

Postmaster support policy

Network monitoring

Version 3.0 | Public | May 2026



Contents

| | |
|--|----------|
| 1 Overview | 3 |
| 1.1 Introduction | 3 |
| 1.2 Purpose | 3 |
| 1.3 Who must comply..... | 3 |
| 1.4 Corporate partners | 3 |
| 2 Principles..... | 4 |
| 2.1 Core principles of the network monitoring policy | 4 |
| 2.2 Postmasters | 4 |
| 3 Policy framework..... | 5 |
| 3.1 Policy framework..... | 5 |
| 3.2 Additional policies..... | 5 |
| 3.3 Policy queries | 5 |
| 4 Where to go for help | 6 |
| 4.1 Postmaster wellbeing..... | 6 |
| 4.2 Branch Hub | 6 |
| 4.3 Reporting a concern – how to ‘Speak Up’..... | 6 |
| 4.4 Postmaster complaints..... | 6 |
| 4.5 National Federation of SubPostmasters..... | 6 |
| 5 Document control..... | 7 |
| 5.1 Document control record..... | 7 |
| 5.2 Policy approval..... | 7 |
| 6 Appendices | 8 |
| Appendix 1 – Definitions..... | 8 |
| Appendix 2 – Governance responsibilities..... | 8 |

1 Overview

1.1 Introduction

The relationship between postmasters and Post Office is vital to mutual success. Working in partnership with postmasters, we support them in serving our customers and communities.

This is one of ten postmaster support policies which provide a clear framework and define the standard for how Post Office supports and works in partnership with postmasters. Compliance with these policies also supports us in meeting business objectives and balancing the needs of our shareholder, employees, and other stakeholders. Details of all the postmaster support policies can be found in the 'Policy framework' section of this document.

The network monitoring policy is reviewed and updated annually, or more frequently as necessary. This ensures ongoing compliance with regulatory or legislative changes and reflects any lessons learned from both internal and external events. It is subject to annual review and approval by an authorised committee on behalf of the Board of directors. It is then adopted by Post Office Limited.

This policy is a non-contractual document provided for information. It does not form part of the contract between any postmaster¹ and Post Office².

1.2 Purpose

Postmasters provide products and services to customers on behalf of Post Office and, in doing so, are asked to meet the contractual obligations set out in their agreements, with the appropriate support from Post Office.

Network monitoring activity monitors adherence to a number of core back office processes that help to maintain accurate accounting records and assure the value of physical cash and stock held in the branch. Monitoring branch compliance to these processes supports early identification of potential issues, enabling a timely resolution and reducing the potential impact for both branches and Post Office.

This policy explains how we will support branches where data suggests they are not carrying out robust back office processes, so may be at risk of accounting discrepancies through not maintaining accurate cash and stock records.

1.3 Who must comply

Compliance with this policy is mandatory for all employees³ working within or for Post Office Limited, including permanent and temporary colleagues (consultants, contractors, third party agents and their employees), who perform network monitoring activities on behalf of Post Office.

1.4 Corporate partners

Corporate partners are also monitored under this policy. Where a risk to cash and, or stock is identified through lack of compliance to operational processes, this is raised with the corporate partner.

¹ In this policy, "postmaster" refers to a limited company, partnership, limited liability partnership, other entity or individual that contracts with Post Office for the operation of a Post Office branch.

² In this policy, "Post Office" and "Group" means Post Office Limited.

³ In this policy "employee" and "staff" means all persons working for the Group, or on our behalf, in any capacity including employees at all levels, directors, agency workers, volunteers, interns, and contractors.

2 Principles

2.1 Core principles of the network monitoring policy

Post Office will:

Maintain an effective governance and assurance environment including:

- Documented and approved processes for monitoring the network and providing support.
- Monitoring network activity to identify branches that may not be carrying out core operational processes and as such may be at risk of inaccurate accounting records.
- Offering support to identified branches to resolve branch accounting issues and mitigate risk in the branch. Wherever possible, this support will be offered remotely to minimise branch disruption.
- Where it is not possible to resolve branch accounting issues remotely, requesting the relevant team provide appropriate support to the branch, which may include a face-to-face visit.
- If the monitoring activity indicates suspected financial crime, the cause for concern will be escalated to the relevant team for further review.
- Internal reporting to show how the Post Office network is performing against agreed cash and stock accounting practices.
- Having a self-assessment control framework in place to make sure Post Office employees and processes are compliant with this policy.
- Quality assuring network monitoring activities to make sure the right level of support has been provided/offered to the postmaster where appropriate.
- Annual refresher training (unless required earlier due to changes made) on this policy for employees who perform network monitoring activities.

Foster an environment where postmasters and Post Office work in partnership to maintain effective branch accounting in good faith with fairness, transparency, and professionalism. This includes, but is not limited to:

- Using branch level reporting of key risk indicators and a combined risk model, to prioritise and support branches.
- Reviewing the branch information to understand the branch accounting practices, and any concerns this may raise, before contacting the postmaster.
- Contacting the postmaster to provide support to help rectify the identified issue(s). This support is provided through a telephone call.
- A rationale document is completed and provided to the postmaster where the need for a stock check has been identified.
- Escalating concerns to a manager where the postmaster is unhappy with the network monitoring support that has been provided.
- Signposting the postmaster to the National Federation of SubPostmasters (NFSP) for advice and support when there is a need to contact the branch.

2.2 Postmasters

Many postmasters operate through limited companies or partnerships (and as individual postmasters may appoint managers to operate a branch on their behalf), any steps that need to be taken by a postmaster under this policy can be taken by someone authorised to act on that postmaster's behalf (such as a director, partner or manager).

3 Policy framework

3.1 Policy framework

The postmaster support policies are reviewed annually and set out guidelines on how Post Office should support postmasters across ten specific areas. Each policy stands on its own, but should be reviewed in conjunction with the others.

Setting branches up for success

- Postmaster onboarding
- Postmaster training

We're listening...

- Postmaster complaint handling

Network monitoring, cash and stock management and account support

- Network monitoring
- Network operational support
- Network cash and stock management
- Network transaction corrections
- Postmaster account support
- Postmaster discrepancy review and resolution

Our agreement with the postmaster

- Postmaster contract management

3.2 Additional policies

You can find the full set of postmaster support policies on Branch Hub in the 'Help to run your branch' section or by visiting <https://corporate.postoffice.co.uk/en/governance/post-office-policies/post-office-policies>

3.3 Policy queries

If you have any queries about this policy, or any of the other postmaster support policies, you can email us at postmastersupportpolicies@postoffice.co.uk.

4 Where to go for help

4.1 Postmaster wellbeing

Postmaster wellbeing matters to us. Branch Hub provides an online space where postmasters can find help and support when they need it. This could be to deal with an urgent or emerging situation, accessing professional resources, or getting friendly support and advice by joining a community group.

4.2 Branch Hub

Branch Hub is the postmaster's primary source of information. It provides useful information and services to help postmasters and their branch assistants run their branch and self-serve their needs.

4.3 Reporting a concern – how to 'Speak Up'

Post Office strives to foster an environment where everyone feels comfortable speaking up. We encourage everyone to raise concerns about wrongdoing, illegal activities, or unethical behaviour.

To support this, we have several reporting channels:

- Contacting the Speak Up service, a confidential reporting service which is operated by an independent company on behalf of Post Office.
- Direct to the Speak Up Manager at speakup@postoffice.co.uk

Information and contact details

Speak Up:

- Telephone number: 0800 041 8159
- <http://speakup.postoffice.co.uk> which is a secure online web portal
- Email direct: speakup@postoffice.co.uk
- Through the QR code below.



4.4 Postmaster complaints

If a postmaster or a member of their branch staff has any concerns with this, or any of the other postmaster support policies, they can raise a complaint via Branch Hub. You can find more information about how we handle postmaster complaints in the Postmaster complaint handling policy available on Branch Hub and the corporate website.

4.5 National Federation of SubPostmasters

Postmasters may also contact the National Federation of SubPostmasters (NFSP) for help and support, by:

- calling its helpline on 01273 452324
- emailing admin@nfsp.org.uk
- visiting its website NFSP.org.uk

5 Document control

5.1 Document control record

| Version | Document review period | Policy – effective date |
|---------|------------------------|-------------------------|
| 1.0 | Annual | 23 January 2025 |
| 2.0 | Annual | 29 April 2025 |
| 2.1 | Update | 16 July 2025 |
| 3.0 | Annual | 20 May 2026 |

5.2 Policy approval

| Committee | Date approved |
|------------------------|---------------|
| On behalf of the Board | 20 May 2026 |

Next policy annual review date: 31 May 2027

6 Appendices

Appendix 1 – Definitions

Board of directors - Post Office Limited's Board of Directors comprises the Chair, a Senior Independent Director, seven other Non-Executive Directors and two Executive Directors. You can find more information on the Board by visiting our [Post Office Corporate](#) website.

Discrepancy – Any difference between (i) the actual cash and stock position of a branch and (ii) the cash and stock position shown on Horizon as derived from transactions input by branch staff into the branch's terminals.

National Federation of SubPostmasters (NFSP) – a professional trade association which exists to support postmasters.

Stock check – This is a comprehensive assessment of the current trading position of a Post Office branch, and includes the verification of reported levels of cash, foreign currency (if applicable) and stock items.

Support visits – This is a supportive, face-to-face visit, to help the branch maintain accurate and up-to-date accounting.

Corporate partner – a corporate business that operates post offices in several locations within its retail estate. A corporate partner is likely to operate from more than 25 retail stores, has centralised support functions/head office management and has strategic alignment to future Post Office Limited propositions/network growth.

Appendix 2 – Governance responsibilities

The policy sponsor is responsible for overseeing this policy and the policy owner is responsible for making sure the content is up-to-date and can be implemented. The owner will make sure it is implemented in practice and will inform the owners of other impacted policies where new or significant changes are made to it.

Once approved, the policy owner is responsible for overseeing compliance with this policy and providing assurance to the Board of directors.

Post Office Limited and Post Office Management Services Limited are registered in England and Wales. Registered numbers 2154540 and 08459718, respectively. Registered Office: 100 Wood Street, London EC2V 7ER

Post Office Management Services Limited is authorised and regulated by the Financial Conduct Authority (FCA), FRN 630318. Its Information Commissioner's Office registration number is ZA090585.

Post Office Limited is authorised and regulated by His Majesty's Revenue and Customs (HMRC), REF 12137104. Its Information Commissioner's Office registration number is Z4866081.

