

# **Main Post Office Limited branches (Post Office Limited Cash)**



Operations Manual

**In Commercial Confidence**

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## **1 Purpose**

The purpose of this Manual is:

- to provide Postmasters with information and support that they will require for operating a Main Post Office Branch; and
- to explain Post Office Ltd's requirements relating to a variety of matters, including the customer experience, accounting, security, ordering products, provision of cash, safeguarding mail, training, disability issues, registration of Assistants, health and safety and information security including data protection issues.

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

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

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

## **2 Roles and Responsibilities**

Postmasters will be required to use this Manual in conjunction with other relevant manuals referred to in the Agreement to train Assistants who will be involved in operating the Branch.

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

The Postmaster shall register with "Grapevine" (Post Office Ltd's dedicated intelligence service) as soon as is reasonably practicable. This may be done by calling 0345 603 4004 or accessing the Grapevine website ([www.grapevine.co.uk](http://www.grapevine.co.uk)). Registering with Grapevine will enable Post Office Ltd to contact the Postmaster in relation to any security issues affecting the Branch or the Network.

In relation to the Retail Business the Postmaster will;

- within 3 months after the end of each of the Postmaster's financial years, supply Post Office Ltd with a copy of the latest available audited accounts of the Branch and the Basic Business or such other financial records as may be agreed between Post Office Ltd and the Postmaster.

## **3 Features of a Mains Model Branch**

### **3.1 Background**

The Main Model operates within a high quality retail offer, with premises that are compliant with the Equality Act.

The standard Main branch format has a focus on service from an open-plan environment. A dedicated, open-plan Post Office counter will be available, also incorporating a fortress position for high value transactions. This is normally situated towards the rear of the retail premises.

The dedicated counter will serve the full range of Post Office products available in the branch.

In addition, the majority of services will also be available from a combi counter located alongside the retail counter, which would be open the same hours as the retail business.

This provides additional capacity during the core operating hours, as well as adding extended hours & allows the Postmaster to make efficient use of staffing by using retail assistants during extended hours.

### 3.2 Main Operating Model Features

The following are a list of principles and features which apply to all Main Model Post Office Ltd branches.

- shall be located within a vibrant retail offer (such as a convenience store or branded symbol group or a large independent convenience retailer);
- will be located in a mix of urban and rural locations;
- will have a mixture fortress and open plan with a Local Combi alongside the retail counter; and
- will offer extended opening hours which will match the retail store opening hours.

### 3.3 Customer Service Standards

Giving Customers a positive experience every time they visit your Branch is vital to the long term success of your business and that of Post Office Ltd. Satisfied Customers are more likely to buy more, shop more often and recommend you to others, so the benefits really speak for themselves. To understand exactly what makes a good customer experience and to help you deliver it we've spent some time talking to Customers about what's most important to them and we've used this information to develop our Branch Standards. These are contained in the table below.

	<b>The standard</b>	<b>This means that</b>
<b>Speed of service</b>	Every Customer shall receive attention to their requirements within five minutes of the time they seek service. Research shows that satisfaction declines significantly for Customers waiting more than five minutes.	The Postmaster shall: <ul style="list-style-type: none"> <li>• review customer arrival patterns and plan to meet expected peaks and troughs of demand for counter services.</li> <li>• deploy queuing systems which are designed to support achievement of the standard, which may include a single queue system, bespoke service points, queue hosting or other process</li> </ul>

		<p>taking account of available in-office facilities;</p> <ul style="list-style-type: none"> <li>• put in place flexible staffing arrangements as may be required to cope with the variations in the pattern and volume of Customer arrivals and types of business;</li> <li>• ensure that all staff are fully up to date on current procedures, services and products; and</li> <li>• ensure that all staff are well prepared for the day ahead, have sufficient stocks, forms etc. and are motivated to serve Customers quickly and efficiently.</li> </ul>
<b>Greeting</b>	Every Customer receives a warm and friendly verbal greeting before the beginning of the transaction	<ul style="list-style-type: none"> <li>• The person serving greets each Customer in a polite and friendly way before the beginning of the transaction e.g. "hello", "how can I help you?" and if immediate service cannot be provided, demonstrates that they value the Customer's time by positively acknowledging the Customer's wait e.g. "thank you for waiting".</li> </ul>
<b>Eye Contact</b>	Every Customer is acknowledged with eye contact at the beginning of the transaction	<ul style="list-style-type: none"> <li>• The person serving shall look at the Customer, and try and make eye contact and a smile before starting to serve each Customer.</li> </ul>
<b>Attention given</b>	Every Customer is given full attention throughout the transaction, with no side conversations with colleagues. Research shows that talking to colleagues whilst serving is a big driver of Customer dissatisfaction.	<ul style="list-style-type: none"> <li>• The person serving displays a professional attitude and pays full attention to each Customer that they serve from the time they leave the head of the queue;</li> <li>• the person serving gives full attention and priority to the Customer being served. No Customer shall be kept waiting at the counter while the person serving completes the previous transaction;</li> <li>• if the person serving is interrupted by a colleague during a transaction they shall acknowledge the inconvenience to the Customer and make an apology;</li> </ul>

		<ul style="list-style-type: none"> <li>the person serving does not leave the counter position during the transaction unless it is necessary to do so to complete the transaction; and</li> <li>the person serving provides an explanation to the Customer if there is a need for them to leave their counter position, e.g. to obtain a form or to consult a colleague about the transaction.</li> </ul>
<b>Meeting Customer needs</b>	Every Customer is given an accurate and expert service that fully meets their need	<p>The person serving shall:</p> <ul style="list-style-type: none"> <li>ask relevant qualifying questions to understand the Customer's need;</li> <li>use active listening skills and demonstrate they understand the Customer's need e.g. by paraphrasing the conversation or confirming the Customer request back to them;</li> <li>tell the Customer about relevant options to meet their need and, where there are several options available, explains the different service levels and prices;</li> <li>ensure that the Customer gets the right product or service to meet their need, or a suitable product if there are several options available;</li> <li>transact the product correctly through the Horizon system, making sure that the Customer understands the price of each element before completing the transaction of the product;</li> <li>give the Customer any relevant post sale or transaction information; and</li> <li>ensure that the Customer's need has been fully satisfied and enquires if the Customer needs anything else, e.g. "Is there anything else I can help you with today?"</li> </ul>
<b>Additional Help and Sales</b>	Once the Customer's initial need has been met, the person serving shall help them identify any additional relevant needs and make	<p>The person serving shall:</p> <ul style="list-style-type: none"> <li>offer products and services which may better meet the Customer's needs than the service they have</li> </ul>

	<p>them aware of appropriate products and services which may meet those needs</p> <p>This will help to maximise your sales</p>	<p>asked for and explain why this would be a more suitable product/ service and explain any price differences;</p> <ul style="list-style-type: none"> <li>• not give advice and recommendations for financial services or telecoms products;</li> <li>• ask the Customer relevant questions during the transaction to understand any further, associated needs we may be able to help them satisfy; and</li> <li>• make the Customer aware of complementary products and services and their prices.</li> </ul>
<b>Closing comment</b>	<p>Every Customer is given a friendly closing comment at the end of the transaction</p>	<ul style="list-style-type: none"> <li>• The person serving politely acknowledges the Customer when the transaction has been completed e.g. "goodbye" and "thanks".</li> </ul>
<b>Name badge</b>	<p>The name of everyone serving Customers is visible to Customers at all times</p>	<ul style="list-style-type: none"> <li>• The person serving displays their name badge on their person at all times.</li> </ul>
<b>Appearance</b>	<p>Everyone has a smart appearance</p>	<p>Everyone serving our Customers shall:</p> <ul style="list-style-type: none"> <li>• wear current, approved career wear that is neat, tidy, and clean;</li> <li>• only wear Post Office Ltd approved badges, or ones from other reputable organisations (e.g. British Legion or Round Table).</li> </ul>
<b>Branch environment</b>	<p>Branch is clean and tidy</p>	<ul style="list-style-type: none"> <li>• Frontage and windows shall be kept clean, well presented and in good condition;</li> <li>• point of sale shall be tidy, well presented and suitably placed;</li> <li>• no homemade point of sale material is permitted;</li> <li>• all areas of the Branch shall be regularly cleaned and presentable;</li> <li>• counter screens and tops shall be well presented, clean and free of clutter;</li> <li>• aisles shall be clear with no obstructions or litter.</li> </ul>

### 3.4 What to do when things go wrong (Complaints)

We know that despite all of your hard work, sometimes things do go wrong and Customers may complain. Even though a complaint may not have been caused by, or be about, a Branch, the Customer will naturally visit the Branch to complain because it's easy and accessible.

When that happens, it's really important to handle it professionally and make sure the Customer tells Post Office Ltd so we can fix it and make sure the same problem doesn't happen for other Customers. This also helps us make sure that complaints are handled fairly and consistently, meet the requirements of regulators such as the Financial Conduct Authority (**FCA**) and Ofcom and are captured centrally to allow us to improve things for everyone

It's important that you pass Customers on to the right team immediately so we can help them quickly. For many Products and Services we have dedicated customer helpdesks who are experts and best placed to help Customers. You can find all the information you need in the "**Here to Help**" leaflet, the product brochure or the Operations Manuals for the relevant Product or Service.

Please remember that whilst you may not be responsible for a Customer's complaint and shall not try to resolve it locally, how you respond to an unhappy Customer does reflect on your Branch. Whilst it may not feel like it at the time a complaint is a great opportunity for you to give outstanding service. Customers do understand that things sometimes go wrong and, if their issue is dealt with in the right way, will often be more satisfied and loyal than they were before.

By managing these situations professionally and sensitively you can start the process of repairing the Customer's view of the Post Office network. So what should you do?

- listen to what the Customer has to say. They may be angry and need to let off steam so it's really important that you stay calm to diffuse the situation if this should occur;
- apologise that the Customer is unhappy. Even if it's not your fault you should apologise that something has gone wrong;
- explain and assure. Calmly explain what action the Customer needs to take and make sure they know what will happen next. Assure the Customer that Post Office Ltd takes complaints seriously and our dedicated teams will respond promptly; and
- thank the Customer for taking the time to tell us about their issue – it really helps us to understand what we need to do to make our business better for everyone.

### 3.5 Customer enquiries/Opening Hours

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

The Postmaster shall provide an excellent service to its Customers at all times. If something goes wrong and a Customer wishes to complain, the Postmaster shall, as a

representative of the Post Office Ltd brand, deal with the complaint in a positive, confident and professional manner. If the Customer has a complaint, the Postmaster may give the Customer the Post Office External website address found at **Appendix A**.

Customers expect Post Office Ltd services to be accessible at a time convenient to them and have a right to expect Post Office Ltd branches to be open in accordance with their advertised opening hours. The Dedicated Post Office Counter Positions shall be available during the minimum hours specified in the Agreement subject to extension in accordance with the Agreement for special events and seasonal fluctuations demand e.g. Christmas period and the day after Bank Holidays. Please note that these counters do not need to be permanently manned but Assistants shall be available to meet customer requirements.

Outside core hours, if the store is open, then Post Office services shall be made available from the Combined Retail Serving Position, where one has been provided. If no Combined Retail Serving Position has been provided, then Post Office services are required to be available from the Dedicated Serving Positions.

An notice setting out the opening hours of the Branch shall be kept permanently on display at the Branch. There are two notices available communicating Post Office service opening times:

- a notice to communicate opening hours for Post Office services available from the Dedicated Post Office Counter Positions; and
- a notice to communicate opening hours for Post Office services available from the Combined Retail Counter Position (where this service is available).

### **3.6 Financial Services and Travel insurance - enquiries and complaints**

For all complaints relating specifically to a Post Office Ltd Financial Services product or Travel Insurance, the Customer shall be referred to the appropriate financial services contact centre as identified within the "Here to Help" leaflet and for all enquiries, the Customer shall be referred to the product brochure..

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

### **3.7 Post Office Ltd Home Phone and Broadband – enquiries and complaints**

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

### **3.8 Performance Standards**

#### **Performance Standards Support available to Postmasters**

Below are the different types and levels of support available to Postmasters:

- Onsite support from an Area Manager is available for branches providing sales training to Postmasters and their Assistants.
- Telephone sales support arranged by an Area Manager is available for selected branches providing sales training to Postmasters and their Assistants. This support would now be arranged by the Area Manager for the branch where required.
- Specific product sales support is available for selected branches providing sales training to Postmasters and their Assistants.
- Sales and marketing support in the form of the provision of point of sale materials, publications etc.
- Branch Focus publications communicating sales information and details on new and changes to existing products and services.
- **“One Website”** is a dedicated website for Postmasters to keep up to date with online news, publications and access to product and sales training material.
- **“Horizon Online Help”** is a webpage accessible from Horizon System, which contains online support in relation to completing transactions.
- **“Branch Hub”** is an interactive tool for you and/or your staff. It is a digital platform which contains support and information relating to tasks such as stock ordering troubleshooting issues. Additional useful tools will be added in due course to help make Branch Hub a one-stop shop for postmasters.
- **“Branch Support Centre”** can help the postmaster if they experience an operational issue and they need any support but don't know how to get it. The Branch Support Centre can be contacted on
- We publish operational information each week in Branch Focus, such as product updates. This is published on Horizon.
- We send pop-up memo view communications that appear on the Horizon terminal for urgent operational information.
- Regional Facebook groups are available for you to connect with us and with other postmasters.

#### **4 Information and advertising (posters and leaflets)**

Branches are required to meet high standards of presentation by displaying posters and other specified informational material as directed and by maintaining displays in the manner detailed below.

##### **4.1 Display Equipment.**

Branches may be equipped with one or more of the following point of sale display systems:

- **POD panels** which include leaflet dispensers for the display of advertising and informational material.
- **A1 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 within the Branch for Customer sight in accordance with the display instructions. Counter screens shall be kept clear at all times other than displays as defined by the display standards document.
- **A frames** (where used) is used to display current promotional material provided by Post Office Ltd.
- **Forms Dispensers** (where fitted). Branches shall ensure that the correct forms are contained in forms dispensers and that sufficient stocks are available for Customer use at all times. Post Office Ltd will issue a list of forms to be displayed.

##### **4.2 Display Material and Display Instructions.**

The material to be displayed is restricted to that authorised by Post Office Ltd as detailed in the display instructions, which are distributed to Branches on a regular basis. Posters and leaflets, to update displays, will be despatched to Branches prior to the display date. The displays shall be updated by the date specified in the display instructions (unless instructed otherwise). Branches shall ensure that there is a plentiful supply of leaflets available on the Customers' side of the counter area at all times. Reference shall be made to the operations manual relevant to the Product, Service, transaction or process for procedures for non-receipt of items.

Nothing other than the items listed in the latest display instructions shall be on display in the Branch within the eyesight of Customers. Only Post Office Ltd's officially produced posters and leaflets can be displayed in Customer areas and under no circumstances shall locally produced items be displayed. No sticking tape, blu tac, etc shall be used to affix posters to counter serving screens, on walls or window areas.

In the unlikely event of a Post Office Point of Sale delivery failure the Branch shall contact Branch Support Centre quoting non receipt and obtain a reference number, which shall be retained until the display materials are received. The display space shall be left 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 memo view.

##### **4.3 Essential Information posters**

When it's necessary to display Essential Information posters supplied by Post Office Ltd, for example to advise Customers about a change in the normal opening hours of the Branch, these shall be displayed as directed by Post Office Ltd.

#### **4.4 Reordering Leaflets, Posters etc.**

Sufficient stocks of all leaflets etc. shall be held to cover a minimum of four week's requirements. Refer to the operations manual and display instructions relevant to the Product, Service, transaction or process for procedures for ordering supplies of display materials.

The display instructions will contain full instructions on treatment of obsolete items.

#### **4.5 Keeping leaflets up to date**

All leaflets, forms and posters shall be kept up to date, old leaflets, forms and posters held within the Branch shall be destroyed or recycled as explained in the display instructions ensuring that only the latest information is available to Customers.

### **5 Registration of Assistants**

The Agreement requires that the Postmaster shall not allow anyone to have any involvement with the Branch or with the Products and Services unless they have first been registered as an Assistant by Post Office Ltd. The procedure to be followed by the Postmaster in seeking registration of Assistants (including a Manager) is set out in Appendix E of this Manual. When any Assistant ceases involvement with the Branch, the Postmaster shall immediately notify Post Office Ltd and shall terminate their access to Post Office Ltd information or information systems or the Horizon system (or any replacement system). The Postmaster is responsible for assessing and managing the Assistant's capability to deliver the accurate, professional and great level of customer service expected by Customers.

The Postmaster shall:

- ensure that all Assistants understand that they are employees of the Postmaster, not Post Office Ltd;
- ensure that all Assistants comply with Post Office Ltd's reasonable instructions regarding standards of appearance, behaviour and skill; and
- ensure that all Managers and Assistants wear identification badges, as supplied by Post Office Ltd, when working in the Branch. Such identification badges shall be obtainable from Post Office Ltd or its nominated supplier at Post Office Ltd's cost;

### **6 Training**

#### **Introduction**

The training of Postmasters is extremely important to Post Office Ltd. Post Office Ltd will provide a comprehensive training package to Postmasters.

#### **6.1 Initial Training from Post Office Ltd**

Post Office Ltd will provide initial training to the Postmaster and/or Manager(s). This training will cover all aspects of running and maintaining a Branch, including operational training of basic transactions and accounting processes on Horizon Online.

On request by the Postmaster, Post Office Ltd may also offer initial training to Postmaster's Assistants. It is the Postmaster's responsibility to ensure its staff are trained and maintain the required level of knowledge. The Postmaster will be responsible for paying any salary,

expenses, accommodation etc. incurred by staff attending any training courses or outside hours training events which are provided by Post Office Ltd.

The Postmaster will be required to attend further training as directed by Post Office Ltd from time to time. Postmasters of Mains Post Office branches will usually be required to attend no more than 4 days of training per calendar year but this may vary from year to year.

## 6.2 Training – classroom, on-site and ongoing support

A trainer from the Post Office Operational Training team will complete initial training of the Postmaster. This will include transactional training for key products and services, FCA & Mails compliance & equipment used on a daily basis.

Type of training / support	Explanation	Length of training / availability of support
Online eLearning fundamentals training which is relevant to all branches. Assessment quizzes to test learners knowledge.	Online learning assigned to the learner to cover the basic Post Office products and services available in their branch. Each module includes an assessment quiz to test the learner's knowledge. These modules cover: Mails; Travel; Banking services and automated payments; Security procedures; Compliance (Information Security and Data protection, Anti Money Laundering and Counter Terrorist Financing Awareness, Mails Compliance, Mails Prohibited and Restricted).	8-10 hours
Online eLearning fundamentals which is relevant to Mains SPSOs branches with additional products, and Directly Managed Branches. Assessment quizzes to test learner's knowledge.	Online learning assigned to the learner to cover products and services that are only available in Mains, some SPSOs and Directly Managed Branches. Each module includes an assessment quiz to test the learner's knowledge. These modules cover: Government services; Broadband and Phone; Travel Services; Financial Services; Compliance (Financial Services, Broadband and Phone; Insurances).	6-8 hours
Classroom Training which is relevant to all branches. This training is supported by a Counter Guide and a Learner journal.	Classroom Training to practice transactions using Horizon, build capability on completing transactions and processes, build confidence in talking to customers about products and services and to receive face-to-face feedback and support from a Post Office Trainer.  <b>Day 1:</b> Introduction to Horizon Online; Inland Mail; International Mail; MoneyGram; Banking services; Automated payments; End of day activities.	2 days

	<b>Day 2:</b> Day 1 recap; Balancing; Travel Money; Cash management; Further practice of transactions; End of day activities; Balancing a stock unit.	
Classroom Training additional day for Mains and SPSO branches with additional products and DMBs. Supported by a Counter Guide and a Learner journal.	<b>Day 3:</b> International Parcelforce Worldwide; Branch Security; Information security and data protection, DVLA, Introducing Post Office Products (Financial Services, Broadband and Phone, Travel services); Stock Unit balance; Passport check and send.	1 day
In-branch training. Set-up day for new branches.	Post Office Trainer will set up the branch ready for opening. This day includes adding the Postmaster and all assistants to the Horizon system, creating stock units, preparing the stamp books, booking in cash and stock, setting up the branch with the new forms and leaflets.	1 day
In-branch Training all branches.	Post Office Trainer will provide support for the Postmaster and assistants with all transactions and during quiet periods will role play transactions to gain experience and confidence. Trainer will cover all transactions with each learner.	6 days
Follow up balance	Post Office Trainer will 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 balance.	1 day
Early days support	A Business Support Manager is assigned to the branch for up to 6 months to embed, consolidate and reinforce the training and complete the On-boarding journey.	6 months

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

The Postmaster shall ensure that all Assistants and Managers use individual Horizon user ID's and passwords set up in the correct format as laid down in the operating instructions provided by Post Office Ltd. The Postmaster shall further ensure that the Manager and/or each of the Assistants do not swap or share their individual Horizon user ID's or passwords in any circumstance.

The Postmaster shall ensure that he/she and all members of their team that work in the Branch complete the annual regulatory training and testing as specified by the Post Office annual regulatory training programme.

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

### **6.3 Post Office Ltd Training by the Postmaster**

#### **On – going Training Requirements.**

The Postmaster is required to arrange and deliver training for their Assistants for new products and services, changes to current products, services and accounting processes and sales conversational training. The Postmaster shall ensure all training reference books and guides are kept up-to-date.

The Postmaster shall also ensure that, as appropriate, each Manager or Assistant who has not attended training from Post Office Ltd acquires the same job skills as the Post Office Ltd trained staff.

#### **Training for Regulated Products**

The Postmaster is responsible for ensuring that Managers and Assistants receive all training which is necessary in order to be able to provide the Post Office Ltd Products and Services to the required standard.

Where the Postmaster has obligations to third parties in relation to certain Post Office Ltd Products and Services (including, but not Ltd to, financial transactions (such as bureau de change, sale of insurance and communications products, and provision of mail services)), the Postmaster undertakes to use its best endeavours to ensure that Managers and Assistants will not cause the Postmaster to be in breach of such obligations.

Post Office Ltd may require from time to time that the Postmaster conducts specific training (whether through written/distance learning or via presentations) in relation to certain Post Office Ltd Products and Services or regulatory requirements (such as, but not Ltd to, money laundering) for its staff. Repeated failure or refusal by the Postmaster to arrange for such training to be properly applied when requested to do so by the Post Office Ltd will be deemed to be a material breach of the Agreement.

## **7 Daily operation of a Main Post Office Branch**

### **Introduction**

This section is intended to give guidance on the tasks and preparation needed before a Branch can be opened for daily business and closing the Branch at the close of business.

#### **7.1 Prior to opening the Branch**

##### **Security Procedures**

Assistants working at the Branch shall be fully trained in the confidential security drills applicable to the Branch, as set out in the Security Operations Manual. All staff shall also be made aware of advice given in this Manual and be familiar with how assistance from the police can be summoned, if necessary.

##### **Staffing**

As a broad guide, counter staff will normally be needed about 15 minutes before the Dedicated Post Office Counter Position(s) is/are due to open to attend to the above mentioned preparatory work, but variations will be required if:

- there is extra work expected;
- counter training is scheduled; and
- security reasons dictate.

Where possible, if the Branch is large enough it is recommended that key tasks be separated and allocated to individual staff working in the Branch.

## **7.2 Branch Unable to Open for Business**

If for any reason a Branch is unable to open for business at its advertised time then the Postmaster shall notify the Branch Support Centre immediately.

When opening is delayed for a short period of time during the day, Post Office Ltd shall be consulted and approval given, and a special notice displayed informing the Customers of:

- the reason for the delay in opening, or temporary closure;
- what time the service will be resumed;
- which is the nearest Post Office Ltd branch for alternative service; and
- give an apology for the inconvenience caused.

## **7.3 Closing the Branch at the end of the day**

### **Dispatch of Mails and Transaction Documents**

Prior to the last letter mail collection all transaction vouchers, summaries and other documents shall be dispatched as necessary. When the last letters collection is actually made all items of mail shall be cleared from the Branch. Any mail items transacted after the last collection shall be secured as per the Mails Integrity guidelines.

### **Preparation for Next Day's Business**

Postmasters are free to carry out cleaning or suitable work in readiness for the next day's business when this is convenient after the Dedicated Post Office Counter Position has closed.

Security procedures and staffing arrangements need to be varied as appropriate if balancing and accounting procedures are followed at close of business.

## **8 Scales and weights**

### **Introduction.**

Weights and scales sited at branches for use in the conduct of the Branch come within the jurisdiction of the Weights and Measures Act and shall be exclusively used for transactions at the Branch. Equipment shall bear the Weights and Measures authenticating stamp and is liable to test and inspection at any time during normal working hours by local Trading Standards Officers, to whom access and assistance shall be given when bona-fide evidence of identity has been produced.

### **8.1 Checking and Testing of Automatic Scales.**

To ensure that scales are accurate as a safeguard for Customers, the Postmaster shall test the scales regularly and report all faults immediately to Grapevine on GRO

Records of the tests shall be kept for audit purposes in the form set out in Appendix B and shall be kept within the Branch. Sets of test weights are provided for the purpose:

### **8.2 Fault reporting and assistance.**

Any faults shall be reported to Grapevine on GRO

### **8.3 Further information on scales can be found on Horizon Online Help and Branch Hub.**

## **9 Service disruptions**

When counter services are disrupted by external or internal factors, it is Post Office Ltd's policy to do everything possible to maintain the fullest range and availability of services to Customers. If, however, it is not practical to continue to operate all services then the Postmaster shall shut down the services in the following order of priority (government payments being the first to be shut down, and 'any other services' being the last to be shut down):

- Government payments;
- banking services (including corporate business – business deposits/change giving etc.);
- priority mail services e.g. special delivery & first class post; and
- any other services specifically directed by Post Office Ltd

### **9.2 Contingency planning.**

The key to maintaining services during emergencies is prior contingency planning and flexible response to the difficulties arising from specific incidents.

### **9.3 Disruption of Post Office Ltd services.**

Should support services operated by Post Office Ltd or other Clients be disrupted for any reason, every effort will be made to maintain service by alternative means. Services most likely to be affected are:

- cash funding and stock remittance services;
- mails services including daily and weekly collection of transaction documents;
- stores provisioning; and
- helplines, e.g. Branch Support Centre (**BSC**).

Provided that stock levels are maintained to authorised levels, Branches shall be able to continue operations without interruption and emergency corrective action shall not be required immediately. If necessary, a message will be issued by or on behalf of Post Office Ltd giving instructions and advice about:

- funding and cash management;
- clearance of cheques accepted for goods and services;
- despatch of transaction documents etc;
- stock and stores;
- changes to transaction or other procedures;
- suspension of “nominated office of payment” rules to allow payments at alternative offices; and
- communications.

#### **9.4 Customer Information.**

During emergencies, a high priority shall be given to informing Customers about delays to or suspension of services thereby helping to minimise inconvenience and anxiety.

#### **9.5 Radio and Press Publicity.**

Post Office Ltd will co-ordinate information services and arrange for television, radio and press publicity where this is considered appropriate in national or local emergencies.

#### **9.6 Local Publicity/Information Services.**

Marketing will be responsible for and give guidance on notices to be displayed in Branches to:

- explain and apologise about delays to or suspension of services etc;
- indicate when resumption is expected; and
- advise on alternative service options.

You can contact the display instructions inbox by emailing [displayinstructions@GRO](mailto:displayinstructions@GRO)

#### **9.7 Role of the Postmaster and its Staff.**

The Postmaster and its staff shall cooperate to maintain services for Customers and Clients at the Branch and do everything possible to protect the commercial interests of their business and Post Office Ltd.

Under no circumstances shall the Postmaster or any staff give interviews or discuss emergency situations with media or consumer group representatives without prior authority from Post Office Ltd. Enquiries of this nature shall be referred to the Post Office press office at [pressoffice@GRO](mailto:pressoffice@GRO) or [GRO](mailto:GRO)

#### **9.8 Security procedures**

A Postmaster is responsible for maintaining a standard of security sufficient for the safety of their staff, securing of cash, stock and other Post Office property and documents, whether held in their care or that of their assistants, both during the day and at night when the branch has closed.

Postmasters shall familiarise themselves with the Security Operations Manual as they must comply with its terms pursuant to this Agreement. Any security procedures required by Post Office Ltd shall be implemented immediately. Adhering to mandatory security procedures is key to deterring potential criminal activity. Postmasters and their staff are advised to consider the best course of action according to individual situations that occur. A premium shall always be placed on the safety and wellbeing of human life.

All staff working in the Branch shall at all times be alert to crime risks, be briefed on general security arrangements and on any special considerations which may arise during each period of the day.

## **9.9 Security Standards**

**For any general and operating security procedures please refer to the Security Operations Manual.**

### **Reporting a robbery or burglary.**

All robberies, robberies, threats (attempted and actual), bomb threats and suspect packages along with any suspicious activity shall be reported to the police on 999 and then Grapevine on . The Postmaster shall obtain and submit the following information to Post Office Ltd at the earliest opportunity:

- the denominations, total values and serial numbers of the missing or stolen items, so far as they are known, with serial numbers of any remaining stocks;
- a statement as to whether the date stamp of the Branch has been stolen or, if not, whether there is reason to believe that it has been used upon the stolen items;
- a specimen impression of the date stamp and, if it was stolen, particulars of the type in it when stolen;
- a statement of the circumstances which are thought to show that a theft has been committed and of the supposed date, time and method of commission. It shall include, if possible, written reports from the person who last saw the missing items and the person who first discovered the loss. The former shall say when the items were last seen, in what place and in what kind of receptacle (locked or unlocked) they then were. The latter shall state how and when the loss was discovered and describe exactly the condition of the place and of the receptacle from which the items were apparently taken; and
- particulars of any cheques including details of the service or stock for which they were accepted.

## **10 Stationery**

Post Office Ltd will provide a supply of stationery to enable the Postmaster to conduct transactions at the Branch. It is the responsibility of the Postmaster to re-order sufficient levels of stock in line with the requirements of the Branch.

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

## **11 Value and Non Value Stock**

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

### **11.1 Method of delivery**

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

Deliveries and collections of value stock and cash shall be carried out in accordance with the Post Office Ltd Cash and Secure Stock Remittance Information on Horizon Online Help and Branch Hub.

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

### **11.2 Accepting a cash or value stock delivery**

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

### **11.3 Checking a delivery**

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

### **11.4 Title and risk in cash and stock**

The cash and stock will be at the Postmaster's risk from the time they are delivered to the Branch Premises, provided that the Postmaster's liability for loss of, or damage to, the cash and stock will be determined in accordance with the Agreement.

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

### **11.5 Recording value stock or cash on Horizon**

The total value of cash delivery shall be scanned into the Horizon system within the Branch by the Postmaster on the same day as delivery in accordance with the Post Office Ltd Cash and Secure Stock Remittance Services Manual.

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

### **11.6 Leaflets**

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

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

Please refer to Ordering Stores and Stock information on the Horizon Online Help for full instructions, including procedures on non-delivery and emergency ordering.

### **11.7 Fulfilment of orders**

Post Office Ltd will fulfil orders, subject to availability. Post Office Ltd may refuse an order if it considers it to be excessive.

## **12 Accounting, balancing and cash management**

### **12.1 Accounting**

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

- Complete an accurate cash declaration on Horizon for all the stock units used every day as close as possible to, but no later than, 7pm. This shall include any stock units that may have only been used to accept Transaction Acknowledgements or to transfer cash/stock/currency. If a stock unit is not used, or if the branch is closed on the next day, the Postmaster shall make sure the cash declaration is the last transaction on Horizon that day.
- Associate the individual automated payment receipts with the daily automated payment report for use in the preparation of the Branch Trading Statement. The Postmaster shall keep the automated payment receipts and daily automated payment report in a secure place at the Branch.
- Complete and despatch additional daily and weekly documentation in accordance with procedures stated within the relevant operational manual for that Product or Service.
- Comply with information relating to Branch Trading set out on Horizon Online Help and Branch Hub.
- Remit monies due to Post Office Ltd in accordance with the Post Office Ltd Cash and Secure Stock Remittance Services Manual.

### **12.2 Balancing**

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

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

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

The Branch Trading Statement shall be filed and kept at the Branch. The Postmaster shall also comply with the Branch Trading Guidelines on Horizon Online Help and Branch Hub.

### **12.3 Security and control of cash and stock**

It is essential to take adequate precautions to secure cash and stock from members of the public and from visitors to the Branch. Safe keys shall never be left in the lock when the safe is not in use. They shall be hidden in a secure location within the branch. To ensure accountability for remittances and to control amounts of cash held at the counter a daily balance of bulk cash shall be made. This balance shall also record any:

- inward or outward cash remittances;
- transfers to or from the counter staff;
- signatures of individuals transferring cash; and
- handovers between the Postmaster and Assistants.

The Postmaster shall check inward remittances and despatch outward remittances. It shall ensure that bulk cash is retained in the safe with access restricted to the appropriate Managers.

As stated in the Agreement, the Postmaster is fully liable for all loss of, or damage to, Post Office Ltd's cash and stock where such loss or damage occurs as a result of the Postmaster's own negligence, carelessness or error, and also for losses of all kinds caused by his Assistants.

### **12.4 Cash holdings**

It is important for the Branch to have the right amount of cash in the Branch at the right time. To achieve this, the cash requirements of the Branch are determined from a record of cash flow details maintained over a period of time. The Branch is then given a target for the amount of cash it shall be holding at any one time in order to ensure that excess cash is not being held unnecessarily. The holding of excess cash not only constitutes a security risk but also loses Post Office Ltd a considerable amount of interest that could otherwise be obtained by banking the money. The cash holding targets set for each Branch are monitored regularly.

## **13 Accounting for branch discrepancies and transaction corrections**

### **Introduction**

It is the responsibility of the Postmaster to ensure that all accounts are prepared accurately and on time, even though they may not be personally involved in their preparation. If you have any queries in relation to a discrepancy or transaction correction, please call the Branch Support Centre. The telephone number can be found at Appendix A.

### **13.1 Accounting Discrepancies**

Any net accounting gain may be withdrawn by the Postmaster. The Postmaster shall repay any net accounting gain to Post Office Ltd where required.

The Postmaster is encouraged to contact branch support if they come across any discrepancy, positive or negative, that is unknown to them.

### **13.2 Payment for Transactions**

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

### **13.3 Recording, provision of information, accounting and settling**

The Postmaster shall:

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

### **13.4 Storage and filing**

All accounting paperwork shall be filed and stored securely at the Branch to enable the information to be easily located and identified if retrieval is required. Retention timescales will be stated in the relevant operations manual for each Product or Service.

Any confidential or sensitive data which is to be kept at the Branch shall be stored securely for the required retention period notified by Post Office Ltd and shall be shredded prior to disposal or secure destruction using a third party specialist company. Further information is provided in the mandatory Information Security training that Postmasters shall complete on an annual basis.

The Postmaster shall maintain Branch Trading Statements in a form approved by Post Office Ltd and shall keep them for at least six years after the end of the Postmaster's financial year to which they relate, together with all underlying or supporting records and vouchers relating to the Branch.

## **14 Mail**

### **14.1 Storage and Collection**

The Postmaster is responsible for ensuring mail is held securely on site until the scheduled collection. On arrival the identity of the collector shall be confirmed and mail handed over to persons with the appropriate identification.

### **14.2 Mail Segregation**

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

Mails segregation information is below:

<b>1<sup>st</sup> class parcels (to be sealed and 1<sup>st</sup> class parcel label attached)</b>	<b>2<sup>nd</sup> class parcels (to be sealed and 2<sup>nd</sup> class parcel label attached)</b>	<b>Letters and Large letters (to be sealed and a "Letters and Large letters" label attached)</b>
<ul style="list-style-type: none"> <li>• <b>1st Class and international PARCEL sized items including Large Letters over 750g</b></li> <li>• 1st Class small and medium</li> <li>• International Standard and International Economy</li> <li>• Articles for the Blind</li> <li>• BFPO</li> <li>• Franked/Mailmark (Meter) - international/inland parcels</li> <li>• Freepost Name (no address and no postage markings)</li> <li>• Freepost and Business Reply (marked as 1)</li> <li>• Home Shopping Returns r1, R24</li> <li>• International Business Reply Service</li> <li>• Online postage (marked as 1)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2nd Class PARCEL sized items including Large Letters over 750g</b></li> <li>• 2nd Class small and medium</li> <li>• Franked/Mailmark (Meter) - inland parcels</li> <li>• Freepost (with address but without postage markings)</li> <li>• Freepost and Business Reply (marked as 2)</li> <li>• Home Shopping Returns rV, r2, R, MOR, R48</li> <li>• Online postage (marked as 2)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>LETTER and LARGE LETTER items up to 750g</b></li> <li>• International Standard and International Economy</li> <li>• Articles for the Blind</li> <li>• BFPO</li> <li>• Freepost and Business Reply</li> <li>• Home Shopping Returns – Letter/Large Letter</li> <li>• International Business Reply Service</li> <li>• Online Postage</li> <li>• Royal Mail Signed For</li> </ul>

1 <sup>st</sup> class parcels (to be sealed and 1 <sup>st</sup> class parcel label attached)	2 <sup>nd</sup> class parcels (to be sealed and 2 <sup>nd</sup> class parcel label attached)	Letters and Large letters (to be sealed and a "Letters and Large letters" label attached)
<ul style="list-style-type: none"> <li>Postman's pouch</li> </ul>		

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

Special Delivery™ and other Royal Mail priority	Use a green bag (if available if not other bags can be used but they shall be tied with correct zip tie)
Parcelforce Worldwide items	Hold separately
Meter mail/ Franked Mail pouches	Kept separate
Account Mail formally known as PPI	Kept separate

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

### 14.3 The Postmaster's responsibility

The Postmaster is responsible for ensuring that 'mail items' are accepted, processed and conform to the agreed Post Office and Royal Mail requirements. The Postmaster shall use the appropriate tools and conversations when accepting all mail items. Failure by the Postmaster or any of its assistants to follow such a procedure will be deemed to be a material breach of the Agreement.

### 14.4 Information/reporting requirements

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

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

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

- the date, time and place;
- the number of (or, where not known, a reasonable estimate of) Postal Items involved; and

- as far as reasonably practicable, the staff who may have participated in the conveyance, receipt, collection, sortation or delivery of the items of mail (letter or parcels) involved; and any other particulars in relation to it (including the factual circumstances).

## **15 Provision of the official Branch telephone line**

**15.1** Post Office Ltd shall provide suitable telephone facilities at the Branch. These facilities can be provided by any telecommunications provider of Post Office Ltd's choice and shall meet the needs of the official business of Post Office Ltd and the relevant requirements of security (including use of the telephone facilities by Post Office Ltd for its Asymmetric Digital Subscriber Line (ADSL) service). These telephone facilities are known as the Official Branch Telephone Line.

**15.2** The Horizon equipment or any future replacement for the Horizon equipment or any official Post Office Ltd equipment as Post Office Ltd may from time to time specify will either:

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

**15.3** Post Office Ltd is under no obligation to provide an OBTL that can be used for any purposes other than purposes relating to the running of the Branch. If the OBTL is capable of any private use, the Postmaster shall utilise the OBTL solely for official Post Office Ltd purposes and shall not utilise it for any private purposes.

**15.4** The Postmaster shall not move or relocate the OBTL without Post Office Ltd's prior written permission. Any movement of or changes to any of the telephone or other communications equipment at the Branch that are the result of changes initiated by the Postmaster, including but not limited to refurbishment or re-location of the Branch, will be the responsibility of the Postmaster. The Postmaster will be responsible for ordering and paying for the movement or changes from the telecommunication service provider.

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

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

**15.7** The Postmaster shall provide:

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

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

## **16 Data Protection**

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

Post Office Ltd may at reasonable intervals request a written description of the technical and organisational methods employed by the Postmaster or the Postmaster's sub-contractors to ensure the safety and security of Personal Data held by the Postmaster. Within ten working days of such a request the Postmaster shall supply written particulars of all such measures in sufficient detail so that Post Office Ltd can determine whether or not Personal Data, has been processed in accordance with the Data Protection Act 2018 (DPA) and the requirements of the Agreement.

The Postmaster shall:

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

- comply with its own obligations under the DPA, including registering with the Information Commissioner's Office (ICO) if required and shall follow the ICO CCTV Code of Practice.

## **17 Freedom of Information**

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

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

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

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

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

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

**17.3** The Postmaster shall:

- send any request for information under the FOI Law which it receives to Post Office Ltd within 5 working days of receipt;
- provide Post Office Ltd with a copy of all information in the form required by Post Office Ltd within 5 working days of a request from Post Office Ltd;
- provide all reasonable assistance as requested by Post Office Ltd to enable Post Office Ltd to respond to a request for information under the FOI Law within the time for compliance set out in FOI Law; and
- not respond directly to a request for information under the FOI Law in any event unless expressly authorised in writing to do so by Post Office Ltd.

**17.4** Post Office Ltd shall, in its absolute discretion, be responsible for determining, whether information is to be disclosed in response to the request for information under the FOI Law.

## **18 Equality Act 2010 (EA) Requirements**

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

- carry out regular self-audits to assess compliance with the EA and the Equality Policy (at its own cost);

- provide a copy of the latest self-audit report to Post Office Ltd within 14 days of receiving a request from Post Office Ltd and be prepared to discuss it with Post Office Ltd if required;
- in any case, if the audit report shows that the requirements of the EA and/or the Equality Policy are not being met, then the Postmaster shall immediately inform Post Office Ltd in writing; and shall comply with any instructions issued by Post Office Ltd as a result, including ceasing to provide certain Products or Services until compliance with its obligations under the EA and the Equality Policy has been achieved;
- co-operate fully with any and all monitoring and audit activities undertaken by or on behalf of Post Office Ltd in order to assess compliance by the Postmaster with the EA and the Equality Policy;
- if such monitoring or audit activity shows that the requirements of the EA and/or the Equality Policy are not being met then the Postmaster shall comply with any instructions issued by Post Office Ltd as a result, including ceasing to provide certain Products or Services until compliance with its obligations under the EA and the Equality Policy has been achieved; and
- notify Post Office Ltd in writing immediately if it believes that any of the Products and Services do not comply, or that there is a significant possibility that they do not comply, with any of the requirements of the EA or the Equality Policy or if it identifies any other breach of the EA or the Equality Policy in respect of the Branch or the Branch Premises or considers it likely that any such breach will occur; and notify Post Office Ltd in writing as soon as possible and no later than 3 Working Days following receipt by the Postmaster of any enquiry, complaint or claim regarding accessibility of the Branch Premises or the Products or Services or the treatment of a particular Customer or group of Customers with a protected characteristic listed in section 4 of the EA. For the avoidance of doubt, this includes any alleged failure of the Postmaster and/or Post Office Ltd to comply with any requirement of the EA or the Equality Policy and any complaint regarding the content or adequacy of the Equality Policy. The Postmaster shall provide such assistance with the response to or defence of any such enquiry, complaint or claim as may reasonably be required by Post Office Ltd and Post Office Ltd may take over and defend any legal proceedings arising from such a claim on behalf of the Postmaster.

## **19 Contact with Clients**

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

- 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 the Branch Premises in which the stocks of Products are stored or the official side of the counter without prior clearance from Post Office Ltd;
- not give information or release documents without instructions from Post Office Ltd;
- not offer Post Office Ltd facilities for business schemes e.g. local bus ticketing schemes at the Branch without obtaining prior approval from Post Office Ltd. Any requests received from Clients or Customers for local facilities, for

example, to sell charity cards or issue leaflets in the Branch shall be referred to the Branch Support Centre;

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

## **19.2 Enquiries from potential clients**

If requests or enquiries are received about using the Post Office Ltd network for retail or other services, for example, from a transport company considering methods of selling bus passes or tickets, you shall explain that Post Office Ltd's marketing teams will be pleased to advise and help and that they can be contacted via the Branch Support Centre.

## **20 Intellectual Property**

### **20.1 Licensed Materials**

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

The Postmaster shall not use the Trade Marks or Post Office Intellectual Property except:

- as part of the Licensed Materials; and
- where the Postmaster has obtained the specific prior written consent of Post Office Ltd in respect of the proposed use of the Trade Marks in the operation of the Branch (including on any website operated by the Postmaster).

### **20.2 Advertising or Promoting the Basic Business**

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

- the advertising does not appear to be speaking on behalf of Post Office Ltd or any Client;
- Post Office Ltd Intellectual Property or the Intellectual Property of Clients is not used without the express prior written consent of Post Office Ltd (to which it may attach such conditions as it thinks fit);
- the standing of Post Office Ltd in the community, or that of any Client, is not jeopardised or brought into disrepute;
- references to the Branch are in the form of either Post Office Ltd Branch at (x host store) or, (x host store) with a Post Office Ltd Branch;
- the name "Post Office" (with or without the ® mark) is never used as part of another name. This means the Basic Business name shall not incorporate the name "Post Office" (e.g. you cannot use the name "Post Office Stores");

In addition:

- the promoter of any such activity will be the Postmaster. Post Office Ltd will be in no way liable, financially or otherwise, for the promotion;
- links to discounts on the Products or Services are prohibited;
- all promotions/activities shall be legal, and shall conform to the Advertising Standards Authority, the British Code of Sales Promotion practice and give special consideration to the direct marketing rules within Data Protection Act 2018, General Data Protection Regulation 2018 and Privacy and Electronic Communications (EC Directive) Regulations 2003;
- promotions or advertising by the Postmaster shall not be in breach of any other provision of the Agreement.

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

### **20.3 Using the Post Office Ltd logo.**

The Post Office Ltd logo is a registered trade mark, it is well recognised and the strongest and most valuable element of Post Office Ltd's brand identity. Before using the logo, as well as complying with the Agreement and obtaining any approval as described above, the Postmaster shall ensure that:

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

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

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

### **20.4 Post Office Ltd – Branding & Trademarks**

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

#### **For Example:**

<b>Always</b> use	<b>Never</b> use
<b>Post Office Ltd</b>	POL
<b>Post Office Ltd, [to refer to a branch or outlet]</b>	post office, The Post Office

<b>Post Office Ltd branch(es) or outlet(s)</b>	post office(s)
<b>Post Office Ltd network</b>	Post Office Network
<b>Post Office Ltd, Romsey branch</b>	Romsey Post Office

## 20.5 Intellectual Property Rights Acknowledgement

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

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

## 20.6 Samples of Materials

Post Office Ltd may at any time request from the Postmaster samples of any materials bearing any Post Office Ltd Intellectual Property or which in Post Office Ltd's view take advantage of Post Office Ltd Intellectual Property. In the event that the samples do not in Post Office Ltd's view comply with this Manual, the Branding Guidelines on Horizon Online Help and Branch Hub, or any other provision of the Agreement or any other standards associated with Post Office Ltd Intellectual Property, the Postmaster shall amend or immediately withdraw the material as reasonably requested by Post Office Ltd.

## 20.7 Enquiries

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

## 21 Health and Safety

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

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

- Employers who have five or more employees shall undertake a risk assessment and you can find a tool for this at <https://www.hse.gov.uk/retail/index.htm>. Examples can be found at <https://www.hse.gov.uk/risk/casestudies/>;
- Area Managers have been provided with accessibility guidelines and can give advice to Postmasters;

- Area Managers are carrying out accessibility surveys at branches;
- Postmasters shall regularly inspect their premises, fixtures and fittings (including external signage) to ensure they comply with applicable legislation and identify any potential issues that might need maintenance or repair;
- Postmasters shall familiarise themselves with and follow the guidance available to them such as the Health and Safety Executive guidance referred to above; and
- If a Postmaster is planning a major refit or refresh, our Branch Design team can help with advice and can be emailed at: GRO

## **22 PostmasterPaystation™ and Application, Identity and Enrolment Equipment**

The Postmaster will comply with the Instructions to Postmasters for Post Office Ltd paystation™ Terminals, attached at Appendix H, in respect of the paystation™ terminal(s) at the Branch Premises and the Instructions to Postmasters for Application, Identity and Enrolment Equipment, attached at Appendix I, in respect of any Application, Identity and Enrolment Equipment at the Branch.

## **23 Mailwork**

To the extent that the Postmaster performs Mailwork at the Branch Premises, the Postmaster shall comply with the information specified in the Mailwork Requirements Manual.

## **24 Appendices**

- Appendix A: Useful telephone numbers
- Appendix B: Record of Scales tests
- Appendix D: Training records
- Appendix E: Assistants
- Appendix F: Responsibility for the safeguarding of the mail
- Appendix G: Divulgence of Official Information, Correspondence & Interviews
- Appendix H: Instructions to Postmasters for Post Office Ltd paystation™ Terminals
- Appendix I: Instructions to Postmasters for Post Office Ltd Application, Enrolment and Identity Equipment
- Appendix J: Basic Sales Conversations

## Appendix A: Useful telephone numbers

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

Help On	Team	Numbers
Arranging to resolve a discrepancy	Loss Recovery	<b>GRO</b>
ATM issues	Bank of Ireland ATM Helpdesk	
Branch balancing	Branch Support Centre	
Cash Ordering	Inventory Support Desk	
Fit and Proper declarations	Branch Support Centre	
IT Issue	IT Service Desk	
Missing posters or leaflets	Branch Support Centre stock queries	
Reporting a security incident	Grapevine	
Reporting suspicious activity, fraud and suspicions of money laundering	Grapevine	
Safe repairs	Insafe	
Security equipment	Post Office Equipment Team	
Signage replacement	Futurama (approved signage manufacturer)	
Smart IDs	Branch Support Centre	
Transaction Corrections (TCs)	For explanation of the TC, it's the Support Centre	
Transaction Corrections (TCs)	To dispute a TC, it's the Disputes Tea	





## Appendix E – Assistants

### INTRODUCTION

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

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

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

### GENERAL

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

## 4 Recruitment

- 4.1 The Postmaster shall establish and maintain a recruitment file for each Assistant. In order to meet its legal obligations regarding monitoring of compliance, Post Office Ltd will be entitled to inspect such recruitment files from time to time upon giving the Postmaster reasonable written notice that they shall be made available for such inspection. The recruitment file shall include, in the format of the Recruitment Checklist at Annex 2 to this Appendix E, a comprehensive record of all checks carried out in relation to the recruitment, selection and engagement of any person applying to it to be engaged as an Assistant (referred to in this Appendix E as the "**Applicant**").
- 4.2 The Postmaster is responsible for carrying out all necessary checks in order to satisfy itself as to the honesty, integrity and suitability of any Applicant. The Postmaster shall also take certain steps, as set out below, in order to satisfy itself as to:
- an Applicant's legal right to work in the UK;
  - the Applicant's identity and permanent National Insurance number; and
  - the Applicant's address.

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

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

If there is any doubt as to whether an Applicant or Assistant has provided sufficient proof of their right to work in the UK, the Postmaster shall seek assistance either by telephoning the Government's Helpline for Employers ([GRO](#)) or by visiting the Government website at

[www.gov.uk/check-job-applicant-right-to-work](http://www.gov.uk/check-job-applicant-right-to-work)

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

#### Step 1

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

#### Step 2

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

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

- 4.3.1 check any photographs, where provided, to ensure that they are consistent with the appearance of the Applicant;
- 4.3.2 check that the dates of birth listed are consistent with each other and with the appearance of the Applicant;
- 4.3.3 check that the expiry dates are valid and the documents are still live;
- 4.3.4 check any United Kingdom Government stamps or endorsements to see if the Applicant is legally permitted to do the type of work he is offering;
- 4.3.5 if the Applicant gives the Postmaster, from the list of documents in Annex 1, two documents that have different names for the Applicant, the Postmaster shall ask him for a further document to explain the reason for this. (The further document could be a marriage certificate, divorce document, deed poll, adoption certificate or statutory declaration.)

### **Step 3**

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

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

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

### **Step 4**

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

#### **4.4 Proof of Permanent National Insurance Number**

- 4.4.1 Unless already provided and photocopied, as part of an Applicant's documentation proving his Right to Work in the UK, the Postmaster will need to see a document giving the Applicant's permanent National Insurance Number and name. This could be a: P45, P60, National Insurance card, or a letter from a Government agency.

- 4.4.2 The Postmaster shall then list in the Applicant's recruitment file the document seen (there is no need to photocopy the document if it is provided solely for proving the NI number).
- 4.4.3 For the small number of Applicants who are unable to supply a permanent National Insurance number, they shall be asked to explain why, the reason shall be noted and the Postmaster shall consider carefully whether to proceed with the application. Applicants with a genuine reason for being unable to supply a permanent National Insurance number (such as Applicants from outside the UK) shall be advised that they would need to obtain one from the relevant authorities prior to being appointed.

#### 4.5 **Proof of Address**

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

- 4.5.1 Driving Licence
- 4.5.2 Recent Paid Gas or Electricity Bill
- 4.5.3 Recent Paid Telephone Bill (not mobile)
- 4.5.4 Recent Paid Council Tax Bill
- 4.5.5 Recent Paid Water Bill
- 4.5.6 Recent TV Licence
- 4.5.7 Recent Bank Statement, shall be supported by a credit/debit card

(In relation to the above "Recent" means no more than 3 months old.)

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

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

#### 4.9 **References**

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

#### 4.10 **Work History**

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

#### 4.11 **Honesty, Integrity and Suitability**

4.11.1 The Postmaster shall seek information from each Applicant about any unspent convictions, including conditional discharges, for any offence in a Court of Law (including a Youth Court or Court Martial) or any caution, reprimand or warning. The Postmaster shall also seek information from each Applicant about any pending criminal proceedings in which the Applicant might be involved. The Postmaster shall also seek information from each Applicant about mis-selling of any product or service or lack of integrity in any form of employment involving selling.

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

4.11.3 The Registration Process

- (i) To register an Applicant as an Assistant, the Postmaster shall complete the P250 Vetting Pack in accordance with the guidelines supplied in the pack. The Postmaster may obtain the Vetting Pack and Guidelines from Post Office Ltd.
- (ii) The Postmaster shall ensure that any details about the Applicant which have come to his/her attention are honestly recorded on the form. This will enable Post Office Ltd to conduct its own checks into the background of the Applicant.
- (iii) Vetting checks will be carried out upon receipt by Post Office Ltd of the relevant forms, which shall be fully and legibly completed. (These checks can take up to fifteen working days.)
- (iv) Post vetting check, the Postmaster will then be informed whether or not the Applicant has been cleared to access Post Office Ltd systems and undertake Post Office Ltd. Transactions.

- (v) Vetting checks will be carried out upon receipt by Post Office Ltd of the relevant forms, which shall be fully and legibly completed. (These checks can take up to fifteen working days.)
- (vi) Post vetting check, the Postmaster will then be informed whether or not the Applicant has been cleared to access Post Office Ltd systems and undertake Post Office Ltd.

4.11.4 Where Post Office Ltd has good reason to believe that it would not be in its best interests for a particular Applicant to be engaged in relation to the Branch it will be entitled to require the Postmaster to refrain from engaging that Applicant in relation to the Branch if not already engaged, or to ensure that the Applicant is not further engaged in relation to the Branch if already engaged. If after such a requirement has been reasonably made by Post Office Ltd the Postmaster continues to engage such Applicant it may be deemed to be in breach of the Agreement as referred to in paragraph 3 above.

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

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

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

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

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

## 5 **UNSUITABLE PERSONS**

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

5.2 If:

5.2.1 the Postmaster does not submit a form P250 prior to the engagement by it of the Applicant; or

5.2.2 the Postmaster does not declare on the form P250 any Relevant Information concerning the Applicant of which it was aware; or

5.2.3 the Applicant fails any checks carried out internally by Post Office Ltd; or

5.2.4 the Postmaster does not report to Post Office Ltd as soon as possible any Relevant Information of which he becomes aware (after submission of a form P250),

the provisions of paragraph 4.11.4 above will apply.

## 6 **ONGOING REGISTRATION CHECKS**

6.1 To meet the needs of regulation and legislation Post Office Ltd shall be able to maintain accurate details of all those who work in any branch. In addition to completing forms P250 when engaging new Assistants. The Postmaster is, therefore, required each year to take part in an annual check of persons engaged in the Branch and it is absolutely essential that the Postmaster cooperates fully with this process or any replacement process that Post Office Ltd may subsequently and reasonably require.

## 7 **SECURITY**

7.1 The Postmaster shall inform each of his Assistants of the seriousness of any offence or damage or interference to any Postal Packet.

7.2 The Postmaster shall ensure that its Assistants comply with the requirements of this Manual and the Security Operations Manual in general and in particular, as they apply to:

- the security of the premises;
- the collection, despatch, conveyance or delivery of mail; and
- the measures to be taken to prevent or detect loss or theft of or damage to a Postal Packet.

7.3 The Postmaster shall maintain records which can enable it as far as is reasonably practicable, to identify which of its Assistants was responsible for the conveyance, receipt, collection, sortation, delivery or handling of any Postal Packet which may have been interfered with.

7.4 The Postmaster shall carry out regular assessments of the risk to Postal Packets at the Outlet.

## 8 DISCIPLINE

- 8.1 The Postmaster is responsible for:
- 8.1.1 ensuring that each of its Assistants is made aware of his obligations in paragraphs 1 and 2 of Appendix G; and
  - 8.1.2 placing identical such obligations directly upon every Assistant whom it engages in relation to the Branch.
- 8.2 The Postmaster shall establish, maintain and adhere consistently to a formal disciplinary policy in respect of any of its Assistants who fail to comply with the Postmaster's obligations as set out in this Manual and the Agreement. Where the Postmaster already has an established disciplinary policy for its employees it is simply necessary to ensure that the policy meets the criteria set out in 8.3 and 8.4 below.
- 8.3 The policy referred to in 8.2 above shall include at least the following elements:
- 8.3.1 an explanation of what constitutes a "failure to meet the standards of conduct", and the action to be taken in relation to such failure;
  - 8.3.2 a description of how the Postmaster has conveyed to its Assistants:
    - (i) the fact that a failure to meet the standards of conduct might also constitute a criminal offence; and
    - (ii) the action which will be taken in relation to any such failure;
  - 8.3.3 a provision for the appropriate records to be maintained detailing any action taken against an Assistant for failure to meet a required standard of conduct; and
  - 8.3.4 an explanation of:
    - (i) how the Postmaster identifies consistent failures to meet the relevant standards of conduct; and
    - (ii) what remedial action the Postmaster will take in the event of consistent failures being made.
- 8.4 The Postmaster shall regularly review:
- the standards of conduct imposed; and
  - the disciplinary policy in place.
- 8.5 The Postmaster shall keep a formal record of its disciplinary policy and any exercise by the Postmaster of it, and Post Office Ltd shall be entitled to request sight of such record from time to time, where it is reasonable to do so in order to ensure that the Postmaster is complying with its obligations in this respect.
- 8.6 Where Post Office Ltd believes, in good faith, that an Postmaster has not implemented the disciplinary policy properly (or at all) against an Assistant, where circumstances justify such implementation, the provisions of paragraph 3 above will apply.

## 9 INFORMATION/REPORTING

- 9.1 The Postmaster shall as soon as possible upon becoming aware of its occurrence, report to Post Office Ltd every incidence of loss or theft of, damage to or interference with, a Postal Packet (referred to as an "**Incident**").
- 9.2 The Postmaster shall also record in respect of each Incident at least the following details:
- the date, time and place;
  - the number of (or, where not known, a reasonable estimate of) Postal Packets involved;
  - as far as reasonably practicable, the Assistants who may have participated in the conveyance, receipt, collection, sortation or delivery of the Postal Packets involved; and
  - any other particulars in relation to it (including the factual circumstances).

## **APPENDIX E**

### **ANNEX 1**

#### **Proof of Right To Work In The UK – Acceptable Documents**

A prospective Assistant shall provide:

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

#### **LIST A Documents which provide ongoing evidence**

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

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

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

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

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

#### **LIST B Documents which provide evidence for up to 12 months**

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

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

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

**APPENDIX E****ANNEX 2****Assistant Recruitment Checklist****Applicant's Full Name****Applicant's National Insurance Number**

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

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	<b>Activity</b>	<b>Yes/No</b>	<b>Document details: [where applicable]</b>
(m)	Has the authorisation for employment of the Applicant been received?		
(n)	Date employment as Assistant commenced		

## **Appendix F – Responsibility for the Safeguarding of the Mail**

- 1 The Postmaster is responsible for the safekeeping of Postal Packet (as defined in section 15.3 of this Manual)) whilst such Postal Packets are in its custody, and it shall take all reasonable measures to protect them from delay, loss, theft, damage and/or interference of any kind.
- 2 Security instructions issued and amended (where necessary to minimise the risks referred to in paragraph 1 above) from time to time by Post Office Ltd set out the procedures which the Postmaster shall follow in relation to the collection, handling, conveyance and delivery of any Postal Packet. Failure by the Postmaster or any of its Assistants to follow any such procedure will be deemed to be a material breach of the Agreement.

## **Appendix G – Divulgence of Official Information, Correspondence & Interviews**

### **DIVULGENCE OF OFFICIAL INFORMATION**

- 1 The unauthorised disclosure, or use, of any information or document which has come to the knowledge of an Postmaster or Assistant through the Branch or at the Branch Premises is forbidden. Any such disclosure may render the offender liable to prosecution.
- 2 Neither the Postmaster nor any of its Assistants may disclose any information regarding Postal Packets except to the person(s) to whom such Postal Packets are addressed; nor may they make known information that may come to them directly or indirectly by means of the operation of the Branch concerning the character, standing, or responsibility of individuals or firms, or the private affairs of any person.

### **PERSONAL DECLARATIONS**

- 3 All new Postmasters and newly recruited Assistants are required to sign a Personal Declaration (form P13 available from Post Office Ltd's HR Service Centre) which reminds them of the duty of each of Post Office Ltd and the Royal Mail Group to ensure that all communications and items entrusted to it reach the people for whom they are intended promptly and safely. The Personal Declaration also brings to the notice of Postmasters and Assistants their obligations under the Postal Services Act 2000. (An extract from this Act is reproduced at Annex 1 of this Appendix G.)
  - 3.1 Every Postmaster and each of its Assistants is, on termination of his appointment, required to sign a Declaration (P301) to remind it/him that the provisions of the Official Secrets Act continue to apply to it/him after it/he has left in respect of all the information which it/he has acquired or to which he has had access by virtue of its/his position as Postmaster or Assistant. (A copy of form P301 is available from Post Office Ltd's HR Service Centre.)
  - 3.2 The Postmaster shall give each of its Assistants a copy of form P13 and, upon termination of its appointment, form P301, as a reminder of the importance of the messages they contain. The duty not to disclose information is imposed by the Act referred to in 3.2 above - not by any Personal Declarations. Consequently no Postmaster or Assistant can avoid these legal obligations by refusing to sign a form or by attempting to revoke or disclaim his signature on the form(s).
- 4 Any request made to the Postmaster or its Assistant by the Police or any other authority, or by a private person, for information which may be confidential, or may concern matters connected with the duties of another Postmaster or an employee of Post Office Ltd or the Royal Mail Group, or which is related to the Branch or any of its (potential) Customers, shall be referred immediately to Post Office Ltd.

### **BREACHES TO BE REPORTED**

- 5 The Postmaster shall immediately report to Post Office Ltd any case in which there appears to have been a breach of the above rules by anyone engaged by it in relation to the Branch.

## **APPENDIX G**

### **ANNEX 1**

#### **Summary of Extracts from Acts of Parliament**

##### **1 Theft Act 1968/Criminal Damage Act 1971**

The offences of theft or destruction of a postal packet are covered by the Theft Act 1968 or Criminal Damage Act 1971. Persons convicted on indictment for such offences are liable under the relevant sections of those Acts to imprisonment.

#### **POSTAL SERVICES ACT 2000**

##### **2(i) Section 83 - Interference with the mail**

Any person engaged in the business of a postal Postmaster commits an offence if contrary to his duty and without reasonable excuse he intentionally delays or opens a postal packet in the course of its transmission by post, or intentionally opens a mailbag. Persons convicted on indictment shall be liable to imprisonment for a term not exceeding two years or to a fine, or both.

##### **2(ii) Section 125(1)**

Postal packet means a letter, parcel, packet or other articles transmissible by post.

##### **2(iii) Schedule 7 Unauthorised Disclosure of Information**

Any person who makes an unauthorised disclosure of information obtained whilst dealing with work of a universal service provider, which relates to the affairs of an individual or a particular business commits a criminal offence.

**APPENDIX H****INSTRUCTIONS TO POSTMASTERS FOR POST OFFICE LTD PAYSTATION™  
TERMINALS****1 Definitions**

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

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

**2 Paystation Operations Manual**

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

**3 Paystation Payment**

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

#### **4 Installation of the paystation™**

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

#### **5 Operation of the paystation™**

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

#### **6 Damage or Theft**

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

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

## **7 Consumables**

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

## **8 Hours of Operation**

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

## **9 Payment of Paystation Fees**

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

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

## 10 Staff

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

## 11 Inspection

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

## 12 Paystation™ Deactivation and Withdrawal

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

## 13 Consequences of Withdrawal or Deactivation

- 13.1 If the paystation™ is withdrawn or deactivated by Post Office Ltd then the Postmaster shall:
- 13.1.1 immediately stop using the paystation™;

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

## **APPENDIX I - Instructions for Post Office Ltd Application, Enrolment and Identity Equipment**

### **1 Definitions**

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

<b>AEI Equipment</b>	the equipment provided and installed by Post Office Ltd for the purpose of enabling Customers to apply for, enrol with and/or have their identity checked in relation to any document, product, service or other instrument;
<b>AEI Operations Manual</b>	the manual for the operation of the AEI Equipment provided by Post Office Ltd, as amended from time to time by Post Office Ltd in accordance with the Agreement;
<b>AEI Transaction</b>	means any transaction required by Post Office Ltd to be performed on the AEI Equipment, as specified in the AEI Manual or in other written instructions from time to time;
<b>Enabling Works</b>	those works identified by Post Office Ltd in the Survey Report which need to be carried out at the Branch Premises in order to enable the AEI Equipment to be installed and operated at the Branch;
<b>Helpline</b>	the telephone helpline specified in the AEI Operations Manual;
<b>Survey Report</b>	the report prepared by Post Office Ltd or its contractors following a survey of the Branch Premises, as referred to in paragraph 3.2;
<b>working day</b>	means each day on which the AEI Equipment shall be operated and available for customers as required by paragraph 7 below.

## 2 **AEI Operations Manual**

- 2.1 Post Office Ltd will provide the Postmaster with a copy of the AEI Operations Manual and the Postmaster shall comply with the AEI Operations Manual and these Instructions.

## 3 **Installation of the AEI Equipment**

- 3.1 The Postmaster agrees to the performance of the Enabling Works and the installation of the AEI Equipment in the Branch Premises by Post Office Ltd or its contractor on the date(s) notified to the Postmaster by Post Office Ltd or its contractor in writing.
- 3.2 Post Office Ltd has agreed with the Postmaster the precise location where the main part of the AEI Equipment will be installed. This is noted on the Survey Report (a copy of which will be made available to the Postmaster following a request to Post Office Ltd). The AEI Equipment will be located within the area of the Branch Premises adjacent to the Dedicated Post Office Ltd Counter and may extend beyond the area currently occupied by the Branch. The remainder of the AEI Equipment (comprising a computer processing unit, display screen and keyboard) will be located behind the Dedicated Post Office Ltd Counter. In determining the appropriate locations for the AEI Equipment in the Branch Premises, Post Office Ltd and the Postmaster have considered, amongst other things, any health and safety implications and the proper operation of the business at the Branch Premises.
- 3.3 Subject to paragraph 4.4, Post Office Ltd or its contractors will carry out the Enabling Works and then install the AEI Equipment in the Branch Premises in the agreed location.
- 3.4 Where in Post Office Ltd's discretion it determines at any time that the cost of carrying out the Enabling Works, and/or any other works that it may consider are required in order to enable the safe and proper installation or operation of the AEI Equipment, are or are likely to be unreasonable or excessive, or for any other reason, Post Office Ltd may (in its discretion) decide not to proceed with or complete the Enabling Works and/or any such other works, in which case Post Office Ltd will make good to a reasonable standard any damage caused to the Branch Premises by any Enabling Works or other works already performed but will have no other liability to the Postmaster and will be under no obligation to install the AEI Equipment.
- 3.5 Once installed, Post Office Ltd or its contractors will test the AEI Equipment to make sure that it is functioning properly. If such testing reveals that there are any issues with the AEI Equipment, Post Office Ltd or its contractors shall resolve such issues or, if the issues cannot be resolved, shall arrange for the AEI Equipment to be removed and, if in Post Office Ltd's opinion it is appropriate, replaced. If the AEI Equipment has to be removed in such circumstances, Post Office Ltd will, at its cost, repair to a reasonable standard any damage to the Branch Premises caused by the installation or the removal of the AEI Equipment. Without prejudice to paragraph 10 below, once the AEI Equipment is installed and operational the Postmaster shall start to use it from the "go live" date notified by Post Office Ltd or, in the absence of such notification, shall start using it immediately.
- 3.6 The Postmaster shall ensure that he has obtained, at his own cost, all consents or approvals (for example, landlord's consent) needed in relation to the installation and operation of the AEI Equipment in the Branch Premises.

- 3.7 The Postmaster shall not move the AEI Equipment from the position where it was initially installed without the prior written consent of Post Office Ltd.

#### **4 Operation of the AEI Equipment**

- 4.1 If the Postmaster becomes aware that the installation and/or the operation of the AEI Equipment adversely affects the functionality of any other equipment in or services to the Branch, including, without limitation, Horizon and/or any alarm system, the Postmaster shall notify Post Office Ltd and comply with all reasonable instructions given by Post Office Ltd as a result.
- 4.2 If the Postmaster experiences any problems with the AEI Equipment, he shall in the first instance consult the AEI Operations Manual but, if that does not contain the answer to the problem, the Postmaster shall contact the Helpline operated by or on behalf of Post Office Ltd for this purpose.
- 4.3 The Postmaster shall, at his own cost, ensure that a telephone line, telephone socket and power supply are continuously available so as to ensure that the AEI Equipment is operational at the Branch Premises at all times.
- 4.4 The Postmaster shall not carry out any maintenance, servicing or repairs to the AEI Equipment other than as set out in the AEI Operations Manual. The Postmaster shall clean the AEI Equipment every working day in the manner and using the cleaning materials prescribed in the AEI Operations Manual.
- 4.5 The Postmaster shall take proper care of the AEI Equipment and shall not add or combine the AEI Equipment or any part of it with any other equipment, whether hardware or software or otherwise.
- 4.6 The Postmaster shall ensure that any approved proprietary notices affixed to the AEI Equipment are not removed, defaced or altered in any way whatsoever.
- 4.7 The Postmaster shall:
- 4.7.1 display prominently within the Branch Premises the advertising and point of sale material supplied by Post Office Ltd from time to time; and
  - 4.7.2 not display or use any advertising or promotional material that relates to or mentions the AEI Equipment unless it has been provided or approved by Post Office Ltd.
  - 4.7.3 The Postmaster shall not use (nor allow others to use) the AEI Equipment, nor the area within the footprint of AEI Equipment, other than for:
  - 4.7.4 the performance of AEI Transactions proper to be performed on or in it; and
  - 4.7.5 any other purpose expressly permitted by these Instructions.

#### **5 Damage or Theft**

- 5.1 The Postmaster shall as soon as reasonably practicable report any theft of, damage to, failure or malfunction of the AEI Equipment or any part of it to Post Office Ltd by calling the Helpline and comply with all reasonable instructions

given by Post Office Ltd via the Helpline, and shall also promptly report any theft of the AEI Equipment or consumables to the police.

- 5.2 The Postmaster shall promptly notify Post Office Ltd of any damage caused to Post Office Ltd property due to the installation, use or maintenance of the AEI Equipment.
- 5.3 The Postmaster shall reimburse Post Office Ltd for the cost of replacement or repair (other than as a result of fair wear and tear) of the AEI Equipment if such replacement or repair is necessary due to the negligence carelessness or error of the Postmaster or is caused by his Personnel.

## 6 Consumables

- 6.1 Post Office Ltd will supply all consumables (e.g. soft wipes for the terminal touch screen and printed labels) reasonably required for the use of the AEI Equipment. Such consumables shall not be used for any other purpose and no consumables other than those supplied by Post Office Ltd may be utilised in connection with the operation of the AEI Equipment.
- 6.2 The Postmaster shall count and sign for all consumables provided which relate to the AEI Equipment and maintain adequate stock controls for such consumables and keep those not required in a secure area.
- 6.3 Post Office Ltd will bear the cost of providing the consumables reasonably required for the operation of the AEI Equipment.

## 7 Hours of Operation

- 7.1 The Postmaster shall ensure that the AEI Equipment is operated and available to customers to carry out AEI Transactions on each day and during all the hours that the Dedicated Post Office Counter Position is open for business.

## 8 Use of AEI Equipment

- 8.1 The Postmaster shall:
  - 8.1.1 provide all reasonable assistance to enable all customers, including disabled customers, to properly access and use the AEI Equipment;
  - 8.1.2 immediately contact the Helpline and subsequently provide a written report (together with any supporting evidence) to Post Office Ltd with regard to any customer:
    - (i) whose behaviour in relation to the use of the AEI Equipment is suspicious; or
    - (ii) whom the Postmaster believes has presented false documents or documents which do not appear to belong to the customer in relation to an AEI Transaction utilising the AEI Equipment;
  - 8.1.3 in performing AEI Transactions using the AEI Equipment, comply at all times with the AEI Operations Manual and the Agreement.

## 9 Staff

- 9.1 The Postmaster shall, in sufficient time prior to the installation of the AEI Equipment, provide Post Office Ltd with details of those of its staff working in the Branch whom the Postmaster wishes to operate the AEI Equipment so that Post Office Ltd may check whether such nominated staff are registered as Assistants in accordance with the Agreement. The Postmaster shall not allow any staff to operate or to continue operating the AEI Equipment until or unless they have been registered as Assistants in accordance with the Agreement and the Manual and they have passed any additional background checks that may be required by Post Office Ltd or its Clients from time to time. The same requirements shall also apply to any staff that the Postmaster may subsequently wish to operate the AEI Equipment.
- 9.2 All staff operating the AEI Equipment shall have been properly trained by the Postmaster in its proper use and any service standards set out in the AEI Operations Manual before they are permitted to operate it.
- 9.3 The Postmaster shall inform Post Office Ltd immediately if any service standards cannot be met.
- 9.4 At Post Office Ltd's request, the Postmaster shall ensure that any member of his staff specified by Post Office Ltd (irrespective of whether or not they have been registered as an Assistant) does not operate the AEI Equipment.
- 9.5 The Postmaster shall ensure that it has sufficient number of staff who, in accordance with this paragraph 9, have been registered as Assistants, have passed any additional background checks and have been trained in the use of the AEI Equipment so that the AEI Equipment can be properly operated during all the opening hours of the Branch from the date of its installation.

## 10 Inspection

- 10.1 The Postmaster will, at all times, if required by Post Office Ltd, allow Post Office Ltd, its employees, agents and contractors, full access to the Branch Premises (including but not Ltd to the private retail area) for the purpose of determining the location of, installing, inspecting, testing, maintaining, repairing and replacing the AEI Equipment and for inspection of records relating to AEI Transactions, payments received, consumables and security arrangements in place in respect of the Branch Premises.

## 11 AEI Equipment Deactivation and Withdrawal

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

**12 Consequences of Withdrawal or Deactivation**

12.1 If the AEI Equipment is withdrawn or deactivated by Post Office Ltd or the Agreement is terminated then the Postmaster shall immediately:

- 12.1.1 stop using the AEI Equipment;
- 12.1.2 return to Post Office Ltd any copies of the AEI Operations Manual held by him;
- 12.1.3 allow Post Office Ltd access to remove the AEI Equipment; and
- 12.1.4 remove and destroy any advertising in the Branch Premises relating to the AEI Equipment.

12.2 If the AEI Equipment is removed or moved at Post Office Ltd's request (other than due to the Postmaster's breach of these Instructions or the Agreement), Post Office Ltd will, at its cost, repair to a reasonable standard any damage to the Branch Premises caused by the installation or removal of the AEI Equipment.

12.3 The Postmaster shall have no right to require Post Office Ltd to remove, move or relocate the AEI Equipment during the term of the Agreement, save where this is necessary due to a defect in the AEI Equipment which cannot be remedied or resolved through replacing the AEI Equipment, and shall have no right to remove, move or relocate it himself during the term of the Agreement.

12.4 The Postmaster may request that Post Office Ltd arranges for the moving or relocation of the AEI Equipment (whether as part of a request for permission under the Agreement to refurbish or relocate the Branch or otherwise) and, if Post Office Ltd agrees to this request, the Postmaster shall be responsible for reimbursing to Post Office Ltd the cost of moving or relocating the AEI Equipment and shall himself be responsible for the cost of any consequential remedial works to the Branch Premises, irrespective of any provisions to the contrary in the Agreement.

**13 Fees**

13.1 For every compliant AEI Transaction properly performed in accordance with these Instructions and the AEI Manual in the Branch using the AEI Equipment, Post Office Ltd will pay the Postmaster the following sum:

<b>AEI Transaction Type</b>	<b>Remuneration per compliant AEI Transaction</b>
Type 1 – Transactions involving a photo and signature	£2.50

13.2 AEI Transactions may be varied or withdrawn by Post Office Ltd from time to time and the fees may be varied by Post Office Ltd from time to time in accordance with the Agreement.

- 13.3 Where payable, the fees for AEI Transactions undertaken with the AEI Equipment will be included in the Postmaster's normal fees from Post Office Ltd. If, following payment of any fees, Post Office Ltd identifies that the AEI Transaction for which it was paid was not compliant, Post Office Ltd may recover it from the Postmaster by deducting it from subsequent fees or by invoicing the Postmaster, provided that Post Office Ltd has conducted a reasonable investigation as to the reason for the non-compliance and has established that the fault for such non-compliance is properly attributed to the Postmaster. A compliant AEI Transaction is one which complies fully with the requirements of these Instructions, the AEI Operations Manual and the Agreement. Fault for non-compliance will be properly attributed to the Postmaster where it occurs as a result of the Postmaster's negligence, carelessness or error or as a result of the actions or inactions of his Personnel.

**Appendix J – Basic Sale Conversations**



# **Basic Sales Conversations**

## **Agency Network**







### **Our Care Promise**

Value people and their time - accessibility and speed of service

We value our customers and we value each other. We work together as a team to serve our customers quickly and help vulnerable customers' access important services.

**Make it personal** – establishing a rapport

We give every customer a friendly and personal service, every time they use us. From the welcoming greeting, to the warm farewell, we treat our customers as we'd expect to be treated.

**Listen and understand** – talking to customers' to understand their needs

We take time to listen to our customers and ask relevant questions to understand their needs. If it's important to them it's important to us.

**Conscience and expertise** – doing the right thing in the right way

We act with integrity and take pride in using our expertise to help customers get the right product, service or information to meet their needs and in transacting it correctly.

**Keep our word** – doing what we say we will

We earn and continue to grow our customers' trust by making sure customers know what to expect of us and by doing what we say we will.

### **Basic Sales Conversations**

Every customer deserves to receive a great level of customer service whenever they use us. Colleagues play a critical role in delivering this and the content of this pack will support in helping to deliver a great experience to every customer every time.

Informing your customers about products and services that could be right for them is one of the ways we can help meet their needs and provide excellent service. It's really important that customers receive accurate information about our products and experience the same level of service across the entire network.

As a business that promises to care we have a responsibility to help our customers. Care is the cornerstone of our business. It means valuing people and their time; making it personal; listening and understanding; being guided by our conscience and expertise; and keeping our word. In short, it means doing right by people, and it's what sets us apart.

Our Care Promise gives us a foundation to build a great customer experience, but we can't do it without you. By living the Care Promise every day we're confident that you'll be giving customers an outstanding experience that they'll remember and want to repeat, as well as making your branch a success by making the most of every opportunity.



### **Making the most of opportunities in branch**

As well as using the sales conversations in this pack, it's really important that we inform customers carrying out basic transactions about relevant products and services we provide that may be of interest to them.

The following page contains a list of basic transactions where you have the opportunity to introduce a related product using one of the basic sales conversations.

Regardless of the cross sell opportunity, where relevant, every transaction shall always end with "Would you like to top up your mobile while you are here?" and asking each customer if they would like to pay by debit card and offering a cash withdrawal if it is one of our partner banks.

Don't forget to give every customer a warm goodbye!



**Providing Excellent Customer Service**

<b>Key Opportunities</b>	<b>Relevant Product</b>
Inland Mails, eBay, Business Customers	Special Delivery, express 24/express48
Cash withdrawals	Savings, Life Insurance
Redirections, Bill payments, any change of address requirements	Home Insurance, HomePhone and Broadband
Customers aged 50+	Life Insurance, Car Insurance
MVLs, Driving Licence applications, all driving related transactions	Car Insurance
Credit and Debit card users, Travel Money and Passport customers	Travel Money Card Plus, Credit Card, Travel Insurance
Passport customers, any Travel related transactions	Travel Services
Savings transactions, debit and credit card customers	Post Office Ltd Savings
Travel Money customers, Passport customers	Travel Insurance
Requesting Passport forms, EHIC enquiry	Passport Check and Send Service, Travel Services
Telecoms customers, bill payers, mobile phone users, customers posting abroad	HomePhone and Broadband
Partner bank cheques and cards presented	Personal Banking, Savings
Asylum seeker cards, posting abroad, international phone cards	MoneyGram, HomePhone and Broadband
Customers with children/infants	Life Insurance/New Parent Cover
E Top Up, HomePhone and Broadband	
Customers posting overseas using Royal Mail/ Parcelforce, Express Mails services, HomePhone and Broadband	MoneyGram
MoneyGram	Parcelforce, HomePhone, Life Insurance

# Mails



# Inland Mail Conversation

Ask customers sending parcels: "For the purposes of safety, please can you tell me what's inside your parcel?"

**Follow Dangerous Goods and restricted goods procedure as appropriate**

"Where are you sending your item?" (UK or International)



"Would you like your item to arrive tomorrow?"

"What's the value of the contents? Does it contain cash, jewellery, vouchers, tickets or important documents?"



**Under 2kg (or containing cash, jewellery, vouchers or important documents)**

**Guaranteed**

I'd recommend Royal Mail Special Delivery Guaranteed. It's delivered by 1pm tomorrow and includes full tracking, a signature on delivery and compensation up to £500 as standard (or up to £2,500 for an additional fee) Is that OK?



**Over 2kg (or DOES NOT contain cash, jewellery, vouchers or important documents)**

**Guaranteed**

I'd recommend express24 which guarantees delivery by 5:30pm next working day. It includes full tracking, a signature on delivery and compensation up to £100 (or up to £2,500 for an additional fee) Is that OK?

**If not suitable / customer says 'No'**

"Would you like a signature on delivery or to track your item?"



**If under 2kg and customer wants tracking refer back to Royal Mail Special Delivery Guaranteed**



**If under 2kg and customer does not want tracking but requires a signature**

**Signed**

I'd recommend Royal Mail Signed For. It includes a signature on delivery and compensation up to £50. 1st class would be EX. Is that OK?



**If over 2kg and customer wants tracking and/or requires a signature**

**Signed**

I'd recommend express48 which is ideal for items over 2kg. It guarantees delivery by 5:30pm within 2 working days. It's tracked, with a signature on delivery and compensation up to £100 (or up to £2,500 for an additional fee) Is that OK?

**If customer says 'No'**

**For Small and Medium parcels**

(Excluding parcels to Isle of Man, Channel Islands and BFPO)

**Standard**

You can send it by 1<sup>st</sup> or 2<sup>nd</sup> Class for EX/EY which includes online delivery confirmation and compensation for up to £20, it's not tracked and there is no signature on delivery, is that OK?

**For Letters & Large Letters**

(Including parcels to Isle of Man, Channel Islands and BFPO)

**Standard**

You can send it by 1<sup>st</sup> or 2<sup>nd</sup> Class for EX/EY which includes compensation for up to £20, it's not tracked and there is no signature on delivery, is that OK?

**Parcels over 2kg**

**Standard**

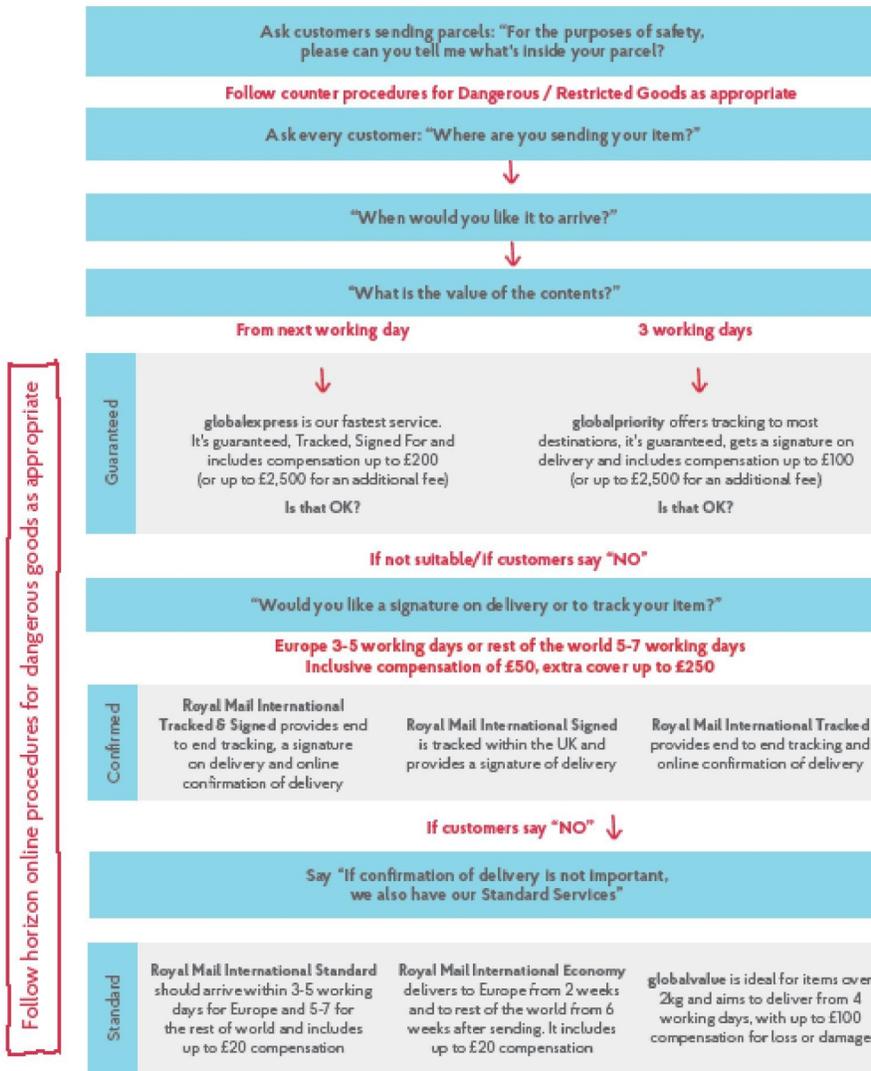
express48 is the best value for money which provides a fully tracked service with a signature on delivery. Alternatively, you can send it by 1<sup>st</sup> or 2<sup>nd</sup> Class for EX/EY. Which would you prefer?

Where relevant show customers where their reference number is on their Certificate of Posting and remind them to keep it safe.

Always remember to ask customers "would you like to buy stamps today?"

Follow Horizon Online procedures for dangerous goods as appropriate

## International Mail Conversation

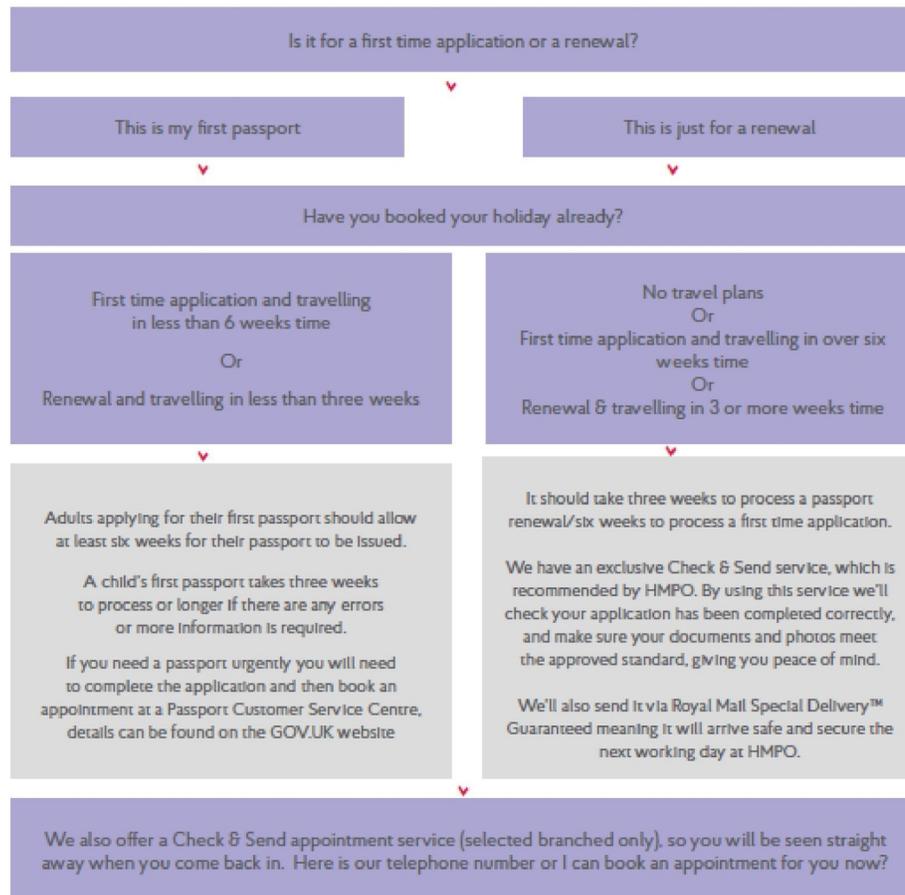


# Travel Services



## How can I introduce this service?

Customer requests a passport application form(s)



## How can I make the most of this service?

Every time a customer asks to have their passport form(s) checked and sent

Ensure payment is taken for the Passport Check & Send service and carry out the transaction. Hand the customer their receipt, if they have provided a mobile contact telephone number tell them to look out for a text message from HMPO detailing when to expect their passport.

▼ **Then say**

Do you have any travel plans?

▼ **Yes**

Have you booked your trip already?

▼ **Yes**

Where are you going? When are you travelling? Who are you going with? What type of holiday is it and how long are you going for?

▼ **Then say**

\*Our Travel Insurance will cost £XX for you and any children under the age of 18 or £XX for an annual policy.

**Would you like some more information or for me to arrange that for you now?**

▼ **Yes**

There are a few different ways to take your money, some cash for the first few days, Multi Currency Travel Money Card for security and convenience and Travellers' Cheques as a back-up.

**Would you like me to arrange any of these for you now?**

We also have a competitive Credit Card that could save you money if you use it abroad.  
**Would you like some more information?**

▼ **No**

Just to make you aware we have a range of Travel Money options including 0% commission on all foreign currency purchases and we also offer Travel Insurance.

**Please come back and talk to us as soon as you book any trips.**

### \*Remember:

You can use the pricing laminate to provide customers with an indicative quote, but it should be stressed that is prior to any medical screening. You can also use the Quick Quote or full quote functionality on Horizon.

### Advanced Conversation:

Would include an introduction to our range of Travel Money and Travel Insurance services and an opportunity to take a forward Travel Money order using the diary system where this is in place. (Diary orders for FX transactions must follow the operational instructions as trained by Area Sales Managers/Regional Sales Trainers.)

# Talking about Post Office Travel Money

Every time a customer asks to purchase Travel Money:

Where are you going to, when are you travelling, who are you going with, what type of holiday is it and how long are you going for?

↓ Then say

There are a few different ways to take your money, some cash for the first few days, Multi Currency Travel Money Card for security and convenience and Travellers' Cheques as a back-up. We also have a competitive Credit Card that could save you money if you use it abroad.

↓ One Trip

Have you thought about how much you are likely to spend?  
What would you normally take with you?

↓ Multi-Trip

The Multi Currency Travel Money Card is a great way to keep any currency you don't spend safe in between trips, and save up for your next one.

↓ All-Inclusive

There are always extras you need to budget for, still, you might want to go on an excursion, buy gifts or treat yourselves to a meal out of the resort.

↓ Dream Holiday

The Multi Currency Card is great as you can add small amounts helping you to save up some spending money for your next holiday

↓

You get our special rate if you take over £1,000 of currency or £700 on a Multi Currency Travel Money Card.  
**Always offer the BETTER/RECOM option to the customer first.**  
We can do a nice round XXX for just EXXX. Is that OK for you?

↓

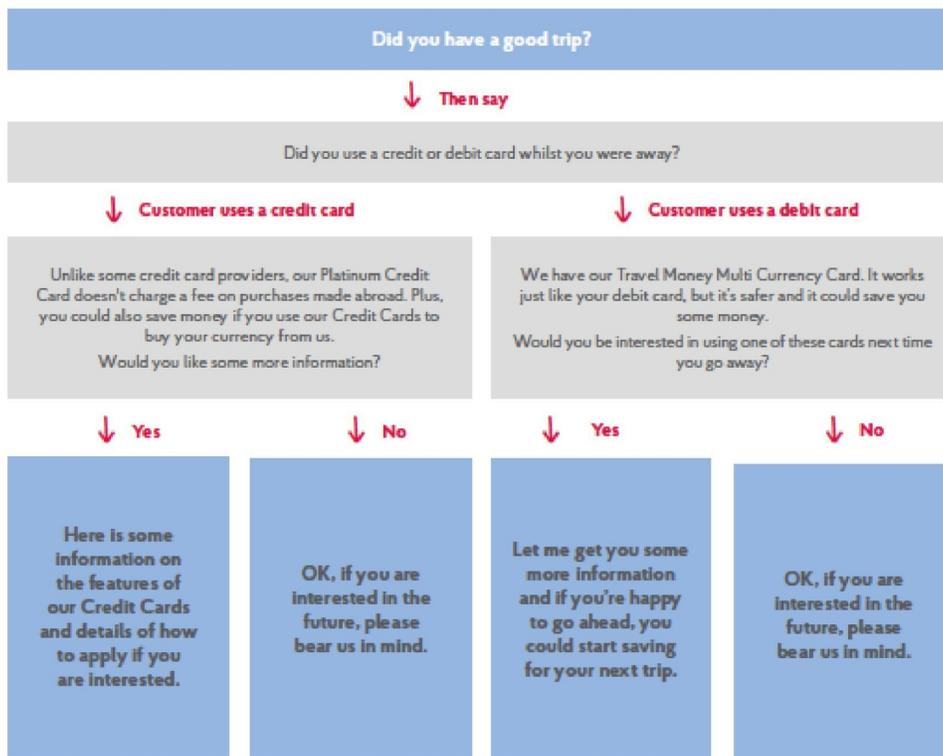
Give an immediate Travel Insurance quote.  
Our Travel Insurance will cost only £XX for you and any children, or £XX for an annual policy. Would you like me to arrange that for you now?

↓

If you have any currency left over after your holiday, we can buy it back commission-free at the rate of the day. Have a lovely trip.

## Travel Money Buy-Back

Every time a customer is bringing back Travel Money:



### Advanced conversation:

Where possible, please ensure that all Travel Services customers are served by your TPSS/PC/CRM. This would provide the opportunity to discuss their future travel plans in more detail and explore what additional products and services may be of interest to them, such as Multi Currency Travel Money Card and a forward currency order for any future travel plans.

## Talking about Post Office Money Travel Insurance

Below is an example of an introductory conversation and provides you with guidance on how to structure the conversation.

Every time a customer asks to purchase travel insurance, travel money or for any travel related enquiry,

Where are you going, when are you travelling, who are you going with and how long are you going for? OR If the customer presents a completed single trip application form:

▼ Then say

Are you planning any more trips this year?

▼ Yes

Our Travel Insurance will cost £XX for you and any children under the age of 18, or £XX for an annual multi trip policy.

**Would you like some more information or I can arrange that for you now?**

▼ No

A Single-Trip policy will cost you £XX.

**Would you like to go ahead with that today?**

### Remember:

You can use the pricing laminate to provide customers with an indicative quote, but it should be stressed that it is prior to any medical screening. You can also use the quick quote or full quote functionality on Horizon.

### Advanced Conversation:

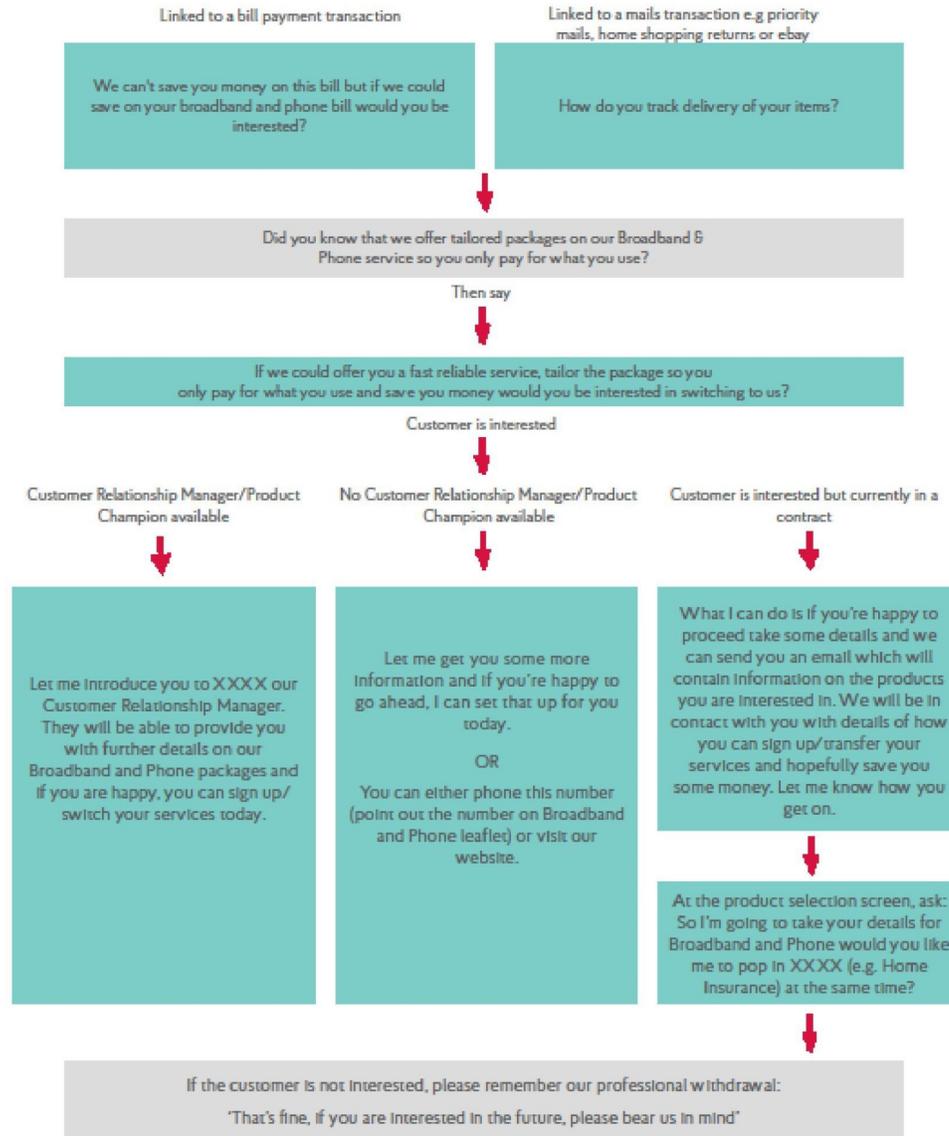
Would include an introduction to our range of Travel Money products and services and an opportunity to take a forward Travel Money order using the diary system where this is in place. (Diary orders for FX transactions must follow the operational instructions as trained.)

**Please remember:** You will have more success closing the sales if you talk about features and benefits relating to each individual customer, after building the need go straight in and ask your customer if they want to go ahead now so they are covered immediately, rather than encourage them to leave with a quote.

# Telephony



## How can we introduce Post Office Broadband & Phone?



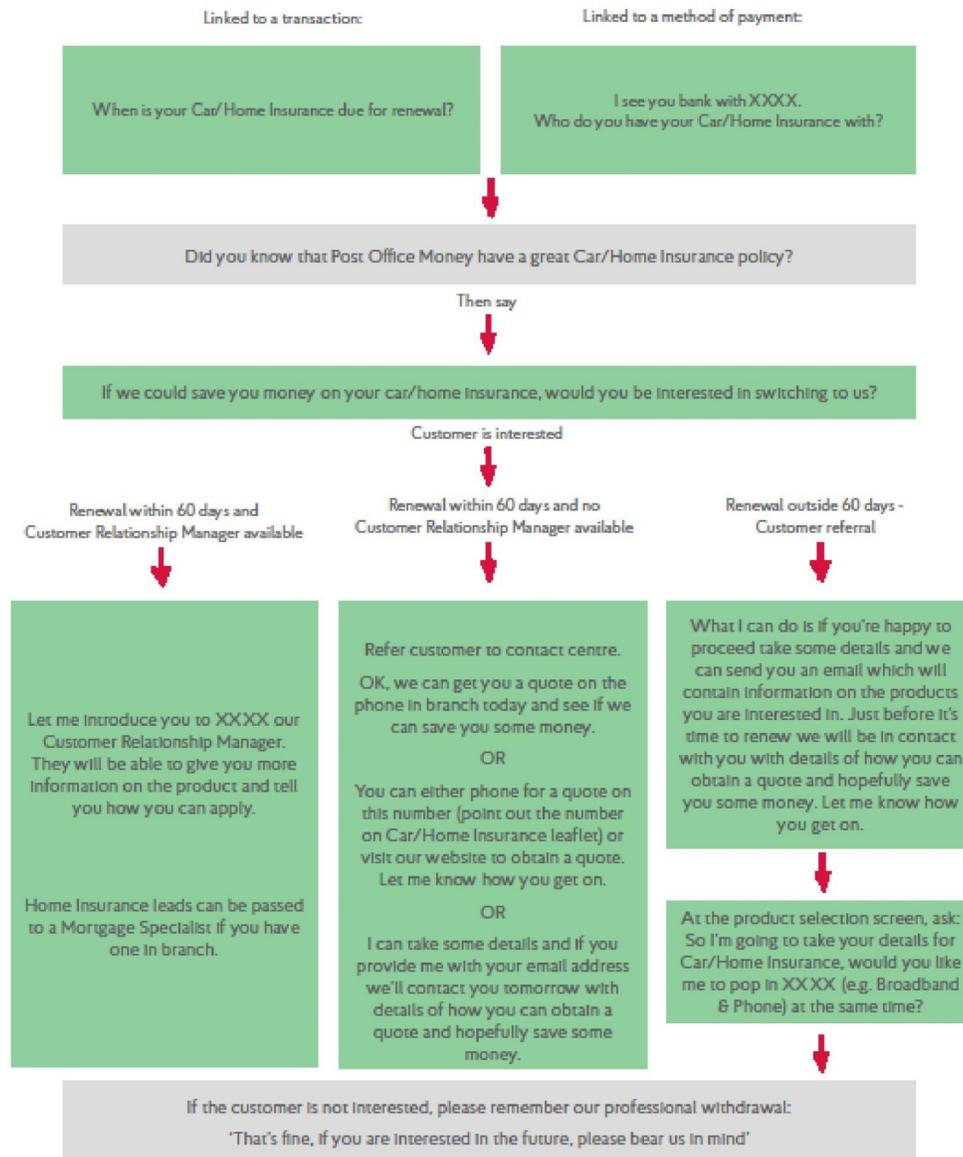
If your Product Champion/Customer Relationship Manager is not available, remember you can book an appointment if the customer would like to talk to someone.

# Financial Services



# How can we introduce car/home insurance?

## Car/Home Insurance

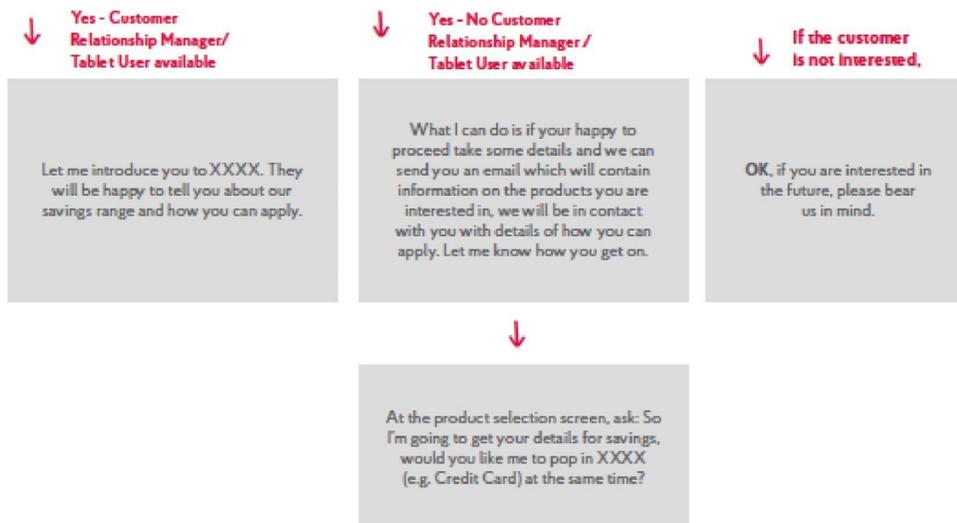


This is an example of an introductory product conversation and provides you with guidance on how to structure the conversation so that it is linked to a customer transaction or payment type.

## Talk about savings

Linked to customer	Linked to transaction when customer uses a Debt or Credit Card	Generic	Post Office Card Account customer
<p>Mr/Mrs/Miss XXX has anyone spoken to you about our competitive savings accounts?</p>	<p>I can see you bank with XXX, Who do you have your savings with? IF YES OR NO, SAY: We have a range of savings available, let me give you some information and you can decide which are of most interest.</p>	<p>Mr/Mrs/Miss XXX today I'm talking to all customers about our competitive savings accounts, has anyone spoken to you about them recently? IF YES: Great, what did you think of them?</p>	<p>Mr/Mrs/Miss XXX do you like to use your Post Office card account for your savings? We have a range of savings available, let me give you some information and you can decide which are of most interest.</p>

Depending on customer's interest, choose one of the following as appropriate:

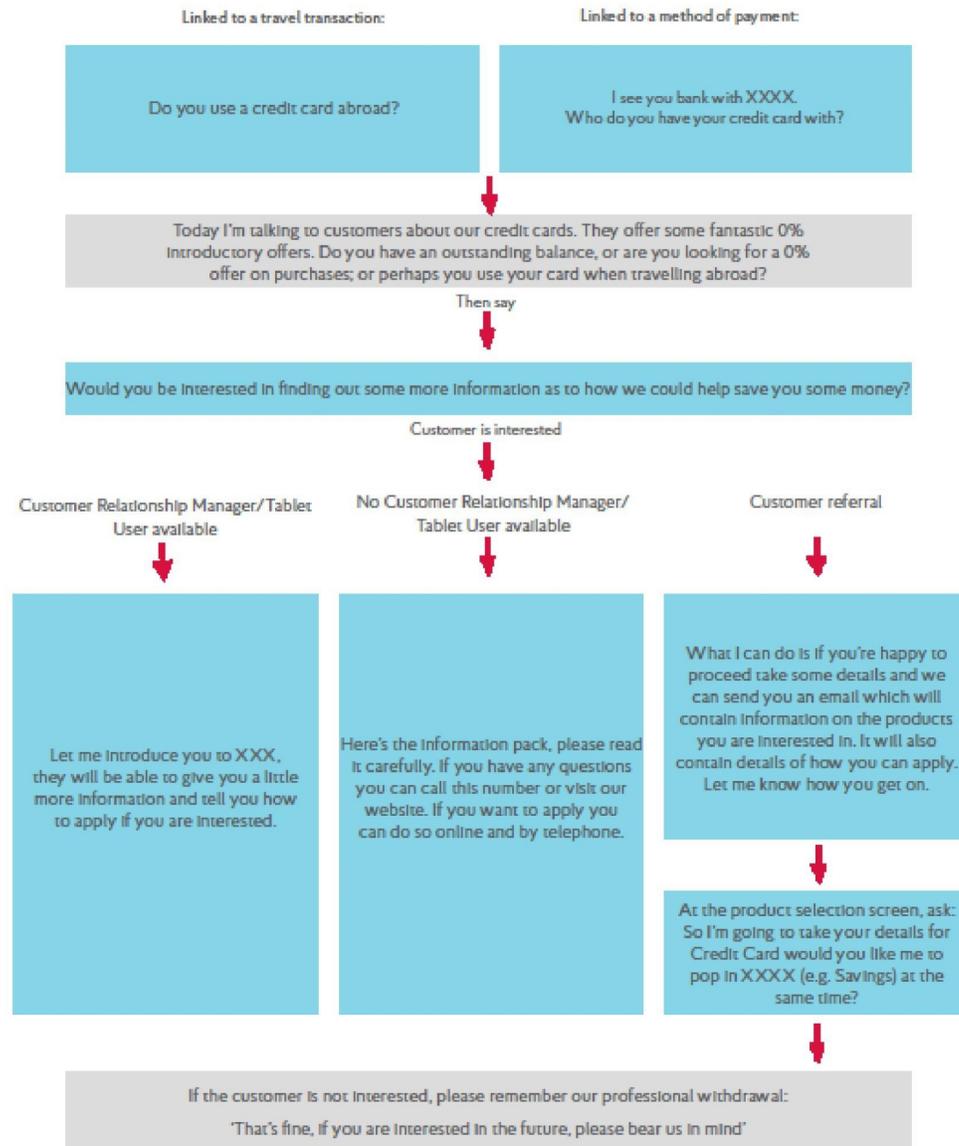


**Remember:** You must provide a 'summary box leaflet' to any customer you give an application pack to. There is no requirement to explain the document but you should allow the customer time to read the information. If the customer asks about the leaflet, explain that it contains important information as well as the latest rates.

You can only provide information for savings product/s. Advice must not be given/offered as customers need to decide for themselves which product/s is appropriate for their needs.

If your branch has a Customer Relationship Manager, you must refer interested customers to them as they can talk to the customer to understand their needs and then introduce relevant products to them.

## How can we introduce credit cards?



This is an example of an introductory product conversation and provides you with guidance on how to structure the conversation so that it is linked to a customer transaction or payment type.

## Introducing Post Office Money Free Parent Life Cover to customers with infants

We are offering 12 months of free life cover to customers who have children up to 4 years old. If we could set up free life cover for you today would this be of interest to you?

↓ **Customer  
Not Interested**

OK, if your circumstances change or you feel you want more cover, please bear us in mind.

↓ **Interested**

We can offer you £15,000 free life cover and this will last for 12 months and can be taken any time up to your child's fourth birthday. There are some basic eligibility criteria (show details on leaflet); that you will need to check before you contact our customer services team to arrange your cover. £15,000 is a great start, but many customers feel they would like to have more cover in place for longer, and they will be able to discuss that with you when you call.

### A great Customer experience

Families who have suffered tragedies and been left with terrible financial difficulties would, with the benefit of hindsight, have preferred to have had sufficient life cover in place to enable them to maintain their lifestyle and be able to deal with the process of grieving without the pressure of financial worries.

Introducing life cover to our customers in the right way gives them the option of thinking about what cover they have, if any, and to really think about how difficult life could be for the person left behind, but more importantly, to do something about it.

An entire family can end up with financial security just because of a conversation that started with you, in your Post Office.

### Good luck in growing your sales

We know queues can build up at peak times; therefore we must be efficient when holding conversations with customers. It's critical that we focus on managing the queue effectively and to the best of our ability. This includes taking a common sense approach when promoting products and services; in other words when there are a large number of customers waiting to be served, our priority is minimising their waiting time.

## How can we introduce protection to our customers?



Depending on customer's response, choose one of the following as appropriate:



### How else can you help capture customer leads?

If a customer would rather not speak to a Customer Relationship Manager/Mortgage Specialist then the next step would be to capture the customer's details on Horizon Online.

After capturing the customer's details around the product or products they've expressed an interest in, the customer has the option to be contacted about other Post Office products and services.

#### What else can you do...?

If the customer is interested in one of our products/services but does not wish to leave their details or speak to a Customer Relationship Manager/Mortgage Specialist you can:

- Provide the customer with product leaflets
- Inform the customer on how they can apply
  - Online
  - By phone



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