

Postmaster support policy

Network operational support

Version 3.0 | Public | May 2026



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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 operational support 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.

Operational support activity helps branches maintain their accounting accuracy. Where it is not possible to get an accurate position of the cash and stock held in branch through network monitoring, this can be done through visiting a branch and physically counting the cash and stock held.

This policy explains how we will support branches when a stock check visit is required.

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 operational support activities on behalf of Post Office.

1.4 Corporate partners

Where a risk to cash and, or stock is identified, this is raised with the corporate partner who will conduct its own stock check, or request Post Office to carry out a stock check of the identified branch(es).

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 operational support policy

Post Office will:

Maintain an effective governance and assurance environment including:

- Documented and approved processes for providing operational support.
- Notifying postmasters prior to visiting the branch to carry out a full count of cash and stock assets when Post Office are unable to determine the accuracy of the branch's cash and stock records remotely. Post Office will provide support to the postmaster when carrying out the stock check.
- In extremely rare and exceptional circumstances—such as where there is credible evidence of serious wrongdoing—a stock check may be carried out without prior notice. Any such visit would require explicit approval from two members of the Group Executive team and would not be undertaken for routine assurance or performance purposes. We recognise the sensitivity of this issue and are committed to ensuring that such powers are used only with the highest level of oversight and accountability.
- Quality assuring stock checks completed in branch through onsite observation.
- Having quality assurance self-assessment controls in place to make sure Post Office employees and processes are compliant with this policy.
- Annual refresher training (unless required earlier due to changes made) on this policy for employees who perform operational support 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:

- Contacting the postmaster to provide support to help rectify the identified issue(s). This support may be provided through a telephone call, stock check visit or a combination of both.
- Signposting the postmaster to the National Federation of SubPostmasters (NFSP) for advice and support when there is a need to contact or visit the branch.
- Contacting the postmaster to notify a stock check visit is required and the date it will take place. The postmaster can contact us to request an alternative date if the one given is unsuitable.
- Providing a support visit to assist the postmaster when they have been locked out of the system, want to change managerial access or to roll the branch over into the current trading period.
- Assigning the optimum number of employees to complete the stock check, based on the size and complexity of the branch, to minimise disruption and the time the branch will be closed while a full verification of cash and stock is completed during a visit.
- Remunerating the postmaster for the time the branch is closed during a stock check. The branch will receive either a payment calculated on an hourly basis, using the average remuneration for that branch over the past 12 months, or a minimum payment amount, whichever is higher.
- Fully explaining the reason for a stock check to the postmaster, or their representative, at the start of the visit and providing regular updates throughout.
- Inviting the postmaster, or their representative, to verify the count of all physical cash and stock completed to calculate the totals held by the branch. If they decline to verify the figures, a second Post Office employee will repeat the count to confirm the totals are accurate.
- Preparing any excess cash and/or stock/obsolete stock for despatch from the branch once it has been counted and verified.

- Providing a final copy of the visit report to the postmaster/branch by email.
- Completing a stock check, where required, following a security incident (such as a robbery or burglary).
- Where the branch is transferring from one postmaster to another, we will carry out a transfer stock check visit on the day the transfer takes place. This stock check will not include any postmaster training.
- Where we have been notified of a branch closure, visiting the branch on its final day of trading to complete a full and final balance of the accounts.

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).

Where a postmaster would like support in confirming the physical stock and cash held in branch, they can contact the Branch Support Centre to request a stock check.

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

5.2 Policy approval

Committee	Date approved
On behalf of the Board	29 April 2025

Next policy annual review date: 31 May 2026

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 their trading period or to support with managerial access on the system.

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.

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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.

