



Objectives April 2012 – March 2013

Dave Posnett – Security Operations Manager, Operations		Timescales
1	Mutual support of Security Operations. <ul style="list-style-type: none"> • Achieve average score of 90% minimum across all cases where compliance is undertaken. • Monthly standardised submission of FI case updates. • Maintain casework to Triggers & Timescales policy. • Working collegially across areas and across teams. • Evidencing flexibility and adaptability. • Consistent support to enable Security Operations to achieve aims/goals. 	March 2013
2	Impacting Behaviours - Ensure team members demonstrate all impacting behaviours and activities to support business requirements and culture. Visible outputs to include <ul style="list-style-type: none"> • Inter Strand activity support • Crown Office cover • Product support day participation • Adherence to programmatic approach and adherence to personnel processes, particularly PDR completion. 	March 2013
3	Fraud activity return on investment. Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). <ul style="list-style-type: none"> • Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset recognition). • 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. • Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds. 	March 2013
4	People Plan - Induction. Demonstrate delivery against designated Focus Area activity as appropriate: <ul style="list-style-type: none"> • Activity to include: • Support activity within your identified key work area. • Own and deliver specific areas of the work plan as agreed with your SLG lead. • Assist in delivery of the wider people work plan through collaboration and support for security team colleagues, where appropriate. • Demonstrate business standards and security team behaviours through delivery of all activities 	March 2013
5	Training and Development	March 2013



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	<ul style="list-style-type: none"> • Prepare/produce/deliver an induction plan for new starters to the Security Team • Deliver an effective monitoring programme to evaluate progress of new starters throughout the year • Produce a plan for mentoring approach • Ongoing/refresher FI engagement and generic Sec Ops training • Support/assist/develop new Financial Investigators (Q4 onwards) to up and running status 	
6	Managing Crime Risk <ul style="list-style-type: none"> • Contribute as required to all impacting activities in order to meet targets around FYF crime losses – CVIT £765K, Robbery £964K and Burglary £421K • Demonstrate at quarterly PDR the support given and particularly when YTD losses exceed target 	March 2013

Quarter 1 Comments

- **Mutual Support Of Security Operations** – New compliance protocols have been considered, agreed and cascaded. These were to commence in July, but have been delayed due to arrival of additional Financial Investigator who has been allocated responsibility. Training to be provided in early September, in order for compliance checks to commence thereafter. Monthly case updates continue to be monitored and I ensure a spreadsheet detailing completion/non completion is circulated to Sec Ops Lead Team. I have assisted on cases due to lack of resource within the South Team e.g. Crown Office enquiries re forged cash being despatched by branch and attending/supporting a card account trial in Southend for 4 days. Conducted review of case where abuses of processes had been raised and conducted fact finding interview with the relevant Security Manager. Submitted comprehensive report in a timely manner. I have also assisted new entrants by talking through/advising on cases, providing knowledge and input and sharing reports and case files ... to enable smoother transmission to understanding ways of working.
- **Impacting Behaviours** – PDR timelines adhered to, including completion, submission, review discussion and objective setting. I have also continued to adhere to all security requirements such as monthly submission of T&S forms, correct out of hours messages on my mobile and laptop, completion of electronic calendar, etc. Inter strand working and engagement has been demonstrated – most notably in the induction process for new starters. Programmatic approach adhered to, including arranging conference call for Sec Ops Team to discuss security related programmes and further call to be arranged re fraud risk type programmes.
- **Fraud Activity ROI** – Continual focus on recoveries, numerous applications for Restraint/Confiscation. I have discharged £174k Restraint (Bath Rd) for civil recovery by way of Third Party Debt Orders, which has been confirmed as received. From personal cases closed up to P3, the losses have totalled £267k and recoveries



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have been £242k. Performance Pack has detailed consistent recovery adherence to target (65%) - P1 detailed 75% recovery YTD, P2 detailed 75% recovery YTD and P3 detailed 71% recovery YTD. Emphasis on recoveries have been communicated to new recruits at every opportunity, such as induction, case advice and progressions. The FES and compliance also discussed in depth at their team meeting.

- **People Plan - Induction** – a key part of this activity has included the drafting of a clear and meaningful induction process, by agreement with all those involved. Phase 1 induction (4 x new Security Managers) and phase 2 (4 x further Security Managers) This involved drafting and overseeing a time table of activities over a 5 week period to ensure new recruits are fully aware of their surroundings and responsibilities. Numerous stakeholders engaged in this process and feedback requested from the new recruits has been very positive.
- **Training & Development** – Induction process fully thought through and rolled out. Ongoing training needs and FI refresher training is being factored into this years activities for all the Security Operational Teams. I have also sourced, prepared and will lead on a full Investigator course for new recruits that do not have experience of PACE or other appropriate legislation.
- **Fraud Risk Programmes** – I have already taken the lead in driving such activity, by obtaining Scratchcard holding figures from Crime Risk. Holdings appear acceptable across the network and therefore other areas to be considered. I have agreed to conduct an ONCH programme, the mechanics of which are to be determined, but I envisage focus on the number of worst performing branches in terms of holdings (not NT branches or multiples), with audits confirming assets present and discussions/monitoring branches for 3 Trading Periods thereafter. Branches to be allocated to Sec Ops Managers for liaisons and aim will be 15% reduction in cash holdings across those targeted over the 3 month period.
- **Managing Crime Risk** - No specific support or assistance required as yet. However, PDP areas have been considered to align to this objective; Managing Risk & Uncertainty', 'Understanding Risk Analysis', 'Developing Relationships' and Understanding Emotional Intelligence' (all e/learning courses) These will be completed during the financial year. Again, induction process fully thought through and rolled out, with key elements addressing crime risk. Ongoing training needs and FI refresher being factored into this years activities, with attendance at Sec Ops Teams meetings. Full Investigator course currently being scoped and prepared with view to delivering 2 week course to appropriate new starters. Additionally, security programmes being led by other members of the lead team may facilitate

Quarter 2 Comments

- **Mutual Support Of Security Operations** – I have fully transferred compliance to a new Financial Investigator, providing him with relevant documents, explaining the process, the scoring matrix and the recording/monitoring of compliance checks. Monthly case updates continue to be monitored and I ensure a spreadsheet detailing completion/non completion is circulated to Sec Ops Lead Team. I have fully prepped



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the 2 week course material for 6 new Investigators, provided them with e/learning material in readiness for their entrance exam and booked the training venue and accommodation to ensure this is delivered effectively in Q3. I have happily taken on this additional role and demonstrated adaptability and flexibility in the process. In order to assist colleagues in relation to ATM retracts issues, I volunteered to participate in scripted telephone calls with branches, ensuring they maintain and feed back incidents of retracts and advising them that the retract facility was being switched off. This demonstrated both care and commitment in enabling branches and indeed the business to address an area of fraud. Monthly FI case updates continue to be submitted to stakeholders, with no adverse feedback.

- **Impacting Behaviours** – Half year PDR timelines adhered to, including completion and submission. I have also continued to adhere to all security requirements such as monthly submission of T&S forms, correct out of hours messages on my mobile and laptop, completion of electronic calendar, etc. I also adhered to the business request for flexible attendance in the office during the Olympics, thus contributing effectively to the requirements of having less employees travel into London.
- **Fraud Activity ROI** – At P6, the recovery figure for investigation cases was 53%. This is less than the target of 65% but mainly due to some significant losses from extremely dated cases that have been closed during Q2. It is envisaged that this will increase again as the year progresses. Attendance at operational team meetings has occurred to promote recoveries, with a continued focus on FES completion and searches. I have also continued to utilise Restraint powers where appropriate.
- **People Plan - Induction** – I have continued to have a major input and indeed ownership of the induction process, which has now seen delivery to the second phase of new Security Managers in the Sec Ops Team. Feedback from the induction was positive and the consensus was that this was a valuable introduction to the Security Team and Post Office Ltd. The induction process has already been adopted by others within the team and I have cascaded the process to various line managers at their request when new starters have joined the team.
- **Training & Development** – Induction process fully thought through and rolled out. Ongoing training needs and FI refresher training continues to be factored into this year's activities for all the Security Operational Teams. I have also sourced, prepared and will lead on a full Investigator course for new recruits that do not have experience of PACE or other appropriate legislation. This is a 2 week residential course with interactive training in areas like interviews and searches, along with study of 9 e/learning modules prior to the course. The course is booked to be delivered in October.
- **Fraud Risk Programmes** – Not applicable as it has been agreed that the FIU will become heavily involved in Policies & Procedures relating to investigations following the split from RMG. This objective to be changed to reflect this. Sec Ops teams will be tasked with undertaking fraud risk programmes.
- **Managing Crime Risk** – I have volunteered to participate in scripted telephone calls



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with branches, ensuring they maintain and feedback incidents of retracts and advising them that the retract facility was being switched off. PDP areas have also been considered to align to this objective; 'Understanding Risk Analysis' and 'Developing Relationships' (both e/learning courses). These will be completed during the financial year. Again, induction process fully thought through and rolled out, with key elements addressing crime risk. Ongoing training needs and FI refresher being factored into this year's activities, with attendance at Sec Ops Teams meetings, to ensure that recoveries remain high on the agenda, minimising the failure possibility of the risk of loss v recovery targets. Full Investigator course currently being scoped and prepared with view to delivering 2 week course to appropriate new starters, again with a focus on recoveries.

Quarter 3 Comments

- **Mutual Support Of Security Operations** – I have actively participated in the TORCH visit programme, visiting 10 branches and relaying concerns and issues around the security areas examined. In light of the separation from RMG, all policies and forms required reviewing and amending, to reflect correct processes and corporate image of POL. I have led on this aspect and commenced a Programme to tackle what is quite a time consuming activity. Through the assistance of others forming a working group, all forms have now been reviewed and amended and agreed as live or obsolete and these have all been cascaded to Investigators via a new Security Sharepoint site. This work continues in respect of policies. I have also demonstrated flexibility and support for colleagues during this quarter, especially those still new to the business and their remit. Examples include casework assistance, evidence gathering, and compliance checking. FI monthly updates have continued to be delivered to appropriate stakeholders on time, providing them with information required as part of their role.
- **Impacting Behaviours** – In order to assist the business during the Christmas pressure period, I volunteered to work at Crawley Crown Office for two days. Feedback on my efforts from the Branch Manager were positive (and I balanced my stock!). Business and Security requirements have been adhered to e.g. T&S submissions, PDR submissions, etc. I have also demonstrated support to inter strand activities such as casework, TORCH visits, training and development. Programmatic approach is also evidenced by the policies and forms programme, led by myself and incorporating others to review all investigation related documents in line with timescales and milestones.
- **Fraud Activity ROI** – Numerous recoveries have continued into Quarter 3; Swiss Cottage - £46.5k recovery, Furze Platt - £97k recovery, Pleasley - £23.8k recovery, Carlyon Bay - £85k recovery. The national recovery figure is currently running at 55%, which although below the 65% target is impacted by dated cases with significant losses that have been closed without recovery. I continue to engage with Investigators on specific cases and encourage them to do the same. Meetings have also been attended and areas like compliance, Financial Evaluation Sheets, SARs,



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Equifax checks, Land Registry checks and other intelligence checks have been promoted.

- **People Plan - Induction** – Following successful design and implementation of the induction process under the Focus Area' banner, I have been placed into the People Plan Induction team. The first meeting of this team is due in January.
- **Training & Development** – Following the successful delivery of the Investigation Workshop, I have now arranged a days courtroom confidence training for all new colleagues and those with little/no experience of giving evidence. Course is booked for 22/01/13, delivered by Pacifico Partnership and I have also arranged for delivery to take place at Inner London Crown Court to make the day more authentic. Prior to the split with RMG, all Investigators received Conflict Management training and a refresher every two years. As this is a key area of health and safety for those dealing with offenders I am currently looking into delivery of a training package to all Sec Ops Investigators. Again, delivery expected in the new year.
- **Managing Crime Risk** –
Due to increased incidents of security breaches which have contributed to robbery and burglary losses, I participated in the TORCH visits led by a colleague. I visited 10 branches and contributed to the overall 400 branches visited as part of this programme.

Quarter 4 Comments

- **Mutual Support Of Security Operations** – I have volunteered to participate in the TORCH re-visits programme, and have been allocated 6 x branches to visit by the end of March. Due to annual leave, I assisted the South Team Leader in covering him for a period of two weeks. This involved a meeting discussing current issues, cases, workloads, etc and then managing the team in terms of engagement, point of contact, case allocation, authority requests, etc. I have also demonstrated continued flexibility and support for colleagues during this quarter, especially those still new to the business and their remit. Examples include primarily casework assistance – 2nd officer at interview under caution, advising on a rejected label case progression, proofreading reports, and gathering evidence. I have also been instrumental in supporting FI colleagues who are new to their role – 2 x team meetings held, progression of pnn emails, JARD accounts, confiscation course, NCALT SARs training, Restraint applications and a number of other areas associated with the FI's role. The FI monthly updates have been consistently submitted on time and with enough detail to assist recipients. I have also checked South Team members case file submissions, to ensure improved scope for compliance scores. These compliance scores are exceeding the 90% target across the team.
- **Impacting Behaviours** – Business and Security requirements continue to be adhered to e.g. T&S submissions, PDR submissions, out of office text, new email signatures, etc. I have also demonstrated support to inter strand e.g latest round of TORCH visits, training and development. Supporting the programmatic approach has been evidenced by considering and promulgating the do's and don'ts associated with



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Fraud Risk Programmes and presenting examples of programmes to colleagues and including this area in presentations to Grapevine and FSC.

- **Fraud Activity ROI** – Current recovery figures unknown due to lack of Performance Pack since December. However, from personal FI cases closed I can state that recoveries amount to £573k from losses totalling £755k, equating to a 76% recovery rate. Engagement with Sec Ops team has continued, both generically and on a case by case basis. Training plan for Sec Ops team meetings is currently being drafted for the new year. In respect of other avenues, I have decided to attend more Confiscation Hearings, even if they appear to be uncontested. This approach has already reaped benefits e.g. £40k confiscation order awarded in a case where both defence and prosecuting barristers wanted a nominal order, compensation awarded when a barrister wasn't going to ask for it and advice/information being provided to the court to facilitate smoother hearing which resulted in a £11k confiscation order being made. I have also drafted and utilised a SARs request process, which has provided information to assist in a number of cases. Re-training and access to the Altia Financial Investigation tool is also in hand.
- **People Plan - Induction** – I have continued to play a part in the new Induction Focus area, attending meetings and agreeing and acting on designated requirements. This has mainly included drafting presentations relating to the business, directorate and strands, to be used once a new member of staff commences work at the Post Office.
- **Training & Development** – Following the postponement of the Courtroom Confidence Course, it was held at Chesterfield Magistrates Court on 1st March. The feedback from the course has been overwhelmingly positive, in terms of venue, content and delivery by an appointed Barrister. Arrangements are currently being made to cascade a similar event to FSCs/auditors (in house) who may be required to attend court and give evidence. A training event was organised with Cartwright King, whereby the Sec Ops Team attended their offices for a day and training was delivered on PACE legislation, cautions and streamlining prosecutions. A further event is currently being organised. In readiness for 2013/2014, a training calendar is being drafted to ensure all colleagues receive appropriate and relevant training. This will include a mock trial, conflict management and situational crime prevention. Generic and ad hoc training is also provided for newer members of the team, more so on a case by case basis, where I have stressed that I am more than willing to be a point of contact for advice, questions, etc.
- **Managing Crime Risk** – Due to increased incidents of security breaches which have contributed to robbery and burglary losses, I have again participated in TORCH visits. These visits are re-visits focussing on a number of branches where failings were identified earlier in the year. I have been allocated 6 branches and am making inroads into visiting them all and performing the required data capture on the designated Sharepoint site.