom courses are available to everyone.

Refresher training

Post Office also provides learning solutions to help with refresher training of Branch managers and assistants. This includes classroom training courses, Distance Learning Packs, Work aids, 'How to' videos and toolkits.

POL00448361

Branch operational training

The Branch Operational Training Catalogue contains all the information you'll need to access the full training available. It includes information on the Online Learning website, how to request classroom training and how to access the other training.

The latest version of the catalogue is available on:

- Branch Hub, click this link: Branch Operational Training Catalogue
  Alternatively click Branch Hub Sign in and go to: 'Training,' 'Branch Operational Training Catalogue'

POL00448361

Online learning system

The Post Office Online Learning website hosts all the eLearning modules and the other learning materials. It is available for anyone working in a Post Office branch.

Post Office will automatically create accounts for new Postmasters, and nominated Assistants as part of branch onboarding. Anyone else can self-register on the system. To create an account, you'll need an email address and an internet-enabled device with an up-to-date internet browser. You can find details on how to self-register for an account and what digital learning content is available in the Branch Operational Training Catalogue. Click here to go to the Branch Operational Training Catalogue section:
[Training article page - Branch Hub Portal (postoffice.co.uk)]

Online eLearning

For branch onboarding the eLearning modules have been divided into programmes to help show which branches they are aimed at. Full details of the modules included in each programme and the additional modules needed for specific branches can be found in the Branch Operational Training Catalogue.

Please note: All eLearning is available to self-assign to yourself as individual modules. The full list of eLearning modules can be found in the Branch Operational Training Catalogue. Click here to go to the Branch Operational Training Catalogue: Training article page - Branch Hub Portal (postoffice.co.uk)

Each module contains an assessment quiz to test the learner's knowledge. Learners need to complete all modules and pass the test with a score of 100% (there is no limit to the number of attempts).

Branch type	Programme name	Timing
All branch types	**Basic Transactions** Introduces learners to the basics of Post Office products and services available in all branches.	On average 9 to 10 hours
Main, some SPSO branches and Directly Managed Branches	**Basic Transactions Part 2** Introduces learners to the basics of Post Office products and services that are available in their branch.	On average 4 to 5 hours
Specific branches that transact the product/service	**Additional modules** Introduces learners to the basics of the product or service that is available in their branch.	On average 30 mins per module
All branch types	**Optional modules** These are not assigned as part of the programmes but are available on the learning system.	On average 30 mins per module

POL00448361

Classroom learning

The following classroom courses have been created to provide onboarding training for new Postmasters, Branch Managers and Assistants and are also used to provide refresher training to existing branches.

Classroom training consolidates the product and service knowledge gained from the online programmes and introduces learners to the Horizon system and customer conversations.

The classroom training is supported by the Operational Training Guide and Work Aids and is delivered by an accredited trainer.

Full details of what is included in each classroom course can be found in the Branch Operational Training Catalogue
Training article page - Branch Hub Portal (postoffice.co.uk)

Classroom courses available are:

Branch type	Programme name	Timing
All branch types	**Basic Transactions** Introduces learners to the Horizon system, daily activities and customer conversations for products and services available in all branches.	2 days
All branch types	**Back Office** Introduces learners to the Back Office processes completed in all branches. The course incudes daily, weekly & monthly accounting activities, cash management and remittances.	1 day
Specific branches that transact the product/service	**Basic Transaction Part 2** Introduces learners to the Horizon system and customer conversations that are available in their branch.	1 day
All branch types	**Additional classroom course: Investigating Discrepancies** Provides training on how to investigate discrepancies in branch.	½ day

POL00448361

In-branch set-up and go-live

A Post Office Onsite Trainer will be in-branch for six days. One of the days includes adding the Postmaster and all their staff to the Horizon system, creating stock units, preparing the stamp books, booking in cash and stock and setting up the branch with the new forms and leaflets.

On the other days they will provide support for the new Postmaster and their staff with all live transactions and during quiet periods will role play transactions so the branch team gains experience and confidence.

POL00448361

Follow-up balance and early days support

A Post Office Onsite Trainer will be in-branch for one day to provide support with carrying out the weekly balance and going through the processes with the Postmaster, reinforcing the learning from the classroom and the previous training.

A Business Support Manager is assigned to the branch for up to six months to embed, consolidate and reinforce the training and complete the onboarding journey.

For more details about the support available from a Business Support Manager, please click here: BSM

POL00448361

Ongoing training and support

Post Office provides further training and support to all branches, Postmasters and their teams at any time and is available as:

- Online learning
- Classroom training
- In-branch support
- Training documents such as Operational Training Guide, Work Aids and Distance Learning Packs
- 'How to' videos

All support is available separately and/or in any combination of the above.

Full details of what is included in each of the above and how to access them can be found in the Branch Operational Training Catalogue at Training article page - Branch Hub Portal (postoffice.co.uk)

How to request on-going training and support:

- All online learning is available to self-assign as individual modules. The full list of online modules can be found in the Branch Operational Training Catalogue: Training article page - Branch Hub Portal (postoffice.co.uk)
- Classroom training courses can be found in the Branch Operational Training Catalogue along with details of how to register Training article page - Branch Hub Portal (postoffice.co.uk)
- In-branch support can be requested by contacting your Business Support Manager or
- Area Manager as appropriate, or by contacting the Branch Support Centre on GRO.
- Information on available training documents can be accessed here: Training article page - Branch Hub Portal (postoffice.co.uk)
- 'How to' videos can be accessed here: Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Annual Workshops

Post Office runs workshops to support the ongoing development of branch teams. The workshops are delivered in a variety of ways: large events run at a location in each region, face-to-face sessions delivered in-branch or online sessions run with smaller groups of branches. The workshop materials are also hosted on Branch Hub - Sign in and go to: 'Training,' 'Travel Toolkit' or 'Mails Toolkit'

The workshops include, but may not limited to:

Topic	Purpose	When delivered
Travel services	To support the peak trading of travel services products such as Travel Money Card, Currency and Passport applications.	Begins Feb/March
Mail	To support the peak trading period of mails products	Begins Sept/Oct

POL00448361

Section 5 Operating your branch

- Cash management
- Stock management
- Ordering stores
- Daily checks and procedures
- Weekly checks and procedures
- Monthly checks and procedures

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Cash management

POL00448361

Cash declarations

Cash declarations are to be completed daily for all stock units used that day as close as possible to, but no later than, 7pm.

To see how to complete a cash declaration either find the 'how to videos' via the training tile on branch hub or click Training article page - Branch Hub Portal (postoffice.co.uk) and select either cash declaration for individual or shared stock unit.

All cash in the branch needs to be accurately checked and recorded daily to ensure the right levels of cash can be delivered and returned. It will also help the branch team identify and resolve any discrepancies quickly or ask for our help in doing so. Holding too much cash is inefficient for you, but also presents a security risk that could impact the personal safety of your team and customers.

Daily, it is your responsibility to:

1. Complete an accurate cash declaration on Horizon for all the stock units used that day as close as possib to, but no later than, 7pm. This includes any stock units that may have only been used to accept transaction acknowledgements or to transfer cash/stock/currency.

2. A cash declaration is required for each trading day that a stock unit is used. If a stock unit continues to be used after a declaration has been made and is not being used the next trading day, a further declaration needs to be made as the last transaction on that stock unit.

3. During the declaration, declare notes and coins against the correct denomination, and any damaged or mutilated notes should be declared as 'unusable.' After the declaration has been completed, use the variance check function – this makes sure any potential discrepancies are identified on the day they happen.

For further information about cash declarations please see the Operational Training Guide section 14 which is on Branch Hub at this link: Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Excess cash

Cash holdings

It is important for the branch to have the right amount of cash at the right time to ensure you can operate efficiently but without creating an unnecessary security risk. To achieve this, the cash requirements of the branch are calculated using cash transaction data from Horizon and the daily cash declaration provided by the branch.

The branch is provided with planned order messages through Branch Hub and Horizon on the working day before the scheduled service day. The planned order message provides details of note values to be delivered or to be retained in branch if cash is to be collected.

Planned order values are reviewed automatically every 4 weeks.

To print the planned orders report from Horizon:

- Go to 'back office'- 'Reporting' > 'Reporting rems' and then 'planned orders.'
- Select the line in the picklist for the planned order you want to print.
- 'Planned orders' > 'Office copy print. `
- Press enter.

To change a planned order, please call cash management on GRO

For further information about planned orders please see the Operational Training Guide section 14 which is on Branch Hub at this link: Training article page - Branch Hub Portal (postoffice.co.uk) or you can access a video by clicking on the link to videos below and selecting either the cash declaration for individual or shared units in the menu on the left side of the page: (Training article page - Branch Hub Portal (postoffice.co.uk))

POL00448361

Excess cash

Please check the planned order on Horizon before each remittance day to find out how much cash the branch will receive or will have to return on the next remittance. Any cash return pouches should be prepared ready for collection by the Cash valuables in transit(CViT) driver by the appropriate time on your collection day.

Deliveries

Branches will receive Planned Order values for the following products on the working day before the delivery:

- Branch notes – by denomination
- ATM notes – by total value (shown as £50 notes)
- Euro & USD notes – by total value for each currency

Working days for Planned Orders are Monday to Friday.
Planned Order messages should be checked and amended if required before the cut-off time.

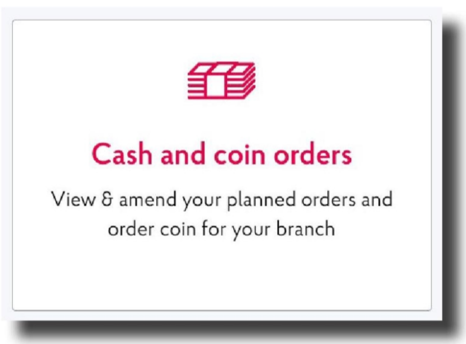
Collections

Branch notes only – this line shows the total value of notes to be retained in branch but excludes ATM notes.

POL00448361

Ordering cash, coin and currency

Your branch code is required when ordering cash, coin, or currency. All orders need to be in line with the service schedule and ordering time restrictions.



Branch notes, ATM notes, Coin

- Coin requirements need to be ordered by the branch. If branch notes and ATM planned order values need to be amended, you can do this in any of these ways:
- On Branch Hub (Cash and coin orders - Branch Hub Portal (postoffice.co.uk)).
- On Horizon.
- Through Cash management on GRO

POL00448361

Currency

Post Office on–demand currency branches need to order/amend currency orders by phoning Cash management on GRO

First Rate Exchange Services currency branches will automatically be supplied with a fixed planned value managed by First Rate.

Post Office will fulfil orders, subject to availability. Post Office may refuse or reduce an order if we consider the order to be excessive.

Cash, coin and currency acceptance

All cash, coin and currency deliveries are required to be signed for on receipt to ensure the correct number of pouches/coin bags have been delivered. Once completed the delivery receipt should be returned to the delivery crew.

Any pouch that is damaged should not be accepted and the delivery receipt marked accordingly as refused.

POL00448361

Checking a delivery

All cash, coin and currency pouches need to be checked after receipt to ensure the correct amount has been delivered. If you have a discrepancy with any of your remittances, please refer to Horizon Help, as the type of remittance will determine who you need to contact about the discrepancy and the timescales.

For further information you can use this link:
Training article page - Branch Hub Portal (postoffice.co.uk)
which takes you to the work aid section on Branch Hub and then select 'Remittances work aid' from the list on the left.

For training videos, please also use this link:
Training article page - Branch Hub Portal (postoffice.co.uk)

The menu on the left contains videos on:

- Remitting in cash
- Remitting in coin
- Remitting in currency
- How to reverse a cash or currency remittance

POL00448361

Returning cash, coin and currency

All deliveries or collections of currency and cash for each branch will be by secure means by Post Office or its supplier.

Deliveries and collections of cash, coin and currency are completed in line with the Post Office Limited Cash and Secure Stock Remittance Information on Horizon Online Help and Branch Hub.

POL00448361

Dispatching

When returning cash, please check the driver's ID and collection card. The driver will provide an interim receipt for each pouch/ bag of coin collected. At the end of the collection a final receipt will be provided. Any pouches not collected will be crossed through and the branch will need to sign that the item was not collected.

Please only return items that are on the Horizon receipt.

Any damaged pouches will not be accepted by the crew.

It is best practice to have someone double-check the return.

For further information please use this link:
Training article page - Branch Hub Portal (postoffice.co.uk)
which takes you to the work aid section on Branch Hub and then select 'Remittances work-aid' from the list on the left.

For training videos please use this link:
Training article page - Branch Hub Portal (postoffice.co.uk)

The menu on the left contains videos on:

- Remitting out cash
- Remitting out coin
- Remitting out currency
- How to reverse a cash or currency remittance

POL00448361

Stock and stores management

POL00448361

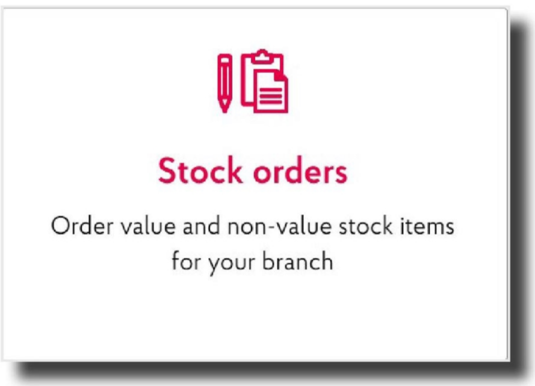
Ordering stock

Royal Mail stock management

Your Post Office branch will sell a variety of Royal Mail products to customers. To help you sell and account for these items correctly, please follow advice on Horizon help.

F2 (Postal Services)> F1 (Royal Mail)> F2 (A-Z)> F6 (Q-Z)> F14 (Stamps)> F3 (Special Stamps)

Your branch code is required when ordering stock. All orders need to be in line with the service schedule and ordering time restrictions that are specific to the branch.



The required stock needs to be ordered by the branch, and this can all be done either of these ways:

- On Branch Hub [Stock Ordering landing page - Branch Hub Portal (postoffice.co.uk)]
- On Horizon

Post Office will fulfil orders, subject to availability. We may refuse or reduce an order if we consider it to be excessive.

Emergency orders can be made for limited items subject to conditions by calling the Branch Support Centre on GRO

POL00448361

Stock acceptance

All stock deliveries are required to be signed for on receipt to ensure the correct number of pouches/coin bags have been delivered. Once completed the delivery receipt should be returned to the delivery crew.

Any pouch that is damaged should not be accepted and the delivery receipt marked accordingly as refused.

Checking a delivery

All stock pouches need to be checked after receipt to ensure the correct items and amounts have been delivered. If you have a discrepancy with any of your remittances, please refer to Horizon Help, as the type of remittance will determine who you need to contact about the discrepancy and the timescales.

Stock remittances need to be entered on Horizon within 24 hours using the “rem in from ADC” function

For further information please use this link:
Training article page - Branch Hub Portal (postoffice.co.uk) which takes you to the work aid section on Branch Hub and then select ‘Remittances work aid’ from the list on the left.

You can watch a video on remitting in stock at the link below, which takes you to the ‘how to’ videos and select from the menu on the left:
Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Returning stock

All deliveries or collections of stock for each branch will be delivered by secure means by Post Office or its supplier.

Deliveries and collections of value stock are completed in line with the Post Office Limited Cash and Secure Stock Remittance Information on Horizon Online Help and Branch Hub.

Dispatching

- When returning stock, please check the driver's ID and collection card.
- The driver will provide an interim receipt for each pouch.
- At the end of the collection a final receipt will be provided.
- Any pouches not collected will be crossed through and the branch will need to sign that the item was not collected.
- Please only return items that are on the Horizon receipt.
- Any damaged pouches will not be accepted by the crew.

It is best practice to have someone double-check the return.

For further information please use this link:
Training article page - Branch Hub Portal (postoffice.co.uk) which takes you to the work aid section on Branch Hub and then select 'Remittances work aid' from the list on the left.

For training videos please use this link: Training article page - Branch Hub Portal (postoffice.co.uk)

The menu on the left contains videos on:

- Remitting out stock
- How to reverse a cash or currency remittance

POL00448361
POL00448361

Obsolete stock

Please follow any product withdrawal instructions published in Branch Focus, including return timescales, to minimise the chance of you being left with obsolete stock in your branch.

If you have an obsolete stock item to hand that you cannot return to the National Stock Centre because the button for that item is no longer available on Horizon, please contact the Branch Support Centre on GRO. They will let you know the steps to take to resolve this.

POL00448361

Stores ordering

Stationery

Post Office will provide a supply of refill pads for the self-inking date stamp for the initial branch set-up. Once this stock has been exhausted, it's then the Postmaster's responsibility to replenish the stock. Additional pads for the self-inking date stamps (item code SP185) can be ordered through Branch Hub on the scheduled stock delivery. Postmasters can source pens, pencils, rulers, rubbers, paper clips, coin and note bags etc from any supplier they choose to use at their own expense. (Post Office currently supplies coin and note bags to return cash only on a quarterly distribution cycle.)

Order non-value stock

Low on envelopes? Running out of forms? Find all your sundry stock and stationery here.

Horizon consumables

Horizon consumables (such as ink cartridges and paper rolls) can either be ordered on Branch Hub or in line with the process and timescales in the "Ordering Stores and Stock" Operations Manual on Horizon Online Help. You'll need your branch code when ordering all stock.

POH7001 – Ink cartridges
POH2515 – Back-office ink cartridges POH140209
- Horizon counter paper rolls

POL00448361

Daily checks and procedures

Pre-opening preparation
Equipment and till checks before opening

Setting up specialist services
Self-service kiosks, outreach and Mailwork

Receiving PUDO items
Managing items from new carriers

Mails integrity
Secure mails storage before collection

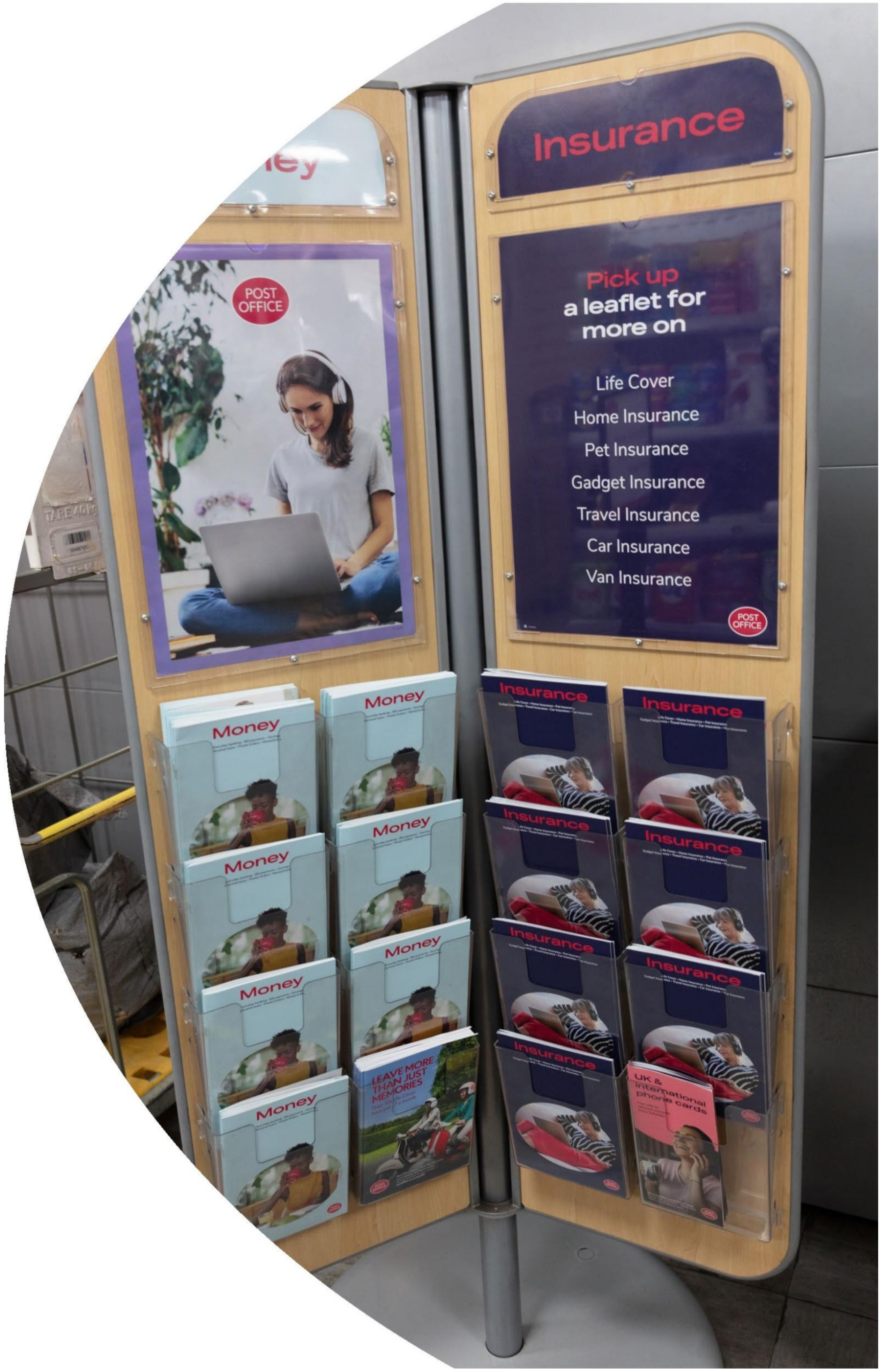
Mails segregation
Preparation of Royal Mail and Parcelforce items before collection

Drop and go
Fast-track mails for regular senders

Mails collections
Reporting issues and the escalation process

POL00448361

Pre-opening checks preparation



Before opening your branch we recommend spending a few minutes getting ready and prepared for the day ahead. Allow some time each morning to cover the following areas:

- Equipment and point of sale.
- Till preparation.

Equipment and point of sale

It can be helpful to view your branch through the customer's eyes.

For more detail refer back to branch standards, and also just take some time each day to review your leaflets and posters to make sure they are:

- Current.
- Correctly displayed.
- Have your branch code on (where applicable).

POL00448361

Scales

To ensure that scales are accurate branch teams should test the scales regularly and report any faults immediately to Grapevine on GRO Records of the tests such as date tested and any faults, are required to be kept for audit purposes, and they may be liable for test and inspection by local Trading Standards officers. Sets of test weights are provided for this purpose. Further information on scales can be found on Horizon Online Help and Branch Hub. A video to assist with resetting scales is also available https://vimeo.com/430701177/52eecf56fa

PIN pads

Please make weekly checks for any tampering in line with Payment Card Industry (PCI) regulations and once a month this test is to be recorded on Horizon as part of the monthly balance. For more information please click PCI.

Till preparation

Each morning check your till to make sure you have enough cash, coin, stock and currency. This is especially important on days if you have new special stamps on sale.

POL00448361

Setting up for specialist services

Certain branches have ‘specialist services’ that are not available across the full network.

Examples include:

- Outreach management
- Mailwork branches
- Self-service kiosks (SSKs)

If you are one of these branches, you should have a copy of the relevant manual.
If you would like further guidance or you need another copy, please contact your Area or Business Support Manager.

POL00448361

Receiving Pick Up, Drop Off (PUDO) items

Our relationships with new third-party carriers are still developing and will continue to evolve over time.

PUDO services include, but may not be limited to:

- Customer collections
- Diversions from the customer's home address.
- Customer drop-off for parcels and returns.
- Sale of domestic and international courier services.

Subject to parcels meeting the relevant product specifications, branches have a requirement to carry out the following:

- Accept parcels that are allocated for customer collections.
- Keep parcel tracking up-to-date by scanning parcels into Horizon or the Amazonn Hub App
- Securely store parcels.
- Ensure that parcels are segregated and handed over to the correct carrier.

< Back to contents

POL00448361

Escalation process for failed collections

In the first instance please contact the carrier direct. If you have contacted the carrier 3 times and the items are still in your branch, please contact the Branch Support Centre on GRO who will support you in escalating this.

	amazon	EVRi	dpd	DHL
Post Office- Phone contact	BSC GRO (Non-RM option)	BSC GRO (Non-RM option)	BSC GRO (Non-RM option)	BSC GRO (Non-RM option)
Post Office- Email contact	PUDOMailbox GRO	Evri.escalations GRO	DPDpickup GRO	DHLpickup GRO
Carrier Phone contact	Use 'click2call' function on phone	GRO	GRO	GRO

Help and support is on hand from the Branch Support Centre team, and electronic training materials can be found on Branch Hub –

https://branchhub.postoffice.co.uk/bh?id=kb_search&kb_knowledge_base=5c1439f9db330010b976671cd396198a&spa=1&kb_category=4a020b7a1b6674543d-571fc8b04bcb92

POL00448361

Mails integrity

The Postmaster is responsible for ensuring all mail is held securely on the premises until the scheduled collection(s). Only those members of your staff who have completed their mails compliance tests on mails integrity are allowed to have access to the mail.

Post Office will arrange a scheduled final mail collection and any additional relief collections for the branch. When the collector arrives, their identity must be confirmed, and mail handed over only to someone with the appropriate identification.

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") while it is in the Postmaster's custody. The Postmaster is responsible for protecting 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 set out the procedures Postmasters need to follow in relation to the collection, handling, conveyance and delivery of any Postal item. If the Postmaster or any member of their branch team does not follow any such procedure, it is deemed to be a material breach of the Agreement.

Post Office views any incident of damage to, theft or loss of, or interference with, a postal item ("incident") as very serious. Postmasters therefore need to report any such incident to us as soon as possible by contacting the Branch Support Centre on GRO

For each such incident you are required to record 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 members of your team who may have participated in the conveyance, receipt, collection, sortation, or delivery of the postal Item(s) involved; and any other details in relation to it (including the factual circumstances).

POL00448361

Mails segregation (Royal Mail & Parcelforce)

Segregating mail correctly helps to ensure that customers' post is sent in a timely way, and it forms an important part of our contract with Royal Mail; if we don't get it right, we could be fined, using valuable funds that could be spent elsewhere.

You should please ensure all 'mail items' are accepted, processed and conform to the agreed Post Office Limited and Royal Mail requirements by following the guidelines below.

POL00448361

Mails segregation laminates are available for all branches and support can also be found on Branch Hub in the mails segregation toolkit (Training article page - Branch Hub Portal (postoffice.co.uk)). This is jointly supported by the NFSP who also has its own mails segregation advisors, who can provide support and visit branches. They can be contacted at mailssupport GRO

1st Class parcel bag to be sealed with 1st Class parcel label	2nd Class parcel bag to be sealed with 2nd Class parcel label.	Letter/Large Letter bag to be sealed with a Letters/Large Letter label.
• 1st Class parcels that are not on the 'keep separate' guidance laminate. • International Standard and Economy Parcels/BFPO/Articles for the Blind. • 1st Class loose meter parcels • Tracked 24 Returns and Freepost parcels • 1st Class prepaid online parcels	• 2nd Class parcels that are not on the 'keep separate' guidance laminate • 2nd Class loose meter parcels • Tracked 48 Returns and 2nd Class return parcels • 2nd Class prepaid online parcels and Royal Mail Click and Drop	• Any item that is Large Letter size or smaller up to 750g EXCEPT FOR: - Franked/meter mail - Account (PPI) mail - Priority mail.

POL00448361

Additionally, there are a number of mail items that have to be kept separate (see below):

Priority mail – Special Delivery, International Tracked, International Signed, International Tracked and Signed	**Hold separately in a priority mail bag.**
Parcelforce Worldwide items	**Hold separately and hand over to Parcelforce driver.**
Account (PPI (Pre-Printed Impression))	**Should be presented by the customer in a SEALED bag and with a sales order for scanning – hand these over to the Royal Mail driver. PRIORITY PPI mail should go in your priority mail bag.**
Franked/Meter mail pouches	**Kept separate in an UNSEALED mail bag and hand over to Royal Mail driver loose**

POL00448361

Drop & Go

Why Drop & Go?

It's a free, fast-track mails drop-off service for businesses, online sellers and anyone who is regularly sending items.

- It's a great customer relationship tool that you can use to ensure your most valuable customers receive a VIP service and allows you to manage queues by processing when convenient.
- Customers can sign up for an account in branch or online. They then simply drop their mail off in branch and you process before the final collection at a time that works for you and the branch.
- It's helpful if you advise customers of your last collection times and agree a 'final' drop-off time for same day processing.

Support and further information

More information can be found on Branch Hub (links below) including:

- A distance learning pack
  Training article page - Branch Hub Portal (postoffice.co.uk)

3 videos are also available to support on the link below:

Training article page - Branch Hub Portal (postoffice.co.uk)

- Create a manifest from Ebay
- Link and Ebay marketplace
- Online features

POL00448361

Mail collections

Reporting an issue with collections for Royal Mail and Parcelforce

As part of the agreed Local Issues Resolution Process, it is the branch's responsibility to report an initial issue with your collection. Please call the Royal Mail or Parcelforce Helplines to report the following:

- Drivers carrying out collections in an unsafe manner.
- Missed final or relief collections.
- Regularly being late or early for final/ relief collections.
- Failure to collect all mail and or documentation (where applicable including Parcelforce Worldwide items).
- Royal Mail failing to provide empty bags when requested.
- Drivers mixing mail after collection or indicating segregation is not required.
- Insistence by Royal Mail staff they are attended to immediately.
- Staff attitude or behavioural issues by Royal Mail staff in a Post Office branch.

Helplines

- For Royal Mail please call GRO (then hold - ignore the Residential option), then you'll hear the next menu to choose option 4 for Products and then option 1 for Collections).
- For Parcelforce, please call GRO

When you contact either helpline you should obtain a reference number- please make a note of this. The advisor will let you know what actions are being taken to resolve your issue. If you would like a call back, please ask for this when reporting the issue.
Please be aware, for missed collections it may not be possible to recover the collection the same day and the mail will be recovered on the next scheduled collection.

Mail Bags

Your collection driver should make sure that you are replenished on each visit, however, if this is not the case, please call the relevant number above and confirm that you have not had any or sufficient bags dropped off to support the volumes of mail you have in branch.

POL00448361

Escalations

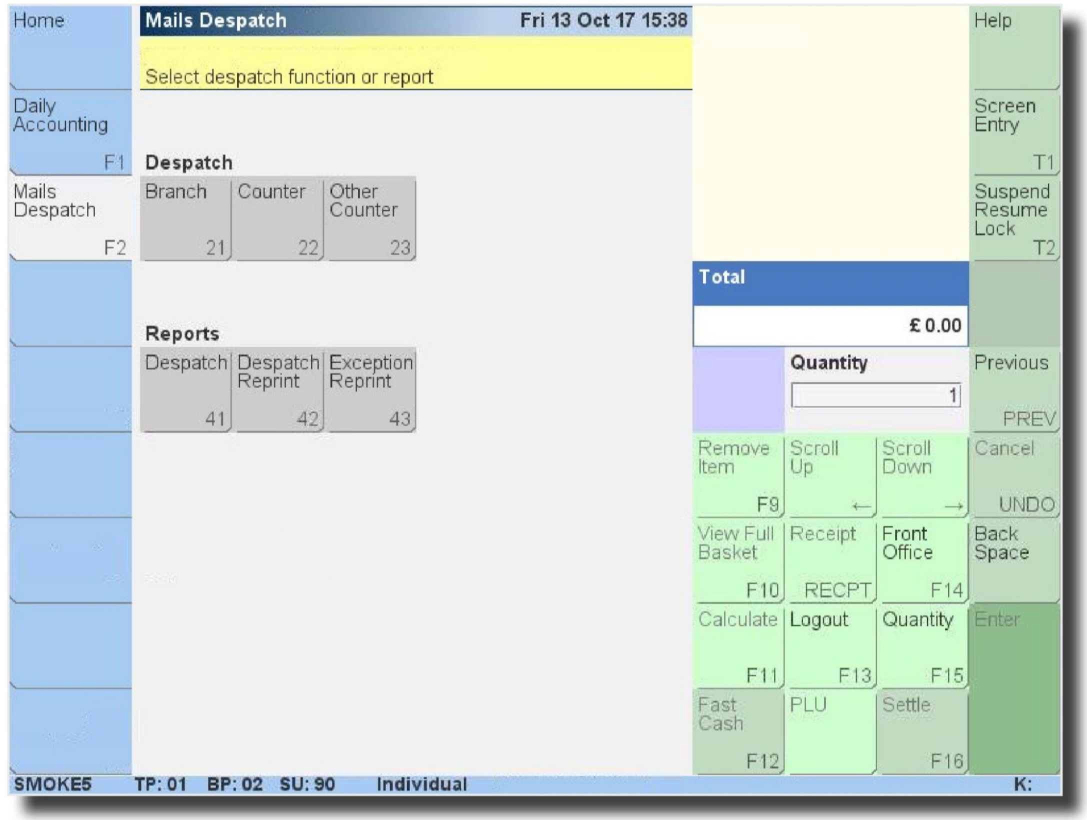
To escalate any issues, please call our Branch Support Centre on GRO Please provide details of the issue, when it occurred, including the MRN/SR number. If you don't have the MRN/SR number, please tell Branch Support what date and time you called Royal Mail/ Parcelforce. Branch Support will escalate your enquiry into Royal Mail Group. Please also escalate to the Branch Support Centre if you have any difficulties in getting through to the Royal Mail / Parcelforce helplines.

Final collection

When the last letters collection is made all items of mail should be cleared from each branch. Any mail items transacted after the last collection should be secured as per the Mails Integrity guidelines which are detailed in the Security Operations Manual and customers should be advised that the items will not be leaving today.

A step-by-step guide is covered in section 10 of the operational training guide which is on Branch Hub [Training article page - Branch Hub Portal (postoffice.co.uk)]

You can also watch a video to show how to correct a despatch with missing items by clicking this link: Despatch [Report - Amending for Missing Special Delivery or Parcelforce Worldwide Items (vimeo.com)]



POL00448361

Weekly checks and procedures

In addition to the previously documented daily checks, the following may happen weekly or fortnightly:

- Ordering of cash, coin, currency and stock (link to previous sections).
- Returning of cash, coin, currency and stock (link to previous sections).
- Sending and receiving remittances (link to previous sections).

Selected branches may also receive Biometric residence permits as part of their CViT service.

Biometric Residence Permit (BRP) collection service - introduction

The BRP collection service is available in around 207 Post Office branches. The customer makes an application to the Home Office and based on its decision a BRP is produced. The BRP can then be collected from a designated Post Office where validation checks are carried out at the counter.

A BRP is required for any non-UK citizen coming to live, work or study in the UK for more than 6 months.

The service has a small Post Office team dedicated to supporting the collection and redirection of BRPs, with direct contacts to the Home Office, and can be contacted by:

Phone: GRO
Email: GRO

Below is a link to the BRP workbook.
Identity services - Biometric Residence Permit (postoffice.co.uk)

POL00448361

Monthly checks and procedures

In addition to the previously documented daily and weekly checks, the following need to be covered monthly.

Paperwork storage & disposal

All accounting paperwork needs to be filed and stored securely at the branch so the information can easily be located and identified if needed. Further information about storage conditions and sharing can be found in the Compliance Workbook – Information Security & Data Protection – Post Office Information Classification Standards, which you can find on Branch Hub by searching for 'Compliance Workbook.'

The length of time to retain each product is set out in Horizon Help – Other help (Security) - Confidential Waste & Retention of forms.

Branch Trading Statements must be kept for at least six years after the end of the financial year they relate to,

together with all underlying or supporting records and vouchers relating to the branch.

Confidential waste disposal

Confidential information is any document, electronic or physical, which contains information about any member of the public, employee, partner, client, corporate customer, or information which is commercially sensitive or financial. Such information is required to be disposed of securely, using a method such as shredding, not through the general waste. Further information on disposal methods can be found in the Compliance Workbook – Information Security & Data Protection – Post Office Information Classification Standards, which you can find on Branch Hub by searching for 'Compliance Workbook.'

POL00448361

Section 6 Branch accounting

- Daily accounting
- Weekly accounting
- Monthly accounting

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Daily branch accounting

This section works in conjunction with the daily checks/procedures section covered in operating your branch and this can be accessed at Daily checks/procedures.

To help with daily accounting, there are 3 training guides available on Branch Hub(Training article page - Branch Hub Portal (postoffice.co.uk)) that will take you through the key activities.

These are:

- Section 2- getting started.
- Section 10- end of day activities
- Section 13-back-office transactions.

All new branches will also have in-branch support from Onsite Trainers when they open and further support can be arranged through your field team contact (Business Support or Area Manager).

Operational and transactional support is also available on Horizon help and from the Branch Support Centre (BSC) GRO

Transaction acknowledgements

After successfully logging in, the first message of the day will usually be a transaction acknowledgement.

A transaction acknowledgement is issued to a branch the day after the relevant transaction(s) have taken place. For Paystation, a transaction acknowledgement is issued to a branch the day after the transaction, provided the batch control summary (list of all Paystation transactions) is produced in branch before the cut-off time, which is currently 5pm, but is subject to change.(If the batch control summary is produced after the cut-off time, the transaction acknowledgement will be issued two days after the transaction took place.)

When a Postmaster accepts the transaction acknowledgement, and transfers the corresponding cash into the stock unit, the record of cash and stock on Horizon will be adjusted accordingly.

POL00448361

End of day activities

At the end of the working day there will be various back-office accounting procedures to carry-out. These are detailed in section 10- end of day activities and include:

- Despatch of cheques accepted for payment (in selected branches only)
- Despatch of cheque envelopes received for banking customers (all branches)
- Cash declaration (all branches)

Transaction reversals

Occasionally you may need to perform a transaction reversal to correct an issue. The process for reversing and the timescale to complete these vary so please refer to section 13- back office for more detail. Common reversals include:

- Mobile top-ups
- Automated receipts (bar-coded or magnetic strip bill payments and Postal Orders)
- Certain mails transactions (spoilt labels and Parcelforce reversals)

Other reports

Additional useful reports for daily accounting include transaction log, rems in/out reports, sales report, and the transfer reconciliation report. These can be found in section 13-back office or on Horizon help.

POL00448361

Weekly branch accounting

To help with weekly accounting there is a training guide (section 11 weekly accounting available on Branch Hub Training article page - Branch Hub Portal (postoffice.co.uk))

All new branches will also have in-branch support from the Onsite Trainer when they complete a first weekly balance. Additional support can be arranged through your field team contact (Business Support or Area Manager).

Balancing support is also available on Horizon help and from the Branch Support Centre (BSC) GRO

Specialist services (not available in all branches) such as self-service kiosks (SSKs) and ATMs should also be balanced every 7 days. Please refer to your relevant guides for support with this.

Weekly accounting

It is advisable that a balance period rollover is completed weekly. Step-by-step guidance are in section 11 weekly accounting and as an overview this includes:

- Completing usual daily end of day activities
- A currency declaration
- Stock on hand declaration
- Stamp declaration
- Cash declaration
- Product balance report and rollover

POL00448361

Monthly branch accounting

To help with monthly accounting there are 2 training guides on Branch Hub:

- section 12- monthly accounting
  Training article page - Branch Hub Portal (postoffice.co.uk)
- section 20 - troubleshooting Training article page - Branch Hub Portal (postoffice.co.uk)

All new branches will have the offer of in-branch support from Onsite Trainers when they first open and further support can be arranged through your field team contact (Business Support or Area Manager).

Monthly branch accounting support is also available on Horizon help and from the Branch Support Centre (BSC) GRO

Monthly branch accounting

You will need to complete a monthly or trading period balance. This activity should be carried out in line with the dates for your designated balancing group (A, B, C or D).

Step-by-step guidance is contained in section 12 - monthly accounting, and as an overview this includes:

- Complete end of day activities
- Complete end of week activities
- Print postage label report
- Print suspense account
- Complete monthly PCI PIN pad inspection declaration
- Office rollover and trading statement

POL00448361

Settling discrepancies

When you carry out a monthly trading period balance, if you identify a discrepancy you will need to follow one of the below options on the Horizon screen. This will help you roll over into a new trading period and seek support, if required.

1. Review Dispute CALL BSC:button

To be used for all discrepancies, including those you are reviewing in branch. If you need extra support in resolving the discrepancy, then please call the Branch Support Centre on GRO as soon as possible. The Branch Support Centre will aim to resolve the discrepancy with you and, where this is not possible, explain the next steps.

2. Make good cash:

This is optional and can be used to settle a discrepancy without seeking support. If you are unsure whether to settle a discrepancy, then please call the Branch Support Centre who will guide you through the next steps.

Further guidance on how to balance and the available support with discrepancies can be found here: section 12 - monthly accounting
[Training article page - Branch Hub Portal (postoffice.co.uk)]

POL00448361

Disputing a discrepancy or transaction correction

Disputing a discrepancy:

Step 1: Making the initial call into the Branch Support Centre:
The Branch Support Centre will support you through any balancing issue. If required, the Advisor will ask about your discrepancy and do some basic checks over the phone to try to resolve it. If they can't resolve the discrepancy right away, they will pass it to the Network Support & Resolution Team to review and support you further. We will need your email address and a telephone number so we can keep you informed of progress.

Step 2: When the discrepancy is passed to the Network Support & Resolution Team:
A Support Advisor will acknowledge receipt by telephone and/or by email, providing their contact details and explaining the next steps. On occasion, we may need to contact you for more information or to discuss the discrepancy further. We understand how busy Postmasters can be, which is why it is important that you provide as much information as you can when contacting the Branch Support Centre.

As a part of the review, the Support Advisor will:

- Support you at each step of the review.
- Contact you by telephone to discuss their review.
- Offer you a copy of their report.
- Follow up by email and provide details of the next steps.

Step 3: What if you don't agree with the outcome of the review?
If you feel your discrepancy has not been resolved to your satisfaction, then you can refer the issue to the Dispute Resolution Committee. To do this, please contact your Support Advisor by email, providing any additional information you wish to be considered. Your Support Advisor will explain the next steps.

If you would like independent help to assess the content of a review, then you can contact the National Federation of SubPostmasters (NFSP) on GRO The NFSP is a member-led, not-for-profit trade organisation, supporting members to operate a Post Office and retail outlets.

POL00448361

Disputing a transaction correction:

If you would like support in disputing a transaction correction, then please contact the telephone number and/or the email shown on the transaction correction notification. This will ensure you get to the right team for support based on the reason for the transaction correction.
The team will support and guide you through the process.
We have produced a support guide for Postmasters to review a discrepancy.

The guide can be found at: Training article page - Branch Hub Portal (postoffice.co.uk)

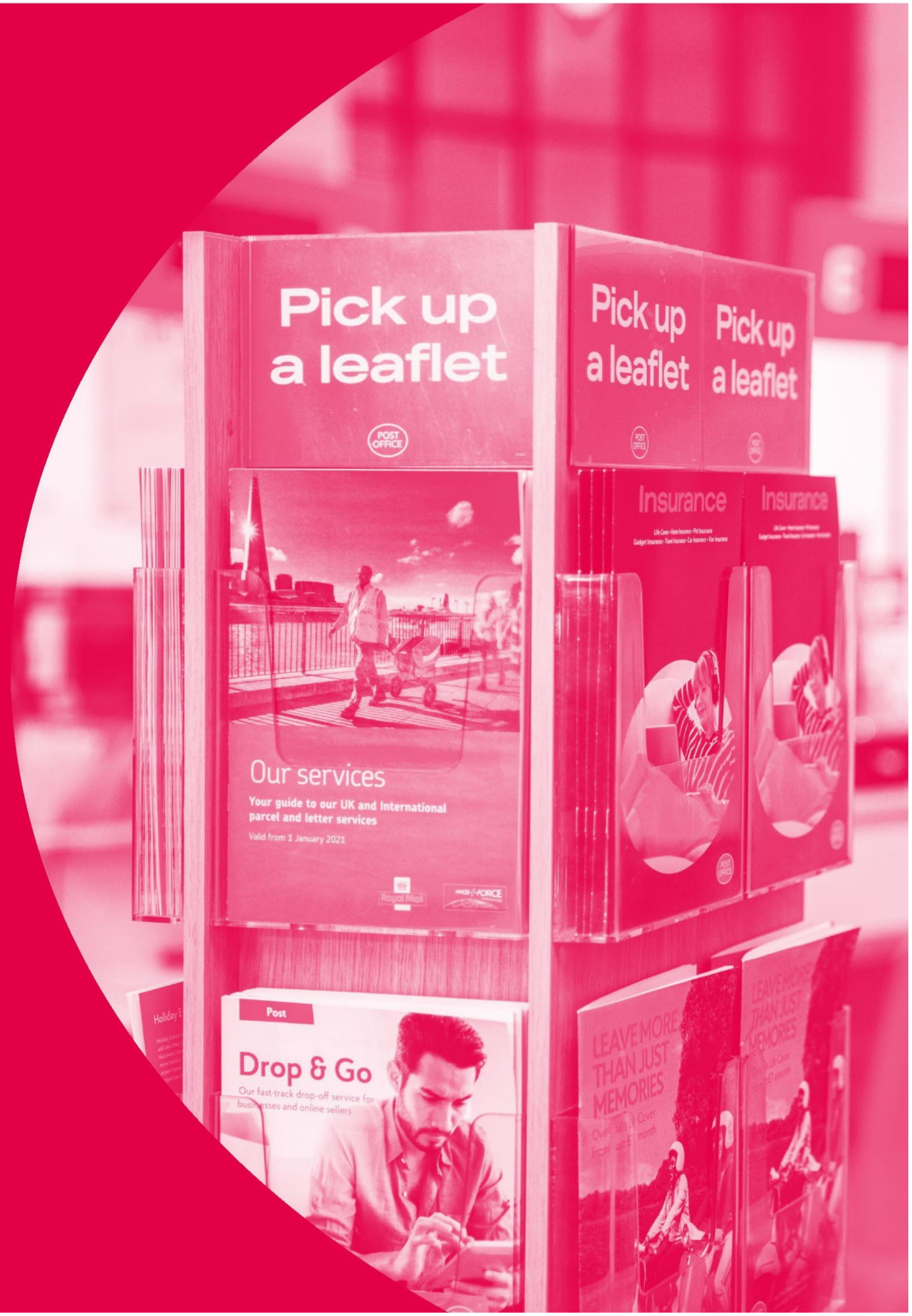
Troubleshooting:

We have produced a troubleshooting guide to support Postmasters
with information about the common causes of discrepancies and how to resolve them.
The guide can be found at: Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361
POL00448361

Section 7 Products and services

- Growing your business
- Mails and mails products
- Banking
- Bill payments
- Travel services
- Financial services
- Government services
- Other products



Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Products and services

Post Office provides a wide range of products and services. The availability in branch varies depending on the format and location of the branch. Below is a brief breakdown and description along with some links to training and sales support material (referred to as distance learning packs) along with some product videos.

Growing your business

Looking at internal and external opportunities

Mails and mails products

A range of postal services to send, collect and return using a range of carriers

Banking

Access to personal and business accounts with selected banking partners

Bill payments

Paying utility bills, rent or topping up cards and keys

Travel services

Buying and selling currencies, Travel Money Card and Travel Insurance

Financial services

Over 50s Life Insurance and a range of Savings

Government services

Biometric Residence Permits, ID verification, Passport checking, DVLA services (taxation and driving licences)

Other

Gift cards, Postal Orders, money transfer services from Western Union and MoneyGram

POL00448361

Growing your business

Post Office is keen to work in partnership with Postmasters to help them build their reach within the local community and widen the recognition of our brand. The primary support for this is via the field team and area or business support managers.

External opportunities

Support is available with tools and videos on Branch Hub showing the power of 'prospecting' for new business. The links are below but here is some testimony from Tony a Postmaster at Thorne Post Office.

"A major part of my success as a Postmaster is undertaking regular prospecting visits in the community. I see it as an integral part of my role. This has helped me establish myself as a key member of the business community and played a significant part in our customers rating us so highly. Being pro-active has helped to grow my business and build awareness of customers' needs. The commercial impact has also been strong with banking deposits growing 40% year on year and new products such as EVRI have launched successfully (using previous prospecting leads) achieving numbers of 150 per day and buy-in branch numbers are also lifting."

- Leads can be gained using local knowledge and the internet and it is a great way to connect with other local independent retailers and other parts of the community such as schools and residential homes.
- Prepare in advance a pack containing a business card, a map detailing Post Office location (along with bus stops and car parks) and take plenty of leaflets around Mails and Banking

"After losing a local garage who paid in large amounts, I knew I had to find alternative business. I approached a newly refurbished petrol station, and they now pay in £25k per week and have also started to pay in the takings from two other petrol stations within their group."

"A local trader, running a bespoke print company, was sending between 10 and 15 parcels per day. A colleague booked an appointment for me to visit the customer and I established that she was visiting up to 5 other Post Offices as she was reluctant to hold up the queues. I introduced her to Drop and Go and volumes now regularly hit over 200 per day, including 50 Evri parcels. I also supply her stationery needs, boosting my retail."

POL00448361

"I have visited the local school on several occasions resulting in exclusively supplying them with Travel Money for class trips to Paris and Berlin delivering over 25k of travel money sales. It also promotes the services for family holidays boosting overall Travel remuneration."

Further information is available via the links below which include a prospecting guide and 2 editable letters for Mails and Banking Training article page - Branch Hub Portal (postoffice.co.uk)
There is also a video The Value of Prospecting - How Postmasters in Bolton have grown their business on Vimeo

Internal opportunities

Having a sales focus and using great conversations can also build business with your current customers. Area and business support managers can offer help and advice around your sales week including:

- Morning huddles- cover review of previous performance, agree daily/weekly expectations, recognise individual and team success, practise, and coach conversations, overcome objections.
- Sales management- setting and tracking of numbers, planning of activity(power hours or promotional days)
- Coaching- building product knowledge through training and quizzes, practising and observing conversations and support for overcoming objections and use of the professional withdrawal if the customer is not ready to commit.

All these activities can create a great team ethos and deliver added value for customers whilst growing commercial revenue. The key is to have fun and celebrate success!

POL00448361

Mails and associated mails products

A range of postal services to send, collect and return items.

These include a variety of carriers including Royal Mail, Parcelforce, and new partners Amazon, DPD, Evri and DHL, with both inland and international services. Stamps, philatelic products and mail redirections are also available.

Training support:

- ShapeDistance learning packs for inland, international and Drop & Go are found on the link below (just search in the contents on the left side):
- Training article page - Branch Hub Portal (postoffice.co.uk)
- Pick up/Drop off(PUDO)-Amazon training Mails - PUDO - Amazon training material (postoffice.co.uk)
- PUDO- DPD training Mails - PUDO - DPD training material (postoffice.co.uk)
- PUDO- DPD buy-in branch Mails - DPD Buy In Branch (postoffice.co.uk)
- PUDO- Evri Mails - EVRI Pitch Pack (postoffice.co.uk)
- PUDO- Evri buy-in branch Mails - Evri - Buy in Branch (postoffice.co.uk)

POL00448361
POL00448361

Banking

Post Office offers a wide range of banking services for our customers. .

Personal and business banking customers can:

- Deposit cash.
- Deposit cheques (branches are required to accept in the correct bank envelope).
- Withdraw cash.
- Check balances.
- Change Giving/Change Giving Lite (business customers only).
- Timesaver (secure drop off for cash deposits in sealed pouch).
- Pre-authorised cheque encashment.
- Business cheque encashment (selected offices only).

Please click on the Everyday Banking Distance Learning Pack below.

Points to remember:

- All cash deposits must be transacted in front of the customer (Excluding Timesaver)
- A cash withdrawal should only be carried out when specifically requested by the customer.
- Please ensure all receipts for banking transactions are handed face down.
- All bank collateral for change giving services can be found on Horizon Help.

No Credit Card payments from any bank can be made at any Post Office

Training support:

The Banking distance learning pack is available at the link below (search Everyday Banking in the contents on the left) [Training article page - Branch Hub Portal (postoffice.co.uk)]

POL00448361

Bill payments

- Gas and electricity - pay bills, top-up cards and keys.
- Council tax, housing and rent payments.
- Water bills.
- Broadband and mobile top-ups.
- Gaming and digital vouchers.

POL00448361

Travel services

- Travel Money - a wide range of currencies to buy and sell.
- Travel Money Card- a pre-paid Mastercard that can be loaded with up to 22 currencies.
- Travel Insurance - 3 levels of cover and options of single trip or annual cover with other add-ons.

Training support:

- Distance learning packs for Travel Money and Travel Insurance can be accessed at the link below (search in the contents on the left side): Training article page - Branch Hub Portal (postoffice.co.uk)
- A Travel Insurance sales process video can be accessed at the link below (search in the contents on the left side): Training article page - Branch Hub Portal (postoffice.co.uk)
- The Travel toolkit is also here: Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Financial services

- Over 50 life insurance – for customers to get help towards the cost of a funeral or leave a gift.
- Savings - easy access, fixed rate and tax-free options.

Training support:

- Distance learning packs for Savings and Life Insurance can be accessed at the link below (search in the contents on the left side):
  Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Government services

- Biometric Residence Permits – these are required for any non-UK citizen coming to live,
- work or study in the UK for more than 6 months.
- ID verification - customers can get documents checked and identity verified at a Post Office.
- DVLA services - taxing cars and driving licences.
- Passport checking - a choice of paper renewal or digital application.
- Security Industry Authority (SIA) applications - digital applications for the security industry.

Training support:

- Distance learning packs for DVLA and Passport Check and Send can be accessed at the link below (search in the contents on the left side): Training article page - Branch Hub Portal (postoffice.co.uk)
- Tablet guides for Passport, DVLA and SIA can be accessed at the link below (search in the contents on the left side): Training article page - Branch Hub Portal (postoffice.co.uk)

POL00448361

Other services

- Gift cards - cards for all occasions from One4all and from high street and online retailers such as Google, ASOS, Sony, Microsoft and more.
- Postal Orders - a safe way to send money without having a bank account.
- Money transfer services – customers can send and receive money within the UK and to/from overseas either person to person or to a bank account.

Training support:

- The MoneyGram distance learning pack can be accessed at the following link: [Training article page - Branch Hub Portal (postoffice.co.uk)]

POL00448361

Section 8 Supporting you

- Support available
- Security support
- Marketing support
- Wellbeing support
- Keeping you updated
- We’re listening

Version 4.0 | Shared in commercial confidence | July 2024

POL00448361

Support available

Face-to-face support

Support is available for every Post Office

Operations - Regional & Area Manager Contact Details (postoffice.co.uk)

Digital support

Support is available 24/7 on personal devices and Horizon

Service and support centres

A team of telephone advisors is there to provide operational transactional and equipment support remotely

Contact list

You can find key numbers to support you in delivering for customers in this link:

Branch Hub - Branch Hub Portal (postoffice.co.uk)

Other support

Independent support from NFSP a membership organisation which represents Postmasters across the UK

POL00448361

Face-to-face support

Business Support Managers

Your Business Support Manager is your early day support through the beginning of your Post Office journey. They will follow on from your initial training to help embed the practice and processes in running a successful Post Office branch.

They can be contacted by phone or email and will make regular visits to your branch through the first 3-6 months of trading.

You can access your Business Support Manager's name, phone number and email address below:

Operations - Regional & Area Manager Contact Details (postoffice.co.uk)

Area Managers

Following your early day support, you will then be further supported by your Post Office Area Manager. Your Area Manager can be contacted by phone or email, they provide tailored support for your Branch's needs. They will engage with you on performance data, discuss operational issues and support in helping to grow your Post Office business. Area and Regional Managers also hold events and meetings for Postmasters, both virtually and in person. These events are both a learning experience, as well as a great networking opportunity for you to meet other Postmasters.

You can access your Area Manager's name, phone number and email address below:

Operations - Regional & Area Manager Contact Details (postoffice.co.uk)

"My role is like being the compass for new Postmasters. We work together through their early days, from opening to in-branch training, whilst building effective commercial relationships, and driving customer-focused sales. The goal is to transition from good to great and place the Post Office at the heart of the community. "

Deepak Valani, Business Support Manager

"My role is to help our Postmasters continue to grow their business and thrive in the local community. I look at the commercial opportunities for growth as well as the operational efficiency of the branch. In today's retailing world, you want a franchise that is safe, secure, and profitable and my role is, to help you do all of that!"

Matt Edgar, Area Manager

POL00448361

Face-to-face support

"Many thanks for our visit. Your peer support spent half a day onsite, looking at how we can improve our customer service, and focus on upselling our premium services. Most helpful and informative, thank you. "

Anis Amanjy, Guide Post Office

Peer to peer support

Peer Supports are a team of some 140 experienced frontline counter people, geographically covering the whole of the UK, who offer up some of their time to support and coach other Postmasters and their teams in maximising remuneration by delivering excellent and knowledgeable service to our customers. They are mainly Postmasters themselves and are used to dealing with Post Office transactions and processes alongside the daily running of the retail business, and the challenges that can bring. A peer support can support you in delivering excellent service in the 'bread and butter' products we sell - Mails and banking in particular - and can help from early days to last day of service to refresh or steer an alternative way of introducing products, as well as being there to show you what good looks like. They visit you in your branch at a convenient time for you and your team.

A request to get peer support comes from a variety of sources, including from the branch itself if the Postmaster feels this would be beneficial and is free support resource delivered in an empathetic manner - by people who do the job themselves. Contact can be made through your Area Manager, Business Support Manager or by calling the Branch Support Centre.

"Your peer support had great knowledge of all the products Post Office offers. We as a team learned a lot from her and it has given us renewed confidence and capability to serve our customers. We would like more visits."

The Team at Milford Post Office

POL00448361

Face-to-face support

Branch assurance advisors

This role is to plan for and deploy Branch Assurance support activity. During the visit they will verify assets in a Post Office branch and produce a factual, detailed, and accurate account of the visit (including areas identified for improvement) to provide to the Postmaster.

Security support advisors

Post Office Security is committed to safeguarding and protecting its Postmasters, colleagues, and customers by minimising the risks that crime presents.

As part of your onboarding process, our Security Support Advisor will reach out to you within the first six months of trading to provide assistance and offer a security health check visit.

During this visit, your dedicated Security Manager will survey your branch and identify any necessary security improvements such as procedures and equipment, with a focus on raising security awareness and preventing crime.

At any stage, if you need further assistance or support, please contact Grapevine on GRO

Contract advisors

There may be occasions when the obligations as set out in your contract are not being met. If this is the case, Post Office will take steps to ensure performance of the contract, while also supporting you in this process. It is the role of the Contract Advisor to manage this process and ensure that both Postmasters and Post Office Ltd are meeting their obligations.

The team is contactable at GRO

POL00448361

Face-to-face support

Network Provision Lead

The Network Provision Lead (NPL) is the project sponsor for all business as usual and programme projects that are delivered into our network. The NPL is also responsible for the initial engagement of all our new Postmasters as they join Post Office, this is a crucial part of the role providing high levels of support and encouragement to our potential new Postmasters through the early stages of the onboarding process.

"We are there for you to help and support through each stage of the onboarding process. This ensures a smooth transition and the successful launch of your new Post Office within the local community."

Tajinder (Tig) Khehra, Network Provision Lead

Property Project Manager

The Property Project Manager (PPM) is responsible for the initial scoping of an existing Post Office branch or proposed new premises, working in collaboration with the Postmaster and Network Provision Lead (NPL) to propose and agree a design they both all agree will maintain a viable offer and create a positive customer experience. The PPM will then support the Postmaster in realising that design in the build phase. The PPM is also responsible for the wider Post Office strategy by planning and managing all opening, closure, and refurbishment projects during the active delivery phase.

POL00448361

Face-to-face support

"I eagerly wait for a new banking hub to come to my schedule because banking hub is place where you work with different stakeholders, and we deliver a brand-new image of the post office to a new community."

Fuad Rahman, Onsite trainer

Onsite trainers

Onsite Trainers provide in branch training and support for new Postmasters and their teams, setting up the branch, and supporting with all live customer transactions and accounting activities during the first 6 days of opening.

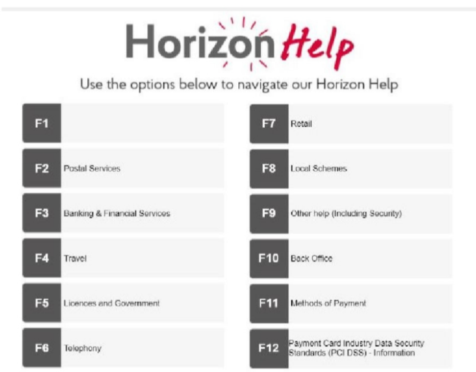
Onsite Trainers also provide on-going training and support to existing postmasters and their teams, either remotely or in branch. You can ask your Business Support Manager or Area Manager to arrange the support of an Onsite trainer.

POL00448361

Digital support

Branch Hub

Branch hub https://branchhub.postoffice.co.uk/bh provides a digital platform for many tasks that used to be done over the phone. Information to help you troubleshoot issues is available on Branch Hub. More useful tools are being added regularly to make Branch Hub a one-stop shop for Postmasters. We see Branch Hub as an important tool to provide even better support to Postmasters and welcome any ideas for more things we can make digitally available for you.



Horizon Help

We provide information on Horizon about how to transact products and services and topics such as branch balancing and discrepancies. To access this Help resource on Horizon, please press the Help Home button and then press the appropriate button for the topic you need.

Please give this a try!

POL00448361

Service and support centres

Post Office has a variety of service and support functions that are here to support you. The 2 main service centres are Branch Support Centre (BSC) and IT digital service centre and below are the contact details and a brief description of the support they can provide.

Branch Support Centre GRO provides operational and transactional guidance. This covers product and service information, branch closures/change of hours and logging of complaints. They can also connect you to other support functions around security, balancing and building issues.

IT digital service centre GRO provides support around equipment issues such as horizon equipment, identity tablets and Amazon phones. You can log issues quickly via this link [Catalog - Browse - Branch Hub Portal (postoffice.co.uk)]

Other support functions are listed below.

Please print this and use for reference.

Function	Description	Contact Details
Network monitoring and reconciliation	The team supports branches to maintain accurate branch accounts and ensure transactional errors are dealt with quickly and effectively	networkmonitoring GRO
Network support and resolution	The team supports branches by providing fast and effective resolution to any accounting issues raised	Via Branch support centre GRO
Security team	The team supports branches by reducing the risk of crime to protect you and your team	grapevine.admin GRO GRO postofficesecurity GRO

POL00448361

Service and support centres

Function	Description	Contact Details
Onboarding team	The team supports Postmasters through every step of the application process by providing you with a named contact	GRO GRO
Vetting	The team will do checks on new Postmasters and assistants	GRO
Fit and proper	The team process annual checks required to meet HMRC obligations around operating branch	GRO
Smart ID	The team issue individuals with a unique Smart ID to access the horizon system	GRO
Scheduling of training	The team allocate eLearning, classroom training and onsite support following the completion of the onboarding process	GRO GRO
Scheduling of branch assurance activity	The team support requests from other functions and Postmasters to provide branch assurance visits	GRO

POL00448361

Other support

NFSP (National Federation of Sub-Postmasters) is the representation organisation for postmasters. The NFSP is run by Postmasters for Postmasters and has an extensive network of Postmaster volunteers. Postmasters who would like to take advantage of their services, can join for free and they can be contacted in the following ways:

- Phone: GRO
- Email: GRO
- NFSP Website – www.nfsp.org.uk

Services include:

- NFSP helpline- offering support and advice on a wide range of issues including operational concerns, losses, contractual issues, and holiday relief.
- Health and Wellbeing- free access to health and wellbeing support services including a 24-hour helpline with qualified counsellors, and bereavement support and medical information.
- Legal Helpline- free Legal advice on a variety of issues
- HR support- Via HR:4UK on a range of HR issues including employment law, staff management and legal compliance.
- Free Retail Health checks- the Postmaster would receive a free, no strings attached, in-depth insight either via video call or physical visit (if required) into their retail business, that can help them to identify which areas of their retail business could be improved.
- Mails advice- expert mails segregation and compliance support
- Buying or selling a Post Office- help in appointing a skilled business transfer agent for selling and the 'Buy a Post Office scheme.'

Additionally, they can offer discounts through NFSP+ and operate a benevolent fund to help current and former Postmasters.

The Core Principles of the NFSP are to:
Negotiate changes to remuneration.
Challenge, review, and comment on new or updated Post Office Limited (POL) proposed policies or proposals.
Represent its members, including in relation to disputes with POL.
Provide Welfare and Support to postmasters in respect of the entirety of their operations.

POL00448361

Security support

POL00448361

Security support

We are committed to safeguarding the security of our Postmasters, colleagues and customers by minimising the risks that crime presents. The guidance provided below illustrates how we can use crime prevention measures to reduce the impacts of criminal activities on the Post Office network.

Grapevine

As part of Post Office, Grapevine is the single point of contact for gathering crime-related intelligence. Grapevine is available 24/7/365 to report incidents, suspicious activity or security concerns.

The Grapevine service is for all types of security-related intelligence, it is a dedicated and fully integrated, secure and self-contained service, providing a one-stop solution to meet the present and future crime prevention challenges impacting the Post Office network.

POST OFFICE

GRAPEVINE
GRO

Grapevine call logging process

GRO

You will hear several options to choose from:

Option 1: To report a crime, suspicious activity or threat.

Option 2: For intruder alarms, fire alarms and Supply Chain security equipment.

Option 3: For Copper to Fibre involving Verizon or BT enquiries.

Option 4: Applies only to DMBs (directly managed branches) or Supply Chain.

Option 5: For all Safes, Cash and Stock storage products.

Option 6: For Mechanical & Electronic weighing scales.

Option 7: Anything else, just hold.

POL00448361

Whether it is to report suspicious activity, an incident or a fault with your security equipment, Grapevine is on hand to help support you or get you the help you need.

Equipment	Contact Point	Telephone Number
Safes	Insafe (through Grapevine)	GRO
Cash funding units (BidiSafe/RollerCash)	Insafe (through Grapevine)	GRO
Alarms	Grapevine	GRO
Post Office CCTV, Fogging Units, DNA, IP 3G Cameras, Electric Door Bolts	Grapevine	GRO
ATM	Cennox	GRO

Heard it through the Grapevine? As part of the free service, you will be provided with localised crime alerts and information to keep you in the loop and security aware. We highly recommended that all branches register and anyone can register, not just the Postmaster.

Please call Grapevine on GRO or click here to register online.

POL00448361

Best practice

Criminals are always on the lookout for easy targets and unfortunately, retail businesses can be a prime target for theft and other criminal activity. Demonstrating strong security procedures makes it physically more difficult and less rewarding for a criminal and increases the likelihood of them being caught.

By being security aware and taking these steps, you can create a safer environment for your team and customers, to reduce the risk of criminal activity, and protect your business from financial losses.

Keep your cash safe

- Keep cash at the counter to a minimum and within the limits allowed: no more than£1,000 for a screenless counter and no more than £2,500 for a fortress counter.
- In open plan positions, remember to use the cash funding units. (BidiSafe, Cashette, RollerCash or Drop Safe)
- Secure the cash funding unit/drop safe key in the main safe throughout the day.

Control access

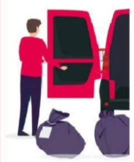
- Ensure you lock all doors/endgates to the secure area when the safes are in use.
- Always take extreme care when opening access doors/endgates to allow someone into the secure area. These should not be opened if you feel suspicious for any reason, and visitors should be verified and recorded in the Branch Visitor Log.
- Safeguard all keys and these should be kept separate and removed from the locks.

Safe security

- Ensure safes are alarmed, closed and locked when not in use, and the keys withdrawn and secured safely out of sight throughout the day.
- Where storage is minimal, please prioritise storage in the below order:
  1. Banknotes, 2. Foreign currency, 3. Bureau Pre-Orders,
  4. Postage (including Stamp Books and rolls), 5. High value coin, i.e. £1 and £2 coins
- Where installed, make use of time delay equipment.

< Back to contents

POL00448361



CViT Remittances

- Tend to the CViT delivery as soon as you have finished serving your existing customer.
- Secure all accepted remittances in the main safe immediately, or if fitted, in the drop-safe, leaving it for at least 30 minutes before transferring to the main safe.
- Remittances that are due for collection must be kept in the main safe until the CViT crew member arrives, making full use of the TDLC where fitted.

ATM replenishment

- Remember to replenish the ATM outside of business hours and away from public view with just enough to cover operational needs for a maximum 2-3 days.
- Keep ATM keys in the branch's time-delayed main safe.
- Try to vary the day and time that you replenish the ATM.

Please see below tips to help keep you and your branch safe:

More information and security guidance is available in our Security Operations Guide, available on:

- *Branch Hub (log in required)*
- *Horizon Help [F9: Other Help (Including Security) / F3 Security Operations]*
- *Grapevine website*

POL00448361

Opening and closing your branch

Opening and closing times can be the most vulnerable in terms of criminal activity. Criminals may break into premises and vehicles overnight and await for the people who work there to arrive the following morning.

To reduce the risk of criminal activity when opening:

- Minimise the risk of being followed by varying your route and time of arrival.
- When driving to work, keep to well-lit roads and avoid parking in the same place each day.
- When approaching the branch, look out for strangers or people sitting in parked cars.
- Before entering the branch, check the outside of the building and the immediate vicinity for any signs of break-in or damage to the property, for example, ladders against a wall, broken windows, signs of forced window frames, brick dust on window sills or paths, damaged fire exit doors or roof. Physically test any fire doors or guard bars for evidence of tampering.
- Any areas that cannot be checked from the outside should then be checked during a search from the inside.

Be vigilant at opening times

- Check the outside of the building and remain vigilant at all times.
- Never enter the premises if there are signs of a break in. Contact the Police and wait for them to arrive.
- When entering the building, lock the door behind you before turning off the alarm.

POL00448361

To reduce the risk of criminal activity when closing:

Robberies often occur shortly before a branch closes, when criminals know that many branches have their safe doors open. For this reason, please avoid opening the safe in the 30-minute period before branch closure.

- Carry out a full check of the branch in case any members of the public are hidden inside.
- When locking the front door and before leaving, activate security equipment installed.
- When leaving the premises, please check nobody is lurking outside, and look for anything unusual.
- Be wary of someone trying to talk you into going back in branch once you have left the premises.
- Vary your routes home if possible.

Closing your branch securely

- Once you have secured all your cash and stock in the Post Office safe, ensure the BidiSafe and counter drawers are left open to show they are empty.
- Make sure all alarm systems are set correctly.
- Before leaving, check outside to make sure it is clear and remain vigilant as you leave.

POL00448361

Dealing with incidents

Police: 999 or 101?	
EMERGENCY POLICE 999	Phone 999 when it is an emergency, a crime is in progress, someone suspected of a crime is nearby, there is danger to life or violence is being used or threatened.
NON EMERGENCY POLICE 101	If you do not need emergency response or want to report a crime that has already taken place, then it is 101.

Robbery - the action of taking property unlawfully from a person or place by force or threat of force.
Where you feel unsafe or there is an imminent threat:

- If there is a panic/intruder alarm or fogging machine in branch, activate if safe to do so.
- Follow instructions given and do not take any risks.
- Avoid any sudden or unexpected movements.
- Make a note of the appearance of the individual(s) along with clothing and vehicles used.

Burglary (including ATM incidents) - illegal entry of a building with intent to commit a crime, especially theft.
If on arrival at branch there are signs of forced entry, suggesting that a burglary has taken place:

- Do not enter the branch.
- Phone the police on 101.
- Await their arrival at a safe distance from the door.

POL00448361

Theft - the action or crime of stealing

- By meeting and greeting customers as they enter, this could prevent shop theft.
- Consider the layout to make it easier to see individuals entering the branch.
- Place high-value goods or targeted products in view of the till.
- Report any incidents involving loss or theft, interference or damage to Grapevine.

Abuse, aggression and violence

Following this guidance on managing and preventing these circumstances will help prevent or deal with abuse. The top three triggers for abuse, aggression and violence in-branch are outlined below.

1. Challenging shop thieves - the best way to prevent shop theft is by being attentive, and if possible, meeting and greeting customers as they enter, so potential thieves know you are watching them.
2. Refusing to serve intoxicated people - retailers are legally obligated to refuse an alcohol sale to someone who is intoxicated. If you have to refuse to serve a customer who is drunk, stay calm and polite.
3. Enforcing ID-restricted sales and services - making sure everyone working in the branch enforces ID-restricted sales and services is important but can lead to confrontation.

For more information or help, please visit our Further Support & Guidance Page on Branch Hub (Log in required).

Sleight of hand and distraction thefts

There are some transactions that are used to carry out sleight of hand or distraction theft and fraud activity. These tend to target transactions involving large amounts of sterling, and in particular currency transactions.

POL00448361

If successful, the offender can obtain large sums of money by:

- Asking to change notes, such as £10s to £20s or sterling to foreign currency.
- Distracting through interaction, drawing your attention away from the transaction, drawing your eyes away from the notes, or asking for help elsewhere; causing your concentration to divert.
- Once the requested notes are obtained, making an excuse to change their mind so they no longer need the exchange or made a mistake and wanted a different currency, then demanding a refund.
- Relying on the person working in the branch not counting the money returned by the customer, assuming the customer has given back the correct amount. However, on further inspection after the customer has left, it is discovered that a large amount of the returned money is missing.
- Mixing the money from the transaction with other amounts in your drawer, leading to confusion. Always ensure you are completely satisfied that the customer has received, or you have accepted, the correct amount of money.

REMEMBER!

- When somebody changes their mind during an exchange, **be suspicious**
- **Always** recount cash in between exchanges
- **Don't** mix money from the transaction with money in your drawer
- Take your time, **Never** feel pressured to rush a transaction
- Just say **NO!**

POL00448361

Fraud and scams

Fraudsters use many different methods to carry out their scams, so please look out for the following:

- They may claim to be from Post Office, a product team or a supplier such as Fujitsu. Some scammers are also pretending to be customers or Area Managers.
- Always remain alert and if you receive a call asking you to test or access the Horizon system, say NO and end the call, then contact Grapevine.
- Only complete cash deposits or top-ups when the customer is in front of you and cash or payment has already been safely received over the counter.
- If you suspect that a customer is vulnerable and may have been targeted, you should decline the transaction and explain that they could be a victim of fraud. Call 999, quoting Banking Protocol, where the police will aim to attend within 15 minutes to support the customer and then please report it to Grapevine on GRO
- Please remember, Post Office and its suppliers will NEVER contact a branch to ask those working in branch to perform test transactions.

More details on identifying and dealing with fraud or scams can be found on Horizon Help - F7 Horizon Help, F9 Other Help (Including Security), F13 The Banking Protocol.

Counterfeit notes

If fraudulent notes are identified, you should:

- Call the Branch Support Centre on GRO to obtain a reference number.
- Place the note in a polythene banknote envelope and mark it as ‘Forged’ or ‘Counterfeit’.
- Return the note and P6005 form in your next remittance to the cash centre.
- Additionally, if the note is identified during a transaction it should be impounded and the customer issued with a receipt.
- Please report any counterfeit notes to Grapevine on GRO so it can notify other branches in the area.

More details on identifying and processing fraudulent or counterfeit banknotes can be found on Horizon Help - F7 Horizon Help, F7 Retail, F2 Methods of Payment, F1 Cash Handling, F4 Counterfeit Banknotes.

POL00448361

Reporting incidents

Reporting Incidents

Please report all incidents including robberies, burglaries, criminal abuse and physical violence, fraud or scams, counterfeit notes and sleight of hand/ distraction or theft (attempted and actual), along with any suspicious activity, to the police (999 for an emergency or 101 for a non-emergency) in the first instance and then to Grapevine on GRO The security team maintains ongoing collaboration with law enforcement to ensure you are fully supported following an incident.

Customer abuse reporting

Low level abuse including verbal, offensive language, swearing and shouting are our most common types of incidents, and these are majorly under-reported.

Please familiarise yourself with the Customer Abuse Guidance below:

Level	Description	Action	Support
Low level abuse	Less serious incidents including: • Verbal abuse • Offensive language • Swearing or shouting	Use the **Report New Incident** button on Branch Hub	See **Further Support & Guidance-** and, if requested, further security support will be provided.
Criminal abuse	Mid-range incidents including: • Aggressive behaviour • Squaring-up without physical contact • Harassment, incuding sexual and racial abuse	Call the Police on **101** and report to **Grapevine** on GRO	See **Further Support & Guidance-** and, if requested, further security support will be provided.
Physical violence	Very serious incidents including: • Physical or threat of violence • Injury sustained • Threat to life or safety	Press **Panic Alarm,** call the Police on **999** and report to **Grapevine** on GRO	Your Security Manager will contact you to provide bespoke support and advice. Additionally see **Further Support & Guidance.**

POL00448361

Our reporting tool on Branch Hub is there so you can easily report incidents of low-level abuse; including verbal abuse, offensive language, shouting and swearing. This will provide us with a clearer picture of incidents of this type so we can better support you and your teams.

If you experience criminal abuse and physical violence, please continue to report these incidents to Grapevine.

After an incident

Violent attacks, threats, verbal abuse and other traumatic experiences can leave you feeling isolated, shocked and confused. If you become the victim of one of these crimes, and you have reported the incident to the police, please then also report this to Grapevine. Grapevine will offer you and arrange any further support you may need, including Trauma Support.

Trauma Support meetings are facilitated by specially trained staff, who will be there to listen to you, offer support and help you deal with the aftermath of a traumatic incident. You can ask for support at any time after an incident, not just immediately after. You do not have to attend these meetings if you do not wish to, but they can be of benefit.

For further information on support after an incident, please visit the Workplace Wellbeing Page.

POL00448361

Visitors

Verifying visitors

All visitors need to be formally identified before they can be admitted to the secure area of a branch.

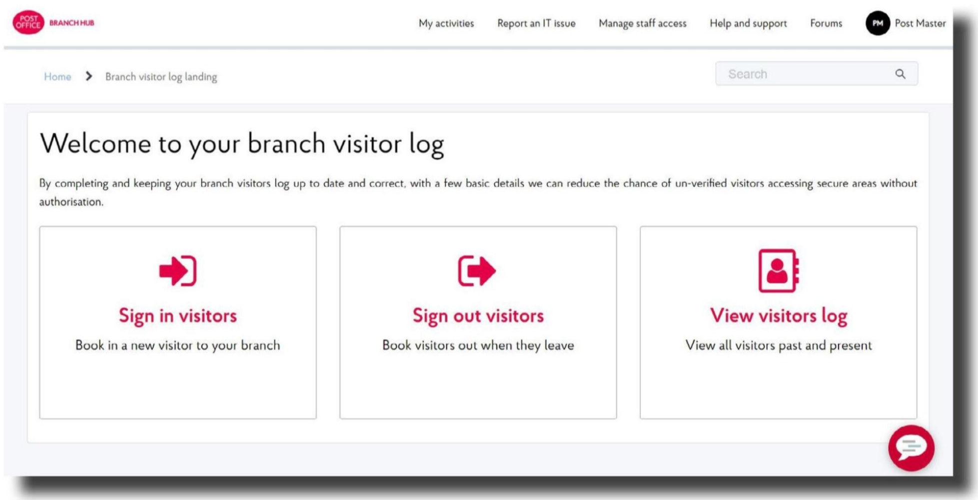
In relation to this:

- Post Office visitors should have made an appointment in advance and will carry an official ID card. You should check the visitor's ID before giving them access.
- If the visit is unannounced, you should verify their attendance with Grapevine on GRO
- Refuse entry if you are suspicious in any way and report your concerns to Grapevine.
- Unannounced official visitors including the Police, Government, Fire Brigade etc, we advise you contact the official visitor's number to gain verification. Do not use the verification contact number supplied on the visitors ID card as this could be fraudulent.
- All visitors entering the secure area should be logged in the branch visitor log either manually or on Branch Hub.
- Visitors should not be given unaccompanied access to cash and stock or allowed to connect unauthorised devices to the network or to access the Horizon system.

POL00448361

Branch Visitors Log

Signing visitors in and out has always been important from a security and safety perspective, and to maintain a log of which visitors attended your branch. This is particularly important if an incidents occurs, such as theft, tampering or damage to devices.



Our feature in Branch Hub is there so you can easily sign visitors in and out and maintain a complete branch visitor log. This provides a clear picture of branch visits to keep records of any visitors that have access to the secure area and behind the counter, which helps to work towards higher level of security.

When branch audits are taking place for Payment Card Industry compliance, please ensure:

1. All visitors need their **ID** formally checked.
2. **Verify** the visitors identity with Grapevine on GRO
3. **Record** the visitor on the Branch Visitor Log on Branch Hub (login required) or manually.

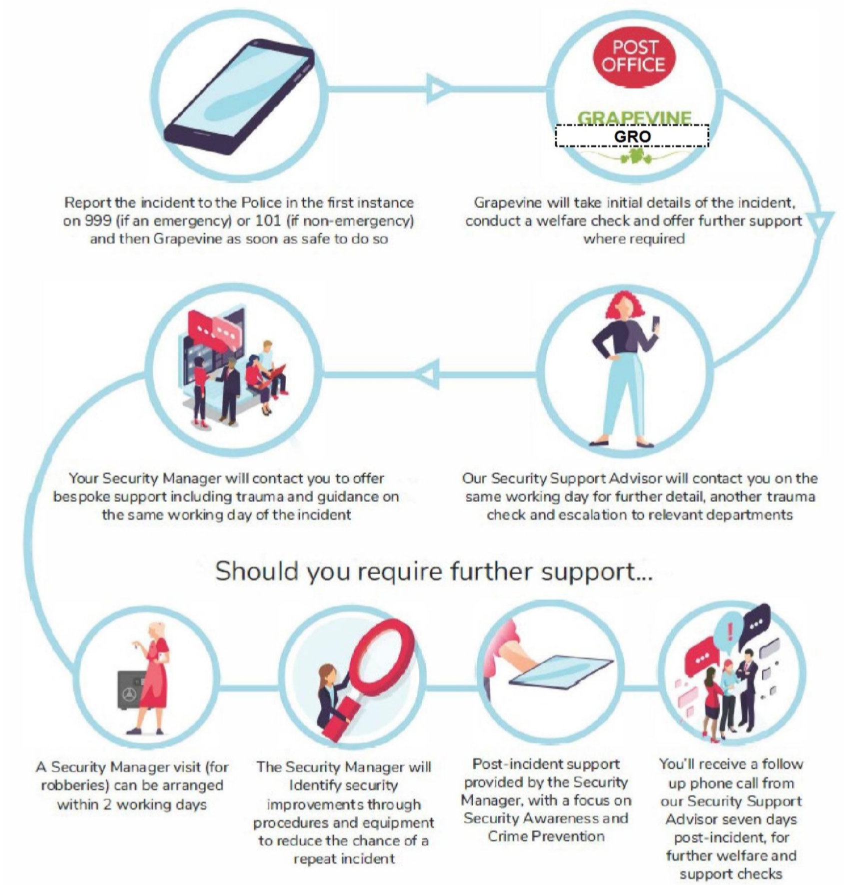
You can still complete the Branch Visitor Log manually by printing the form from Horizon Online, F10 Back Office, F9 Printables, F6 Visitor Log.

POL00448361

Additional Security Support

Following an incident

In the unlikely event you experience a serious security incident at your branch, the following support and guidance will be provided:



Health & Wellbeing Support

Contact HELP Health & Wellbeing on GRO for confidential, independent, and unbiased guidance from a team of trained wellbeing and counselling practitioners. Trauma Support will be offered to you at various stages, so you can uptake this if or when you feel ready.

For further information on support after an incident, please visit the Workplace Wellbeing Page.

POL00448361

Marketing support

Display equipment
Examples of tools to help promote marketing

Display instructions
Information around marketing and essential posters

Personalised marketing
Tailoring support to individual branch needs

Evergreen and digital screens
Latest innovations from the marketing team

POL00448361

Display equipment

Branches are encouraged to meet high standards of presentation by displaying posters and other specified information as suggested and by maintaining displays as described.

Branches have one or more of the following point of sale display systems:

- **Point of display (POD) panels** which include leaflet dispensers to display advertising and information.
- **Size A0, A1, A3 or A4 poster panels** for displaying specific product promotional material in exterior facing windows and on an internal wall. These are the only areas where information, notices or promotional material may be placed the display instructions. Counter screens shall be always kept clear other than displays as defined by the display standards document.
- **A-frames** (where used) display current promotional material provided by Post Office Limited and should be placed outside of the branch.
- **Forms dispensers** (where fitted). The correct forms should be place in form dispensers, with enough stock always available for customers.

POL00448361

Display instructions

Branches can only display material authorised by Post Office Limited as detailed in the display instructions, which are distributed to branches regularly. Posters and leaflets, to update displays, will be despatched to branches before the display date. The displays should always be updated on the date specified in the display instructions (unless you are asked otherwise). Please ensure that there is always a plentiful supply of leaflets available on the customers' side of the counter area.

Nothing other than the items listed in the latest display instructions should be on display in customer sight, in the branch. Only Post Office Limited's officially produced posters and leaflets can be displayed in customer areas and no locally produced items can be displayed. Branches should never use any sticking tape, Blu Tac, etc to fix posters to counter serving screens, on walls or window areas.

In the unlikely event of a Post Office Point of Sale delivery failure, please contact Branch Support Centre quoting non receipt and obtain a reference number, which you should keep until the display materials are received. Please leave the display space blank until the correct display material is received unless you are informed otherwise. We may occasionally need to supplement the display instructions through branch focus or a Horizon memoview.

Essential information posters

When it's necessary to display essential Information posters supplied by Post Office Limited, for example to advise customers about a change in the normal opening hours of the branch, please follow guidance from Post Office Limited.

Re-ordering leaflets

Please keep enough stock of all leaflets etc to cover a minimum of four weeks' requirements. Further stock can be ordered on Branch Hub or on Horizon system. The display instructions will contain a list of obsolete items from the previous campaign, and a list of current leaflets.

Keeping leaflets up to date

Please keep all leaflets, forms and posters up to date. Old leaflets, forms and posters held in the branch need to be destroyed or recycled as explained in the display instructions to ensure only the latest information is available to customers.

POL00448361

Personalised marketing

Postmaster Personalised Ordering Portal (PPOP)

All independent branches can now order personalised marketing materials on Branch Hub.

We have a range of marketing materials available which, when ordered, will be printed, and delivered to the branch within 4-5 week days.

This portal allows you to create bespoke and personalised marketing materials for your branch to promote our products and services in your local community as and when required.

This allows for greater flexibility for a branch to produce and receive personalised marketing materials for various business challenges or events relevant to your branch.

You can promote essential products, messaging, and personalise branch information on local marketing items to increase branch awareness.

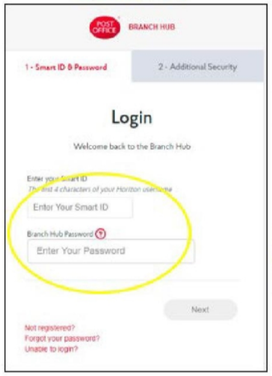
Personalised marketing materials can be used to complement national campaign materials.

If you have any queries PPOP, please contact localmarketing GRO And for any technical-related issues, you can email nt.marketing GRO

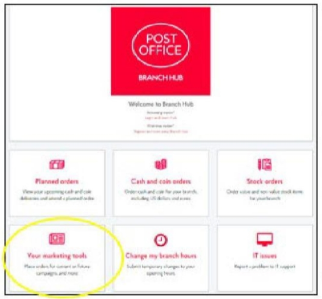
How to find on Branch Hub

Step 1
Log into Branch Hub

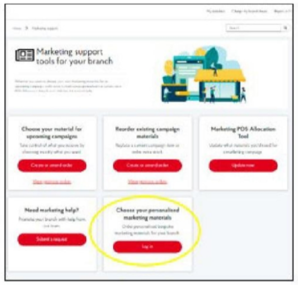
Branch Hub - Branch Hub Portal (postoffice.co.uk)



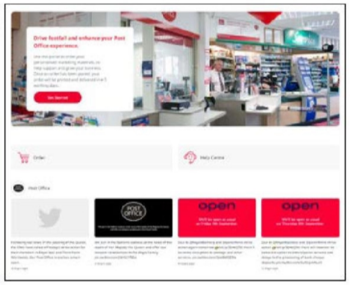
Step 2
Choose Marketing tile



Step 3
Choose PPOP tile



Step 4
Branch Hub automatically links to PPOP homepage

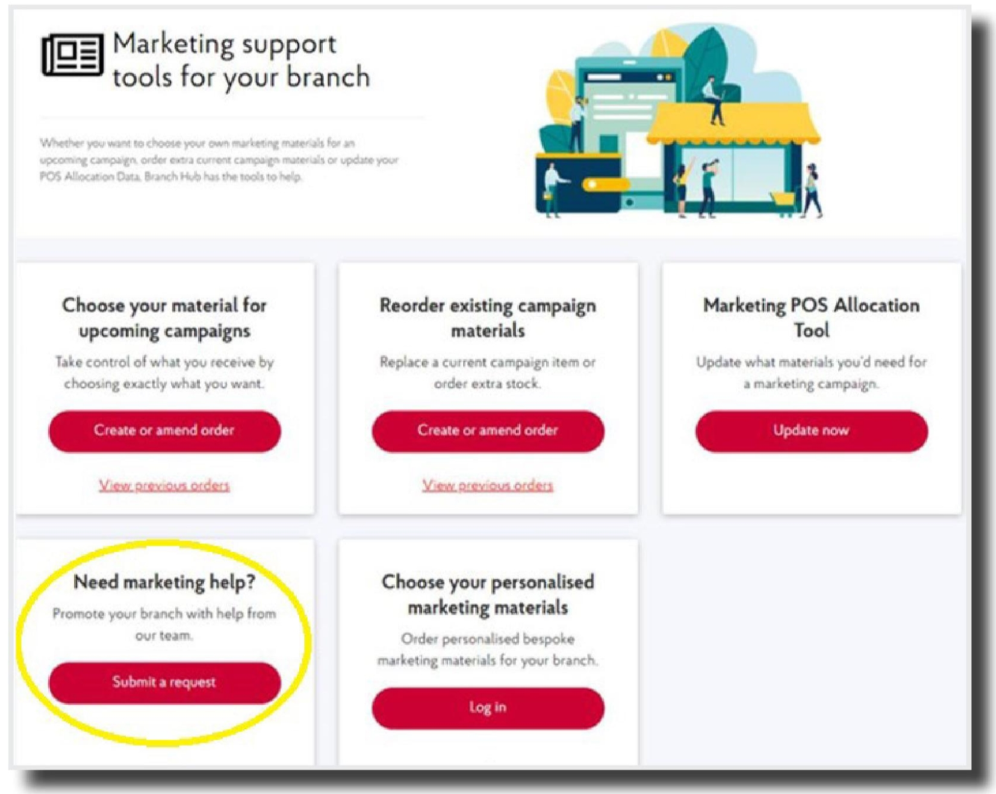


Please give this a try!

POL00448361

Local marketing

Our local marketing team is on hand to provide you with bespoke support to help you boost your local presence. From banners and leaflets to bespoke content for your digital media screens, we can help to make your business more visible within your local communities. You can request this on Branch Hub by clicking the "Need marketing help" tile.



Choose your own campaign

At points during the year, we will open a 3-week ordering window when branches can pre-select the marketing materials you want to order for the upcoming campaign and choose your own mixture of messages and materials. Dates of these order windows will be given in Branch Focus, along with how to access them, and details of the materials available to order.

Any branches that decide not to use the 'Choose' system will receive an automatic allocation of materials.

If a branch wishes to order their campaign materials for one campaign, but then not for the next, they can do this – it's entirely optional to 'choose' for each campaign, but it provides you with the widest choice of materials and messages, and sometimes with exclusive items which are only available by using the 'choose' system.

Marketing point of sale (POS) allocation tool

The Marketing POS allocation tool on Branch Hub allows you to record what POS spaces and opportunities you have around your branch, from windows to counter. This data is then used to generate any automatic marketing material allocations. Each branch is asked to update this information once, and then update with any changes to the numbers as and when needed.

POL00448361

Evergreen and digital content

Evergreen

Some of our campaign materials are referred to as 'Evergreen' and have 'Evergreen' written on the bottom of them, near the PL stock code.

These items can be used throughout the year and will not change campaign to campaign. This reduces the frequency in which you need to update key core messages around your branch.

Should you need to reorder any Evergreen materials, you can do this as part of your normal non-value stock ordering process.

Digital screen content

Many of our campaign messages are created in standard landscape and portrait digital formats.

These are available to download from Branch Hub, for you to upload to your own playlist schedules.

You can register your email address through the link on Branch Hub, to receive email updates when new content becomes available to download.

POL00448361

Wellbeing support

Your wellbeing
An app and website giving Postmaster's and their staff easy access to health and wellbeing support

Trauma support
Optional external counselling to help after an incident in branch

POL00448361

Your wellbeing

Post Office is committed to promoting a positive wellbeing culture and providing a range of services to help our people stay mentally and physically healthy.

Workplace Wellbeing is an app and website giving Postmasters and their Post Office team easy access to health and wellbeing support, including online resources, advice, and tools. Keep up-to-date with topical content and all your wellbeing needs in one place.

- Podcasts, videos, articles and more to help support your wellbeing across body, mind, life, work.
- A dashboard showing you the latest key topics.
- A trusted source of advice kept updated and refreshed with topical materials.
- Information about your trauma support service.
- A monthly wellbeing calendar.

Visit https://postmaster.workplacewellbeing.com

POL00448361

Trauma support

Should you experience a traumatic incident in branch, you should report this to the BSC who will arrange for you to have appropriate support. Some people may require additional professional support following a traumatic incident in Branch and our Occupational Health provider's

Trauma Supporters can provide you with an initial trauma-focused consultation, supported by counselling where required. This service is available through the Agents Support Helpline & Assistance on GRO

Further details can be accessed by clicking the link below and searching 'Trauma support': https://postmaster.workplacewellbeing.com/

You may also find the following websites useful:
Samaritans national 24-hour listening service for people in crisis. Tel: GRO www.samaritans.org

Victim Support for practical advice and emotional support to victims and their families following crime.
Tel: GRO www.victimsupport.org.uk

POL00448361

Keeping you updated

Branch Focus
A digital newsletter published on Branch Hub and Horizon each week, to communicate important operational updates
Branch focus - Branch Hub Portal (postoffice.co.uk)

Postmaster email
A weekly email from the Chief Retail Officer to all Postmasters who have signed up containing news and strategic and operational information for Postmasters, business milestones and Postmaster success stories and best practice.

Memoviews
Messages that pop-up on the Horizon terminal for any urgent operational information that requires immediate attention. These are also published on Branch Hub for targeted branches.

POL00448361

We're listening

Postmaster complaints
A channel to raise concerns and issues for logging and further investigation

Speak up
Post Office's confidential whistleblowing service enabling anyone to raise concerns in confidence and anonymously

Further engagement
Includes other groups as part of the Retail Engagement plan such as IT working groups, Regional Forums and Branch Operational Change Forums

POL00448361

Postmaster complaints

We want you to be confident that if you have a complaint or feedback, you have the appropriate channel to escalate your concerns and that you have confidence these are dealt with effectively and in a timely manner.

Insight from any complaints will help us identify trends and so we can see the root cause of reoccurring issues so we want to hear from you:

Branch Hub

You can share your feedback at any time by following this link https://branchhub.postoffice.co.uk/bh and clicking on the 'Feedback and complaints' box. This will escalate the complaint to our Issue Resolution Team.

Branch Support Centre

You can also contact the Branch Support Centre on GRO where a Branch Support Advisor will take ownership of your complaint and escalate, where necessary, to the Issue Resolution Team.

Area Managers

Where possible your Area Manager will aim to resolve the complaint or issue themselves, but if they can't they will escalate it to our Issue Resolution Team.

What we'll do for you and/or your team:

- When your complaint reaches the Issue Resolution Team, we will acknowledge it within 24 hours.
- We will endeavour to resolve the complaint within 10 business days and keep you informed of progress.
- We aim to identify any wider trends in issues and complaints to fix the root cause of reoccurring issues.
- We invite feedback on satisfaction to improve the service we provide.

POL00448361

Speak up

This is the Post Office's whistleblowing service, enabling anyone to raise concerns in confidence (and anonymously, if preferred). Speaking Up is valued at Post Office. We are committed to conducting business with the highest standards of honesty, integrity, and openness and 'doing the right thing.'

Having a healthy Speak Up culture helps Post Office to give you a voice. There is no definitive list of what can be reported; we want you and your team to feel able to tell us about any issues or wrongdoings you feel have not been resolved, especially where they relate to failure to comply with the law, Post Office policy or procedures, miscarriages of justice, criminal offences, endangering someone's health and safety, damage to the environment, and covering up wrongdoing associated with these areas, or others.

We work to create trust within Post Office by ensuring people feel confident enough to raise concerns, knowing they will be taken seriously. We ensure that issues and concerns are fully investigated, root causes are identified, and suggestions are made for improvements.

How to make a complaint:

- You can use the 'Feedback and complaints' button on Branch Hub to report any issues you are having in branch. If you don't have access to Branch Hub or believe that an issue you have raised on Branch Hub has not been fully resolved, you can raise the issue with your Area Manager
- If you don't feel able to raise an issue with your Area Manager or on Branch Hub, you can raise issues directly and confidentially with the Speak Up team by emailing GRO
- You can also raise Speak Up concerns anonymously and confidentially by calling GRO or http://speakup.postoffice.co.uk or using this QR Code:
- We will send you an initial response within five working day

Assurance and Complex Investigation(A&CI)

Our new Assurance and Complex Investigation Unit will collect evidence when an incident is reported that includes a suspected theft or fraud impacting Post Office, Postmasters and subsidiaries or their staff, including reports sent through Speak Up.

The unit specialises in complex or sensitive cases, will follow all lines of enquiry, and will test the evidence to help decide whether the reported incident should be referred to the police. Once an incident is referred to the police, Post Office will not play any further part in any decisions – the police will decide whether to investigate further and whether to refer it to prosecutors. Post Office will therefore only ever act as a potential victim of crime and assist the police in gathering evidence.

POL00448361

Further Engagement

One of the Post Office's key priorities is to 'Rebuild Trust'. It is critical that Post Office works closer with Postmasters, listens, and takes relevant action. This is achieved through a structured framework, as well as various other initiatives, such as an Annual Postmaster research survey, Conferences and reviewing insight from visits to branches on a weekly and monthly basis.

Below are examples of key Postmaster engagement routes and their purpose.

Branch Operational Change Forum	IT Working Group	Regional Forums	Senior Leader Listening Groups	NFSP	Senior Leader Listening Groups
To review and give feedback on planned operational changes so that they land positively in branch. To flag operational issues impacting postmasters and their teams that require resolution.	To review and give feedback on IT changes so that they land positively in branch.	To collectively raise and talk through key operational and tactical issues that are impacting Postmasters and their teams on a day-to-day basis.	Senior Leaders listen to Postmasters on their concerns and issues, and jointly work together to find solutions and explain reasons for decision making.	To consult, gain insight and seek feedback on broader changes to contracts, policies, processes and initiatives. To negotiate Postmaster remuneration from the commercial deals that are agreed with 3rd parties.	Senior Leaders listen to Postmasters on their concerns and issues, and jointly work together to find solutions and explain reasons for decision making.

< Back to contents

POL00448361

POST OFFICE

Section 9 Understanding performance

- Sales performance
- Operational performance
- Remuneration
- Branch messages

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Sales performance

Customer trends
3 years of session data to review

Mails sales by your team
Information by Smart ID

Other sales info
More data linked to travel, banking and mails

Operational performance

12 months of operational data to review
There is a video at: **Branch performance - Branch Performance - Video Guide (postoffice.co.uk)**

Remuneration

Monthly statement
Comparison and trends
By team- 8 weeks of mails remuneration
Others- potential remuneration and a calculator

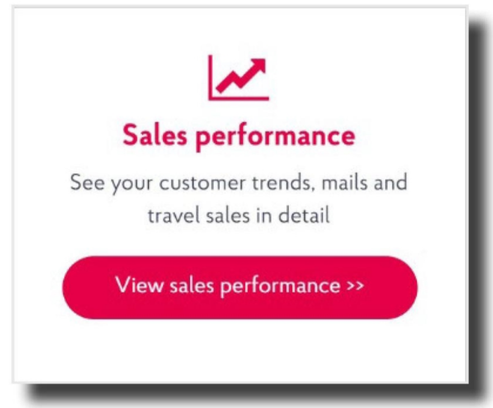
Branch messages

Alerts linked to operational performance

POL00448361

Understanding performance

On Branch Hub you can see your sales, operational and remuneration information and this is broken down into different useful categories.



Sales performance

Customer trends

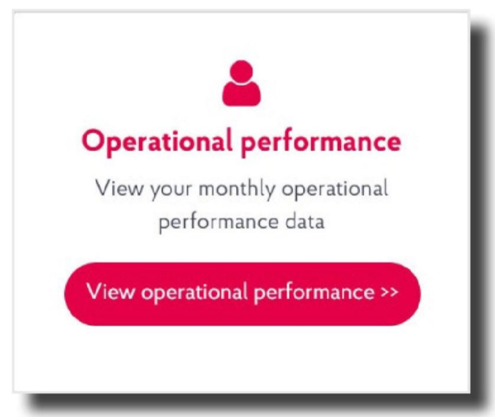
Customer sessions are shown weekly for the last 3 years. The information includes all products from Horizon and Self-Service Kiosks. Also available are hourly customer sessions and transaction values for the past week

Mail sales by team member

This feature allows you to view sales information for each member of your branch team, by either volume or penetration rate. You can select the week you want to view and see counter and Drop & Go mail separately.

Also available under Sales Performance

- Mails
- Travel
- Life Insurance



Operational performance

This feature shows your branch operational performance information for a rolling 12-month period. Where information is coloured amber, this indicates that you may want to investigate it in more detail. Where information is coloured red, this indicates something you may want to investigate more urgently. Further information on the data is sent to you using the Branch Messaging feature on Branch Hub.

POL00448361

Remuneration

Remuneration statement

Access to your monthly remuneration statements, previously available on OPUS, is now on Branch Hub in a simpler format. To view your statement, please select your branch from the drop down on the top right-hand side of the page.

Comparisons and trends

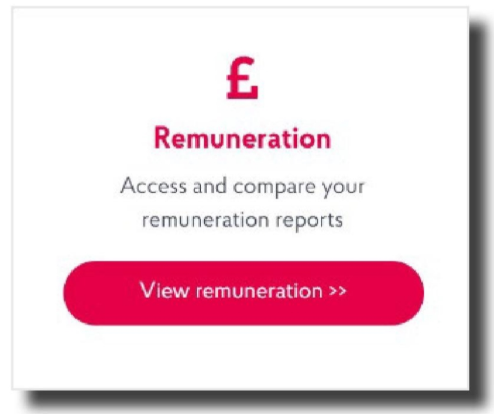
Comparisons: Comparisons: This shows your remuneration by the year-on-year variance. This is the percentage difference from the same month for the previous year. You can then also see the year-on-year variance for branches that are like yours, as well as the national average variance.

You can select which remuneration category you want to view from the filter.

Trends: This shows your remuneration for up to the last 3 years, split by year. You can select which remuneration category you want to view from the filter.

Remuneration by team member

This highlights 8 weeks of mails remuneration, calculated by individual user ID. This allows you to view both the total remuneration and average remuneration per mail item. You can select the mail type (i.e. all, inland or international) and the source (i.e. counter, Drop & Go). This is available in table and graphical format.



Also available under Sales performance.

- Potential remuneration
- Weekly remuneration
- Remuneration calculator

Branch messages

This feature alerts you to further information relating to the Operational Performance section of Branch Hub.
When you click into the alert notification, you'll see the full message which gives you more information.
Where relevant, you will find a direct link to either a compliance workbook or help document where you can review the branch procedure.

POL00448361
POL00448361

Appendix

- Branch telephone line
- Intellectual property
- Contact with clients
- Political activities
- Data protection
- Equality act
- Freedom of information

Version 4.0 | Shared in commercial confidence | July 2024

< Back to contents

POL00448361

Branch telephone line

Post Office provides suitable telephone facilities at each branch.

These facilities can be provided by any telecommunications provider Post Office chooses (the current provider is Verizon) and will meet the needs of Post Office official business and the relevant security requirements (including use of the telephone facilities by Post Office Limited for either its Asymmetric Digital Subscriber Line (ADSL) service), Fibre to the Premises (FTTP) or Single Order Generic Ethernet Access (SOGEA)).

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 Limited equipment as Post Office Limited may from time to time specify will either:

- be connected to the Master Line Box at each branch and will use the Post Office Limited service that runs over the OBTL; or
- will use the line connected to each branch and/or the OBTL. Post Office is under no obligation to provide an OBTL that can be used for any purposes other than those relating to the running of each branch. .

If the OBTL is capable of any private use, you can only use the OBTL solely for official Post Office Limited purposes and not for any private purposes. The OBTL cannot be moved or relocated without Post Office’s prior written permission. Any movement of or changes to any of the telephone or other communications equipment that are not prior approved will be your responsibility including ordering and paying for the movement or changes from the telecommunication service provider.

POL00448361

Intellectual property

Advertising or promoting the basic business

When advertising or promoting your basic business (whether in conjunction with your branch or separately), there are a few requirements to meet:

- the advertising shouldn't speak on behalf of Post Office or any client.
- our intellectual property (or that of clients) can't be used without written approval from our Brand team beforehand and we may request that it can only be used with certain conditions.
- the advertising or promotion shouldn't put Post Office's standing in the community (or that of any client) at risk or bring it into disrepute.
- any references to a branch need to say either 'Post Office Limited branch at (x host store)' or '(x host store) with a Post Office Limited branch'
- the name "Post Office" (with or without the ® mark) can't be used as part of another name. This means the basic business name can't incorporate the name "Post Office" (for example, you couldn't use the name "Post Office Stores".
- please don't use any links to discounts on products or services transacted in your Post Office branch
- if we give you permission to use our intellectual property in advertising or promoting your basic business, please make sure you also include any statements or notices we may ask you to include.

What is intellectual property?

Intellectual property includes things like logos, brand names, symbols, artwork and designs

POL00448361

Using the Post Office logo

The Post Office logo is a registered trademark and the most important visual asset of our brand identity.

Before using the Post Office logo, as well as complying with the Agreement and making sure you have approval as described above, please ensure that:

- you understand the dos and don'ts of the brand guidelines.
- you use the correct version of the logo.
- you use the latest artwork and the trademark acknowledgement statement.
- you should never share the Post Office logo to any third parties without prior written approval provided by the Post Office Brand Team.

Our Brand Team can advise and support, and can give you details of the latest Brand Guidelines – you can contact the team at GRO

Post Office branding and trademarks

To protect our trademark rights, certain elements are registered and can only be used in that specific way – they can't be part of another name or shortened into an acronym.

For Example:

Always use	Don't use
Post Office Limited	POL
Post Office Limited, [to refer to a Branch or outlet]	post office, The Post Office
Post Office Limited branch(es) or outlet(s)	post office(s)
Post Office Limited network	Post Office network
Post Office Limited, Romsey branch	Romsey Post Office

POL00448361

Intellectual property rights acknowledgement

Intellectual property acknowledgements, trademark and copyright acknowledgements need to be used on all materials where appropriate or if we ask you to, to show that you are using them with our permission. The following statement has to be included on all printed materials that have the Post Office trademark or logo to acknowledge this, including printed licensed materials:

“Post Office and the Post Office logo are registered trademarks of Post Office Limited”

Samples of materials

We could ask to look at samples of any materials that include Post Office intellectual property, or which in our view take advantage of our intellectual property. If in our view the sample doesn’t comply with this Manual, the Branding Guidelines on Horizon Help and Branch Hub, any other part of the Agreement, or any other standards related to our intellectual property, we would ask you to please amend it or immediately withdraw it.

Enquiries

For any further queries or requests for approvals for licensed materials or for our intellectual property assets, please speak to the Branch Support Centre.

POL00448361

Contact with clients

You may have direct contact with representatives of clients about products and services currently provided. Visits can also be arranged from sales staff or other representatives of clients. If such visits are made, there are some requirements the Postmaster and their branch team have to meet:

- ensure that visitors purporting to be from a government department etc. show valid and in date identity cards and are not allowed access to the secure areas of each branch premises in which the stocks of products are stored, or the official side of the counter, without prior clearance from Post Office Limited;
- not give information or release documents without instructions from Post Office Limited.
- not offer Post Office Limited facilities for business schemes e.g. local bus ticketing schemes at each branch without obtaining prior approval from Post Office Limited. Any requests received from clients or customers for local facilities, for example, to sell charity cards or issue leaflets in each branch, must be referred to the Branch Support Centre.
- ensure that all other visitors, including Fujitsu engineers, BT engineers and CBRE, show valid credentials prior to access; and
- report any attempts to access any branch premises without valid identification to the Branch Support Centre.

Enquiries from potential clients

If a branch receives requests or enquiries about using the Post Office Limited network for retail or other services, for example, from a transport company considering methods of selling bus passes or tickets, the branch needs to refer the interested party to the Post Office Limited website at www.postoffice.co.uk.

POL00448361

Political activities

Postmasters are free to take part in any national and local political activities subject to a few conditions:

(a) not engaging in or allowing any of their members of staff to engage in political activities (including wearing symbols or badges associated with a political party or cause) while operating or working in the branch or the basic business, or while on or in the vicinity of the branch premises.

(b) not allowing any other person to engage in political activities while on the branch premises.

(c) not exhibiting 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 Limited 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.

An individual Postmaster who intends to stand for Parliament needs to notify Post Office Limited in writing at the earliest opportunity, giving Post Office Limited 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.

POL00448361

Data protection

General information

As a Postmaster, you're a 'processor' of personal data under data protection law, while we and/or our clients are the 'controller(s)' of the personal data (plus all intellectual property in the personal data itself or in compiling it). This is part of your contract with us, along with complying with the relevant laws at all times (and ensuring all your staff do too).

What is personal data?

Any information relating to an identified or identifiable natural person (called a 'data subject'). The person can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.

You also have your own obligations under the Data Protection Act, including registering with the Information Commissioner's Office (ICO) if required.

In this section and in your contract, the terms such as controller, processor, processing/process and data subject have the same meaning as they do in the data protection legislation itself. You can find more information about the legislation at https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/.

POL00448361

Data Protection Queries

We have obligations too, including responding to data protection requests, and we may need your help with that, such as:

- we may ask you to amend, transfer, delete or securely dispose of personal data or any part of it – if so, please do so promptly
- if you receive a request from someone under data protection law, you'll need to let us know as quickly as possible (within 3 calendar days) at information.rights GRO and, where relevant for a request from a data subject, please provide us with the personal data and details of how you processed it.
- please help as necessary with any enquiries from a Data Protection Regulator
- we may ask for your help if there are any civil, administrative or criminal proceedings against Post Office resulting from you or any member of your staff breaching the obligations.

Data subject

For you, the data subject is most likely to be a customer or someone who works in the branch.

POL00448361

Security

When processing personal data, please take all appropriate measures to preserve its confidentiality and integrity and prevent any unauthorised or unlawful processing or disclosure, accidental loss, damage or destruction of it.

Your requirements include:

- ensuring all your staff who have access to any personal data:
  - know and understand the confidentiality of the personal data and are under contractual or statutory confidentiality obligations around personal data
  - have completed appropriate training in handling and protecting personal data, and at least the information security and data protection compliance training completed on Horizon that all people serving in branch have to pass every year (noting that you are only required to train your staff to the same standard of training that you received from us)
  - are aware both of your duties and obligations and their own personal duties and obligations under data protection laws and in your contract with us
- ensuring that no one else is given access to any Post Office systems using your or any staff member's ID and password under any circumstances. You and each member of your staff are personally responsible for any activity carried out using their ID and password
- taking all reasonable steps to ensure all your staff who have access to personal data are trustworthy
- maintaining complete records of all the training completed by your staff on data protection laws and letting us see those records if we ask to.

POL00448361

Incidents

If you become aware of any actual, suspected or potential unauthorised processing, you'll need to let us know as quickly as possible at data.protection GRO. This could include (but is not limited to) any exposure, access (physical or otherwise), disclosure, communication, deletion, revision or reproduction of any of the personal data, or if it is lost, damaged, corrupted or destroyed (known as a 'security incident'). When you email us, please include:

- the nature of the security incident, including the categories and approximate number of data subjects and records concerned
- the contact who will liaise with us about the security incident, if it's not you
- tthe measures you're taking to remedy, reduce and contain the effects of the security incident.

If you can't provide all of the information about the nature of the security incident (please see bullet points above) at the time, please provide as much information as possible and then provide the rest of the information as soon as you can afterwards.

If there is a security incident, we will decide whether to inform the data subject, any third party or a Data Protection Regulator - you shouldn't notify any of them unless it's required by law or if we agree to that in writing. You would also need to restore any personal data quickly and take any steps we advise to remedy the security incident.

Regulatory enquiries

Please let us know as quickly as possible at data.protection GRO if either of the following occurs:

- you b become aware of any complaint made to a Data Protection Regulator or of any finding by a Data Protection Regulator that relates to your processing of Personal Data as set out in your contract
- you become aware of any circumstance that may cause you to breach the obligations in your contract or may cause either party to breach Data Protection legislation.

If we ask you to help us with any such complaint, notice, request or required investigation, please do so within the requested timescale

POL00448361

CCTV

Where we operate a CCTV system in a branch, please give us (or our authorised agents) access to the system to maintain and download images, if we ask for this.

Where you have installed and manage your own CCTV system, please make sure you follow the Information Commissioner's Office (ICO) CCTV Code of Practice, particularly around disclosing footage to third parties and keeping recordings, You'll find this at: https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/cctv-and-video-surveillance/

After a contract termination

If a Postmaster's contract is terminated, or if we ask you to for another reason, you would immediately have to stop processing any personal data. Should that happen, you would also need to do one or more of the following in line with our specific request(s) at the time (and this may be at your own expense depending on the circumstances):

- return all personal data to us, together with all copies of the personal data in your possession or control
- provide the personal data to a third party if we ask you to do that (which may include a client or a new Postmaster)
- carry out a certified and secure destruction of the personal data in your possession or control.

POL00448361

Equality Act 2010 (EA)

The Equality Act 2010 is the law that defines what employers and organisations need to do to make the workplace a fair environment. As an employer you are responsible for upholding standards and ensuring that you meet your responsibilities under the Equality Act 2010.

Why do we have the Equality Act?

- It provides consistent standards that employers and employees need to meet to make the workplace a fair environment. It makes all parties aware of their obligations to comply with the law.
- Equality is all about ensuring equal opportunity and promoting equal outcomes for all employees. The Act protects people from discrimination by other people (employees or third parties), policies and negative organisational cultural practices.
- The law requires organisations to recognise nine protected characteristics and is designed to prevent and address discrimination, harassment, and victimisation when it occurs.

There are 9 specific characteristics that are protected by the act- these are:

1. Age
2. Disability
3. Gender reassignment
4. Marriage or civil partnership (in employment only)
5. Pregnancy and maternity
6. Race
7. Religion or belief
8. Sex (gender)
9. Sexual orientation

It is illegal to discriminate against a person based on any of these characteristics.

For further support click this link Equality Act 2010: guidance - GOV.UK (www.gov.uk)

POL00448361

Freedom of Information and Environmental

Information Regulations

Anyone can ask for information from us under the Freedom of Information Act 2000 (“FOI”); and/or the Environmental Information Regulations 2004 (“EIR”).
We have to comply with the FOI and EIR plus any guidance and/or codes of practice issued by the Information Commissioner or relevant government department, that is connected to these laws and regulations.

We may need to ask you for help with answering a request if it’s related to your branch, to ensure we comply with the requirements, including the timescales set out in the relevant laws. If so, please provide the information we ask for within the timescale we’ll confirm to you at the time. If any of the information you give us is confidential, it needs to be clearly marked as ‘confidential’ with an explanation - we’ll provide the relevant guidance.

You may also receive a request yourself from a third party. If you receive a request directly from a third party and it relates to Post Office Limited, a branch, or a service provided by Post Office, you’ll need to let us know within the timescale we’ll give you. Please don’t respond to the request directly yourself, unless we’ve agreed to it in writing.

Please be assured that you wouldn’t need to decide what information should be disclosed in response to any FOI request – we are responsible for deciding whether information is to be disclosed or not.

POL00448361
POL00448361

POST OFFICE