



Objectives April 2013 – March 2014

SECURITY TEAM  
OBJECTIVES

April 2013 – March  
2014



## Objectives April 2013 – March 2014

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## Objectives April 2013 – March 2014

John Scott - Head of Security	Performance Measurements and Timescales
<p>1 <b>Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Provide strategic lead for the Loss Reduction Board and related Loss Reduction Programmes.</li> <li>• Monitor losses across the business and ensure effective controls are in place and managed by the business owners.</li> <li>• Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts.</li> </ul>	<p>31.03.2014</p>
<p>2 <b>Deliver fraud software proof of concept to understand POLs risks relating to fraud and non-conformance.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Establish project board and project reporting.</li> <li>• Successful data amalgamation and profiling.</li> <li>• Identify and implement tactical solutions using existing systems and data sources.</li> <li>• Produce a roadmap and business case for investment and implementation of a fraud prevention and detection solution for POL.</li> </ul>	<p>31.03.2014</p> <p>31.03.2013 31.03.2013 30.09.2013 31.03.2014</p>
<p>3 <b>Deliver all security elements of the Facilities Management tender and Grapevine tender.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Ensure that all elements of the security strategy and vision are covered by the FM/Grapevine tender.</li> <li>• Ensure all security support activity meets business timescales.</li> <li>• Deliver security specifications for installation and maintenance requirements.</li> <li>• Deliver security specifications for and ARC/Grapevine package.</li> <li>• Migrate service provision to successful contractor.</li> </ul>	<p>PIDs - 03.4.2013 PQQs - 07.5.2013 ITTs - 10.7.2013 Contract - 31.10.2013 Live - 31.3.2014</p>



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4	<p><b>Deliver a burglary and robbery reduction programme that protects the assets, reputation and profits of Post Office Limited within budget of Network TBC &amp; Supply Chain TBC</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Risk programmes designed to reflect the merging threats supported with aims and objectives (including financial targets).</li> <li>• Identify additional proactive activities [TORCH/STRIPE] and smarter working practices to support risk plans and mitigation delivered through robust lead team leadership</li> </ul>	31.03.2014
5	<p><b>Ensure that Security's internal governance and authorisation processes are simple and straightforward to understand and use from the internal customer's perspective.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Engage directly with four key internal customers to understand, take input and agree areas and metrics (Network, NTP, Commercial, Financial Services).</li> <li>• Determine root cause of out of process activity to drive improvement e.g. Improve Communication of why process exist or how to use, access to information, education or process review.</li> <li>• Ensure that the end user is involved in the development of any new or revised process to ensure ETDBW.</li> <li>• Measure - to revise and communicate defined and agreed processes</li> </ul>	30.09.2013



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Quarter 1 Comments

Quarter 2 Comments

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Quarter 4 Comments



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Rob King – Senior Security Manager. Operations		Performance Measurements and Timescales
1	<p><b>Ensure core behaviours within Security Operations are optimised to ensure that high levels of expectation met and activities delivered by the following:</b></p> <ul style="list-style-type: none"> <li>• The provision of clear leadership, communication and concise direction ensuring that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses [ Cap: Robbery £x, CVIT £x, Burglary £x and Fraud £x]</li> <li>• Embracing the opportunities of structural change ensuring that the impact of any resource reduction is minimised through smarter working practices and clear supervision with emphasis on: Activities will include: <ul style="list-style-type: none"> <li>• The consistent approach to major incident response</li> <li>• The achievement of 90% average case compliance on all compliance checked enquiries (50 checked enquiries)</li> <li>• Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case closure).</li> <li>• Ensure that stakeholder expectations continue to be met in terms of monthly updates</li> <li>• Maintain casework to a clearly defined triggers &amp; timescales policy</li> <li>• Implement a rigorous approach to case file management with embedded quality assurance processes</li> </ul> </li> </ul>	March 2014
2	<p><b>Demonstrate leadership to ensure team members display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members to deliver strand strategy cascading down their respective Security Managers</li> <li>• Communicating the strand vision alongside our Post Office story</li> <li>• Proactively responding to the Employee Opinion Survey</li> <li>• Prioritised approach to crime reduction activities through NIM structured tasking</li> <li>• Inter Strand activity support</li> <li>• Crown Office cover</li> <li>• Robust approach to work stream programme plans with regular review and owner accountability</li> </ul>	March 2014



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	<ul style="list-style-type: none"><li>• Ensuring adherence to performance management, clear communication and development through 121s, PDR completion and team meetings</li><li>• Adopting a Crown and Branch Post Office; building relations and visibility. York Crown and Micklegate sub Post Office</li></ul>	
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## Objectives April 2013 – March 2014

3	<p><b>Ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of persons/ premises] and optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>• Supporting FI development, succession planning and cold case review initiatives</li> <li>• Drive other intervention measures to ensure that all necessary activity is delivered to recover stolen funds.</li> </ul>	March 2014
4	<p><b>Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; its people and assets</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff</li> <li>• Increased <i>Torch</i> activity to maximise visibility and crime reduction efforts in network hotspot areas</li> <li>• Developing a Desktop Tiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme</li> <li>• Planning for G8 Summit and potential impact on POL</li> <li>• Integration of Mallusk control into the Grapevine model</li> <li>• Provision of bespoke legal advice to support fraud investigation in Northern Ireland</li> </ul>	March 2014
5	<p><b>Deliver a Burglary, Robbery and CVIT programme structure that protects the assets, reputation and profits of Post Office Limited</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Risk programmes designed to reflect the merging threats supported with aims and objectives (including financial targets)</li> <li>• Identify additional proactive activities [TORCH/STRIPE] and smarter working practices to support risk plans and mitigation delivered through robust lead team leadership</li> </ul>	March 2014



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6	<p><b>Enhance Post Office Limited's Law Enforcement profile through strategic and operational engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Identification and engagement with influencers, within ACPO who have lead strategic crime responsibility for activity likely to affect POL</li> <li>• Engagement at operational level of specialist law enforcement units and departments likely to have an impact on POL crime reduction and investigation programmes</li> <li>• Collate a comprehensive list of current law enforcement contacts that are readily accessible for all strands</li> <li>• Devise a Memorandum of Understanding [MOU] for circulation to all 43 forces and other relevant law enforcement agencies</li> <li>• Operational liaison with Force Intelligence Bureaus and Crime Reduction Officers across all 43 UK forces</li> </ul>	<p>April 2013</p> <p>June 2013</p> <p>June 2013</p> <p>July 2013</p>
7	<p><b>Leadership/Development</b></p> <p><b>Activity to Include</b></p> <ul style="list-style-type: none"> <li>• Utilise, reading material on leadership</li> <li>• Receiving coaching and guidance from Line Manager on strategic thinking</li> <li>• Take time to think through strategic aims not getting drawn into solution mode</li> <li>• Raising profile within POL identify and hold regular meetings with key influencers</li> <li>• Supporting my direct reports</li> <li>• Acquire greater working knowledge of POL and culture</li> <li>• Challenge convention when the need arises and bring about change</li> </ul>	<p>March 2014</p>
	<p><b>Health and Safety and Well being</b></p> <p>Ensure that personal and team (if you are a line manager) risk assessments are in place to ensure that all relevant risk reduction actions are implemented. Depending on your role, some or all of the following risk assessments will apply: driving, manual handling, fire and emergency arrangements and use of computers. All relevant risk assessments and actions need to be completed by 31 March 2014</p>	
	<p><b>"Making Life Easier For Customers"</b></p>	



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	Engaging with stakeholders in one key area of their business, to support and improve their operational activity; Craig Tuthill's team of network contract advisors.	
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



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Dave Pardoe - Senior Security Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £490K respectively.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support analytical excellence to deliver and promote rapid risk identification and mitigation.</li> <li>• Promote an ethos of external benchmarking and PEST analysis and input into the risk landscape</li> <li>• Promote and deliver changes to "as is" operation to ensure targetery met</li> <li>• Provide the overall strategic lead through the outsource and insource proposition to meet and match risk across the operation</li> </ul>	<p>March 2014</p>
2	<p><b>Produce an end to end scope, review and recommendations for business wide data, MI and information flows and their use in fraud risk detection and business response; recommend the compression or expansion of data, MI and information "dives" as a result (the 'what' we do).</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Produce a current data, MI and information flow dictionary that illustrates source, owner, efficacy ratio (i.e. the source is a key indicator in X:100 cases) and whether current reporting or monitoring is programmed or by exception</li> <li>• Propose changes to current source analysis based on the findings of above</li> <li>• Perform a source analysis of the last 50 bad audits; identify sources present and ensure proposed changes detailed above provide sufficient indicator capabilities</li> <li>• Produce a wider scope of opportunities to obtain fraud risk indicators proper to other elements of the business landscape - procurement, contract award, expenses, NT processes</li> <li>• Factor in Detica opportunities through each stage</li> <li>• Support the identification of &gt;£2M of fraud instances</li> </ul>	<p>July 2013</p> <p>August 2013</p> <p>Sept 2013</p> <p>October 2013</p> <p>November2013</p> <p>March 2014</p>



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3	<p><b>Produce an end to end scope of all existing and potential future analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication (the how we do it / could do it and present it).</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Enlarge the data and MI dictionary detailed above to include - include not only as is, but also untapped / un-formalised sources within say FSC, Network flows, Grapevine Outsource, HR, Property stakeholders...</li> <li>• For all identified flows map the existing and proposed escalation, monitoring and intervention journey. Design formal flows that rely on agreed process rather than personal influences</li> <li>• Propose interventions and escalations appropriate to the source story</li> <li>• Examine all existing analytical product and provide a 12 month road map for enlargement, product development, existing strengths and weakness. Commence improvements as required (to include stakeholder feedback and benchmarking). Include in the above daily flows, weekly, end of period activity, governance forum and so on.</li> <li>• Road map the NIM journey for the strand and wider team (currently at infancy); design an approach to reach NIM maturity utilising IMS and other existing process and methodologies</li> </ul>	<p>August 2013</p> <p>October 2013</p> <p>October 2013 Sept 2013</p> <p>January 2014</p>
4	<p><b>Design and implement a risk intelligence framework proper to Post Office;</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Prepare a 5i approach to all in scope intelligence flows: - ISA, IMS, PNC, PND, Safer Cash, Elmer, BBA, BSIA, ATMSWG, JARD</li> <li>• Ensure that each flow is evaluated and processed in line with Intelligence type (inflow / outflow), Intervention opportunity (the immediate response), Implementation opportunity (informing wider programmes and operational activity), Involvement actions (engagement with other agencies and stakeholders) and Impact evaluation - how successful was source, the intervention and what have we learnt?</li> </ul>	<p>October 2013</p> <p>January 2014</p>
5	<p><b>Strand maturity</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Produce an overview of the strand journey 2013/.14 - include Detica developments, ISA ambitions,</li> </ul>	<p>March 2014</p>



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	<p>Outsource opportunities and any budgetary impacts</p> <ul style="list-style-type: none"><li>• Produce a stakeholder input SWOT into strand development areas versus those aims, ambitions and constraints above.</li><li>• Develop a plan to close gaps accordingly - likely inclusion of analytical excellence, NIM embedment, research skills, Detica supporting skills</li><li>• Produce and deploy a non-technical development plan; stakeholder influence, general leadership, team working6</li></ul>	
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6	<p><b>Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"><li>• Lead team members to deliver People Plan with line of sight to support Post Office Story/Employee Opinion Survey</li><li>• Inter Strand activity support</li><li>• Crown Office cover</li><li>• Adherence to all elements of programmatic approaches</li><li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li><li>• Effective internal and external stakeholder relationships</li></ul>	March 2014
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

John Bigley - Senior Security Manager. Physical		Performance Measurements and Timescales
1.	<p><b>To lead on all security elements of the business Facilities Management tender and Grapevine tender by delivering the following measures.</b></p> <ul style="list-style-type: none"> <li>• Ensure that all elements of the security strategy and vision are covered by the FM/Grapevine tender.</li> <li>• Ensure all security support activity meets business timescales.</li> <li>• Deliver security specifications for installation and maintenance requirements.</li> <li>• Deliver security specifications for and ARC/Grapevine package.</li> </ul>	PIDs by 3.4.13 PQQs by 7.5.13 ITTs by 10.7.13 Contract 31.10.13 Live by 31.3.14
2.	<p><b>To lead on all elements in terms of development and deployment of a Security Policy Framework by delivering the following measures.</b></p> <ul style="list-style-type: none"> <li>• Creation of a security policy framework. 31.05.13</li> <li>• Ensure a gap analysis is carried out that will identify any policy gaps.</li> <li>• Ensure all Policy, process and procedure documents mirror business requirements.</li> <li>• Ensure a governance policy is implemented to manage all security policies.</li> </ul>	31.3.14 and Programme Milestones
3.	<p><b>To lead on all elements of the security People Plan by leading a on a series of programmes of activity that will be delivered by the SLG and work towards delivering the following measures.</b></p> <ul style="list-style-type: none"> <li>• An integrated security team.</li> <li>• A collaborative culture.</li> <li>• A commonality of purpose.</li> <li>• A succession plan.</li> <li>• Strong leadership.</li> <li>• Engagement with business vision and deliverables</li> <li>• Engagement with our security vision.</li> </ul>	On going and Programme Milestones
4.	<p><b>To lead on all elements of Government Security &amp; Critical Threat by managing a programme of activity that will deliver the following measures.</b></p> <ul style="list-style-type: none"> <li>• A complete review and refresh of critical threat incident processes, training and reporting, including but not limited to, tiger kidnaps, burglaries, robberies etc</li> <li>• Identify synergies with business continuity and scope other areas that need developing in terms of critical threat.</li> <li>• Review, refresh and deliver critical threat training</li> </ul>	On going and Programme Milestones



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	<p>(including Tiger Kidnap) and user guidelines to POL Security Team, Crisis Management Team (CMT), Grapevine and any other identified stakeholders.</p> <ul style="list-style-type: none"> <li>• Scope further training requirements for POL Security, CMT, Grapevine and other identified stakeholders with PSNI, SOCA/NCA and Metropolitan Police</li> <li>• Exploit opportunities afforded by DSO status to support business and security vision.</li> </ul>	
5.	<p><b>To lead on all elements of Training Awareness &amp; Communications within the security team by delivering the following measures.</b></p> <ul style="list-style-type: none"> <li>• The design, development and deployment of a security training, awareness and communications (TA&amp;C) programme within Post Office Limited (POL) that supports the Security function's vision of minimising crime and business loss against the organisation.</li> <li>• Activity that helps mitigate the risk associated with our assets (physical/information/personnel);</li> <li>• To enable POL to meet its legal and compliance obligations (e.g. PCI certification);</li> <li>• To improve the overall profile of security within the wider business;</li> <li>• To engender a security conscious workforce that demonstrates the key behaviours to protect our people, customers, assets, products, brand and reputation.</li> </ul>	On going and Programme Milestones
6.	<p><b>Drive a series of activities to support a strategic approach to reducing robbery and burglary within the Network estate by delivering the following measures:</b></p> <ul style="list-style-type: none"> <li>• Source and scope alternative robbery solutions for the network/CViT.</li> <li>• Source and scope the use of IP signalling.</li> <li>• Support all key business initiatives including UKBA, FOOg ensuring that physical security considerations are included in all new processes or procedures.</li> <li>• Review of business approach to the use and deployment of DNA taggants to support OJEU process for these systems.</li> <li>• Deliver and maintain focus on a business wide CCTV strategy.</li> </ul>	On going and Programme Milestones
7.	<p><b>To ensure The Post Office Network has an appropriate, risk based security approach, utilising technical and procedural controls supported by security awareness to provide a framework of physical security protection by delivering the following measures.</b></p> <ul style="list-style-type: none"> <li>• Maintain leadership within the Post Office for all physical security solutions, both technical and procedural through visibility, accessibility, succession planning and sharing of expertise.</li> <li>• Demonstrate commitment to key business programmes through continued visibility and accessibility, whilst</li> </ul>	On going



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	<p>demonstrating a position of care in terms of the safety and security of our colleagues in their day to day operational activities.</p> <ul style="list-style-type: none"><li>• By improving and developing key relationships with stakeholders in order to influence and drive change, innovation and to challenge accepted practice.</li><li>• Demonstrate a transparent ROI with clear measurable, accountabilities and robust PIR of all activities referencing against the crime risk management model.</li><li>• Drive security compliance, ownership and awareness throughout the Post Office through governance of all security policies and programmes.</li></ul>	
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8.	<p><b>Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture. Visible outputs to include:</b></p> <ul style="list-style-type: none"><li>• Lead team members to deliver People Plan with line of sight to support Post Office Story/Employee Opinion Survey</li><li>• Inter Strand activity support</li><li>• Crown Office cover</li><li>• Adherence to all elements of programmatic approaches</li><li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li><li>• Effective internal and external stakeholder relationships</li></ul>	On going
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Sally Smith - Senior Security Programme Manager, Commercial		Performance Measur emen ts And Timescales
1	<p><b>Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Provide strategic lead for the Loss Reduction Board and related Loss Reduction Programmes</li> <li>• Monitor losses across the business and ensure effective controls are in place and managed by the business owners</li> <li>• Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts</li> </ul>	<p>Target achieved by 31 March 2014</p> <p>Production of monthly loss report and summary Monitored through loss board</p> <p>Effectiveness of programmes</p>
2	<p><b>Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business</b></p> <p><b>Activity to include:</b></p> <p>Review all product and service design and delivery within timescales agreed with stakeholders to mitigate and manage risk</p> <ul style="list-style-type: none"> <li>• Review and approval of all PIDs presented at weekly Gating Forum, ensuring Security concerns are highlighted and understood</li> <li>• Provide Commercial Security input to key POL projects across Financial Services, FOoG, Mails and Telephony, including (but not limited to): <ul style="list-style-type: none"> <li>• timely review of all relevant documentation and input to tender processes</li> <li>• representing Security at project meetings</li> <li>• using product lifecycle review methodology to identify fraud and loss risks and design mitigants</li> <li>• sign-off of project documentation</li> </ul> </li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
3	<p><b>Drive and deliver Security fraud and risk programmes:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Provide strategic lead for fraud risk programmes</li> <li>• Identify tactical fraud risk programmes to focus on specific areas of fraud and non-conformance</li> <li>• Co-ordinate programme activity across all Security strands</li> <li>• Work with all business stakeholders to improve processes</li> </ul>	<p>Subject to output from Fraud Software POC, plan established by 30 September 2013</p> <p>All key milestones complete</p>



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	and controls	ted in accordance with projec t plans Reports to Security Forum and Loss Board evidencing progress
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Objectives April 2013 – March 2014

<p>4</p>	<p><b>Develop and deliver robust product and service support for Grapevine Outsource</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Develop effective product and service guidelines and training for helpdesk personnel</li> <li>• Implement robust processes and incident management for product and service fraud risks</li> <li>• Support implementation of the Incident Management System for products and services</li> </ul>	<p>Improvements in quality of fraud and incident reporting Development of MI and analytical Capability</p>
<p>5</p>	<p><b>Deliver fraud software proof of concept to understand POLs risks relating to fraud and non-conformance.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Establish project board and project reporting</li> <li>• Successful data amalgamation and profiling</li> <li>• Identify and implement tactical solutions using existing systems and data sources</li> <li>• Produce a roadmap and business case for investment and implementation of a fraud prevention and detection solution for POL</li> </ul>	<p>Roadmap and Business case delivered by 31 December 2013</p> <p>Project meetings established by May 2013 Project plans and reports prepared and circulated each month</p> <p>All key milestones completed in accordance with project plans Risks and issues escalated as appropriate</p>
<p>6</p>	<p><b>Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management and SLT feedback Evidence of branch visits and NFSP engagement each quarter Feedback from internal and external stakeholders</p> <p>121 notes and levelling completed each quarter</p> <p>Evidence of business benefits</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>Engage with regional NFSP executive officers to set up Information Sharing Agreement and meet quarterly to share security performance and programme information.</li></ul>	ts achieved from stakeh older relationships
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Joanne Hancock – Senior Security Programme Manager Grapevine		Performance Measurements and Timescales
1	<p>Produce an end to end scope, review and recommendations for business wide data, MI and information flows and their use in fraud risk detection and business response; recommend the compression or expansion of data, MI and information "dives" as a result (the 'what we do').</p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Produce a current data, MI and information flow dictionary that illustrates source, owner, efficacy ratio (i.e. the source is a key indicator in X:100 cases) and whether current reporting or monitoring is programmed or by exception</li> <li>Propose changes to current source analysis based on the findings of above</li> <li>Perform a source analysis of the last 50 bad audits; identify sources present and ensure proposed changes detailed above provide sufficient indicator capabilities</li> <li>Produce a wider scope of opportunities to obtain fraud risk indicators proper to other elements of the business landscape – procurement, contract award, expenses, NT processes</li> <li>Factor in Detica opportunities through each stage</li> <li>Support the identification of &gt;£2M of fraud instances</li> </ul>	<p>July 2013</p> <p>August 2013</p> <p>Sept 2013</p> <p>October 2013</p> <p>November 2013</p> <p>March 2014</p>
2	<p><b>Deliver project analyst lead for Deliver Detica Fraud Software Proof of Concept project team role as project analyst</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Propose and conduct a series of data and functional gatekeeper contact meetings to enrich project analytics</li> <li>Through a series of Sprint workshops develop and refine the suppliers understanding and ability to identify fraud</li> <li>Propose and deliver a multi layered verification plan for the Detica POC outputs</li> </ul>	<p>May 2013</p> <p>September 2013</p>
3	<p><b>Strand maturity</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Input to production of the strand journey overview 2013/.14 – specifically Detica developments and fraud detection methodologies.</li> <li>Produce a stakeholder input SWOT into strand</li> </ul>	<p>March 2014</p>



## Objectives April 2013 – March 2014

	<p>development areas versus those aims, ambitions and constraints above.</p> <ul style="list-style-type: none"><li>• Support gap analysis plan with identification of requirements, sourcing and delivery of appropriate elements.</li><li>• Undertake activities within the non-technical development plan; stakeholder influence, general leadership, team working.</li><li>• Rationalise all current strategic risk activities including risk assessment, risk escalation and reporting, including scoping risk modelling requirements.</li></ul>	
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## Objectives April 2013 – March 2014

4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support and developing mature and collegiate working relationships with colleagues</li> <li>• Crown Office cover as required. Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	March 2014
5	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £490K respectively.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Deliver higher level risk modelling output as required to support emerging threat</li> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure targetry met</li> </ul>	March 2014
6	<p><b>Security Team People Plan - Leadership and General Management skills</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members to deliver focus area activities with line of sight to support the Post Office Story / Employee Opinion Survey.</li> <li>• Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	March 2014



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Dave Wood – Senior Security Programme Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Outsource Product Maturity</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• In essence act at the strategic architect for the following elements</li> <li>• Ensure the delivery at least 30 audio audits per month on outsource calls - from this demonstrate improvements in training and development as required</li> <li>• Drive the delivery of 15, case by case, assessments of inbound "sus calls" per month, map all SWOTs and escalate as required. Demonstrate training delivery that matches SWOT</li> <li>• Drive output activity from the above to ensure a 15% increase of cases receiving more than just a text blast warning</li> <li>• Ensure the development of a defined mile-stone plan that captures and calendarises all up skilling activity required for day and night shift outsource employees</li> <li>• Ensure that all recommendations made by DSO and SLT in respect of critical threat capability are implemented accordingly - drive at least 3 test exercises within the next 18 months</li> <li>• Promote the challenge outsource management as required to drive operational excellence</li> <li>• Conduct an end to end analysis of all outsource activity (including exit strategy), map key process and drive improvements as required</li> </ul>	March 2014
2	<p><b>ISA / IMS / NIM / i2 development and efficacy</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Promote refinements to IMS in line with stakeholder requirements and business efficiencies</li> <li>• Ensure that inputs follow the NIM model and particularly around design making and interventions modelled</li> <li>• Work with other strand stakeholders to ensure and evidence that there is a demonstrable increase in outsource analytical efficacy</li> <li>• Ensure the preparation of a 5i approach to all in scope intelligence flows: - ISA, IMS, PNC, PND, Safer Cash, Elmer, BBA, BSIA, ATMSWG, JARD</li> <li>• Ensure that each flow is evaluated and processed in line with Intelligence type (inflow / outflow), Intervention opportunity (the immediate response), Implementation opportunity (informing wider programmes and operational activity), Involvement</li> </ul>	March 2014



## Objectives April 2013 – March 2014

	actions (engagement with other agencies and stakeholders) and Impact evaluation - how successful was source, the intervention and what have we learnt?	
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## Objectives April 2013 – March 2014

3	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £490K respectively.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure mitigations are promoted in a timely fashion</li> </ul>	<p>March 2014</p>
4	<p><b>FM Readiness</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support the rewrite of the Grapevine service contract to include all services recently acquired.</li> <li>• Fully support the FM tender piece, including the drafting of a new contract if and when required to include potential combined services</li> <li>• Manage handover as required</li> </ul>	<p>November 2014</p>
5	<p><b>Security Team People Plan - Succession Planning</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members to deliver focus area activities with line of sight to support the Post Office Story / Employee Opinion Survey.</li> <li>• Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

	improvements for Post Office and Security	
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Mark Dinsdale - Security Programme Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Outsource Product Maturity</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Rewrite the Grapevine service contract to include all services recently acquired</li> <li>• Implement a new process for the allocation of Cencon calls which seeks to reduce costs by 1/3 in the short term and automation for the future</li> <li>• Support the end to end analysis of all outsource activity (including exit strategy), map key process and drive improvements as required</li> <li>• Redraft the KPI and key subject areas for the Grapevine service meetings - support delivery as required</li> <li>• Build SME status around outsource and elements of activity that will require greater DPA rigour by the customer</li> </ul>	March 2014
2	<p><b>FM Readiness</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Rewrite the Grapevine service contract to include all services recently acquired.</li> <li>• Support the FM tender piece, including the drafting of a new contract if and when required to include potential combined services</li> </ul>	March 2014
3	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £490K respectively.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• As required support branch and CVIT interventions via base analytical support, branch intervention, stakeholder engagement</li> <li>• Work with and through strand / team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure mitigations are promoted in a timely fashion</li> </ul>	March 2014
4	<p><b>Budget Ownership</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Identify and drive all necessary budget controls and interventions</li> <li>• Produce period end metrics around risks and issues along with proposals for recovery</li> </ul>	March 2014



## Objectives April 2013 – March 2014

5	<p><b>Security Team People Plan - Succession Planning</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Allison Drake - Security Programme Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Outsource Product Maturity</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Deliver at least 30 audio audits per month on outsource calls - from this demonstrate improvements in training and development as required</li> <li>• Deliver 15, case by case, assessments of inbound "sus calls" per month, map all SWOTs and escalate as required. Demonstrate training delivery that matches SWOT</li> <li>• Drive output activity from the above to ensure a 15% increase of cases receiving more than just a text blast warning</li> <li>• Develop a defined mile-stone plan that captures and calendarises all up skilling activity required for day and night shift outsource employees</li> <li>• Ensure that all recommendations made by DSO and SLT in respect of critical threat capability are implemented accordingly - drive at least 3 test exercises within the next 18 months</li> <li>• Challenge outsource management as required to drive operational excellence</li> <li>• Conduct an end to end analysis of all outsource activity (including exit strategy), map key process and drive improvements as required</li> </ul>	March 2014
2	<p><b>IMS / NIM / i2 development and efficacy</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Become the SME for IMS and promote through the strands and to other impacted stakeholders</li> <li>• Ensure that inputs follow the NIM model and particularly around design making and interventions modelled</li> <li>• Work with other strand stakeholders to ensure and evidence that there is a demonstrable increase in outsource analytical efficacy</li> <li>• Ensure that ECD and lone worker provision are deployed (medium term) into IMS</li> <li>• Prepare a 5i approach to all in scope intelligence flows: - ISA, IMS, PNC, PND, Safer Cash, Elmer, BBA, BSIA, ATMSWG, JARD</li> <li>• Ensure that each flow is evaluated and processed in line with Intelligence type (inflow / outflow), Intervention opportunity (the immediate response), Implementation opportunity (informing wider programmes</li> </ul>	March 2014



## Objectives April 2013 – March 2014

	and operational activity), Involvement actions (engagement with other agencies and stakeholders) and Impact evaluation - how successful was source, the intervention and what have we learnt?	
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Objectives April 2013 – March 2014

3	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £490K respectively.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• As required support branch and CVIT interventions via base analytical support, branch intervention, stakeholder engagement</li> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure mitigations are promoted in a timely fashion</li> </ul>	March 2014
4	<p><b>ISA / Stealth development to maturity</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Road map the ISA journey from inception to maturity. Ensure that interventions delivered to NFSP / industry match the ISA opportunity</li> <li>• Demonstrate that ISA partners have received analytical output through the year and grow the value of the relationship accordingly</li> <li>• Recruit a minimum of ten new Stealth partners with 12 month period</li> <li>•</li> </ul>	March 2014
5	<p><b>Security Team People Plan - Technical Skills</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>



Objectives April 2013 – March 2014

6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Elaine Spencer – Security Programme Manager, Grapevine		Performance Measurements and Timescales
1	<p>Produce an end to end scope of all existing analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication. Provide appropriate intelligence reports to key stakeholders as per agreed timescales, obtain feedback from stakeholders and make any necessary improvements to products as required.</p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Prepare an analytical life cycle that details the life of analytical product from preparation / receipt through to mitigations applied; how do we escalate “nuggets” – how do we measure effectiveness of product? Identify, investigate and escalate criminal activity affecting the Post Office estate</li> <li>• Report crime activity affecting or posing risk to the Post Office in conjunction with the NIM model</li> <li>• Provide end to end process map for all procedures to identify current known risks to include escalation process</li> <li>• Maintain a working relationship with internal and external stakeholders. To include McColls, Cash Management and Network Services.</li> <li>• Develop knowledge of physical crime and links to potential fraud cases.</li> </ul>	31 March 2014
2	<p>Identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication. Review data and intelligence sources from across the business and externally, utilising the information and disseminating into Post Office relevance.</p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Identify and develop weak areas of process to ensure legislation and company policies are delivered.</li> <li>• Monitor and review trends in investigations and incidents, take necessary action and escalate appropriately.</li> <li>• Provide post audit report for losses over £50k and lessons learnt for all losses above £3k and less than £50k and all fraud cases involving a suspension</li> <li>• Develop and improve BAU analytical reports and link in</li> </ul>	31 March 2014



## Objectives April 2013 – March 2014

	<p>to other areas of the business for improved knowledge of products</p> <ul style="list-style-type: none"><li>• Review analytical products; identify growth and potential improvements for key stakeholders</li></ul>	
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## Objectives April 2013 – March 2014

3	<p><b>Promote Grapevine strand (internally and externally), driving actions to develop own strand and also support other strands and areas of the business. Obtain feedback to measure success.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Provide analytical support to Detica requirements</li> <li>• Support ECD transition to IMS</li> <li>• Attend other strand meetings, Governance Forum, TCG meetings, etc providing tangible Grapevine support</li> <li>• Develop analytical ownership of specialised areas of risk as required - DPA, POCA, ATM and foreign currency - evidence by way of 360° feedback</li> </ul>	31 March
4	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively along with measures to identify &gt;£2M of fraud</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Deliver higher levels of analytical product as required to support emerging threat</li> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure targetery met</li> </ul>	March
5	<p><b>Security Team People Plan - Technical Skills</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in line with projects</p> <p>Line management and SLT feedback</p>



Objectives April 2013 – March 2014

<p>6</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management and SLT feedback Evidence of branch visits each quarter Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Jane Owen - Security Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Support an end to end scope of all existing analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication. Provide appropriate intelligence reports to key stakeholders as per agreed timescales, obtain feedback from stakeholders and make any necessary improvements to products as required.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support the preparation of an analytical life cycle that details the life of analytical product from preparation / receipt through to mitigations applied; how do we escalate "nuggets" - how do we measure effectiveness of product? Identify, investigate and escalate criminal activity affecting the Post Office estate</li> <li>• Develop an agreed approach to analytical activity and "shrink wrapped" activity immediately post incident - i.e. who is advised, what actions are driven post incident...</li> <li>• Report crime activity affecting or posing risk to the Post Office in conjunction with the NIM model</li> <li>• Support the provision of an end to end process map for all procedures to identify current known risks to include escalation process</li> <li>• Develop knowledge of physical crime and links to potential fraud cases.</li> </ul>	<p>Review Quarterly</p> <p>Complete by 31 March 2014</p>
2	<p><b>Identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication. Review data and intelligence sources from across the business and externally, utilising the information and disseminating into Post Office relevance.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Review, maintain and identify areas of improvement for the analysis process map for criminal activity on a quarterly basis, ensuring there are no duplications or missing intelligence gaps.</li> <li>• Independently and working with others identify new sources of information to incorporate into relevant</li> </ul>	<p>Review Quarterly</p> <p>Complete by March 2014</p>



## Objectives April 2013 – March 2014

	<p>intelligence for Post Office Security.</p> <ul style="list-style-type: none"><li>• Actively seek new information share partners, gaining and developing new relationships with external agencies to enhance the grapevine intelligence and drive improvements with reports.</li><li>• Develop and Review all data and reports currently used across the business and incorporate within the daily routines.</li></ul>	
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## Objectives April 2013 – March 2014

3	<p><b>Promote Grapevine strand (internally and externally), driving actions to develop own strand and also support other strands and areas of the business. Obtain feedback to measure success.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Continually refine current analytical products to meet stakeholders needs and operational tasking by effectively responding to criminal activity both within the business and Industry.</li> <li>• Support development of IMS/PND to ensure maximum synergies within the team.</li> <li>• Promote the Grapevine strand by supporting Security Ops at the fortnightly TCG meetings and ensuring that emerging trends and patterns from within the business and outside industry are captured and disseminated to all concerned.</li> <li>• Support Detica requirements by providing analytical support as and when requested.</li> </ul>	31 March 2014
4	<p><b>Security Team People Plan - Recognition and Reward</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	March 2014
5	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required including the cover of strike action days. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office.</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	
6	<p><b>Future Training/Development</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Undertake accredited analyst qualification in line with NPfA and other analysts in the Security team</li> <li>• Attend an external Mapoint Training course and then deliver training to wider team beginning with the Grapevine strand conducting a number of workshops to facilitate this.</li> <li>• Provide analytical support to the wider team and the business by continually improving skills that enable meaningful data to be produced.</li> <li>•</li> </ul>	<p>March 2014</p> <p>May 2013</p>
7	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively along with measures to identify &gt;£2M of fraud</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Deliver higher levels of analytical product as required to support emerging threat</li> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure targetry met</li> </ul>	<p>March 2014</p>



## Objectives April 2013 – March 2014

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## Objectives April 2013 – March 2014

Helen Rose - Security Manager, Grapevine		Performance Measurements and Timescales
1	<p><b>Produce an end to end scope of all existing analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication. Provide appropriate intelligence reports to key stakeholders as per agreed timescales, obtain feedback from stakeholders and make any necessary improvements to products as required.</b></p> <ul style="list-style-type: none"> <li>• Identify potential fraud investigations and trends</li> <li>• Comply with NIM model</li> <li>• Provide end to end process map for all procedures to identify current known risks</li> <li>• Train and develop colleagues on use of Credence and other analytical tools</li> <li>• Maintain a working relationship with internal and external stakeholders. McColls, Cash Management, Network Services to name a few.</li> <li>• Develop knowledge of physical crime and links to potential fraud cases</li> </ul>	31 March 2014
2	<p><b>Identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication. Review data and intelligence sources from across the business and externally, utilising the information and disseminating into Post Office relevance.</b></p> <ul style="list-style-type: none"> <li>• Identify new areas of fraud risk.</li> <li>• Provide post audit report for wider circulation for losses over £50k.</li> <li>• Develop and improve BAU analytical reports and link in to other areas of the business for improved knowledge of products.</li> <li>• Provide bespoke tactical fraud analysis in support of the Commercial/Fraud Risk programmes</li> </ul>	31 March 2014
3	<p><b>Promote Grapevine strand (internally and externally), driving actions to develop own strand and also support other strands and areas of the business. Obtain feedback to measure success.</b></p> <ul style="list-style-type: none"> <li>• Provide analytical support to Detica requirements.</li> <li>• Attend other strand meetings, TCG meetings, etc providing Grapevine support</li> <li>• Develop ownership of specialised areas of risk - POCA, ATM and foreign currency.</li> </ul>	31 March 2014



## Objectives April 2013 – March 2014

4	<p><b>Security Team People Plan - Succession planning</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
5	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> <li>•</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
6	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively along with measures to identify &gt;£2M of fraud</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Deliver higher levels of analytical product as required to support emerging threat</li> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure targetry met</li> </ul>	<p>March 2014</p>



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## Objectives April 2013 – March 2014

Jayne Bradbury – Security Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Stand Maturity and effectiveness</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Prepare and promulgate 360° feedback to strand internal customers - baseline existing support and areas for improvement</li> <li>• Develop strand roadmap to close gaps detailed above with a view to evidencing improvements by Dec 2013</li> <li>• Maintain and improve the existing rota way of working in terms of team hours of attendance and skills rotation</li> <li>• Develop knowledge of PND and I2 and be actively involved with procedure</li> <li>• Contribute at other strand meetings, TCG meetings, etc providing Grapevine support - evidence via 360° detailed above</li> <li>• Develop ownership of specialised areas - ECD, IMS, DPA, Security Recoveries and Crown losses</li> </ul>	<p>30 June 2013</p> <p>31 July 2013</p> <p>March 2014</p>
2	<p><b>Identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Develop and improve output from team, ECD quality and accuracy to continue to be developed to assist Analyst with reporting.</li> <li>• Take ownership of merged ECD and new Security Manager form update to be introduced and become familiar with IMS for seamless merging of ECD</li> <li>• Ensure the team are cross skilled and provide further and more support to the Security team and wider team</li> </ul>	<p>March 2014</p>
3	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively along with measures to identify &gt;£2M of fraud</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• As required support branch and CVIT interventions via base analytical support, branch intervention, stakeholder engagement</li> <li>• Work with and through Strand / Team colleagues to</li> </ul>	<p>March 2014</p>



## Objectives April 2013 – March 2014

	<p>promote and ethos of risk appreciation and mitigation</p> <ul style="list-style-type: none"><li>• Promote and deliver changes to "as is" operation to ensure mitigations are promoted in a timely fashion</li></ul>	
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## Objectives April 2013 – March 2014

4	<p><b>Security Team People Plan - Succession planning</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
5	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



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## Objectives April 2013 – March 2014

Maureen Moors - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Admin</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>To produce a quarterly Audit of Fujitsu Disks, having a robust compliance of disks in the Security Field</li> <li>Support other Security strands and peers as and when requested</li> <li>Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>In depth training for the BOI Account</li> <li>Attend court case with a Security Advisor</li> <li>Attend a TCG meeting</li> <li>Attend and observe an interview with a Security Advisor.</li> </ul>	On going
3	<p><b>Security Team People Plan - Innovation</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>



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## Objectives April 2013 – March 2014

Christina Wood – Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Admin</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	On going
3	<p><b>Security Team People Plan - Innovation</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>
4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support</li> <li>Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li> <li>Create effective internal and external stakeholder relationships</li> <li>Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



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Jacqueline Morris - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Admin</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Produce a Crown Office losses report</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• Shadow a security manager from Sec Ops to include:</li> <li>• Attend a robbery and CVIT incident to see how a report is produced</li> <li>• Attend and observe an interview with a Security Advisor</li> <li>• Attend a court case with a Security manager</li> </ul>	<p>March 2014</p> <p>In accordance with authorisation and available resource</p>
3	<p><b>Security Team People Plan - Training and Development</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>
4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

	<p>required</p> <ul style="list-style-type: none"><li>• Create effective internal and external stakeholder relationships</li><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

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## Objectives April 2013 – March 2014

Colette McAteer – Security Manager Grapevine		Performance Measurements and Timescales
1	<p><b>Support the review of an end to end scope of all existing inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Provide process map for ways of analysing branches to identify current known risk.</li> <li>• Analyse branches to identify theft or fraud at the earliest opportunity, escalate for audit or new cases as appropriate. Utilising resources available and re-prioritising as appropriate.</li> <li>• Review outcome of all audit results above £3k, resulting in suspension or that we raise, escalate issues and concerns appropriately and take necessary action needed within the team. Identify if the loss/pattern could be affecting other branches or if data sources could be improved to identify earlier.</li> <li>• Monitor fraud indicators on a monthly basis and deliver monthly reporting information.</li> <li>• Work with FSC on weekly basis to identify any new or existing concerns</li> </ul>	<p>Aug 2013 Review Quarterly</p>
2	<p><b>Identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised, methodology employed (triggers / stated intervention points) and style / mediums for communication – support the identification of &gt;£2M of raised and identified fraud enquiries</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Independently and working with Fraud Analyst identify new ways of potential fraud and implement monitoring process to incorporate into the daily routines within the team.</li> <li>• Review all data and reports currently used across the business and incorporate within the daily routines.</li> <li>• Review all lessons learnt and identify patterns/trends, take necessary action or escalate as</li> </ul>	<p>Review Quarterly</p> <p>Aug 2013</p>



## Objectives April 2013 – March 2014

	<p>appropriately.</p> <ul style="list-style-type: none"><li>• Provide bespoke tactical fraud analysis in support of the Commercial fraud risk programmes.</li></ul>	
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## Objectives April 2013 – March 2014

3	<p><b>Strand Maturity</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Work closely with Audit team, Security Operations and local branches to build solid working relationships.</li> <li>• Provide analytical support to Detica requirements.</li> <li>• Attend other strand meetings where appropriate to provide support to the wider Grapevine strand.</li> </ul>	Sept 2013
4	<p><b>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• As required support branch and CVIT interventions via base analytical support, branch intervention, stakeholder engagement</li> <li>• Work with and through Strand / Team colleagues to promote and ethos of risk appreciation and mitigation</li> <li>• Promote and deliver changes to "as is" operation to ensure mitigations are promoted in a timely fashion</li> </ul>	
5	<p><b>Security Team People Plan - Performance Management and Behaviours</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support Team Lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key Milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Inter Strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships.</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Create effective internal and external stakeholder relationships</li><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

Adam Torincsi - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Analysis</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraudulent activity through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• Seek to secure secondment to other strands in order to close knowledge gaps and widen understanding of the Security function as a whole</li> <li>• Seek authorisation for and undergo Horizon counter training to help understand the workings of branches.</li> </ul>	<p>March 2014</p> <p>In accordance with authorisation and available resource</p>
3	<p><b>Security Team People Plan - Leadership &amp; management</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support the strand in the admin role by organising meetings, action points and conference calls.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>



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4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
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## Objectives April 2013 – March 2014

Richard Marples - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<b>Grapevine Security Team - Analysis</b>  <b>Activity to include:</b> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud</li> <li>• Develop new and improved methods of analytical approach</li> <li>• Support and assist with Detica project</li> <li>• Support other Security strands and colleagues with ad-hoc analytical &amp; technical queries</li> </ul>	On going
2	<b>Grapevine Security Team - Development goals</b> <ul style="list-style-type: none"> <li>• Attend audit or interview in future</li> </ul>	Closer to end of year/beginning of next once knowledge of security reports has increased
3	<b>Security Team People Plan</b>  <b>Activity to include</b> <ul style="list-style-type: none"> <li>• Support team and colleagues to deliver people plan</li> </ul>	On going
4	<b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b>  <b>Activity to include</b> <ul style="list-style-type: none"> <li>• Identify and develop innovative solutions and improvements for Post Office and Security</li> </ul>	On going



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## Objectives April 2013 – March 2014

Eleanor Kimberley - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Analysis</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• Seek to Shadow on Commercial Strand in order to close knowledge gaps and widen understanding of the Security function as a whole</li> <li>• Seek authorisation to shadow on a new case to close knowledge gap and widen understanding of different security role.</li> <li>• Seek to Shadow on an Audit to close knowledge gaps and extend understanding of security function roles.</li> </ul>	<p>March 2014</p> <p>In accordance with authorisation and available resource</p>
3	<p><b>Security Team People Plan - Reward &amp; Recognition</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver People Plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>



Objectives April 2013 – March 2014

<p>4</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
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## Objectives April 2013 – March 2014

Quarter 1 Comments

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## Objectives April 2013 – March 2014

Ian Crookes - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Analysis</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• To perform well in the new role and liaise with the rest of the team to ensure this.</li> <li>• To improve my knowledge of POLSAP and Excel.</li> <li>• To seek training in Witness Evidence.</li> </ul>	<p>March 2014</p> <p>In accordance with authorisation and available resource</p>
3	<p><b>Security Team People Plan - Training and Development</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>



Objectives April 2013 – March 2014

<p>4</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
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## Objectives April 2013 – March 2014

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## Objectives April 2013 – March 2014

Sandra Daykin - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Analysis</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• Attend an audit and widen understanding of the Security function as a whole</li> <li>• Attend a case</li> <li>• Attend an auditor's team meeting to understand their concerns.</li> </ul>	March 2014  In accordance with authorisation and available resource
3	<p><b>Security Team People Plan</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	All key milestones completed in accordance with project plans
4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul>	Line management feedback



## Objectives April 2013 – March 2014

	<p>where a timely response or active participation is required</p> <ul style="list-style-type: none"><li>• Create effective internal and external stakeholder relationships</li><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

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<b>Gillian Handbury - Grapevine Analysis and Support Team</b>		<b>Performance Measurements and Timescales</b>
1	<b>Grapevine Security Team - Analysis</b>	On going



## Objectives April 2013 – March 2014

	<p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• To monitor reports and update spread sheets</li> <li>• To attend an Audit</li> <li>• To shadow in a Post Office</li> <li>• Complete duty instructions for team</li> <li>• Attend secondment</li> </ul>	<p>On going</p> <p>In accordance with authorisation and available resource</p>
3	<p><b>Security Team People Plan - Succession Planning</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>
4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Create effective internal and external stakeholder relationships</li><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

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Objectives April 2013 – March 2014

Caroline Bramley - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Analysis</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• Seek to secure court training before case in August.</li> <li>• Seek authorisation for shadowing plan for audit.</li> <li>• Attend three day court case with Chris Knight.</li> </ul>	Before August 2013 Dave Posnett to run course, awaiting details Completed
3	<p><b>Security Team People Plan - Reward and Recognition</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	All key milestones completed in accordance with project plans  Line management feedback
4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> </ul>	Line management feedback  Evidence of branch visits as required  Feedback from internal & external stakeholders  Evidence of business benefits achieved from stakeholder relationships



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li><li>• Create effective internal and external stakeholder relationships</li><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

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## Objectives April 2013 – March 2014

Andy Baker - Grapevine Analysis and Support Team		Performance Measurements and Timescales
1	<p><b>Grapevine Security Team - Analysis</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Constantly review processes for identifying suspected fraud through current report downloads</li> <li>• Devise new and improved methods of analytical approach</li> <li>• Take on board all that the Detica Proof of Concept has to offer and support colleagues to extract the maximum benefit from its output.</li> <li>• Provide additional support to colleagues who are more closely involved in the Detica project to ensure contingencies are in place to cover any gaps</li> <li>• Support other Security strands and peers with analytical output as and when requested</li> <li>• Actively seek to promote the Grapevine strand amongst both colleagues and the wider audience</li> </ul>	On going
2	<p><b>Grapevine Security Team - Development goals</b></p> <ul style="list-style-type: none"> <li>• Seek to secure secondment to other strands in order to close knowledge gaps and widen understanding of the Security function as a whole</li> <li>• Seek authorisation for and undergo Horizon counter training</li> <li>• Seek authorisation to undertake professional training in analytical technique</li> </ul>	<p>March 2014</p> <p>In accordance with authorisation and available resource</p>
3	<p><b>Security Team People Plan - Training and Development</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities.</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management feedback</p>
4	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits as required</p> <p>Feedback from internal &amp; external stakeholders</p> <p>Evidence of business</p>



## Objectives April 2013 – March 2014

	<p>face to face business relationship with at least one Crown &amp; one Agency office</p> <ul style="list-style-type: none"> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings where a timely response or active participation is required</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>benefits achieved from stakeholder relationships</p>
<p>Quarter 1 Comments</p>		
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<p>Quarter 3 Comments</p>		



## Objectives April 2013 – March 2014

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## Objectives April 2013 – March 2014

Andy Hayward – Senior Security Programme Manager. Operations	Performance Measurements And Timescales
<p>1 <b>Ensure core behaviours within Security Operations are optimised to ensure that high levels of expectation met and activities delivered by the following:</b></p> <ul style="list-style-type: none"> <li>• The provision of clear leadership, communication and concise direction ensuring that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses [ Cap: Robbery £x, CVIT £x, Burglary £x and Fraud £x]</li> <li>• Embracing the opportunities of structural change ensuring that the impact of any resource reduction is minimised through smarter working practices and clear supervision with emphasis on: Activities will include:</li> <li>• The consistent approach to major incident response</li> <li>• The achievement of 90% average case compliance on all compliance checked enquiries (50 checked enquiries)</li> <li>• Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case closure).</li> <li>• Ensure that stakeholder expectations continue to be met in terms of monthly/agreed regular updates</li> <li>• Maintain casework to a clearly defined triggers &amp; timescales policy</li> <li>• Implement a rigorous approach to case file management with embedded quality assurance processes</li> <li>• Proactive Lead of TCG to support programme activities and loss reduction</li> </ul>	<p>Target achieved by 31 March 2014</p> <p>Production of monthly reports and summary of incidents Monitored through TCG</p> <p>Effectiveness of Operational programmes</p>
<p>2 <b>Provide support to Senior Security Strand leader to ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>• Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of persons/premises] and optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>• Supporting FI development, succession planning and cold case review initiatives</li> <li>• Drive other intervention measures to ensure that all necessary activity is delivered to recover stolen funds.</li> <li>• Review contractual/security processes to ensure robust management of casework, with agreed processes mapped.</li> <li>• Review of E2E casework and incident management processes</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>All key milestones completed in accordance with casework timescales</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on Share-point Security</p> <p>Review completed end June 2013</p>



## Objectives April 2013 – March 2014

	with Grapevine	Review completed end June2013
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Objectives April 2013 – March 2014

<p>3</p>	<p><b>Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; its people and assets</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff</li> <li>• Increased <i>Torch</i> activity to maximise visibility and crime reduction efforts in network hotspot areas</li> <li>• Developing a Desktop Tiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme</li> <li>• Planning for G8 Summit and potential impact on POL</li> <li>• Integration of Mallusk control into the Grapevine model</li> <li>• Provision of bespoke legal advice to support fraud investigation in Northern Ireland</li> <li>•</li> </ul>	<p>NI programme agreed April 13 &amp; deployed throughout year. Evidenced via monthly reporting</p>
<p>4</p>	<p><b>Deliver a number of key SecOps Crime Reduction programmes that protects the assets, reputation and profits of Post Office Limited</b></p> <p>Activity Risk programmes designed to reflect the current and emerging threats supported with aims and objectives, including financial targets, PID &amp; Programme deliverables to include:</p> <ul style="list-style-type: none"> <li>• Network Robbery (XX target/reduction TBA).</li> <li>• Network Burglary (XX target/reduction TBA).</li> <li>• Supply Chain/CViT (Raft of measures in conjunction with stakeholders designed to mitigate &amp; reduce attacks and financial loss TBA).</li> <li>• Security Compliance &amp; Safety (to include STRIPE/PAP's/Surveillance patrols/Security Inspections).</li> <li>• Case Across the Counter (CATC): Deploy initiative in to current and emerging hotspots</li> <li>• TORCH: Deploy across the Network, risk based, target 1000 branches</li> </ul> <p>Additional programme activities to support include: ATM, T&amp;D, Adopt a PO, Fraud Risk</p>	<p>Delivery of programme activity, with evidence via monthly reporting &amp; TCG</p> <p>Year end March 2014</p>



Objectives April 2013 – March 2014

5	<p><b>Enhance Post Office Limited's Law Enforcement and POL stakeholder profile through strategic and operational engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Identification and engagement with influencers, within ACPO who have lead strategic crime responsibility for activity likely to affect POL</li> <li>• Engagement at operational level of specialist law enforcement units and departments likely to have an impact on POL crime reduction and investigation programmes</li> <li>• Collate a comprehensive list of current law enforcement contacts that are readily accessible for all strands</li> <li>• Devise a Memorandum of Understanding [MOU] for circulation to all 43 forces and other relevant law enforcement agencies</li> <li>• Operational liaison with Force Intelligence Bureaus and Crime Reduction Officers across all 43 UK forces</li> <li>• Identify and engagement with key POL stakeholders (inc. Network/Supply Chain, NTP &amp; Multiple partners</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> </ul>	<p>April 2013</p> <p>June 2013</p> <p>June 2013</p> <p>July 2013</p> <p>March 2014</p> <p>On going</p>
6	<p><b>Work stream: ADP</b></p> <ul style="list-style-type: none"> <li>• To identify and provide additional and bespoke development needs for specific individuals within the Security team that have been identified/ requested and/or been selected for advanced development to meet both career aspirations and support the Security strategy for continuous improvement and professional development.</li> <li>• To support the overarching Training and Development plan and will demonstrate clear links to other elements of the People Plan which will enhance opportunities for cross plan collaboration.</li> </ul>	<p>March 2014</p> <p>Commence ADP pilot July 2013</p> <p>On going</p>



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## Objectives April 2013 – March 2014

Dave Posnett - Security Programme Manager, Security Operations		Performance Measurements and Timescales
1	<p><b>Fraud Activity Return On Investment (ROI)</b></p> <p>Evidence activity that produces recovery rates on closed enquiries of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts to identify assets; searches, supporting on operational enquiries, intelligence checks, POCA powers (production, restraint, confiscation).</li> <li>FI engagement; Security Manager FES completion, 48 hour reporting, financial intelligence checks (POL208, equifax, etc), offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.</li> <li>Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li> </ul>	<p>March 2014</p> <p>Retain annual FI accreditation from POCC</p> <p>Risks and issues escalated as appropriate</p>
2	<p><b>Reconsideration Cases (Cold Case Reviews)</b></p> <p>Establish process for re-examination of archived FI cases and instigate reconsideration activities.</p> <ul style="list-style-type: none"> <li>Identify historical case where nominal order was awarded by the crown court.</li> <li>Conduct fresh enquiries into available assets across spectrum of open/closed intelligence sources.</li> <li>Where applicable apply to the court for reconsideration and progress case accordingly ... where not applicable identify other historical case (at least 3 attempts).</li> </ul>	<p>Evidence of business benefits achieved (recoveries)</p> <p>Establish mechanics and protocols for cases by August 2013</p> <p>Commence and then conclude case by 31 March 2014</p>
3	<p><b>Behaviours</b></p> <ul style="list-style-type: none"> <li>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture.</li> <li>Inter strand activity support</li> <li>Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively.</li> <li>Crown Office cover as required.</li> <li>Pair up with a Crown Office and/or other type of branch and evidence an engaging approach on behalf of the Security team.</li> <li>Make contact with a local crown or other branch, arrange visit and introductions, instigating</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits and engagement</p> <p>Demonstrate other, wider activities re supporting Crowns and Network</p>



## Objectives April 2013 – March 2014

	<p>regular contacts and visits thereafter, to ensure branch is okay and that there is 2 way communication for resolving security issues.</p> <p><b>Behaviours contd</b></p> <ul style="list-style-type: none"> <li>• Utilise arrangement for establishing procedures, transaction knowledge and anything else that may assist with criminal/financial investigations.</li> <li>• Widen remit to other forums or avenues to demonstrate a proactive and supporting role to Crowns and the rest of the network.</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships,</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	
4	<p><b>People Plan</b></p> <ul style="list-style-type: none"> <li>• Act as the SPOC for all Sec Ops training requirements, maintaining appropriate audit records of areas delivered.</li> <li>• Source, assess, arrange and deliver internal/external training as appropriate for Sec Ops Team members.</li> <li>• Develop FI/Investigation/Security calendar for identified areas of training, knowledge sharing, hot topics, etc., to be delivered at Sec Ops team meetings.</li> <li>• Factor in necessity, value and costs in respect of all training planned and delivered.</li> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> <li>•</li> </ul>	<p>Maintenance of Training spread sheet</p> <p>Line management feedback</p> <p>Feedback from SOLT and Sec Ops members</p>
5	<p><b>Fraud Risk Programmes</b></p> <p>Provide support in all areas of Fraud Risk programmes undertaken by members of the Sec Ops Team.</p> <ul style="list-style-type: none"> <li>• Act as the liaison/SPOC from Sec Ops team with Commercial Sec team (and others as appropriate) re</li> </ul>	<p>Regular contact and engagement with programme owners.</p> <p>Evidence of</p>



## Objectives April 2013 – March 2014

	<p>Fraud Risk programmes.</p> <ul style="list-style-type: none"><li>• Provide assistance, support and guidance to Sec Ops team members allocated a Fraud Risk programme.</li><li>• Ensure all Fraud Risk programmes adopted by Sec Ops are subject to Project Initiation Document (PID), project plan and Post Implementation Review (PIR).</li></ul>	<p>appropriate documents/milestones maintained/updated</p>
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## Objectives April 2013 – March 2014

Andrew Daley – Security Programme Manager, Security Operations		Performance Measurements and Timescales
1.	<p><b>Fraud Activity Return On Investment (ROI)</b></p> <p>Evidence activity that produces recovery rates on closed enquiries of 65% or more (subject to quarterly review).</p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Personal efforts to identify assets; searches, supporting on operational enquiries, intelligence checks, POCA powers (production, restraint, confiscation).</li> <li>• FI engagement; Security Manager FES completion, 48 hour reporting, financial intelligence checks (POL208, equifax, etc), offender reports, taped summaries, legal memos – level of engagement throughout the life of a case.</li> <li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li> <li>• Provide a quantified sum of actual monies recovered</li> </ul>	<p>Target achieved by 31 March 2014</p> <p>Retain annual FI accreditation from POCC</p> <p>Risks and issues</p>
2.	<p><b>Reconsideration Cases (Cold Case Reviews)</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support Dave Posnett in identifying historical cases where nominal order were awarded by the crown court.</li> <li>• Conduct fresh financial enquiries into available assets across spectrum of open/closed intelligence sources</li> <li>• Where applicable apply to the court for reconsideration and progress case accordingly ... where not applicable identify other historical case (at least 3 attempts).</li> </ul>	<p>Evidence of business benefits achieved (recoveries)</p> <p>Establish mechanics and protocols for cases by August 2013</p> <p>31 March 2014</p>



## Objectives April 2013 – March 2014

3.	<p><b>Expand Geographical Remit to Genuine National Status</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"><li>• In collusion, and in support of Dave Posnett's milestones; ensure Part 4 accreditation powers are obtained re Northern Ireland and demonstrate that these powers are utilised/used to evidence attempted/actual recoveries.</li><li>• Explore workaround solution to utilising production, restraint and confiscation powers in Scotland and demonstrate that these powers are utilised/used to evidence attempted/actual recoveries.</li><li>• Ascertain and implement process to acquire Land Registry data re Northern Ireland and Scotland, to support smoother approach to asset identification/confiscation</li><li>• Facilitate and engage with stakeholders in order to ensure that effective and efficient intelligence and or information systems are acquired and utilised, (i.e. Equifax-commercial and access to Experian data)</li></ul>	<p>Full FI Accreditation obtained by August 2013</p> <p>Practical solutions in place by August 2013</p>
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## Objectives April 2013 – March 2014

4.	<p><b>Casework Program</b></p> <p><b>Support Secops Program Lead (Andrew Wise) with respect to the Review and or Refresh of Investigatory Casework Guidelines, Processes &amp; Procedures.</b></p> <p>Activities to include inter alia:</p> <ul style="list-style-type: none"> <li>• A meticulous and condensed, easy to read guide for use by POL Secops security managers (background checks); as part of the POL Secops new casework methodology</li> <li>• Review and or adapt RMG Security standards and procedures' documents for POL's Secops use</li> <li>• Review and revise casework processes in order to adopt essential processes and discard non essential/inefficient processes, (i.e. adopt a check list, and adopt a proficient reporting technique.)</li> </ul> <p>Utilise the share point as a useful storage tool for Secops use, and completed casework documents</p>	Ongoing and Programme Milestones
5.	<p><b>Behaviours</b></p> <p>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required.</li> <li>• Pair up with a Crown Office and/or other type of branch and evidence an engaging approach on behalf of the Security team.</li> <li>• Make contact with a local crown or other branch, arrange visit and introductions, instigating regular contacts and visits thereafter, to ensure branch is okay and that there is 2 way communication for resolving security issues.</li> <li>• Utilise arrangement for establishing procedures, transaction knowledge and anything else that may assist with criminal/financial investigations.</li> <li>• Widen remit to other forums or avenues to demonstrate a proactive and supporting role to Crowns and the rest of the network.</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships, identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	Ongoing



## Objectives April 2013 – March 2014

6.	<p><b>Mutual Support of Security Operations: Compliance</b></p> <p>Conduct Case Quality Audits</p> <p>Assist and Secops Team Leaders in assessing the quality of investigation and work done, relating to their team's green jackets. Assist and guide Secops Security Managers with advice and guidance, where required.</p> <ul style="list-style-type: none"> <li>• Conduct at least 2 quality audits per investigator, (prosecution cases) per annum</li> <li>• Ensure full completion and submission of all case related documents, (i.e. stakeholder, FES, failings and case closure documents/correspondence)</li> <li>• Monthly standardised submission of case updates</li> <li>• Evidence flexibility and adaptability</li> </ul>	Ongoing and Programme Milestones
7.	<p><b>People Plan</b></p> <p><b>Security Team People Plan: Succession Planning</b></p> <p>Support team lead and fellow colleagues to deliver people plan activities in your designated area, with line of sight to support Post Office Story and Employee Opinion Survey</p> <p><b>Activities to include:</b></p> <ul style="list-style-type: none"> <li>• Support activity within the identified key work area.</li> <li>• Own and deliver specific areas of the work plan as agreed with your SLG lead.</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate.</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	Ongoing
8	<p><b>Health, Safety and Wellbeing</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Ensure that personal and team (if you are a line manager) risk assessments are in place to ensure that all relevant risk reduction actions are implemented</li> <li>• Depending on the role, some or all of the following risk assessments will apply: driving, manual handling, fire and emergency arrangements and use of computers. All relevant risk assessments and actions need to be completed by 31 March 2014.</li> </ul>	Ongoing
9.	<p><b>Leadership/Development</b></p> <ul style="list-style-type: none"> <li>• Development - Support Rob King with the production of a POL Security-bespoke Information Sharing Agreement</li> </ul>	30 March 2013



## Objectives April 2013 – March 2014

	<p>relating to the Metropolitan Police (incl. officer safety), and facilitate a FIB contact within the Metropolitan Police</p> <ul style="list-style-type: none"><li>• Advise and Support Team Leaders, Re: Reviewing green jacket cases for quality investigations</li><li>• Advise and Support Secops Security Managers with positive advice and support.</li></ul>	Ongoing
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Helen Dickinson – Security Programme Manager, Security Operations.		Performance Measurements and Timescales
1.	<p><b>Fraud Activity Return On Investment (ROI)</b></p> <p>Evidence activity that produces recovery rates on closed enquiries of 65% or more (subject to quarterly review).</p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Personal efforts to identify assets; searches, supporting on operational enquiries, intelligence checks, POCA powers (production, restraint, confiscation).</li> <li>• FI engagement; Security Manager FES completion, 48 hour reporting, financial intelligence checks (POL208, equifax, etc), offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.</li> <li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li> </ul>	<p>March 2014</p> <p>Retain annual FI accreditation from POCC</p> <p>Risks &amp; issues as appropriate</p> <p>escalated</p>
2.	<p><b>Reconsideration Cases (Cold Case Reviews)</b></p> <p>Establish process for re-examination of archived FI cases and instigate reconsideration activities.</p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Identify historical case where nominal order was awarded by the crown court.</li> <li>• Conduct fresh enquiries into available assets across spectrum of open/closed intelligence sources.</li> <li>• Where applicable apply to the court for reconsideration and progress case accordingly ... where not applicable identify other historical case (at least 3 attempts).</li> </ul>	<p>Evidence of business benefits achieved (recoveries)</p> <p>Establish mechanics and protocols for cases by August 2013</p> <p>Commence and then conclude case by 31 March 2014</p>



## Objectives April 2013 – March 2014

<p>3.</p>	<p><b>Expand Geographical Remit to Genuine National Status</b>          Demonstrate efforts to expand FI remits into all areas of the UK, so activities are not restricted to only England &amp; Wales.</p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Ensure Part 4 accreditation powers are obtained re Northern Ireland and demonstrate that these powers are utilised/used to evidence attempted/actual recoveries.</li> <li>• Explore workaround solution to utilising production, restraint and confiscation powers in Scotland and demonstrate that these powers are utilised/used to evidence attempted/actual recoveries.</li> <li>• Ascertain and implement process to acquire Land Registry data re Northern Ireland and Scotland, to support smoother approach to asset identification/confiscation</li> </ul>	<p>Accreditation obtained by August 2013</p> <p>Solution in place by August 2013</p> <p>LR processes agreed and implemented / added to FI spread sheet</p>
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Objectives April 2013 – March 2014

<p>4.</p>	<p><b>Culpability</b></p> <p>Consider and respond appropriately to all culpability requests ensuring consistent consideration is given.</p> <ul style="list-style-type: none"> <li>• Act as a liaison to the Contract Team who then acts upon the recommendations given.</li> <li>• Ensure all responses are completed within given timescales.</li> <li>• Ensure that a nominated cover is arranged for periods of absence.</li> </ul>	<p>Ensure minimum delay in turnaround.</p> <p>Evidence of appropriate documents / milestones maintained / updated</p>
<p>5.</p>	<p><b>Behaviours</b></p> <ul style="list-style-type: none"> <li>• Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</li> <li>• Visible outputs to include:</li> <li>• Inter strand activity support</li> <li>• Actively support the strand and wider team to meet budget out-turn for Network and Supply Chain external crime incidences of £762K and £460K respectively.</li> <li>• Crown Office cover as required.</li> <li>• Pair up with a Crown Office and/or other type of branch and evidence an engaging approach on behalf of the Security team.</li> <li>• Make contact with a local crown or other branch, arrange visit and introductions, instigating regular contacts and visits thereafter, to ensure branch is okay and that there is 2 way communication for resolving security issues.</li> <li>• Utilise arrangement for establishing procedures, transaction knowledge and anything else that may assist with criminal/financial investigations.</li> <li>• Widen remit to other forums or avenues to demonstrate a proactive and supporting role to Crowns and the rest of the network.</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships,</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits from stakeholder relationships</p>



## Objectives April 2013 – March 2014

6.	<p><b>People Plan</b></p> <ul style="list-style-type: none"> <li>• Act as the SPOC for all Sec Ops training requirements, maintaining appropriate audit records of areas delivered.</li> <li>• Source, assess, arrange and deliver internal/external training as appropriate for Sec Ops Team members.</li> <li>• Develop FI/Investigation/Security calendar for identified areas of training, knowledge sharing, hot topics, etc, to be delivered at Sec Ops team meetings.</li> <li>• Factor in necessity, value and costs in respect of all training planned and delivered.</li> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plan</p> <p>Maintenance of Training spread sheet</p> <p>Line management feedback</p> <p>Feedback from SOLT and Sec Ops members</p>
7.	<p><b>Health, Safety and Wellbeing</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Ensure that personal and team (if you are a line manager) risk assessments are in place to ensure that all relevant risk reduction actions are implemented.</li> <li>• Depending on role, some or all of the following risk assessments will apply: driving, manual handling, fire and emergency arrangements and use of computers. All relevant risk assessments and actions need to be completed by 31 March 2014.</li> </ul>	<p>Complete risk assessments</p>
8.	<p><b>Advertise shortlist and prepare interviews for all Sec Ops vacancies ensuring consistency and neutrality of sifting candidates.</b></p> <ul style="list-style-type: none"> <li>• Act as a liaison to the relevant Team Leader to ensure individual requirements are met.</li> <li>• Ensure all responses are completed within given timescales.</li> <li>• Ensure that a nominated cover is arranged for periods of absence.</li> </ul>	<p>Ensure minimum delay in turnaround.</p> <p>Feedback from SOLT and Sec Ops members</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Kevin Ryan - Security Operations Manager,		Performance Measur emen ts and Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Ensure that monthly 121 meetings are held and documented</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans use of ORBIT</p>
3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Ensure that evidence opportunities are maximised</li> </ul>	<p>March 2014</p> <p>Line management feedback</p>



## Objectives April 2013 – March 2014

	<p>through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of persons / premises]</p> <ul style="list-style-type: none"><li>• Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li><li>• Ensure all intervention measures are adopted to recover stolen funds</li></ul>	Feedback from FI's
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## Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>• Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>• Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p>
5	<p><b>Work stream Activity Support:</b></p> <p>To support the Training &amp; Development Workstream lead by Tony Newman.</p>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and work stream lead feedback</p>
6	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>• Write "PID" for the Torch Programme</li> <li>• Develop activity Programme for Torch Programme</li> <li>• Assign Torch Programme activities</li> <li>• Timely Progression of allocated activity programmes</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback Feedback from internal and external stakeholders</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Christopher G Knight - Security Operations Manager,		Performance Measur emen ts and Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices. Activities will include:</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case closure).</li> <li>Ensure that stakeholder expectations continue to be met in terms of monthly / agreed / adhoc updates.</li> <li>Maintain casework to a clearly defined triggers &amp; timescales policy with flexibility to deal with significant pressure points when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line Management Feed</p> <p>Compliance from FI Feedback from Stakeholders</p>
2	<p><b>To ensure team the display of core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Crown Office cover at specific times as directed by Post Office Ltd.</li> <li>Ensure that monthly 121s are held and documented and the timely completion of PDRs.</li> </ul>	<p>March 2014</p> <p>Line Management Feedback</p> <p>Stakeholder Feedback</p> <p>ORBIT completed to timescale</p>
4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased TORCH activity to maximise visibility and crime reduction efforts in Hotspot areas</li> </ul>	<p>March 2014</p> <p>Feedback from Police / Stakeholders</p> <p>Feedback from Colleagues (360 deg feedback)</p>



## Objectives April 2013 – March 2014

	<p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>• Obtain an 85% Text Blast membership rate in the North Area.</li> </ul>	
5	<p><b>Work stream Activity Support:</b></p> <ul style="list-style-type: none"> <li>• To support the Training &amp; Development Workstream lead by Tony Newman.</li> </ul>	<p><b>March 2014</b> Feedback from T Newman</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Steve Bradshaw – Security Operations Manager,		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Feedback from FI's</p>



## Objectives April 2013 – March 2014

	<p>persons / premises]</p> <ul style="list-style-type: none"><li>• Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li><li>• Ensure all intervention measures are adopted to recover stolen funds.</li></ul>	
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Objectives April 2013 – March 2014

<p>4</p>	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p>
<p>5</p>	<p><b>Work stream Activity Support:</b></p> <ul style="list-style-type: none"> <li>To support the Reward and Recognition work Stream lead by Sue Hanson</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and work stream lead feedback</p>
<p>6</p>	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>North Team representative and support of Burglary Security Programme Activity</li> <li>Support Ashlie Colman the Burglary Programme owner with the production of the PID.</li> <li>Implement Burglary Programme activities to the North Team</li> <li>Timely Progression of Allocated activity programmes</li> </ul>	<p>March 2014</p> <p>Line management and SLT feedback</p> <p>Feedback from internal and external stakeholders</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Robert Daily – Security Operations Manager		Performance Measur ements And Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>• Ensuring that smarter working practices are implemented where appropriate.</li> <li>• Pro-active response to all major incidents.</li> <li>• The achievement of 90% average case compliance on all compliance</li> <li>• Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>• Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>• Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>• Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Communicating the strand vision along side our Post Office story</li> <li>• Proactively responding to the Employee Opinion Survey (EOS)</li> <li>• Inter Strand activity support</li> <li>• Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>• Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>



## Objectives April 2013 – March 2014

3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"><li>• Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of persons / premises]</li><li>• Ensuring full engagement with FI's and police contacts optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li><li>• Ensure all intervention measures are adopted to recover stolen funds.</li></ul>	<p>March 2014</p> <p>Line management</p> <p>Feedback from FI's</p> <p>feedback</p>
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## Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>• Engagement with Private Financial Sectors and Police through Scottish Business Crime Centre.</li> <li>• Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>• Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> <li>• Increase signups in Scotland by 15%</li> </ul> <p><b>Scottish Casework</b></p> <ul style="list-style-type: none"> <li>• Review case submission in line with National Case Review</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p>
5	<p><b>Work stream Activity Support:</b></p> <ul style="list-style-type: none"> <li>• To support the Reward &amp; Recognition Workstream led by Sue Hanson</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and work stream lead feedback</p>
6	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>• Manage the Security Compliance &amp; Safety Activity Programme for the North Team</li> <li>• Timely Progression of allocated activity programmes</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Feedback from internal and external stakeholders</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Mike Stanway - Security Operations Manager,		Performance Measur emen ts and Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision along side our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Feedback from FI's</p>



## Objectives April 2013 – March 2014

	<p>enquiries are effectively deployed - [searches of persons / premises]</p> <ul style="list-style-type: none"><li>• Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li><li>• Ensure all intervention measures are adopted to recover stolen funds.</li></ul>	
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Objectives April 2013 – March 2014

<p>4</p>	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p>
<p>5</p>	<p><b>Work stream Activity Support:</b></p> <p>To support the Technical Skills Workstream lead by Tony Sless</p>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and work stream lead feedback</p>
<p>6</p>	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>Write "PID" for network Robbery Programme</li> <li>Develop activity Programme for Network Robbery Programme</li> <li>Assign Network Robbery Programme activities</li> <li>Timely Progression of allocated activity programmes</li> </ul>	<p>March 2014</p> <p>Line management and SLT feedback</p> <p>Feedback from internal and external stakeholders</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Suzanne Winter – Security Operations Manager		Performance Measu remen ts  And Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>• Ensuring that smarter working practices are implemented where appropriate.</li> <li>• Pro-active response to all major incidents.</li> <li>• The achievement of 90% average case compliance on all compliance</li> <li>• Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>• Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>• Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>• Maintain case file management to ensure quality assurance.</li> <li>• Proactive preparation and engagement I the TCG process to support programme activities and loss reduction.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include::</b></p> <ul style="list-style-type: none"> <li>• Communicating the strand vision alongside our Post Office story</li> <li>• Proactively responding to the Employee Opinion Survey (EOS)</li> <li>• Inter Strand activity support</li> <li>• Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>• Timely completion of PDR.</li> <li>• Crown Office cover at specific times as directed by Post Office Ltd.</li> <li>• Lead/Support all the complexities of Northern Ireland.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>



## Objectives April 2013 – March 2014

3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of persons / premises]</li> <li>• Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li> <li>• Ensure all intervention measures are adopted to recover stolen funds.</li> </ul>	<p>March 2014</p> <p>Line management feedback Feedback from FI's</p>
4	<p><b>Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; it's people and assets.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff..</li> <li>• Increased TORCH activity to maximise visibility and crime reduction efforts in network hotspot areas.</li> <li>• Developing a DesktopTiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme.</li> <li>• Planning for G8 Summit and potential impact on POL</li> <li>• Integration of Mallusk control into the Grapevine model</li> </ul> <p><b>Grapevine: Maximise Grapevine opportunities</b></p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p> <p><b>June 2013</b> Feedback from wider stakeholders</p>
5	<p><b>Deliver a number of key SecOps Crime Reduction programmes that protects the assets, reputation and profits of Post Office Limited</b></p> <p>Activity Risk programmes designed to reflect the current and emerging threats supported with aims and objectives, including financial targets, PID &amp; Programme deliverables to include:</p> <ul style="list-style-type: none"> <li>• Network Robbery (5% target/reduction)</li> <li>• Northern Ireland</li> <li>• TORCH: Deploy across the Network, risk based, target 400 branches</li> <li>• Stakeholder security training</li> </ul>	<p>March 2014</p> <p>Line management feedback Feedback from wider stakeholders</p>
6	<p><b>Enhance Post Office Limited's Law Enforcement and POL stakeholder profile through strategic and operational engagement with identified lead influencers who can support</b></p>	<p>July 2014</p> <p>Feedback police/line management</p>



## Objectives April 2013 – March 2014

<p><b>POL crime reduction and investigation activity.</b></p> <p>Activity to include</p> <ul style="list-style-type: none"><li>• Identification and engagement with influencers, within all North UK Police Forces who have lead crime responsibility for activity likely to effect POL</li><li>• Engagement at operational level of specialist law enforcement units and departments likely to have an impact on POL crime reduction and investigation programmes</li><li>• Collate a comprehensive list of current North law enforcement contacts that are readily accessible for all strands</li><li>• Operational liaison with Force Intelligence Bureaus and Crime Reduction Officers across all North UK forces</li></ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"><li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li><li>• Obtain an 85% Text Blast membership rate in the North Area</li></ul>	<p><b>July 2014</b></p> <p>Feedback from wider stakeholders</p>
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## Objectives April 2013 – March 2014

7	<b>Work stream Activity Support:</b> <ul style="list-style-type: none"><li>To support the Technical Skills plan lead by Toni Sless and demonstrate clear links to other elements of the People Plan which will enhance opportunities for cross plan collaboration</li></ul>	<b>March 2014</b> All key milestones completed in accordance with project plans  Line management and work stream lead feedback
8	<b>Programme Activity:</b> <ul style="list-style-type: none"><li>Manage the Security Compliance &amp; Safety Activity Programme for the North Team</li><li>Timely Progression of allocated activity programmes</li></ul>	<b>March 2014</b> Line management and SLT feedback Feedback from internal and external stakeholders



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Simon Hutchinson – Security Operations Manager		Performance Measurements And Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>• To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>• Ensuring that smarter working practices are implemented where appropriate.</li> <li>• Pro-active response to all major incidents.</li> <li>• The achievement of 90% average case compliance on all compliance</li> <li>• Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>• Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>• Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>• Maintain case file management to ensure quality assurance.</li> <li>• Proactive preparation and engagement I the TCG process to support programme activities and loss reduction.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p>Activity to include:</p> <ul style="list-style-type: none"> <li>• Communicating the strand vision alongside our Post Office story</li> <li>• Proactively responding to the Employee Opinion Survey (EOS)</li> <li>• Inter Strand activity support</li> <li>• Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>• Timely completion of PDR.</li> <li>• Crown Office cover at specific times as directed by Post Office Ltd.</li> <li>• Lead/Support all the complexities of Northern Ireland.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans use of ORBIT</p>



## Objectives April 2013 – March 2014

3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p>Activity to include</p> <ul style="list-style-type: none"><li>• Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed - [searches of persons / premises]</li><li>• Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li><li>• Ensure all intervention measures are adopted to recover stolen funds.</li></ul>	<p>March 2014</p> <p>Line management feedback Feedback from FI's</p>
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## Objectives April 2013 – March 2014

4	<p><b>Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; it's people and assets.</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>• Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff..</li> <li>• Increased TORCH activity to maximise visibility and crime reduction efforts in network hotspot areas.</li> <li>• Developing a DesktopTiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme.</li> <li>• Planning for G8 Summit and potential impact on POL</li> <li>• Integration of Mallusk control into the Grapevine model</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p> <p><b>June 2013</b> Feedback from wider stakeholders</p>
5	<p><b>Deliver a number of key SecOps Crime Reduction programmes that protects the assets, reputation and profits of Post Office Limited</b></p> <p>Activity Risk programmes designed to reflect the current and emerging threats supported with aims and objectives, including financial targets, PID &amp; Programme deliverables to include:</p> <ul style="list-style-type: none"> <li>• Network Robbery (5% target/reduction)</li> <li>• Northern Ireland</li> <li>• TORCH: Deploy across the Network, risk based, target 400 branches</li> <li>• Stakeholder security training</li> <li>• Develop and maintain a policy regarding the introduction of single person vehicles and ATM replenishment services for Post Office Ltd in Northern Ireland.</li> <li>• Introduction and management of the IBOX tracking system a in Northern Ireland.</li> </ul>	<p>March 2014</p> <p>Line management feedback Feedback from wider stakeholders</p>
6	<p><b>Enhance Post Office Limited's Law Enforcement and POL stakeholder profile through strategic and operational engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>• Identification and engagement with influencers, within all North UK Police Forces who have lead crime responsibility for activity likely to affect POL</li> <li>• Engagement at operational level of specialist law enforcement units and departments likely to have an impact on POL crime reduction and investigation programmes</li> <li>• Collate a comprehensive list of current North law enforcement contacts that are readily accessible for all strands</li> <li>• Operational liaison with Force Intelligence Bureaus and</li> </ul>	<p>July 2014 Feedback police/line management</p> <p>July 2014 Feedback from wider stakeholders</p>

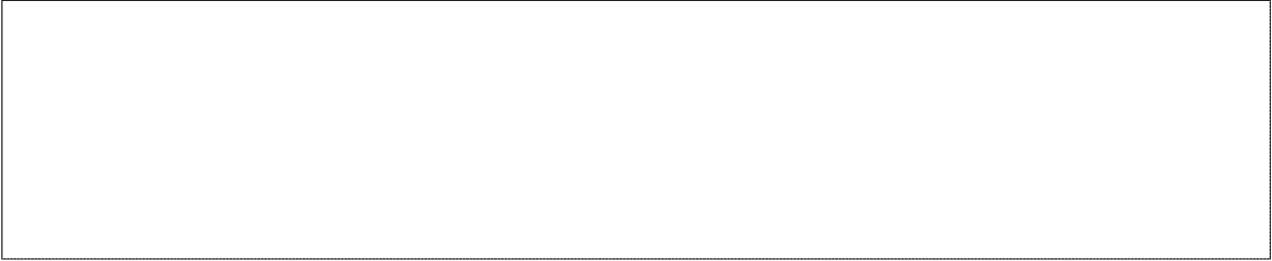


## Objectives April 2013 – March 2014

	<p>Crime Reduction Officers across all North UK forces</p> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>• Obtain an 85% Text Blast membership rate in the North Area</li> </ul>	
7	<p><b>Work stream Activity Support:</b></p> <ul style="list-style-type: none"> <li>• To support the Technical Skills plan lead by Toni Sless and demonstrate clear links to other elements of the People Plan which will enhance opportunities for cross plan collaboration</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and work stream lead feedback</p>
Quarter 1 Comments		
Quarter 2 Comments		
Quarter 3 Comments		
Quarter 4 Comments		



## Objectives April 2013 – March 2014





Objectives April 2013 – March 2014

Andrew Wise - Security Operations Manager,		Performance Measur emen ts and Timescales
1	<p><b>Ensure core behaviours within Security Operations North are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>To ensure a robust approach to fraud loss recovery with a return rate of 65%</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Feedback from FI's</p>



## Objectives April 2013 – March 2014

	<p>enquiries are effectively deployed - [searches of persons / premises]</p> <ul style="list-style-type: none"><li>• Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition).</li><li>• Ensure all intervention measures are adopted to recover stolen funds.</li></ul>	
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## Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>• Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>• Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>• Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p>
5	<p><b>Work stream Activity Support:</b> To support the Leadership and general management skills lead by Jo Hancock</p>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and work stream lead feedback</p>
6	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>• Write "PID" for Casework Review Programme</li> <li>• Develop activity Programme for Casework Review Programme</li> <li>• Work with Andrew Daley and Rob King to progress the programme</li> <li>• Timely Progression of allocated activity programmes</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback Feedback from internal and external stakeholders</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

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Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Darrell Kennedy – Security Programme Manager, Security Operations		Performance Measur emen ts  And Timescales
1	<p><b>Standards of Casework Management</b></p> <ul style="list-style-type: none"> <li>• Achieve personal score of 90% or more on all cases where compliance is undertaken.</li> <li>• Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure).</li> <li>• Monthly standardised submission of case updates.</li> <li>• Maintain casework to Triggers &amp; Timescales policy</li> </ul>	<p>March 2014</p> <p>Line management feedback</p>
2	<p><b>Impacting Behaviours.</b> Ensure team members demonstrate all impacting behaviours and activities to support business requirements:</p> <ul style="list-style-type: none"> <li>• Visible outputs to include (not exhaustive): Network Transformation assistance (risks, issues, opportunities), inter Strand activity support, Crown Office cover, product support day participation, adherence to all impacting personnel processes in particular PDR completion, T&amp;S completion/submission, calendar completion, out of hours messages, etc.</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more.</p> <ul style="list-style-type: none"> <li>• Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>• FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc.), offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.</li> <li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>
4	<p><b>Deliver against designated Focus Area activity as</b></p>	<p>March 2014</p>



## Objectives April 2013 – March 2014

<p><b>appropriate:</b></p> <p><b>Work Stream</b></p> <ul style="list-style-type: none"><li>• Improving performance and performance management. To work with colleagues and other work streams to improve performance. To research HR policy in respect of performance management.</li></ul>	<p>At least one article per quarter Improvements in quality of fraud and incident reporting</p>
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Objectives April 2013 – March 2014

5	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <ul style="list-style-type: none"> <li>• Ensure that team members engage with Police Constabularies in their respective geographical areas of responsibility.</li> </ul> <p>Ensure security managers communicate effectively across the business and share intelligence to reduce crime against POL.</p> <p>.</p> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>• Demonstrate a positive and proactive support of Grapevine throughout the year</li> </ul> <p>Promote Grapevine at all interface opportunities i.e. new entrant training /TORCH</p>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p> <p>Feedback from wider stakeholders</p>
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Jim Coney - Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>. Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting,</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues</p>



## Objectives April 2013 – March 2014

	<p>financial intelligence checks (GS208, Equifax, etc), offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.</p> <ul style="list-style-type: none"><li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li></ul>	<p>appropriate</p> <p>escalated as</p>
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Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity. Activity to include</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police Constabularies in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p>
5	<p><b>Security Team People Plan - Advanced Development. Activity to include:</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Crown Office cover as required.</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p>March 2014</p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
7	<p><b>Programme Activity:</b></p>	<p>March 2014</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Write "PID" for network Adopt a post office Programme</li><li>• Develop activity Programme for Network Adopt a post office Programme</li><li>• Assign Network Adopt a post office Programme activities</li><li>• Assist colleagues in the development and completion of Programme activity</li><li>• Timely Progression of allocated activity programmes</li></ul>	Line management and SLT feedback Feedback from internal and external stakeholders
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



Objectives April 2013 – March 2014

<b>Gordon Grant - Security Operations Manager</b>		<b>Performance Measurements And Timescales</b>
1	<p><b>Mutual support of Security Operations.</b></p> <ul style="list-style-type: none"> <li>• Support the delivery of the serious incident process to timescale</li> <li>• Support the delivery of physical crime related activity across the strand</li> <li>• Working collegially across areas and across teams.</li> <li>• Evidencing flexibility and adaptability.</li> <li>• Consistent support to enable Security Operations to achieve aims/goals</li> </ul>	<p><b>March 2014</b></p> <p>Line management feedback</p>
2	<p><b>Impacting Behaviours.</b> Demonstrate all impacting behaviours and activities to support business requirements:</p> <ul style="list-style-type: none"> <li>• Visible outputs to include (not exhaustive): Network Transformation assistance (risks, issues, opportunities), inter Strand activity support, Crown Office cover, product support day participation, adherence to all impacting personnel processes in particular PDR completion, T&amp;S completion/submission, calendar completion, out of hours messages, etc.</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
3	<p><b>Case Across Counter And CVIT Champion</b></p> <ul style="list-style-type: none"> <li>• Take the lead on behalf of Security Operations in the design and delivery of case across counter and CVIT activities.</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>
4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p>	<p><b>March 2014</b></p> <p>Feedback from police/line</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>Engagement at operational level with Police Constabularies across the midlands to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote Grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	management
5	<p><b>Focus Area Activity.</b> Demonstrate delivery against designated Focus Area activity as appropriate:</p> <p><b>Successful burglary interventions to match economic crime risk:</b> Deliver activities to reduce and addresses emerging physical crime burglary risk:</p> <ul style="list-style-type: none"> <li>Delivery of hot spot activity</li> <li>Delivery of activity to identify and assess vulnerabilities within the Network</li> <li>Support the deployment of fogging units</li> <li>Ensure that the RDK alarms are deployed effectively to minimise the risk to POL assets</li> <li>Develop a programme of activities to raise awareness/ mitigate vulnerable premises attacks to be delivered throughout the darker nights/winter months</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from line manager and SLT</p>
6	<p><b>Security Team People Plan - Leadership And General Management.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
7	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support,</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li><li>• Adherence to all elements of Security policies and procedures</li><li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li></ul>	and external stakeholders Evidence of business benefi ts achieved from stakeh older relationships
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Sharron Jennings – Security Operations Manager		Performance Measur ements And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts – Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc), offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.</li><li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li></ul>	Risks and issues appropriate t plans escala ted as
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Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police Constabularies in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p>
5	<p><b>Security Team People Plan - Leadership And General Management.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Research into available internal courses.</li> <li>Research into current courses</li> <li>Create presentation for work stream leader</li> <li>Open research into empowerment in the work place</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Crown Office cover as required.</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p>March 2014</p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

7	<b>Programme Activity:</b> <ul style="list-style-type: none"><li>• Write "PID" for network Safety and Compliance programme</li><li>• Develop activity Programme for Network Safety and Compliance Programme</li><li>• Assign Network Safety and Compliance Programme activities</li><li>• Assist colleagues in the development and completion of Programme activity</li><li>• Timely Progression of allocated activity programmes</li></ul>	<b>March 2014</b>  Line management and SLT feedback Feedback from internal and external stakeholders
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Aftab Ali - Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance</li> </ul>	<p>31 March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p>Activity to include:</p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>31 March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc.), offender reports, taped summaries, legal memos - level</li> </ul>	<p>31 March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>



## Objectives April 2013 – March 2014

	<p>of engagement throughout the life of a case.</p> <ul style="list-style-type: none"><li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li></ul>	
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## Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b> Activity to include</p> <ul style="list-style-type: none"> <li>Engagement at operational level with Metropolitan and London City Police intelligence units in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote Grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p>31 March 2014</p> <p>Feedback from police/line management</p>
5	<p><b>Security Team People Plan - Advanced Development.</b> Activity to include:</p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>31 March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b> Visible outputs to include:</p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</li> </ul>	<p>31 March 2014</p> <p>Line management and SLT feedback Evidence of branch visits each quarter Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder relationships</p>
7	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>Assist ATM Attack Programme Lead</li> <li>Develop activity for ATM Attack Programme</li> <li>Assign ATM Attack Programme activities</li> </ul>	<p>31 March 2014</p> <p>Line management and SLT feedback Feedback from internal</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Timely Progression of allocated activity programmes</li><li>• Assist colleagues in the development and completion of programme activity</li></ul>	and external stakeholders
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



Objectives April 2013 – March 2014

Ashlie Coleman – Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p>Activity to include:</p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting, financial intelligence checks (POL208, Equifax, etc.), offender reports, taped summaries, legal memos - level</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>



## Objectives April 2013 – March 2014

	of engagement throughout the life of a case.	
4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Essex Police Constabulary to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine: Maximise Grapevine opportunities</b></p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p>
5	<p><b>Training and development work stream.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Develop the people plan and engage with other work streams.</li> <li>Monitor the progress of the people plan.</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Crown Office cover as required.</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
7	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>Write PID for Network Burglary Programme</li> <li>Develop activity for Network Burglary Programme</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Feedback from internal</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Assign Network Burglary Programme activities</li><li>• Assist colleagues in the development and completion of Programme activity</li><li>• Timely Progression of allocated activity programmes</li></ul>	and external stakeholders
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Bradley Edwards – Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc.), offender reports, taped summaries, legal memos - level</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>



## Objectives April 2013 – March 2014

	<p>of engagement throughout the life of a case.</p> <ul style="list-style-type: none"><li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li></ul>	
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## Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Cambridgeshire Constabulary in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine: Maximise Grapevine opportunities</b></p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p>
5	<p><b>Security Team People Plan - Induction , Develop Induction Plan For New Post Office Employees .</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Crown Office cover as required.</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
7	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>Write PID for Network ATM Attack Programme</li> <li>Develop activity for Network ATM Attack Programme</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Assign Network ATM Attack Programme activities</li><li>• Assist colleagues in the development and completion of Programme activity</li><li>• Timely Progression of allocated activity programmes</li></ul>	Feedback from internal and external stakeholders
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



## Objectives April 2013 – March 2014

Ben Edwards - Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p>Activity to include:</p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc.),</li> </ul>	<p>March 201</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as</p>



## Objectives April 2013 – March 2014

	<p>offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.</p> <ul style="list-style-type: none"><li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li></ul>	<p>appropriate</p>
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## Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with the Metropolitan police service, SC and O7, Safer Cash and Vanguard in Hotspot areas to have an impact on POL external crime and its Investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> <li>Engagement with taskforce operatives to have an impact on POL external crime and its investigation / reduction</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p>
5	<p><b>Security Team People Plan - Advanced Development.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Crown Office cover as required</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
7	<p><b>Programme Activity:</b></p>	<p><b>March 2014</b></p>



## Objectives April 2013 – March 2014

<ul style="list-style-type: none"><li>• Assist Case Across Counter Programme Lead</li><li>• Develop activity for Case Across Counter Programme</li><li>• Assign Case Across Counter Programme activities</li><li>• Assist colleagues in the development and completion of Programme activity</li><li>• Timely Progression of allocated activity programmes</li></ul>	Line management and SLT feedback Feedback from internal and external stakeholders
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



## Objectives April 2013 – March 2014

Andy McCabe - Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p>Activity to include</p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p>Activity to include:</p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc.), offender reports, taped summaries, legal memos - level</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>



## Objectives April 2013 – March 2014

	<p>of engagement throughout the life of a case.</p> <ul style="list-style-type: none"><li>• Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.</li></ul>	
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Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine:</b> Maximise Grapevine opportunities</p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p><b>March 2014</b></p> <p>Feedback from police/line management</p>
5	<p><b>Security People Plan Training and development</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>Inter strand activity support, Commercial Strand Communications Champion</li> <li>Crown Office cover as required.</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p><b>March 2014</b></p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

7	<b>Programme Activity:</b> <ul style="list-style-type: none"><li>• Assist Network Robbery Programme Lead</li><li>• Develop activity for Network Robbery Programme</li><li>• Assign Network Robbery Programme activities</li><li>• Assist colleagues in the development and completion of Programme activity</li><li>• Timely Progression of allocated activity programmes</li></ul>	<b>March 2014</b>  Line management and SLT feedback Feedback from internal and external stakeholders
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



Objectives April 2013 – March 2014

Mark Dennett - Security Operations Manager		Performance Measur emen ts And Timescales
1	<p><b>Ensure core behaviours within Security Operations South are optimised to ensure that high levels of expectation are met and activities delivered by the following:</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses.</li> <li>Ensuring that smarter working practices are implemented where appropriate.</li> <li>Pro-active response to all major incidents.</li> <li>The achievement of 90% average case compliance on all compliance</li> <li>Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, case closure and record when timescales can't be achieved).</li> <li>Ensure that stakeholder expectations continue to be managed i.e. regular updates.</li> <li>Maintain casework to defined triggers &amp; timescales policy with the flexibility to deal with significant pressure points as and when they arise.</li> <li>Maintain case file management to ensure quality assurance</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Compliance scores from FI's</p> <p>Feedback from stakeholders</p>
2	<p><b>Display core behaviours that support departmental objectives and goals:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Communicating the strand vision alongside our Post Office story</li> <li>Proactively responding to the Employee Opinion Survey (EOS)</li> <li>Inter Strand activity support</li> <li>Support other business areas i.e. Crown Office/CViT as directed by Post Office Ltd.</li> <li>Timely completion of PDR.</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>use of ORBIT</p>
3	<p><b>Fraud activity return on investment.</b> Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review).</p> <ul style="list-style-type: none"> <li>Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition).</li> <li>FI engagement - FES completion, 48 hour reporting, financial intelligence checks (GS208, Equifax, etc.),</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as</p>



## Objectives April 2013 – March 2014

	offender reports, taped summaries, legal memos - level of engagement throughout the life of a case.	appropriate
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Objectives April 2013 – March 2014

4	<p><b>Enhance Post Office Limited's profile through engagement with identified lead influencers who can support POL crime reduction and investigation activity.</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>Engagement at operational level with Police Constabularies in the Devon and Cornwall and the South West region to have an impact on POL external crime and its investigation / reduction.</li> <li>Increased Torch activity to maximise visibility and crime reduction efforts in area hotspots</li> </ul> <p><b>Grapevine: Maximise Grapevine opportunities</b></p> <ul style="list-style-type: none"> <li>Demonstrate a positive and proactive support of Grapevine throughout the year</li> <li>Promote grapevine at all interface opportunities i.e. new entrant training /TORCH</li> </ul>	<p>March 2014</p> <p>Feedback from police/line management</p>
5	<p><b>Succession Plan Work Stream.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Complete report on why do organisations have succession plans.</li> <li>Own and deliver specific areas of the work plan as agreed with team lead</li> <li>Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>Demonstrate business standards and security team behaviours through delivery of all</li> </ul>	<p>March 2014</p> <p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <p>Inter strand activity support, Commercial Strand Communications Champion</p> <ul style="list-style-type: none"> <li>Crown Office cover as required.</li> <li>Adherence to all elements of Security policies and procedures</li> <li>Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> </ul> <p>Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</p>	<p>March 2014</p> <p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

7	<p><b>Programme Activity:</b></p> <ul style="list-style-type: none"> <li>• Assist Adopt a Post Office Programme Lead</li> <li>• Develop activity for Network Adopt A Post Office Programme</li> <li>• Assign Network Adopt A Post Office Programme activities</li> <li>• Assist colleagues in the development and completion of Programme activity</li> <li>• Timely Progression of allocated activity programmes</li> </ul>	<p><b>March 2014</b></p> <p>Line management and SLT feedback Feedback from internal and external stakeholders</p>

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



## Objectives April 2013 – March 2014

<b>Katie Barber – Senior Security Programme Manager, Physical</b>		<b>Performance Measurements and Timescales</b>
1.	<p><b>To lead on all security training and awareness activities across the business:</b></p> <ul style="list-style-type: none"> <li>• Create a Security Training &amp; Awareness Programme Plan that outlines the design, development and delivery of training material that meets all legal and regulatory requirements (e.g. Crown Team Talk, Horizon Security training) and awareness activity that enhances the visibility of security across the business and focuses employee attention on the importance of security (e.g. Security Awareness Week 2013, NFSP Conference).</li> <li>• Ensure continued liaison with internal and external stakeholders to embed training and awareness into all audience groups within POL.</li> <li>• Develop metrics to evaluate training and awareness success and provide a process for identifying and building improvements.</li> <li>• Manage budget requirements for all aspects of the training and awareness programme.</li> </ul>	On-going and Programme Milestones
2.	<p><b>To lead on all security communications activities across the business:</b></p> <ul style="list-style-type: none"> <li>• Create a Security Communications Programme Plan that outlines the design, development and delivery of communications material to internal and external stakeholders; that ensures appropriate, timely and consistent messages are disseminated to target audience groups, using the most effective medium.</li> <li>• Ensure that there is continued liaison with internal and external stakeholders to embed communications into all target audience groups within POL and to identified outside stakeholders.</li> <li>• Evaluate communications tools employed and provide a process for identifying and building improvements.</li> <li>• Manage budget requirements for all aspects of the communications programme.</li> <li>• To oversee all engagement with NFSP and CWU to ensure consistent messages are cascaded, to also oversee and manage a programme of activity for NFSP executive engagement with Senior Security Managers and delivering elements where necessary and ensuring consistent messages.</li> </ul>	On-going and Programme Milestones



## Objectives April 2013 – March 2014

3.	<p><b>To lead on information security training across the business to ensure contractual, regulation and Standard compliance:</b></p> <ul style="list-style-type: none"> <li>• Maintain governance of already launched information security awareness training course.</li> <li>• Design, develop and implement an Information Security training awareness course to Network staff that meets the requirements of the Payment Card Industry Data Security Standard (PCI DSS) and POL's compliance obligations to ISO 27001.</li> <li>• Ensure that there is 'signature' by POL employees to say that they have read and understood all information security policies.</li> <li>• Ensure that there is management reporting capability to highlight user completion for future audits.</li> <li>• Ensure continued liaison with key stakeholders to gain sign off of content where necessary (e.g. Legal &amp; Compliance for Data Protection).</li> </ul>	On-going and Programme Milestones
4.	<p><b>To lead on all internal security team communications:</b></p> <ul style="list-style-type: none"> <li>• Maintain governance over all internal team communications.</li> <li>• Maintain governance over all periodic reports (weekly/month).</li> <li>• Manage the internal communications framework, processes and procedures - updating channels and audience groups where necessary.</li> <li>• Oversee the work of the Strand Communications Champions.</li> <li>• Support activity to embed the Post Office Security story within the team.</li> </ul>	On-going and Programme Milestones
5.	<p><b>To lead on the management and on-going development of communication elements the Grapevine website:</b></p> <ul style="list-style-type: none"> <li>• Manage the relationship with Kings and the website designer to ensure POL receives the best value and quality of service.</li> <li>• Liaise with key stakeholders to understand functionality requirements and capabilities, with subsequent roll out deliverables.</li> <li>• Ensure news articles, security guidance and a monthly blog are uploaded to the website every month.</li> <li>• Ensure that there is management reporting capability to highlight webpage hit statistics.</li> <li>• Review website on a regular basis to ensure it is fit for purpose.</li> <li>• Promote the Grapevine website through the Communications Programme Plan</li> </ul>	On-going and Programme Milestones



Objectives April 2013 – March 2014

6.	<p><b>To lead on the Induction Workstream of the People Plan:</b></p> <ul style="list-style-type: none"> <li>• Lead team and colleagues to deliver people plan activities in Induction area, with line of sight to support Post Office Story and Employee Opinion Survey</li> <li>• Build on work from 2012/13 objective to create and launch an Induction 'Toolkit' that will be deployed throughout the Security team for all new starters</li> <li>• Assist in delivery of the wider People Plan through collaboration and support for security team colleagues (this may involve the movement of the lead and team members into other Workstream areas)</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>May 2013 for Induction Toolkit go live and on-going with other work stream thereafter</p>
7.	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Demonstrate leadership in all impacting personnel processes particularly 121s, PDR completion and team meetings, conduct levelling each quarter and ensure 121 notes are completed.</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>On-going</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



## Objectives April 2013 – March 2014

Wayne Griffiths – Security Programme Manager, Physical		Performance Measures and Timescales
1.	<p><b>Grapevine website day to day administration responsibility, including:</b></p> <ul style="list-style-type: none"> <li>• Article upload (minimum 3 per month)</li> <li>• Monthly blog – drafted on a relevant, topical security subject</li> <li>• Message of the month creation – for dissemination by SMS to all registered Grapevine members</li> <li>• Management of any new functionality changes</li> <li>• Ensuring correct policies and procedures are available</li> </ul>	On going
2.	<p><b>Completion, and re-launch of Security Operations Manual:</b></p> <ul style="list-style-type: none"> <li>• Ensure feedback incorporated from stakeholder engagement (if appropriate)</li> <li>• Cascade final draft to stakeholders for final sign off</li> <li>• Liaise with Linney Ltd for proof reading and manual appearance improvements</li> <li>• Liaise with Internal Communications Team for printing requirements and relevant communicating to end users through appropriate channels.</li> <li>• Design and delivery of Security Manual 'Pocket Guide'</li> </ul>	Sept 2013
3.	<p><b>Support the design, development and delivery of training and awareness activities across the business, to include:</b></p> <ul style="list-style-type: none"> <li>• Security Awareness Week(s)</li> <li>• Crown Team Talk</li> <li>• NFSP events as identified</li> <li>• Training design and promotion for specific business areas (eg Central Admin, Supply Chain, Crowns) as agreed</li> <li>• Providing relevant training/awareness articles for external publications/sources (SubPostmaster magazine etc)</li> </ul>	On going
4.	<p><b>Design a database to capture key touchpoint information in relation to external stakeholders to enhance relationship management. External bodies to include:</b></p> <ul style="list-style-type: none"> <li>• Security industry bodies</li> <li>• Law enforcement agencies</li> <li>• Government agencies</li> <li>• Union contacts</li> <li>• Media outlets</li> </ul>	On going
5.	<p><b>Security Team People Plan</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> </ul>	All key milestones in accordance with Line management



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Own and deliver specific areas of the work plan as agreed with team lead</li><li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li><li>• Demonstrate business standards and security behaviours through delivery of all activities</li></ul>	and SIT feedback
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Objectives April 2013 – March 2014

<p>6.</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>All key milestones in accordance with Line management and SLT feedback</p>
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## Objectives April 2013 – March 2014

Kevin Patnell – Security Programme Manager, Physical		Performance Measurements and Timescales
1	<p><b>DNA Taggants</b> Further the analysis and deployment on DNA Taggants post trials of burglary protection installations and anti-robbery spray kits</p> <ul style="list-style-type: none"> <li>• Review of business approach to the use and deployment of DNA Taggants</li> <li>• Measurement prevention, detection, conviction rates.</li> <li>• Deterrent effectiveness</li> <li>• Produce business case/s in conjunction with ops teams for further kits</li> </ul>	<p>March 2014</p> <p>In line with Programme milestones</p>
2	<p><b>CO CCTV Programme and Strategy</b> Project manage the roll out of CCTV in CO's [£1.2m spend]</p> <ul style="list-style-type: none"> <li>• Key stakeholder engagement to inform and support programme</li> <li>• Define rollout processes enabling installation of IP enabled equipment as a standard where possible. Produce equipment standards and specifications</li> <li>• Measurement prevention, detection, conviction rates</li> <li>• A measurement of a return of investment in terms of reduced internal losses</li> </ul>	<p>March 2014</p> <p>In line with Programme milestones</p>
3	<p><b>Post Office Managed Switch Programme – IP Security connectivity to Grapevine ARC</b> Coordinate POMS with CTP and CO CCTV [Including Alarm Monitoring] programme to achieve connectivity with Grapevine ARC</p> <ul style="list-style-type: none"> <li>• Key stakeholder engagement to inform and support programme</li> <li>• Produce equipment standards and specifications enabling IP connectivity</li> <li>• Define rollout processes enabling installation of IP enabled equipment as a standard where possible</li> <li>• A measurement of a return of investment</li> </ul>	<p>March 2014</p> <p>In line with Programme milestones</p>
4	<p><b>Support the FM Tender process, representing security and providing security requirements, standards, processes and guidance :</b></p> <ul style="list-style-type: none"> <li>• Key stakeholder engagement to identify and understand tender processes and targets. Ensure</li> <li>• security requirements are met Collate current security requirements specifications and processes</li> </ul>	<p>March 2014</p> <p>In line with Programme milestones</p>
5	<p><b>Security Team People Plan</b></p> <p>Activity to include:</p>	<p>All key milestones in accordance with Line management</p>



Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>and SLT feedback</p>
<p>6</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>All key milestones in accordance with Line management and SLT feedback</p>



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## Objectives April 2013 – March 2014

<b>Andrew Scott – Security Programme Manager, Physical</b>		<b>Performance Measur- ements And Timescales</b>
1	<p><b>Implement Supply Chain security programme of CCTV onto security vehicles based in depots operating in high risk areas.</b></p> <ul style="list-style-type: none"> <li>• Produce Security Programme</li> <li>• Produce security standards and operating processes documents</li> <li>• Provide relevant security specifications to installers</li> <li>• Oversee deployment and act as SPOC for all security related issues (Casper)</li> <li>• Oversee monitoring installations into Grapevine/Kings Security.</li> </ul>	<p><b>March 2014</b> In line with key programme milestones, to be delivered by March 2014</p>
2	<p><b>Deliver tactical security support to Supply Chain for the rationalisation of their Cash Centre network leading up to and during the closure of Manchester Cygnet House.</b></p> <ul style="list-style-type: none"> <li>• Act as SPOC for all security related issues for the rationalisation programme.</li> <li>• Identify specifications for security related systems/equipment.</li> <li>• Liaise with Suppliers and oversee deployment.</li> </ul>	<p><b>March 2014</b> In line with key programme milestones, to be delivered by March 2014</p>
3	<p><b>Develop and support programme of surveillance for Supply Chain operations, specifically vehicle loading and cross pavement.</b></p> <ul style="list-style-type: none"> <li>• Develop and deploy procedures supporting both Supply Chain and Security Operations.</li> <li>• Develop and support necessary training requirements</li> </ul>	<p><b>March 2014</b> In line with key programme milestones, to be delivered by march 2014</p>
4	<p><b>Deploy Video Verified CCTV systems to identified high risk Supply Chain Units.</b></p> <ul style="list-style-type: none"> <li>• Develop risk based approach for different Units, including video verification systems only.</li> <li>• Produce Security Programme to manage deployment</li> <li>• Produce PID, business case and obtain business concurrences where appropriate.</li> <li>• Document standards and operating processes</li> <li>• Develop operating instructions with Supply Chain staff and Grapevine.</li> <li>• Oversee deployment.</li> <li>• Act as SPOC for all security related issues.</li> </ul>	<p><b>March 2014</b> In line with key programme milestones, to be delivered by March 2014</p>



## Objectives April 2013 – March 2014

5	<p><b>Security Team People Plan</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones in accordance with Line management and SLT feedback</p>
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p><b>Visible outputs to include:</b></p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p><b>March 2014</b></p> <p>All key milestones in accordance with Line management and SLT feedback</p>



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## Objectives April 2013 – March 2014

<b>Nikki Dummett – Security Programme Manager, Physical</b>		<b>Performance Measurements and Timescales</b>
1	<p><b>Northern Ireland:</b></p> <ul style="list-style-type: none"> <li>• Conduct and research if Physical Security Equipment is correct for Nth Ireland Threat</li> <li>• Research and conduct analysis on current Security Policy and Standards to establish if it is appropriate for Nth Ireland</li> <li>• Develop criteria for Security Police and Standards and also Physical Security Equipment to the respond to crime threat</li> <li>• Research the overall crime in Nth Ireland to understand if Post Offices (inc other Financial companies are affected).</li> <li>• Produce report to inform if Nth Ireland should be treated separately</li> <li>• Support the training programme by providing informed responses on identified weaknesses.</li> <li>• Demonstrate a commercial approach to security solutions to support NTP/CTP in Nth Ire.</li> <li>• Scope the possibilities of improving security within Nth Ire</li> <li>• Understand Nth Ire and the issues</li> </ul>	<p><b>March 2014</b></p> <p>In line with Programme milestones</p>
2	<p><b>Deployment of alternative box tracking solutions.</b></p> <ul style="list-style-type: none"> <li>• Conduct analysis on current trend of attack on CViT and also Cash Centre</li> <li>• Demonstrate a commercial and risk based approach to solutions.</li> <li>• Research CViT cross pavement equipment and seek other developments with regards to cash carrying</li> <li>• Deploy alternative tracking solutions to at risk routes.</li> <li>• Report on CViT/Cash Centre attacks and analysis of vulnerable targets using academic approach and research methods</li> </ul>	<p><b>March 2014</b></p> <p>In line with Programme milestones</p>
3	<p><b>Drive a series of activities to support a strategic approach to reducing robbery and burglary within the Network estate by delivering the following measures:</b></p> <ul style="list-style-type: none"> <li>• Within NT/CTP new design ensure all developments have security input.</li> <li>• Source and scope alternative robbery/burglary solutions for the network/CViT.</li> <li>• Support all key business initiatives including UKBA, FOoG ensuring that physical security considerations are included in all new processes or procedures.</li> </ul>	<p><b>March 2014</b></p> <p>In line with Programme milestones</p>
4	<p><b>Lead on ATM Physical Security Equipment</b></p> <ul style="list-style-type: none"> <li>• Develop and seek solutions for Gas Attacks on ATM Network</li> </ul>	<p><b>March 2014</b></p> <p>In line with Programme milestones</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>• Conduct a PIR of the ATM replenishment process with Supply Chain implementing changes where appropriate.</li> <li>• Ensure current Security instructions are correct</li> <li>• Carry out audits on Physical Security on ATM</li> <li>• Provide support to ATM Team and also Commercial Security regarding on going ATM issues</li> </ul>	milestones
5	<p><b>Security Team People Plan</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	All key milestones in accordance with Line management and SLT feedback
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support.</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	All key milestones in accordance with Line management and SLT feedback



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<b>Toni Sless - Senior Security Programme Manager, Physical</b>		<b>Performance Measures and Timescales</b>
1	<p><b>Security Team People Plan</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with project lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	All key milestones accordance with Line management and SLT feedback
2	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Demonstrate leadership in all impacting personnel processes particularly 121s, PDR completion and team meetings, conduct levelling each quarter and ensure 121 notes are completed.</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	All key milestones accordance with Line management and SLT feedback
3	<p><b>Lead on the sourcing, procurement and implementation of a new Lone Worker Platform and devices across POL including the revitalisation of the Personal Profile process and related documentation</b></p> <ul style="list-style-type: none"> <li>• Document current Lone Worker Protection process and identify any gaps, if any</li> <li>• Complete dynamic risk assessments</li> <li>• Conduct a scoping and benchmarking exercise to identify industry suppliers and their offerings</li> <li>• Engage with Lone Worker Protection Platform Suppliers</li> <li>• Engage with Lone Worker Protection Device Suppliers</li> <li>• Conduct a trial phase</li> <li>• Preparation and delivery of business case to recommending platform and device</li> <li>• Solution rollout</li> </ul>	<p>June 2013  July/Sept 2013  September 2013  October 2013  October 2013  Nov to Dec 2013  December 2013  January 2014  December 2013</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"><li>• Develop consistent approach to Personal Profiles across Security, Supply Chain and Network in collaboration with identified stakeholders</li></ul>	
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## Objectives April 2013 – March 2014

4	<p><b>Strategic management of critical threat incident and escalation processes, training and reporting, including but not limited to, tiger kidnaps, burglaries, robberies etc</b></p> <ul style="list-style-type: none"> <li>• Engage and collaborate with Supply Chain and Network to deliver revitalised Tiger Kidnap training</li> <li>• Redesign the Tiger Kidnap Workbook incorporating findings around gaps from training exercises and dissemination of same to Supply Chain, Operational Managers and others, as and when required</li> <li>• Continued engagement with Grapevine to identify gaps in knowledge and processes around critical threat incidents and threat reporting</li> <li>• Develop and maintain training and education to ensure Grapevine are fully and effectively managing critical threats, for example but not limited to, tiger kidnap; robbery; burglary; CiT and CViT attacks</li> <li>• Ensure Hostage Line process is robust (during both office and out of office hours) with continued engagement with Grapevine</li> <li>• Review, refresh and deliver critical threat training (including Tiger Kidnap) and user guidelines to POL Security Team, Crisis Management Team (CMT), Grapevine and any other identified stakeholders</li> <li>• Identify synergies with business continuity and scope other areas that need developing</li> <li>• Scope further training requirements for POL Security, CMT, Grapevine and other identified stakeholders with PSNI, CPNI, SOCA/NCA and Metropolitan Police</li> </ul>	<p>August 2013 August 2013</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>On going On going</p> <p>On going</p>
5	<p><b>Maintain the strategic lead on Government Security across POL:</b></p> <ul style="list-style-type: none"> <li>• Continued engagement with Cabinet and Home Office, Law Enforcement Agencies and other identified stakeholders</li> <li>• Ensure CPNI engagement is maintained in order to utilise all training opportunities which can be delivered through the People Plan</li> <li>• Utilise CPNI Standards in order to ensure POL (where applicable and possible) can maintain Government Security Standards</li> <li>• Liaise with Front Office of Government (FOoG) team to establish and determine ways in which Physical Security can assist with on going objectives and priorities</li> <li>• Exploit opportunities afforded by DSO status to support business and security vision</li> <li>• Ensure that the business is protected by a security policy framework reflecting Govt aspirations.</li> </ul>	<p>On going</p>



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6	<p><b>Lead on engagement with Business Continuity to ensure wider POL critical threat incidents managed effectively and a robust process is established to mitigate and manage same:</b></p> <ul style="list-style-type: none"><li>• Engagement with Business Continuity and other identified stakeholders, including Grapevine</li><li>• Identification of touch points across POL in handling any critical threat or major incident</li><li>• Ensure robust processes are established and maintained in the handling and mitigation of any critical threat or major incident</li><li>• Develop and define process maps and escalation processes in the handling and mitigation of any critical threat or major incident</li></ul>	On going
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## Objectives April 2013 – March 2014

Julian DiMauro - Security Programme Manager, Physical		Performance Measurements and Timescales
1.	<p><b>To coordinate POL approach to the FM Tender under Project Grapevine 2014 by delivering the following measures.</b></p> <ul style="list-style-type: none"> <li>• Ensure that all elements of the security strategy and vision are covered by the FM/Grapevine tender.</li> <li>• Manage the process to re tender the ARC</li> <li>• Coordinate and monitor with FM meeting</li> <li>• Coordinate with Grapevine to ensure Business continuity</li> <li>• Engage with Business continuity and other stakeholders.</li> <li>• Weekly meetings</li> <li>• Ensure all security support activity meets business timescales.</li> <li>• Deliver security specifications for installation and maintenance requirements.</li> <li>• Deliver security specifications for and ARC/Grapevine package.</li> </ul>	PIDs by 3.4.13 PQQs by 7.5.13 ITTs by 10.7.13 Contract 31.10.13 Live by 31.3.14
2.	<p><b>Develop and embed a Security Policy Framework across the POL estate to help support Security function's vision of minimising crime and business loss:</b></p> <ul style="list-style-type: none"> <li>• Create and ensure sign off of a Security Policy Framework, which details the security Policy, Process and procedures across the business</li> <li>• Engage with Business Risk to deliver framework in line with POL IC approval process.</li> <li>• Ensure transparency and encourage a sharing of information across security strands for a joined up approach.</li> <li>• Design, develop and deliver awareness material that enhances the visibility of security across the business and focuses employee attention on the importance of security.</li> <li>• Ensure continued liaison with internal and external stakeholders to embed training and awareness into all audience groups within POL.</li> <li>• Undertake a gap analysis exercise to identify any vulnerable areas.</li> <li>• Develop a process to evaluate Policies and awareness success and provide a process for maintaining and developing these policies.</li> <li>• Produce a transparent structured approach to Policy across the Security strands, following the Business Risk/POL IC approval and storage process.</li> </ul>	31.5.13 and Programme Milestones



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3.	<p><b>Business Case preparation - Develop and deploy Business Case Management Process.</b></p> <ul style="list-style-type: none"> <li>• Manage the preparation and coordination of all Business cases for Security.</li> <li>• Coordinate and monitor all business cases, maintaining an overview of spend against budget. Manage the process for cash/spend approval.</li> <li>• Engage with Commercial Finance and key stakeholders.</li> </ul>	On going
4.	<p><b>Key Suppliers to Security. Supplier Management Controls - Coordinate a process with the Equipment team to monitor</b></p> <ul style="list-style-type: none"> <li>• Coordinate with the Equipment Team to monitor key suppliers which may impact on Security supply.</li> <li>• Coordinate a structured approach to the analysis of companies and create a template to monitor the supplier, financially and ethically in particular their other Business interests.</li> <li>• Visit the key contacts and work with equipment team and Sourcing to incorporate contracts into Grapevine 2014.</li> <li>• Understand and ensure adequate Contingency is in place for Products and services provided.</li> </ul>	March 2014 On going and when Contracts expire
5.	<p><b>Security Team People Plan: Advanced Development - Support team lead and fellow colleagues to deliver people plan activities in Advanced Development, with line of sight to support Post Office Story and Employee Opinion Survey.</b></p> <ul style="list-style-type: none"> <li>• Support activity within Advanced Development work area.</li> <li>• Own and deliver specific areas of the work plan as agreed with SLG lead.</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate.</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities.</li> <li>• Engagement with business vision and deliverables</li> <li>• Engagement with our security vision.</li> </ul>	On going and Programme Milestones
6.	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and</b></p>	On going and Programme Milestones



## Objectives April 2013 – March 2014

<p><b>culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"><li>• Inter strand activity support, including Commercial Strand Communications Champion</li><li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li><li>• Adherence to all elements of Security policies and procedures</li><li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

<b>Sundeep Kaur-Ubhi – Security Manager, Physical</b>		<b>Performance Measurements and Timescales</b>
1	<b>Risk Assessments NTP/CTP</b> <ul style="list-style-type: none"> <li>• Ensure that the programmes are supported with regards to quick turnaround of all risk assessments.</li> <li>• Ensure all business critical RAs are completed to timescales.</li> <li>• Support the Physical Crime Team with regards to analytical, and database construction with FM Tender etc.</li> <li>• Conduct analysis on extended working hours in new models.</li> </ul>	<b>March 2014</b>  In line with Programme milestones
2	<b>ATM</b> <ul style="list-style-type: none"> <li>• Support the Physical Team with regards to research and analytical papers regarding attacks and appropriate Physical responses</li> <li>• Ensure that weekly industry attacks are recorded and discussed to ensure that the threat is proactively responded to</li> <li>• Ensure that there is liaison with ATM champion regarding attacks and also Grapevine lead on ATM's</li> </ul>	<b>March 2014</b>  In line with Programme milestones
3	<b>Drive a series of activities to support a strategic approach to reducing robbery and burglary within the Network estate by delivering the following measures:</b> <ul style="list-style-type: none"> <li>• Provide analysis to support the physical team on security equipment</li> <li>• Provide weekly overview of effectiveness of equipment, line cuts etc</li> <li>• Provide and research robbery prevention as requested by the Physical Team</li> </ul>	<b>March 2014</b>  In line with Programme milestones
4	<b>Lead on ATM Physical Security Equipment</b> <ul style="list-style-type: none"> <li>• Develop Analysis on Europe and UK in relation to Gas Attacks</li> <li>• Provide support to ATM Team and also Commercial Security regarding on going ATM issues</li> <li>• Provide monthly updates on Physical security equipment for ATM</li> </ul>	<b>March 2014</b>  In line with Programme milestones
5	<b>Security Team People Plan</b>  <b>Activity to include:</b> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> </ul>	<b>March 2014</b>  accordance with Line management and SLT feedback



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	<ul style="list-style-type: none"> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	
6	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>All key milestones in accordance with Line management and SLT feedback</p>



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Objectives April 2013 – March 2014

Tony Newman – Senior Security Programme Manager, Commercial	Performance Measu remen ts  And Timescales
<p>1 <b>Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support monitoring and reduction of losses across the business and ensure effective controls are in place and managed by the business owners</li> <li>• Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts</li> <li>• Deliver specific loss reduction programmes as required</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Monitored through loss board</p> <p>All key milestones completed in accordance with project plans</p>
<p>2 <b>Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business</b></p> <p><b>Activity to include</b></p> <p>Represent Security at monthly FOoG Channel Board</p> <p>Provide Commercial Security input to Mobile Telephony and DVLA projects and other key POL projects as required, across Financial Services, FOoG, Mails and Telephony, including (but not limited to):</p> <ul style="list-style-type: none"> <li>• timely review of all relevant documentation and input to tender processes</li> <li>• representing Security at project meetings</li> <li>• using product lifecycle review methodology to identify fraud and loss risks and design mitigants</li> <li>• sign-off of project documentation</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
<p>3 <b>Deliver fraud software proof of concept to understand POLs risks relating to fraud and non-conformance.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Project manage all Security Proof Of Concept activity</li> </ul>	<p>Roadmap and Business case delivered by 31 December 2013</p> <p>Project meetings</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>• Ensure project meetings, project board and project reporting completed each month</li> <li>• Work with stakeholders to ensure timely delivery of data extracts</li> <li>• Act as point of liaison between Detica and POL to ensure all data and process queries are resolved</li> <li>• Identify and implement tactical solutions using existing systems and data sources</li> <li>• Support production of a roadmap and business case for investment and implementation of a fraud prevention and detection solution for POL</li> </ul>	<p>established by May 2013 Project plans and reports prepared and circulated each month</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate Internal and external stakeholder feedback</p>
4	<p><b>Develop and deliver robust product and service support for Grapevine Outsource</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Lead the development of effective product support documentation for Grapevine helpdesk personnel including new service and training guidelines/processes and incident management for product and service fraud risks</li> <li>• Support implementation of the Incident Management System for products and services</li> <li>• Contribute fraud submissions for Grapevine website publication</li> <li>• Provide feedback and guidance to grapevine helpdesk staff</li> </ul>	<p>By 31 May 2013 All key milestones completed in accordance with project plans At least one article per quarter Improvements in quality of fraud and incident reporting</p>
5	<p><b>Security Team People Plan: Training &amp; Development.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members to deliver focus area activities with line of sight to support the Post Office Story / Employee Opinion Survey.</li> <li>• Produce and deploy Skills Matrix to identify training &amp; development requirements</li> <li>• Produce Security training &amp; develop policy document to communicate to the team</li> <li>• Produce and maintain a training and development programme plan</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Successful delivery of activities, as agreed with SLT Line management and SLT feedback</p>
6	<p><b>Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and</b></p>	



## Objectives April 2013 – March 2014

<p><b>story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> <li>• Engage with regional NFSP executive officers to set up Information Sharing Agreement and meet quarterly to share security performance and programme information.</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits and NFSP engagement each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>121 notes and levelling completed in a timely fashion</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>
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Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments



## Objectives April 2013 – March 2014

Quarter 4 Comments



Objectives April 2013 – March 2014

Kim Abbotts - Senior Security Programme Manager, Commercial		Performance Measurements and Timescales
1	<p><b>Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Manage Loss Reduction Board in accordance with TOR, ensuring timely production of papers and minutes</li> <li>• Monitor losses across the business and ensure effective controls are in place and managed by the business owners</li> <li>• Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts</li> <li>• Identify and oversee the delivery of programmes to support loss reduction activity</li> <li>• Engage with managed services and new provider to improve reporting of telephony bad debt enabling targeted loss reduction activity</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Production of monthly loss report and summary Monitored through loss board</p> <p>Effectiveness of programmes Reduced loss to sales ratio</p>
2	<p><b>Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business</b></p> <p><b>Activity to include</b></p> <p>Provide Commercial Security input to key POL projects as required, across Financial Services, FOoG, Mails and Telephony, including (but not limited to):</p> <ul style="list-style-type: none"> <li>• timely review of all relevant documentation and input to tender processes</li> <li>• representing Security at project meetings</li> <li>• using product lifecycle review methodology to identify fraud and loss risks and design mitigants</li> <li>• sign-off of project documentation</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate Completed documents filed on SharePoint</p>
3	<p><b>Drive and deliver Security fraud and risk programmes:</b></p>	<p>Subject to output from</p>



## Objectives April 2013 – March 2014

<p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Establish work plan and framework</li> <li>• Identify and drive delivery of tactical programmes to mitigate risk and reduce loss</li> <li>• Co-ordinate programme activity across all Security strands</li> <li>• Work with all business stakeholders to improve processes and controls</li> </ul>	<p>Fraud Software POC, plan established by 30<sup>th</sup> September 2013 Project plans and reports prepared in a timely manner All key milestones completed in accordance with project plans Reports to Security Forum and Loss board evidencing progress</p>
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Objectives April 2013 – March 2014

4	<p><b>Develop and deliver robust product and service support for Grapevine Outsource</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Contribute fraud submissions for Grapevine website publication</li> <li>• Provide feedback and guidance to grapevine helpdesk staff</li> </ul>	<p>At least one article per quarter Improvements in quality of fraud and incident reporting</p>
5	<p><b>Security Team People Plan - Performance and Behaviour</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members to deliver focus area activities with line of sight to support the Post Office Story / Employee Opinion Survey.</li> <li>• Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans Successful delivery of activities, as agreed with SLT Line management and SLT feedback</p>
6	<p><b>Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> <li>• Engage with regional NFSP executive officers to set up Information Sharing Agreement and meet quarterly to share security performance and programme information.</li> </ul>	<p>Line management and SLT feedback Evidence of branch visits and NFSP engagement each quarter Feedback from internal and external stakeholders 121 notes and levelling completed each quarter Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Sue Hanson – Senior Security Programme Manager, Commercial	Performance Measurements and Timescales
<p>1 Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support monitoring and reduction of losses across the business and ensure effective controls are in place and managed by the business owners</li> <li>• Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts</li> <li>• Engage with IPSL relationship manager to identify risks, implement mitigants and reduce losses within the end to end cheque process</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Monitored through loss board</p> <p>All key milestones completed in accordance with project plans</p>
<p>2 Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business</p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Represent Security at monthly BOI Channel Board</li> <li>• Review and approval of all PIDs presented at weekly Gating Forum, ensuring Security concerns are highlighted and understood</li> <li>• Meet with Portfolio Project Managers each quarter to review and understand current and pipeline project activity, and brief Head of Security prior to quarterly SLG meetings</li> <li>• Provide Commercial Security input to Polo, Partner Banks and Financial Services lifecycle projects and other key POL projects as required, across Financial Services, FOOG, Mails and Telephony, including (but not limited to):</li> <li>• timely review of all relevant documentation and input to tender processes</li> <li>• representing Security at project meetings</li> <li>• using product lifecycle review methodology to identify fraud and loss risks and design mitigants</li> <li>• sign-off of project documentation</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>



Objectives April 2013 – March 2014

3	<p><b>Drive and deliver Product Lifecycle reviews:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Drive and deliver lifecycle review methodology</li> <li>• Ensure process is embedded in all new product and service projects and incident management</li> <li>• Manage and co-ordinate lifecycle reviews for existing POL products and services prioritising the top 5 by risk/value/customer base</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
4	<p><b>Develop and deliver robust product and service support for Grapevine Outsource</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Contribute fraud submissions for Grapevine website publication</li> <li>• Provide feedback and guidance to grapevine helpdesk staff</li> </ul>	<p>At least one article per quarter</p> <p>Improvements in quality of fraud and incident reporting</p>
5	<p><b>Security Team People Plan – Reward &amp; Recognition programme.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Lead team members to deliver focus area activities with line of sight to support the Post Office Story / Employee Opinion Survey.</li> <li>• Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Successful delivery of activities, as agreed with SLT</p> <p>Line management and SLT feedback</p>
6	<p><b>Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships, including BOI fraud team</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>121 notes and levelling completed each quarter</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

<ul style="list-style-type: none"><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Claire Davies - Security Programme Manager, Commercial		Performance Measur emen ts and Timescales
1	<p><b>Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support monitoring and reduction of losses across the business and ensure effective controls are in place and managed by the business owners</li> <li>• Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts</li> <li>• Design and deliver the Crown and retail loss reduction programme, including managing the Crown Loss Board in accordance with TOR</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Monitored through loss board</p> <p>All key milestones completed in accordance with project plans</p> <p>Regular reports to Loss Board</p>
2	<p><b>Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business</b></p> <p><b>Activity to include</b></p> <p>Represent Security at POCA meetings/boards</p> <p>Provide Commercial Security input to Travel product and Post &amp; Go projects and other key POL projects as required, across Financial Services, FOOG, Mails and Telephony, including (but not limited to):</p> <ul style="list-style-type: none"> <li>• timely review of all relevant documentation and input to tender processes</li> <li>• representing Security at project meetings</li> <li>• using product lifecycle review methodology to identify fraud and loss risks and design mitigants</li> <li>• sign-off of project documentation</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
3	<p><b>Support the delivery of Security fraud and risk programmes:</b></p> <p><b>Activity to include:</b></p>	



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>• Support the delivery of tactical fraud risk programmes to mitigate risk and reduce loss</li> <li>• Co-ordinate programme activity across all Security strands</li> <li>• Work with all business stakeholders to improve processes and controls</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p>
4	<p><b>Develop and deliver robust product and service support for Grapevine Outsource</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Contribute fraud submissions for Grapevine website publication</li> <li>• Provide feedback and guidance to grapevine helpdesk staff</li> </ul>	<p>At least one article per quarter</p> <p>Improvements in quality of fraud and incident reporting</p>



Objectives April 2013 – March 2014

<p>5</p>	<p><b>Security Team People Plan - Advanced Development.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
<p>6</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships, including regular meetings with the FRES fraud team</li> <li>• Identify and design innovative solutions and improvements for Post Office and Security</li> </ul>	<p>Line management and SLT feedback</p> <p>Evidence of branch visits each quarter</p> <p>Feedback from internal and external stakeholders</p> <p>Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments



Objectives April 2013 – March 2014

Paul Blackmore - Security Programme Manager, Commercial		Performance Measurements and Timescales
1	<p><b>Reduce Company losses in the Post Office as defined on the loss ledger and set in the 2013/14 budget of £8.948m:</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>Support monitoring and reduction of losses across the business and ensure effective controls are in place and managed by the business owners</li> <li>Work with all business stakeholders to achieve the financial target through cross business efficiency initiatives and projects including products/services, processes, reconciliation and contracts</li> <li>Design and deliver the DWP loss reduction programme</li> <li>Design and deliver the ATM loss reduction programme, including support of APADC into BAU and managing the ATM Security Forum in accordance with TOR</li> </ul>	<p>March 2014</p> <p>Line management feedback</p> <p>Monitored through loss board</p> <p>All key milestones completed in accordance with project plans</p> <p>Regular reports to Loss Board</p>
2	<p><b>Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business</b></p> <p><b>Activity to include</b></p> <p>Provide Commercial Security input to Drop &amp; Go and, payment card product or service projects (e.g. General Spend Card) and other key POL projects as required, across Financial Services, FOOG, Mails and Telephony, including (but not limited to):</p> <ul style="list-style-type: none"> <li>timely review of all relevant documentation and input to tender processes</li> <li>representing Security at project meetings</li> <li>using product lifecycle review methodology to identify fraud and loss risks and design mitigants</li> <li>sign-off of project documentation</li> </ul>	<p>Timescales to be agreed with stakeholders</p> <p>Line management and project management feedback</p> <p>All key milestones completed in accordance with project plans</p> <p>Risks and issues escalated as appropriate</p> <p>Completed documents filed on SharePoint</p>
3	<p><b>Support the delivery of Security fraud and risk programmes:</b></p> <p><b>Activity to include:</b></p>	<p>All key milestones complete</p>



## Objectives April 2013 – March 2014

	<ul style="list-style-type: none"> <li>• Support the delivery of tactical fraud risk programmes to mitigate risk and reduce loss</li> <li>• Co-ordinate programme activity across all Security strands</li> <li>• Work with all business stakeholders to improve processes and controls</li> </ul>	<p>ted in          accordance with          projec          t          plans          Risks and issues          escala          ted as          appropriate</p>
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Objectives April 2013 – March 2014

<p>4</p>	<p><b>Develop and deliver robust product and service support for Grapevine Outsource</b></p> <p><b>Activity to include</b></p> <ul style="list-style-type: none"> <li>• Develop effective product support documentation for Grapevine helpdesk personnel including new service and training guidelines/processes and incident management for product and service fraud risks</li> <li>• Support implementation of the Incident Management System for products and services</li> <li>• Develop and deliver effective fraud trend MI, analysis and reporting</li> <li>• Contribute fraud submissions for Grapevine website publication</li> <li>• Provide feedback and guidance to grapevine helpdesk staff</li> </ul>	<p>By 31 May 2013</p> <p>At least one article per quarter Improvements in quality of fraud and incident reporting</p>
<p>5</p>	<p><b>Security Team People Plan - Technical Skills.</b></p> <p><b>Activity to include:</b></p> <ul style="list-style-type: none"> <li>• Support team lead and fellow colleagues to deliver people plan activities with line of sight to support Post Office Story and Employee Opinion Survey.</li> <li>• Own and deliver specific areas of the work plan as agreed with team lead</li> <li>• Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate</li> <li>• Demonstrate business standards and security team behaviours through delivery of all activities</li> </ul>	<p>All key milestones completed in accordance with project plans</p> <p>Line management and SLT feedback</p>
<p>6</p>	<p><b>Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture</b></p> <p>Visible outputs to include:</p> <ul style="list-style-type: none"> <li>• Inter strand activity support, including Commercial Strand Communications Champion</li> <li>• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown &amp; one Agency office</li> <li>• Adherence to all elements of Security policies and procedures</li> <li>• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings</li> <li>• Create effective internal and external stakeholder relationships</li> </ul>	<p>Line management and SLT feedback Evidence of branch visits each quarter Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder relationships</p>



## Objectives April 2013 – March 2014

<ul style="list-style-type: none"><li>• Identify and design innovative solutions and improvements for Post Office and Security</li></ul>	
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## Objectives April 2013 – March 2014

Quarter 1 Comments

Quarter 2 Comments

Quarter 3 Comments

Quarter 4 Comments