



Bank Branch Management Course: Branch P&L, Sales Pipeline, Vault Controls and Service Standards

8 – 12 February 2027

Paris - Right Bank business hotel



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Introduction:

Bank branch management, covering branch P&L, sales pipeline, vault controls and service standards, is a 5-day course for branch managers, assistant branch managers and branch operations heads in retail banks that ends with a Branch Performance Improvement Plan for a case branch. Many branches miss sales targets and collect repeat audit findings because managers run counters, cash and people without one view of branch economics, risk and service. Nominees already lead a branch team, and the course is taught through case studies built on branch scorecards, queue data and audit reports. CoreConcept Training Center delivers this bank branch management course.

Course Objectives:

- Read a branch P&L and balanced scorecard and identify which deposit, lending, fee and cost levers move branch results
- Plan branch sales targets, run a weekly pipeline review and redesign teller roles toward referrals and needs-based conversations
- Set branch service standards, analyse queue and complaint data and schedule staff to customer demand peaks
- Apply vault and teller cash limits, dual control, KYC file checks and fraud controls in daily branch operations
- Rate internal audit findings, trace root causes and run remediation to closure with an operational risk register
- Prepare a Branch Performance Improvement Plan that combines sales, service, staffing and control actions for a case branch

Target Audience:

- Branch managers accountable for branch revenue, deposit growth, service quality and audit ratings
 - Assistant branch managers who lead daily counter operations, staff rosters and sales follow-up
 - Branch operations heads responsible for cash, vault, account opening and end-of-day controls
 - Area and cluster managers who supervise several branches and review their scorecards
 - Retail banking network and channel managers who plan branch formats and digital migration
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Course Outline:

Day 1: The Branch in a Digital Bank and Branch Economics

- Branch Role Shift from Transactions to Advice in Digital Banks
- Digital Migration Plan Moving Routine Transactions to Self-Service
- Branch P&L Lines Deposit Spread, Lending Income, Fees and Costs
- Branch Balanced Scorecard Across Financial, Customer, Process and People
- Current-State Branch Health Check Using Scorecard and Footfall Data

Day 2: Branch Sales Planning, Pipeline and the Teller-to-Seller Shift

- Branch Sales Target Cascade from Network to Banker Level
- Sales Pipeline Stages, Conversion Ratios and Weekly Pipeline Review
- Customer Portfolio Allocation and Call Lists for Relationship Bankers
- Needs-Based Conversation Routine for Branch Walk-In Customers
- Teller-to-Seller Role Redesign and Universal Banker Referral Rules

Day 3: Service Standards, Queue Management and Branch Staffing

- Branch Service Standards Charter and Mystery Shopping Checklist
- Queue Management System Data on Wait Time and Abandonment
- Complaint Handling Workflow Logging, Root Cause and Service Recovery
- Staff Scheduling to Footfall Peaks with Hourly Demand Curves
- Daily Huddle, Side-by-Side Coaching and Banker Performance Reviews

Day 4: Vault Controls, Operational Risk, KYC, Audit and Fraud

- Vault and Teller Cash Limits, Dual Control and Proofing
- Branch Operational Risk Register and Key Risk Indicators
- KYC File Checks, Account Opening Defects and Compliance Testing
- Internal Audit Findings Rating, Root Cause and Remediation Tracker
- Branch Fraud Typologies Cheque, Identity and Insider Fraud Controls

Day 5: Case Study: Branch Performance Improvement Plan for a Case Branch

- Case Branch Data Pack with Scorecard, Queue and Audit Results
 - Case Branch P&L Gap Diagnosis and Priority Levers
 - Case Branch Sales Pipeline and Staffing Plan for Next Quarter
 - Case Branch Control Remediation and Service Recovery Actions
 - Branch Performance Improvement Plan Completion and Panel Review
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Skills You Will Gain:

- Branch P&L Interpretation
- Branch Scorecard Management
- Sales Pipeline Governance
- Queue and Footfall Analysis
- Demand-Based Staff Rostering
- Cash and Vault Control
- Audit Remediation Management
- Branch Fraud Detection

Why Attend This Course:

- Deliver a Branch Performance Improvement Plan to the area manager and retail banking head for approval and quarterly follow-up
- Decide which branch levers to pull first, from deposit mix and pipeline conversion to roster changes and self-service migration
- Avoid repeat audit findings, cash differences and fraud losses that trigger downgraded branch ratings and management attention
- Pass on pipeline review routines, coaching checklists and dual control procedures to assistant managers and team leaders

Conclusion:

Back at work, the participant presents the Branch Performance Improvement Plan to the area manager and the retail banking head, who use it to agree branch targets, staffing changes, digital migration steps and the order in which open audit findings are closed. Assistant managers and operations heads take ownership of named actions in the plan. After the first quarter, the branch team should compare scorecard results, queue times, complaint volumes and audit status with the plan and reset priorities where results lag.

Frequently Asked Questions FAQ:

What should participants know before a bank branch management course?

Participants should already supervise branch staff or branch operations and know their bank's retail products. Bringing an anonymised branch scorecard, queue report or recent audit report helps them apply the case work to their own branch.

How does a bank branch management course differ from a bank performance analysis course?

It equips the person running one branch to lift sales, service and control results day to day. Bank performance analysis courses rate the whole bank's earnings, capital and margins for finance and strategy specialists.

Why does a bank branch still need a sales pipeline when most transactions are digital?

Routine transactions move to self-service, so branch visits increasingly concern loans, accounts and advice. A tracked pipeline turns those visits into planned follow-up, measured conversion and fair allocation of customers among bankers.

What do participants take back from a bank branch management course?

Participants take back a Branch Performance Improvement Plan with a P&L gap diagnosis, sales and staffing actions, service recovery steps and an audit remediation schedule that they can adapt to their own branch.