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Private and Confidential

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Lincoln House Chambers,
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MANCHESTER 1

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GRO

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GRO

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SENT BY FAX: **GRO**

Date: 04 February 2013

Our Ref: MS2/24676

Dear Sirs

**Re: Post Office Ltd -v- Khayyam Ishaq.
Bradford Crown Court.**

We enclose copies of a Notice of Additional Evidence, the statements of Lee Heil of 17th December 2012 and Mr. Stephen Bradshaw of 27th and 31st January 2013, the exhibits referred to therein and an up to date page count. We would be grateful if you could place them with the papers before Mr. Ford of counsel.

Yours faithfully,

GRO

Cartwright King.

IN THE CROWN COURT AT BRADFORD

T20120551

NOTICE OF ADDITIONAL EVIDENCE

THE QUEEN

-v-

KHAYYAM ISHAQ

TAKE NOTICE that, in addition to the evidence before the Magistrates Court, further evidence, the effect of which is set out herein, may be given at the trial. Unless you serve notice on me within seven days of receipt of this notice objecting to this course, I propose that the evidence of the witness listed below shall be tendered in accordance with Section 9 of the Criminal Justice Act 1967.

Statement to be tendered in evidence under Section 9 Criminal Justice Act 1967:-

Mr. Lee Heil of 17th December 2012,
Mr. Stephen Bradshaw of 27th January 2013,
Mr. Stephen Bradshaw of 31st January 2013.

Dated this 4th day of February 2013.

To:

The Court Manager, Bradford Crown Court, DX 702083 BRADFORD 2.
Messrs. Musa Patels, Solicitors, DX 23371 DEWSBURY.

Signed....

GRO

Cartwright King, Solicitors acting for the Post Office Ltd,
Majority House,
51 Lodge Lane,
Derby,
DE1 3HB.

IN THE CROWN COURT AT BRADFORD

T20120551

THE QUEEN

-v-

KHAYYAM ISHAQ

PAGE COUNT

DESCRIPTION	PAGES
WITNESS STATEMENTS	43
PAPER EXHIBITS	100
TOTAL PPE	143

Signed...

GRO

Cartwright King, Solicitors acting for the Post Office Ltd,
Majority House,
51 Lodge Lane,
Derby,
DE1 3HB.

LIST OF WITNESSES
R v KHAYYAM ISHAQ

<u>NAME</u>	<u>PAGE NUMBERS</u>
Lee Heil	33 - 35
Stephen Bradshaw (x2)	36 - 43

000033

Post Office Ltd

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980,
sub section. 5A(3)(a) and 5B; Criminal Procedure Rules 2005, Rule
27.1

Statement of	Lee HEIL		
Age if under 18	Over 18	(If over 18 insert 'over 18') Occupation:	
<p>This statement (consisting of pages each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything, which I know to be false or do not believe true.</p> <p>Dated the 17th day of December 2012</p> <p>Signature</p> <p>I am the above named person and I have been employed by Post Office Ltd for 13 years. My current role is as a Network Support Admin Team Leader within the Post Office Network.</p> <p>From my position in Post Office Ltd I have access to Post Office records including the training records of sub postmasters and counter clerks who have attending Post Office Ltd Training schools. I can say that where I refer to and or produce Post Office records that these records have been completed in the ordinary course of Post Office business by persons who had or may reasonably supposed to have had personal knowledge of that matter or the matters dealt with in the information supplied. The person or persons who created and or complied such records cannot reasonably be expected to have any recollection of the matter dealt with in the information supplied.</p> <p>I can say from Business records that Khayyam ISHAQ sub postmaster at BIRKENSHAW Post Office branch 712 Bradford Road Birkenshaw BRADFORD BD11 2AE received 10 days Post Office Counter classroom training from 2 June 2008 to 13 June 2008. In addition to this</p>			

Signature

Signature witnessed by

000034

Witness Statement

(Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and 5B; Criminal Procedure Rules 2005, Rule 27.1)

Continuation of statement of

Lee HEIL

17

this training Mr ISHAQ received a further 4 days on site training at BIRKENSHAW Post Office branch from 4 July 2008 to 7 July 2008.

I now produce as **LH/1**, the Summary of Achievement of Performance Standards, this summary shows that Mr ISHAQ attended all 10 days training and completed and passed his training with a score of 8.06. The summary also shows that he obtained Security training and his training and score for Unit 2 (9.00) and Unit 3 (6.00) for the subjects covered on this part of his training.

I now produce as **LH/2** Unit 1 session of the training and the subjects covered This shows that Mr ISHAQ had an overall score of 9.17 on the subjects covered.

Mr ISHAQ was appointed sub postmaster of BIRKENSHAW Post Office branch on 5 July 2008.

I can also say from business records that in addition to this training Mr ISHAQ received as part of the on-going support post appointment further contact on three occasions by telephone call or a visit. On 29 August 2008 he received a telephone call from an auditor, on 17 October 2008 he received a visit to the branch and on 14 March 2009 he had a further telephone call from an auditor A report was compiled covering these telephone calls or visits and I now produce this report **LH/3**.

Mr ISHAQ completed his training to the standard required and he has not requested any

Signature

Signature witnessed by

000035

Witness Statement

(Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and 5B; Criminal Procedure Rules 2005, Rule 27.1)

Continuation of statement of Lee HEIL

further visits or assistance with the running of Birkenshaw Post Office branch.

If required I am willing to attend court.

Signature

Signature witnessed by

POL 011A

Version April 2012

000036

Witness Statement

Post Office Ltd

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980,
sub section. 5A(3)(a) and 5B; Criminal Procedure Rules 2005, Rule
27.1

Statement of	Stephen BRADSHAW		
Age if under 18	Over 18	(If over 18 insert 'over 18')	
<p>This statement (consisting of pages each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything, which I know to be false or do not believe true.</p> <p>Dated the 27th day of January 2013</p> <p>Signature</p> <p>Further to my statements dated 4 April 2012, 18th June 2012 and 19th June 2012.</p> <p>The office snapshot that has been printed off the Horizon system summarises the state of the accounts, including the amount of cash, stock and postage required for the accounts to balance and takes into account all transactions up to the time the snap shot was generated.</p> <p>An office snapshot can be generated at any time.</p> <p>Mr Khayyam ISHAQ was appointed sub postmaster in July 2005 and Sub postmasters are contracted to provide services to customers. As such they receive a monthly remuneration commensurate with the level of business conducted at the branch and are provided with a balance of cash and stock to allow them to provide these services.</p> <p>Mr ISHAQ's remuneration was approximately GRO for the period of April 2010 to February 2011.</p> <p>A more detailed explanation of exhibit SB/21 summary of Stock sold / reversed out of the Horizon system for the period of November 2010 to January 2011 is as follows:</p>			

Signature

Signature witnessed by

000037

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and
5B; Criminal Procedure Rules 2005, Rule 27.1

Continuation of statement of Stephen BRADSHAW

50 X 1st Class Large Stamps.

On 8 November 2010 stamps with a value of £132 were sold and on 25 January 2011

stamps with a value of £33 were sold making a total of £165 worth of stamps sold.

On 24 November 2010 stamps with a value of £990 and on 13 January 2011 stamps with a
value of £3,300 were reversed out of the Horizon system making a total value of £4,290.

The difference between stamps sold and stamps reversed out of the system is £4,125. This
action of reversing out more stamps that have been sold would result in a surplus in the
account of £4125.

50 x 2nd Class Large Stamps

On 3 November 2010 stamps with a value of £25.50 were sold and on 9 December 2010
stamps with a value of £510 were sold making a total of £535.50 worth of stamps sold.

On 24 November 2010 stamps with a value of £765 and on 15 December 2010 stamps
with a value of £3,315 were reversed out of the Horizon system making a total value of
£4,080. The difference between stamps sold and stamps reversed out of the system is
£3,544.50. This action of reversing out more stamps that have been sold would result in a
surplus in the account of £3,544.50.

Self Adhesive Sheet 1st Class x 100

On 2 November 2010 stamps with a value of £82, on 5 November 2010 stamps with a

Signature

Signature witnessed by

000038

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and
5B; Criminal Procedure Rules 2005, Rule 27.1

Continuation of statement of Stephen BRADSHAW

value of £41, on 11 November 2010 stamps with a value of £41, on 12 November 2010
stamps with a value of £41, on 3 December 2010 stamps with a value of £41, on 4
December 2010 stamps with a value of £41, on 6 December 2010 stamps with a value of
£41 on 9 December 2010 stamps with a value of £82, on 10 December 2010 stamps with a
value of £41, on 13 December 2010 stamps with a value of £41, on 14 December 2010
stamps with a value of £41, on 15 December 2010 stamps with a value of £41, on 17
December 2010 stamps with a value of £41 on 5 January 2011 stamps with a value of £41,
on 10 January 2011 stamps with a value of £205, on 12 January 2011 stamps with a value
of £41, on 14 January 2011 stamps with a value of £41, 17 January 2011 stamps with a
value of £41, on 19 January 2011 stamps with a value of £82 and on 29 January 2011
stamps with a value of £205 were sold making a total of £1,271.

On 24 November 2010 stamps with a value of £1,230, on 1 December 2010 stamps with a
value of £1,968, on 15 December 2010 stamps with a value of £2,050 and on 13 January
2011 stamps with a value of £820 were reversed out of the Horizon system making a total
of £6,068 The difference between stamps sold and stamps reversed out of the system is
£4,797. This action of reversing out more stamps that have been sold would result in a
surplus in the account of £4,797

Self Adhesive Sheet 2nd Class x 100

Signature

Signature witnessed by

000039

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and
5B; Criminal Procedure Rules 2005, Rule 27.1

Continuation of statement of Stephen BRADSHAW

On 2 November 2010 stamps with a value of £32, on 3 November 2010 stamps with a value of £96, on 22 November 2010 stamps with a value of £64, on 25 November 2010 stamps with a value of £64, on 3 December 2010 stamps with a value of £32, on 4 December 2010 2 x stamp sales of £32 each totalling £64, on 7 December 2010 stamps with a value of £32 on 10 December 2010 stamps with a value of £64, on 13 December 2010 stamps with a value of £64, on 20 December 2010 stamps with a value of £32 on 30 December 2010 stamps with a value of £32, on 12 January 2011 stamps with a value of £32, on 17 January 2011 2 x stamp sales of £32 each totalling £64, on 19 January 2011 stamps with a value of £64, on 21 January 2011 stamps with a value of £32, on 29 January 2011 stamps with a value of £32 and on 31 January 2011 stamps with a value of £64 were sold making a total of £864.

On 17 November 2010 stamps with a value of £960, on 15 December 2010 stamps with a value of £1,600 and on 12 January 2011 stamps with a value of £640 were reversed out of the Horizon system making a total of £3,200.

The difference between stamps sold and stamps reversed out of the system is £2,336. This action of reversing out more stamps that have been sold would result in a surplus in the account of £2,336.

For the period of November 2010 to January 2011 sales of stamps amounted to £2835.50

Signature

Signature witnessed by

000040

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and
5B; Criminal Procedure Rules 2005, Rule 27.1

Continuation of statement of Stephen BRADSHAW

and the value of reversed stamps out of the Horizon system was £17638.

By reversing out stamps with a value of £14802.50 you are putting the stamps back into the stock holdings and therefore increasing the number of stamps declared at the branch. As the level of stock has increased the amount of cash required to balance the branch would reduce by the same value. For example increasing the stamp holdings with a value of £14,802.50 would then reduce the cash required to balance the cash and stock at the branch by £14,802.50.

SB/4 is referred to as adjustments to stock, the difference between the declared levels of stock on hand compared to the actual stock levels on hand has to be sold to balance the correct amount of stock held.

For example on **SB/10** the last completed Branch Trading Statement on 12 January 2011, the volume of 50 x 2nd class stamps held was declared as 278. On **SB/3** the Horizon snapshot print out, which indicates the amount of stock that should be on hand shows that the volume of 50 x 2nd class stamps held was 277, indicating that one sheet of 50 x 2nd class stamps was sold between 12 January 2011 and the close of business on 7 February 2011. On completion of the audit the volume of 50 x 2nd class stamps transferred to the interim sub postmaster was 117 making a difference of 160 between what they said they held at the branch to the actual volume of stamps held.

Signature

Signature witnessed by

000041

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and
5B; Criminal Procedure Rules 2005, Rule 27.1

Continuation of statement of Stephen BRADSHAW

This difference in volume can be seen on **SB/4** and amounted to a cash value of £4080 being over stated. The total value of stock that had to be sold on 8 February 2011 to balance the stock held at Birkenshaw Post Office branch was £17,961.18.

It can be seen on the Branch Trading Statements **SB/7** to **SB/10** for the 50 x 2nd class stamps that on **SB/7** the volume was 110, **SB/8** the volume was 139 **SB/9** the volume was 279 **SB/10** the volume was 278. The figure of 278 is reduced by one on the Horizon office snapshot print out **SB/3**.

For the period of 02 November 2010 to 31 January 2011 (**SB/21**) a total of 21 sheets of 50 x 2nd class stamps with a value of £535.50 have been sold but a total of 160 50 x 2nd class stamps with have a value of £4080 have been reversed out of the Horizon thus increasing the level of 50 x 2nd class stamps held by a volume of 160.

Signature

Signature witnessed by

000042

Witness Statement

Post Office Ltd

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and 5B; Criminal Procedure Rules 2005, Rule 27.1

Statement of	Stephen BRADSHAW		
Age if under 18	Over 18	(If over 18 insert 'over 18')	
<p>This statement (consisting of pages each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything, which I know to be false or do not believe true.</p> <p>Dated the 31st day of January 2013</p> <p>Signature</p> <p>Further to my statements dated 4 April 2012, 18th June 2012, 19th June 2012 and 27th January 2012.</p> <p>The call logs for the period of 8 July 2010 to 11 February 2011 were requested from the National Business Support Centre. The logs have been examined and show that no calls were made to the National Business Support Centre by Mr ISHAQ regarding any problems with the Horizon system. There are also no calls relating to cash discrepancies or problems with balancing the office accounts for Birkenshaw Post Office branch. I now produce these call logs as SB/24.</p> <p>The Branch Trading Statements should be signed and date stamped by the sub postmaster and retained in a suitable folder for a period of six years. A Post Office Local Branch Trading Handout is given at training to the sub postmaster and this information can be found on page 3. I now produce this handout as SB/25.</p> <p>The information can also be found by accessing the Horizon system and going to the Horizon on Line (HOL) Help link.</p> <p>All other documents are retained in the branch for two years with the exception of</p>			

Signature

Signature witnessed by

000043

Witness Statement

Criminal Justice Act 1967, Section 9; Magistrates Court Act 1980, sub section. 5A(3)(a) and
5B; Criminal Procedure Rules 2005, Rule 27.1

Continuation of statement of Stephen BRADSHAW

Moneygram sending and receive forms which are retained for five years.

From business records Birkenshaw Post Office branch was audited and the cash and stock accepted by Mr Khayyam ISHAQ as the incumbent sub postmaster in July 2005.

The next audit was in February 2011 when Mr ISHAQ was suspended and a discrepancy in the accounts was discovered.

The cash and stock was then transferred to an interim sub postmaster in February 2011 and accepted as being correct.

The cash and stock was again transferred to a new interim sub postmaster in September 2012. During the subsequent transfer of cash and stock after Mr ISHAQ's suspension in February 2011 no problems or discrepancies have been reported.

Signature

Signature witnessed by

POL011A

Version April 2012

LIST OF EXHIBITS

R v KHAYYAM ISHAQ

Court Exhibit Number	Identification Mark	Page Numbers	Short Description of Exhibits
	LH/1	584	Summary of Achievement
	LH/2	585	Unit 1 training Record
	LH/3	586 – 593	Post Appointment Contact
	SB/24	594 – 598	Call Logs
	SB/25	599 – 601	Local Branch Trading Handout.

000584

Use "Tab" Key to move between Data input fields

Summary Of Achievement (Performance Standards)	
Name of Branch	Birkenshaw
Address	712 Bradford Road Birkenshaw Bradford BD11 2AE
Branch Code	163 306 6
Name of BDM	R Hart
Name of on-site Trainer	Dennis Watson
Date on-site training started	04 July 2008

Exhibit Number	
Identifying Mark	LH11

Unit		Score
Unit 1	Subjects And Session Number	9.17
Unit 2	Reports	9.00
Unit 3	Observed Conversations	6.00
Total Score		8.06

Please fill in only if classroom training has been received								
Name of classroom trainer	P Johnson							
Number of days attended	10							
Practical scores	Mod 1	75.00	Mod 2		Mod 3	88.00	Total	81.50

45 Security		Y or N
Have the Areas on the self-assessment checklist been covered with the subpostmaster?		Y
Has a copy of the security self-assessment checklist been left onsite for reference?		Y

Unit 2 - Reports	Score
Produces and double checks daily documents ready for despatch	10.00
Produces and double checks weekly documents ready for despatch	7.00
Completes daily cash accurately	10.00
Overall Score for Unit 2	9.00

Unit 3 - Observed Conversations	Score		Score
Cash Withdrawals	10.00	Instant Saver	-
Special Delivery	4.00	Five Year Saver	-
Parcelforce 24 & 48	4.00	Motor Insurance	-
Home Phone	-	Home Insurance	-
Broadband	-	Credit Card	-
Telephony Dual	-	Moneygram	-
Travel Insurance	-	Life Insurance	-
Travel Money	-	E Top Up	-
Passport Check & Send	-		-
Overall Score for Unit 3			6.00

Regulatory Compliance Workbook Completed And Answered Correctly (Y or N)	Y
If No E-mail POL Compliance Team@POSTOFFICE With Trainee Details (Y or N)	

Interim Action Plan/Comments

000585

Performance Standards Assessment - Agents

Exhibit Number

Identifying Mark

LH12

Unit 1: Subjects And Session Number		Covered	Score
2	Instant Saver	C	-
3	Business Awareness	C	-
4	Health & Safety	C	-
5	Datestamps	C	-
6	Post Office Credit Card	C	-
7	Part 1: Take Over Of a Stock Unit	C	-
	Part 2: Anti MoneyLaundering	C	-
8	Introduction to Horizon and Helpline	C	-
10	Stock Balancing	C	-
14	Use Of Counter Operations Manuals etc.	C	-
16	Postage Stamps, Saving Stamps And Retail Items	C	10.00
18	Royal Mail Services - 1st & 2nd Class Mail	C	10.00
19	Royal Mail Services - Special Delivery	C	7.00
23	Royal Mail Services - Home Shopping Returns & UK Parcels	C	10.00
25	Royal Mail Services - Recorded 'Signed For'	C	10.00
28	Part 1: A & L Cash Handling And Transcash	C	10.00
	Part 2: APS Transactions & Reversals	C	10.00
37	Postal Orders	C	7.00
42	Part 1: Travel Products	C	7.00
	Part 2: Passport Application Check And send Service	N/A	-
43	Part 1: Parcelforce Worldwide - International Standard/Economy	C	-
	Part 2: Parcelforce Worldwide - Guaranteed Services (Global Priority)	C	-
	Part 3: Parcelforce Worldwide - Guaranteed Services (Datapost)	N/A	-
45	Security	C	-
46	Cash, Stock & Stores Management		-
	Remittances In		-
	Remittances Out		-
47	E Top Ups/Mobile Vouchers	C	10.00
50	DVLA Premium Service	N/A	-
51	Part 1: Cheque And Debit Card Acceptance	C	10.00
	Part 2: Cashcheques	C	10.00
	Part 3: Personal/On Line Banking	C	-
52	DWP/SSA (NI) Girocheques	C	10.00
54	Part 1: Post Office Card Account	C	10.00
	Part 2: Post Office Card Account	C	-
59	NS&I - Investment Account	C	-
60	NS&I - Savings Products	C	-
61	Home Insurance	C	-
63	Car Insurance	C	-
64	PO Savings - Five Year Saver & Instant Saver	C	-
65	Home Phone / Post Office Phone Cards	C	-
66/68	Motor Vehicle Licences	C	7.00
70	Royal Mail services - International Letters, Small Packets & PF	C	10.00
72	Royal Mail services - International Priority Services	C	10.00
74	Redirection Of mail	C	7.00
76	Moneygram	C	-
77	Asylum Seekers	N/A	-
Overall Score for Unit 1			9.17

Exhibit Number	000586
Identifying Mark	LH/3

Office Name		BIRKENSHAW	
Office Code		163 306	
Telephone		01274 682141	
Office Address		712 BRADFORD ROAD	
1st line	BIRKENSHAW BRADFORD		
2nd line			
3rd line			
Postcode	BD11 2AE		
Contact	Date	Carried out by	
1 Month Contact	29.08.2008	DENNIS WATSON	
3 Month Visit	17.10.08	Stan Ashcroft	
6 Month Contact	14.03.2009	DENNIS WATSON	

000587

Post Transfer Contact

Exhibit Number

Identifying Mark

LH13

honecall	Visit	Phonecall
Month	3 Months	6 Months

P	Personal Introductions:	Activity		
1	Introduce yourself, your role, purpose of visit/contact, putting priority on the visit being supportive and to encourage good ways of working. Rather than being punitive we would like to address any development needs.	✓	✓	
2	Ensure subpostmaster checks visitor identification cards		✓	
3	Sign a visitors book and ensure that the subpostmaster asks every visitor to sign on admittance to the secure area		✓	
4	Set expectations of frequency of future visits/contact. Flag up any issues around absentee subpostmaster for further contact.	✓		

Network Business Support Centre – The Helpline:

Confirm subpostmaster knows telephone number of Network Business Support Centre (NBSC) – 0845 6011022 – and ensure that it is the first point of contact for:

5	Reporting of incidents, robberies and burglaries	✓	✓	✓
6	Reporting Horizon technical faults	✓	✓	✓
7	Help with Horizon/Transactions/Business policies/suspense account	✓	✓	✓
8	Authorisation of emergency payments for card account due to Horizon system failure	✓	✓	✓
9	Authorisation to issue a vault card for a card account	✓	✓	✓
10	Query an order of stock/stores or non receipt of a distribution	✓	✓	✓
11	Other enquiries such as contacting the BDM if appropriate	✓	✓	✓

Human Resources Service Centre:

12	Confirm that the Human Resources Centre (HRSC) should be the first point of contact for:	✓	✓	✓
13	Remuneration queries	✓	✓	✓
14	Application for sickness and holiday substitution	✓	✓	✓
15	Resignation and vacancy information	✓	✓	✓

Training:

16	Go through the training report and ensure learning action plan completed, discuss knowledge gaps.	✓	✓	✓
17	Only if required, request a further intervention visit for the subpostmaster by e-mailing NSA Centrally Supported.	✓	✓	
18	Confirm that the subpostmaster is aware of their responsibility to train all staff	✓		
19	Inform the subpostmaster that training for most new products will be done remotely by either work book or operational focus magazine	✓		
20	Ensure that the subpostmaster is aware of the need to attend out of hours training courses	✓	✓	✓
21	Check Regulatory Compliance is completed verbally for phone contact or on face-to-face visit that receipts are attached to R.C. workbooks	✓	✓	

Staff:

22	Ensure that the subpostmaster has registered all assistants with the Human Resources Service Centre	✓	✓	✓
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UUU588

23	Ask if staffing levels have been sufficient to meet customer demand since taking over. Are there sufficient staff for peak periods/new opening hours.	✓	✓	
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Losses:

24	Identify the balance results with the subpostmaster	✓	✓	✓
25	Ensure that the subpostmaster is aware that all losses must be made good immediately	✓	✓	✓
26	Explain that Transaction Corrections will be issued by Chesterfield for mistakes that are made. These will require money to be made good by the subpostmaster or will be to the subpostmaster's benefit. Any disputes should be discussed with Chesterfield.	✓		

Conditions of Appointment: (BDM to complete if Account Managed)

27	Confirm with the subpostmaster that any opening hours changes have been implemented immediately and communicated. (At 3-month visit check door sign relates to new hours - get Subpostmaster to order new signage if necessary). If not intending opening new hours discuss reasons for this and liaise with CA as to next steps.	✓	✓	
28	Confirm that the subpostmaster is aware of the other Conditions of Appointment and actions are in place to meet timescales. If not completed discuss reasons for non completion, agree a new timescale and give action for Spmr to achieve new timescale. If there are objections to this explain the reasons for setting COAs and see if you can resolve if not please liaise with CA.	✓	✓	✓

Security:

29	Go through the security checklist with the subpostmaster, and identify any gaps	✓	✓	✓
30	Go through the compliance checklist with the subpostmaster, and identify any gaps		✓	
31	Confirm with the subpostmaster that alarms should be tested every week and recorded in branch	✓	✓	✓
32	Observe lapses in security and get subpostmasters to tackle areas of underperformance		✓	

Financial: (BDM to complete if Account Managed)

33	Ask if the initial costs for setup are in line with forecasted amounts		✓	
34	Ask if income is meeting the forecasted amounts outlined on the business plan. If they are not does the Spmr require some sales coaching, techniques to help?		✓	
35	Has the Spmr conducted the marketing as outlined on their business plan? What effect has this had? Do they plan any more activity, what ideas do they have?		✓	

Feedback

36	Leave a customer feedback questionnaire and explain to the subpostmaster that they are completing the form in relation to the initial training received not the Post Transfer Vist.		✓	
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Exhibit Number	
Identifying Mark	LH13

000589

List any concerns for review by Contracts Advisor (when emailing the report back to either NSA Centrally Supported or NSA Account Managed copy the Contracts advisor in if there are any concerns listed here)		✓	✓	✓
Section	Details of the concern or non-compliance to be followed up - quote letter and line number from the appropriate tab on the worksheet i.e. Process (P) Security (S) or Compliance (C).			

Exhibit Number	
Identifying Mark	LH/3

000590

Subpostmaster Security Assessment

S Access

- 1 What's the correct procedure used for admittance of visitors? How do you record this?
- 2 When arriving at the office what is your entry procedure?
- 3 The Counter Access door should be kept closed and locked at all times. Where do you keep the key?
- 4 Before opening the Counter access door, what do you do?

Parcel Hatch

- 5 Is it only opened as far as necessary and closed immediately after use?
- 6 When accepting a parcel from a customer, if you were suspicious of a customer's intentions, how would you take the parcel from the customer?
- 7 Is the hatch in good working order?
- 8 Do you regularly check it, to ensure that the springs operate correctly, the lock is in good working order and there are no loose nuts and bolts?
- 9 Do you know where to order replacement locks/springs? (Pioneer Welding 01843 599105 emergency out of hours 07841 209797)

Cash at the Counter

- 10 Is your working cash kept in a drawer, out of sight of customers, not on the counter top?
- 11 How much cash do you keep on the counter?

Rems

- 12 What do you do after delivery of your REM?
- 13 When you have cash or stock to return where do you keep the REM pouch?

Safe

- 14 Where do you keep the safe keys during the day?
- 15 (If available) How do you use the 40-min time delay compartment in the main safe?

Security

- 16 What's the Hostage Emergency phone number? When would you use that number?
- 17 Do you have a copy of the "Operational Manual", Security booklet COMB 58/1 at your branch? (If not, please order a copy from stores and ensure you read this booklet periodically, to remind yourself and your staff of correct procedures.)

Compliant?	Compliant?	Compliant?
1 Month	3 Months	6 Months
YES	YES	YES
YES	YES	YES
YES	YES	YES
YES	YES	YES

YES	YES	YES
YES	YES	YES
YES	YES	YES
YES	YES	YES
Advised	YES	YES

YES	YES	YES
YES	YES	YES

YES	YES	YES
YES	YES	YES

YES	YES	YES
N/A	N/A	N/A

Advised	YES	YES
YES	YES	YES

Exhibit Number

Identifying Mark

LH/3

000591

~3897028 v1s

Subpostmaster Compliance Assessment

C Horizon

Compliant?

3 Months

- 1 Who knows your Horizon password?
- 2 How would you know if someone had tried to logon using your user name?
- 3 What do you do with the Horizon screen when the counter is left unattended?
- 4 Where do you keep your PMMC card? Where do you keep your PIN?

YES

YES

YES

YES

Mails

- 5 Where is mail kept while waiting to be collected?
- 6 Are Horizon ADC receipts on hand to confirm that training has been completed by the PMR / OIC / BM and all team members?
- 7 Where are your Priority Service items kept prior to being collected?

YES

Advised

YES

FSA - General

- 8 What can't you do when selling FS products? If necessary explain what selling products on a non-advised basis means.
- 9 How would you deal with customer queries or complaints in relation to financial services and insurance products?

YES

YES

FSA - Promotional Material

- 10 Are you aware that you cannot produce any promotional material for financial services; such as, posters for display in your branch or leaflets for handing out to customers? Check compliance.
- 11 Undertake a check of material on hand, compared to the latest display instructions to ensure there is no out of date material on hand.

YES

YES

FSA - Travel Insurance

- 12 Before completing a travel insurance transaction, what needs to be handed to a customer? Are your staff aware of this?
- 13 What needs to be read out to the customer before completing a Travel Insurance transaction?

YES

YES

Anti-Money Laundering

- 14 How would you recognise a suspicious transaction? Give two examples. Are your staff aware of how to spot suspicious transactions?
- 15 What are the ID requirements? Are your staff familiar with these?
- 16 What's the process for recording customer ID? Are your staff aware of the process?
- 17 How do you report a suspicious transaction? Are your staff aware of how to report suspicious transactions?
- 18 How do you deal with customer queries or complaints? Do your staff know how to deal with customer complaints?

YES

YES

YES

YES

YES

General

- 19 How do you dispose of sensitive waste?
- 20 What are your responsibilities regarding the Data Protection Act 1998?
- 21 What are your responsibilities under the Restrictions Policy?

YES

YES

YES

Exhibit Number

Identifying Mark

LH13

~3897028.xls

000592

Procedures, Accounting and Observations

- 22 Look at the Horizon screen and check the Trading Period is on the system is the correct one
- 23 Check Branch Trading Statement dates so far and ensure they are correct and that the Spmr is aware that these dates cannot be deferred
- 24 Where do you keep your cash declarations daily and reports?
- 25 Are all entries found in the suspense account valid & supported by the correct documentation?
- 26 Can the Spmr demonstrate a satisfactory procedure for filing and housekeeping of accounting paperwork?
- 27 Have all obsolete stock and philatelic items been returned ?
- 28 Are printouts retained for incoming and outgoing remittances?
- 29 Have all transaction corrections been brought to account?
- 30 Check that the Spmr is conversant with the process for dealing with transaction corrections - (If non received so far check understanding of the process)?
- 31 Are the Spmr and staff complying with the Business Standards regarding customer service and appearance of office?
- 32 Is the POPOS material in the office up to date, coded and correctly displayed?
- 33 When observed did the Spmr and staff carry out all the counter transactions correctly?

YES
YES
YES
YES
YES
YES
YES
YES
YES
YES
YES
YES

Sales

- 34 Are the Spmr and staff having "quality conversations" with customers in line with the PO conversational selling model?
- 35 When observed did the Spmr or staff introduce any products other than the one specifically requested by the customer?
- 36 When observed did the Spmr support the conversation with POPOS material where appropriate?
- 37 When observed did the Spmr up - sell any products eg books of stamps from singles, RMSD from recorded?
- 38 Where is your copy of the HomePhone code of conduct?

YES

If applicable

Flexible planning

- 39 Is the branch monitoring their cash flow?
- 40 Is the branch aware of the telephone number for the Flexible Planning Team?
- 41 Can the Spmr demonstrate an understanding of where to find delivery information, cut off times and how to adjust and cancel rem's?

YES
YES
YES

Non flexible planning

- 42 Can the Spmr produce their Flexible Planning Team letter?
- 43 Is the ONCH figure for the previous night on target?
- 44 Is the branch aware of the telephone number for the Flexible Planning Team?
- 45 Can the Spmr demonstrate an understanding of where to find delivery information, cut off times and how to adjust and cancel rem's?

Exhibit Number

Identifying Mark

L413

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000593

Open plan and combis

- 46 Are levels of cash, stock and mvls being kept to a minimum and within open plan guidelines
- 47 Does the Spmr have a copy of the open plan ways of working and understands how to operate open plan format

N/A
N/A

Lottery

- 48 Can the Spmr demonstrate an acceptable procedure for managing lottery ticket issuing, cancelling and prizepayment?
- 49 Can the Spmr demonstrate an acceptable procedure for managing scratchcard sales and prize payment?
- 50 Is lottery accounting through Horizon being done on a daily basis?
- 51 Are all staff conversant with Gaming Law governing the sales to under 16s?

YES
YES
YES
YES

ATM

- 52 Can Spmr demonstrate an acceptable procedure for ATM security and accounting through Horizon?
- 53 Is the cash included in the cash declaration (broken down by denomination where applicable)?

YES
YES

Cash Declaration

- 54 Does Cash on hand agree with figure on Horizon (ONCH)?
- 55 Does Cash on hand agree with figure on Horizon (FONCH)?

YES

Exhibit Number	
Identifying Mark	L413

Branch: Birkenshaw
Branch Code: 163 306

Summary of Call Logs to the National Business Support Centre
8 July 2010 to 28 February 2011

Exhibit Number:
Identifying Mark: SB/24

Birkenshaw - 163306
01/07/2012 - 28/02/2011

Date Time Taken	Incident ID	Office Name	FAD Code	Call Type	Client	Activity	Sub Activity	Brief Description	Detailed Description	Resolution	Incident Log	Date Taken
08/07/2010 15:01	H22791856	Birkenshaw	163306	Horizon On Line		Questions And Answers	Questions And Answers	BRANCH MIGRATION	HNG SUPPORT OFFICER WANTED TO KNOW IF IT MATTERED THAT THIS BRANCH WAS IN BP 4. WOULD THE BRANCH STILL BEABLE TO MIGRATE?	Spoke to Marie (ESG) she advised that it makes no difference what BP the branch is in!	1278601318_doulejio02_08/07/10 16:01:58 doulejio02 Priority: Low Assigned to group: Tier 1_	08/07/2010
10/07/2010 08:33	H22792410	Birkenshaw	163306	Office Process	Unplanned Closure	Non Critical Closure	Other	REOPEN	CLOSED DUE TO PROBLEMS WITH MIGRATION NOM TONG STREET	PARTIES ADVISED	1279014936_morieym_10/07/10 09:33:47 maddisd02 Priority: Emergency Status set to: Assigned Assigned to group: Tier 1 Admin10/07/10 09:46:25 rotherc01 Tong Street 01274 681419 Mr Fiaz ABOVE ADVISED OF CLOSURE ONLY Priority: Low Status set to: Allocated Allocated to: T1A13/07/10 10:55:22 morieym Tong Street 01274 681419 - Mr Fiaz above adv re; reopen Allocated to: morieym_	10/07/2010
12/07/2010 07:57	H16795487	Birkenshaw	163306	Office Process	Unplanned Closure	Closure Update	Closure Update	CLOSURE UPDATE	OFFICE IS STILL CLOSED DUE TO PROBLEMS WITH MIGRATION	details logged	1278922844_morieym_12/07/10 08:57:10 paul.taylor01 Priority: Emergency Status set to: Assigned Assigned to group: Tier 1 Admin12/07/10 09:20:39 rotherc01 Status set to: Allocated Allocated to: rotherc01_	12/07/2010

Branch: Birkenshaw
Branch Code: 163 306

Summary of Call Logs to the National Business Support Centre
8 July 2010 to 28 February 2011

Exhibit Number:
Identifying Mark: SB/24

16/08/2010 09:30	TT16847292	Birkenshaw	163306	Horizon On Line		Correcting Horizon Errors	Correcting Errors	HNG A+L	KB	1281951021_clive.robson02_16/08/10 10:30:21 clive.robson02 Priority: Low Assigned to group: Tier 1_	16/08/2010
01/09/2010 12:53	TT16873336	Birkenshaw	163306	Horizon On Line	DVLA/MWL HNG	Tax Discs	Incorrect Tax Disc Issued	HNGX - DVLA MWL	KB - REFERRED CUST TO DVLA	1283345628_shaun.gray01_01/09/10 13:53:48 shaun.gray01 Priority: Low Assigned to group: Tier 1_	01/09/2010
21/09/2010 15:20	H16902864	Birkenshaw	163306	Horizon On Line	Post Office Ltd HNG	Postal Orders	Counter Procedure	POSTAL ORDER	PASSED ON H REF NUMBER	1285082495_rebecca.padgett01_21/09/10 16:20:01 rebecca.padgett01 Priority: Low Status set to: Assigned Assigned to group: Tier 221/09/10 16:20:17 rebecca.padgett01 Status set to: Allocated Allocated to: rebecca.padgett01_	21/09/2010
06/10/2010 08:23	H16923076	Birkenshaw	163306	Horizon On Line		Reversing Transactions	Existing Reversal	DVLA	KB	1286353418_stavesa_06/10/10 09:23:38 stavesa Priority: Low Assigned to group: Tier 1_	06/10/2010
22/10/2010 10:20	H16946789	Birkenshaw	163306	Logistics		Discrepancies	Value Stock	STORES	LOGGED GALAXY REF 112129	1287742838_debbie.broughton_22/10/10 11:20:38 debbie.broughton Priority: Low Assigned to group: Tier 1_	22/10/2010
27/10/2010 08:47	H16951682	Birkenshaw	163306	Horizon On Line	Automate d Payments HNG	Post Office Payout	Counter Procedure	CW POWER PAYOUT	CKD APOP AND IT HAS BEEN AUTHORISED GAVE PM REF NUMBER	1288169846_sharon.jamasp01_27/10/10 09:47:12 ward03 Priority: High Status set to: Assigned Assigned to group: Tier 227/10/10 09:51:20 lavern Status set to: Allocated Allocated to: sharon.jamasp01_	27/10/2010

000596

Branch: Birkenshaw
Branch Code: 163 306

Summary of Call Logs to the National Business Support Centre
8 July 2010 to 28 February 2011

Exhibit Number:

Identifying Mark: SB/24

30/11/2010 08:31	H16992029	Birkenshaw	163306	Office Process	Unplanned Closure	Non Critical Closure	Inclement Weather	Office Closure WEATHER/ reopening	UNABLE TO GET IN TO OFFICE, ALTS AS ON SYSTEM	closed call as per log WEATHER	1291121617_sue.hunt_30/11/10 08:31:18 james.unsworth01 Priority: Emergency Status set to: Assigned to group: Tier 1 Admin30/11/10 12:52:37 sue.hunt Status set to: Allocated to: sue.hunt30/11/10 12:52:52 sue.hunt logged for info only due to adverse weather, no further action taken.	30/11/2010
01/12/2010 11:18	H22828359	Birkenshaw	163306	Office Process	Unplanned Closure	Closing Early	Inclement Weather	Office Closure	WEATHER CONDITIONS	LOGGED FOR INFO ONLY	1291362657_moleym_01/12/10 11:18:38 june.tjynn CLOSED TO TO HEAVY SNOW, NOM IS TONG ST Priority: Low Status set to: Assigned Assigned to group: Tier 1 Admin_	01/12/2010

Branch: Birkenshaw
Branch Code: 163 306Summary of Call Logs to the National Business Support Centre
8 July 2010 to 28 February 2011

Exhibit Number:

Identifying Mark: SB/24

08/02/2011 09:51	H17063790	Birkenshaw	163306	Office Process	Unplanned Closure	Non Critical Closure	Audit/Suspension	CLOSURE PENDING 14/02 REOPEN north	CLOSED DUE TO AUDIT - NOMS ARE TONG STREET & DRIGHLINGTON	REOPEN SEE LOG	1297681935_browna2_08/02/11 09:51:32 rebecca.padgett01 Priority: High Status set to: Assigned Assigned to group: Tier 1 Admin08/02/11 09:52:00 morley Status set to: Allocated Allocated to: morley08/02/11 09:54:37 morley Drighlington 0113 2852253 - kathy Tong Street 01274 681419 - fiaz above adv re; closure Priority: Low Allocated to: T1A08/02/11 12:16:37 rotherc01 Called po @ 12.15 Spoke to Pm the office is still closed09/02/11 10:14:27 lipscov01 Allocated to: lipscov0109/02/11 11:22:16 lipscov01 Rang office at 11.22 engaged.09/02/11 11:52:52 lipscov01 Rang office at 11.52 engaged.09/02/11 12:08:46 lipscov01 Rang office at 12.08 and still closed.09/02/11 12:12:36 lipscov01 Emailed North closure sheet.09/02/11 12:14:46 lipscov01 Allocated to: T1A09/02/11 15:21:30 lipscov01 Allocated to: lipscov0109/02/11 15:22:54 lipscov01 Rang office at 15.22 and still closed - coming back tomorrow and thinks they will be open Friday.09/02/11 15:44:09 lipscov01	08/02/2011
11/02/2011 12:35	H22845417	Birkenshaw	163306	Office Process	Unplanned Closure	Non Critical Closure	Audit/Suspension	Office Closure	CLOSED FOR AUDIT	DUPLICATE CALL SEE LINKED ID H17063790	1297428407_morley_11/02/11 12:35:33 naomi.grieves Priority: Low Status set to: Assigned Assigned to group: Tier 1 Admin11/02/11 12:38:16 morley Status set to: Allocated Allocated to: morley_	11/02/2011

Branch: Birkenshaw
Branch Code: 163 306

Summary of Call Logs to the National Business Support Centre
8 July 2010 to 28 February 2011

Exhibit Number:
Identifying Mark: SB/24

11/02/2011 15:44	HT7069592	Birkenshaw	163306	Switchboard	Office Details	Administration	OFFICE DETAILS	WHAT ARE THE NOMS FOR THIS OFFICE	KB	1297439068_fishwicks02_11/02/11 15:44:28 fishwicks02 Priority: Low Assigned to group: Tier 1_	11/02/2011
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000599

Balance Procedure

ENSURE CASH & STOCK IS SECURED IN SAFE UNLESS BEING USED OR COUNTED, TAKING OUT SMALL AMOUNTS AT A TIME, MAKING SURE SAFE IS LOCKED AS SECURITY PROCEDURES.

You can prepare for balancing throughout the day in order to save time later. This should only be done at quiet times and should not impact on customer service. This includes checking any Bulk Stock you may hold in your safe, with a recent copy of a Balance Snapshot, and/or listing any Bulk Cash and Stamps on a sheet of paper or a locally designed form.

1. Check Outstanding Transaction Corrections

Back Office F14

Housekeeping F6

Process Transaction Corrections (42)



Outstanding Transaction Corrections must be resolved before the Trading Period balance.

2. Complete Counter Daily Reports

Back Office F14, Select Reports F1



Exhibit Number

Identifying Mark

SB/25

3. Complete Counter Weekly Reports

Back Office F14, Select Reports F1

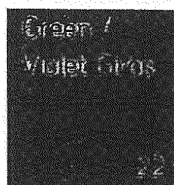


DWP Cash
Cheques (22)

Print (22)

Cut Off (26)

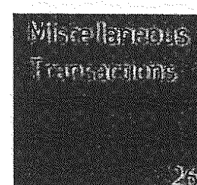
Retain 1 copy of the report for own records.



Misc. Transactions (26)

Print (22)

Cut Off (26)



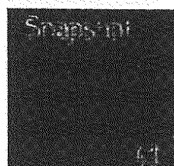
4. Print a Balance Snapshot

Back Office F14

Stock Balancing F3

Snapshot (41)

Print (22)



Using this Balance Snapshot you produced, carefully check figures.

Check all receipt and payment transaction totals with the supporting vouchers / documentation. It is wise to check ALL transactions, the more you check, the less chance that you will incur Transaction Correction notices.

Check the Snapshot carefully against the actual stock in your office, ensuring that the system held stock figures match your actual stock holdings. If there are any major differences, it is advisable to re-check that item of stock.

5. Amend Stock Discrepancies

To Reduce
Stock Holdings

Front Office (F14) - then sell the difference between your figures and the systems figures. (eg: The system thinks you have 225 1st class stamps, you actually have 221 1st class stamps You will then put in Quantity 4 and touch the 1st Class (21) stamp icon. This will alter your system figure to 221)

To Increase
Stock Holdings

Back Office (F14) - Reversals New (21) - then sell the difference between your figures and the system figures. (eg: The system thinks you have 400 2nd class stamps, you actually have 432 2nd class stamps. You will then put in Quantity 32 and touch the 2nd Class (31) stamp icon. This will alter your system figure to 432.) The go back to the Riposte Screen.

Please note: All the above information is subject to change. Refer to Operational Focus of contact NBSC for current status

Exhibit Number
Identifying Mark

88/25

6. Complete all other outstanding manual summaries and Reconciliation

Promotional/Payment Vouchers
National Lottery Cheque Prize payments

7. All the following Reports are completed from: Back Office F14 - STOCK BALANCING F3

Declare Stamps
Stamps (22)



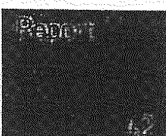
Make a new declaration, and enter on the system the number of each different type of stamp you have. Press ENTER, give a Declaration Number and Print.(62)
You must keep this report with your office under copies

Declare Cash
Cash (21)



Double check the cash denominations on the system to your daily cash declaration. If correct press ENTER, give a Declaration Number and Print.(62)
You must keep this report with your office under copies

Produce Balance Report
Report (42)



Check and accept messages until you arrive at the 'Produce Report' screen. Print (22) the Balance report.
Once the Balance report has been produced, check that all totals are correct.

On the last Wednesday in the Trading Period the lottery figures must be included, prior to final rollover into next TP

Roll Stock Units
Balance Period (86)
Trading Period (84)

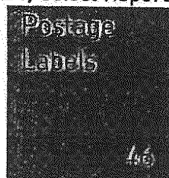


At the End of Trading Period the discrepancy settlement screen appears on the last stock to Roll Over into next TP. Horizon will ask how you are going to settle the discrepancy, i.e. Cash, Cheque or provide you with an option to settle the discrepancy centrally if over £150. If this option is selected, then you will receive a statement from our accounting team in Chesterfield which provides you with the additional option of paying by credit or debit card. If the discrepancy is due to a known specific error made at the branch, then contact NBSC with the details to enable further accounting investigations to be made and appropriate accounting corrections to be issued.
You do not need to 'make good' after each weekly balance, but you **MUST** make good at the end of your Trading Period.

End of Trading Period

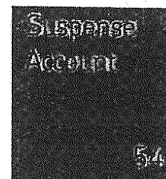
Back Office (F14) select Reports (F1), Office Weekly (F3)

Postage
Labels (46)



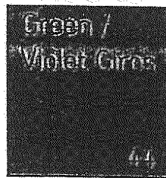
Print (32)
Cut Off (36)
Yes (ENTER)
Continue (ENTER)
Associate all rejected labels.
Ensure report is signed. Retain in office.

Suspense
Account
(54)



Print (32)
Cut Off (36)
Yes (ENTER)
Continue (ENTER)
Retain in office

Green/Violet
Giros
(44)



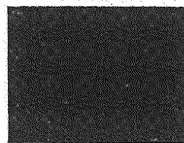
Print (32)
Cut Off (36)
Yes (ENTER)
Continue (ENTER)
Ensure report is signed. Retain in office.

Please note: All the above information is subject to change. Refer to Operational Focus of contact NBSC for current status

Exhibit Number	000001
Identifying Mark	SB/25

YOU CAN NOW COMPLETE THE *Branch Trading Statement*

1. Back Office (F14) – Office Balancing (F4)



2. Produce Trial Trading statement Report Trading statement (32)



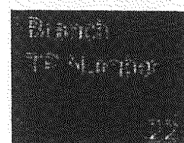
You can either '(24) - Preview' or '(22) - Print' or 'this report but you should check all relevant information before selecting...

3. ROLL OVER Roll Over (26)

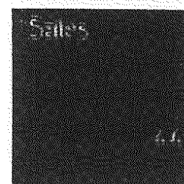


The system will print the Branch trading Statement. Remember to sign and date stamp and retain in a suitable folder for SIX years.

4. Check Office rollover into next TP Branch TP (22)



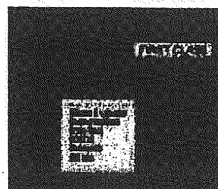
5. Sales Report Back Office (F14) Reports (F1) Sales Report (44) Enter To and From Dates for Trading Period (36) Print (32)



Optional – but can be used for checking your remuneration

What Goes Where

Department for Works and Pensions – Cheques (Green Giros)



And the Counter Weekly Printout 'Client Copy'

Please note: All the above information is subject to change. Refer to Operational Focus of contact NBSC for current status