

Postmaster support policy

Network transaction corrections

Version 3.0 | Public | March 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.

This 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, with the appropriate support from Post Office, are asked to meet the contractual obligations set out in their agreements. Sometimes, errors can occur that create discrepancies between client/supplier/cash or stock and branch data.

The purpose of this policy is to set out the standards for identifying and issuing transaction corrections and transaction acknowledgements to postmasters.

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 deal with transaction correction and transaction acknowledgement activities on behalf of Post Office.

1.4 Strategic partners

Strategic partners also receive transaction corrections under this policy and follow the same principles for any transaction corrections where support is needed to review them.

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 and framework

2.1 Core principles of the network transaction corrections policy

Post Office will:

Maintain an effective governance and assurance environment including:

- Documented and approved processes for investigating and issuing transaction corrections and transaction acknowledgements.
- Providing an explanation and the reason why when a transaction correction is issued, alongside details of who the postmaster can contact should they have any queries.
- Supporting postmasters in how to accept, request a review of, or dispute a transaction correction.
- Analysing transaction correction data to identify common and/or recurring issues and themes and holding the relevant business function to account to improve processes with the aim of reducing the number of transaction corrections issued.
- Having quality assurance self-assessment controls in place to make sure Post Office employees and processes are compliant with this policy.
- Annual refresher training on this policy for employees who deal with transaction correction and transaction acknowledgement activities.

Foster an environment where postmasters and Post Office work in partnership to investigate and correct errors in good faith with fairness, transparency, and professionalism. This includes, but is not limited to:

- Promptly identifying errors in the reconciliation between third party files, cash and stock and the data recorded by the branch in Horizon.
- Providing a clear and easy option on Horizon which allows postmasters to request support in reviewing any transaction corrections that have been issued.
- Carrying out timely investigations for enquiries from customers (of the branch), postmasters or clients alerting Post Office of a potential error with a bill payment, banking transaction or any in branch transactions.
- Issuing transaction acknowledgements, so the branch is aware of transactions performed on third party devices and can balance Horizon.
- Supporting the banking operations team to recover the error value of mis-keys Post Office is informed about by the postmaster or client.
- Sending transaction corrections to Horizon with a narrative which explains why it was issued and details of who to contact if the postmaster needs more information or support in reviewing the transaction correction.
- Allowing postmasters time to investigate the cause of a transaction correction themselves.
- Where a transaction correction is still open at the end of the postmaster's trading period, making sure the postmaster is aware they must dispute, or accept the transaction correction before the trading period can be rolled over. Once accepted or disputed, the postmaster can ask for support in reviewing the transaction correction.
- Where the cause of a discrepancy can't be confirmed, a transaction correction will not be issued if it will have a negative financial impact on the postmaster.
- Where the cause of the discrepancy can't be confirmed, a transaction correction will be issued if it has a positive financial impact on the postmaster.

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 in relation to 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 at: <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:

- The Speak Up reporter's line manager.
- 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 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	25 March 2025
2.1	Update to template	29 April 2025
2.2	Update to template	16 July 2025

5.2 Policy approval

Committee	Date approved
On behalf of the Board	19 March 2026

Next policy annual review date: 31 March 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.

Client — Client is the term used to describe the organisation which has a contract in place for Post Office/Payzone to process transactions on its behalf.

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

Strategic partner – A corporate business that operates post offices in several locations within their retail estate. A strategic 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.

Trading period – A four or five-week cyclical financial period at the end of which the postmaster reconciles the cash and stock position of a branch with the cash and stock position shown on Horizon.

Trading period rollover – This is the closure of the current trading period and the opening of the next trading period, which happens simultaneously.

Transaction acknowledgement – a notification to the branch, via Horizon, to acknowledge and accept the transactions carried out the previous day on a system not linked to Horizon. The effect of a postmaster accepting a transaction acknowledgement and transferring the corresponding cash into the stock unit is that Horizon will balance.

Transaction correction – corrections issued (i) in response to errors identified in the reconciliation between files received from third parties (clients or suppliers), or in cash and stock and the data recorded by the branch in Horizon, or (ii) in response to errors caused by mis-keys notified by the branch or a third party/client, or (iii) to provide funds to the postmaster in some cases where repayment is required.

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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