



**30/11/2021**

# **BENCHMARKING REPORT**

**Organisation: Post Office**

**Report on your whistleblowing arrangements**

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# Benchmarking Report Detail

The Benchmark incorporates landmark regulatory requirements, current industry best practice and Protect's expertise on effective whistleblowing arrangements.

This report outlines the scores that were generated through your submission. The Benchmark is divided into three key areas:

## Governance

Ensuring the structure and oversight of whistleblowing arrangements meets best practice.

## Engagement

How you engage with staff to encourage them to whistleblow, and with your managers to help them handle concerns

## Operations

How whistleblowing works in practice in your organisation from how staff are supported on the ground, to providing feedback to the processes you have, and how you record and investigate concerns.

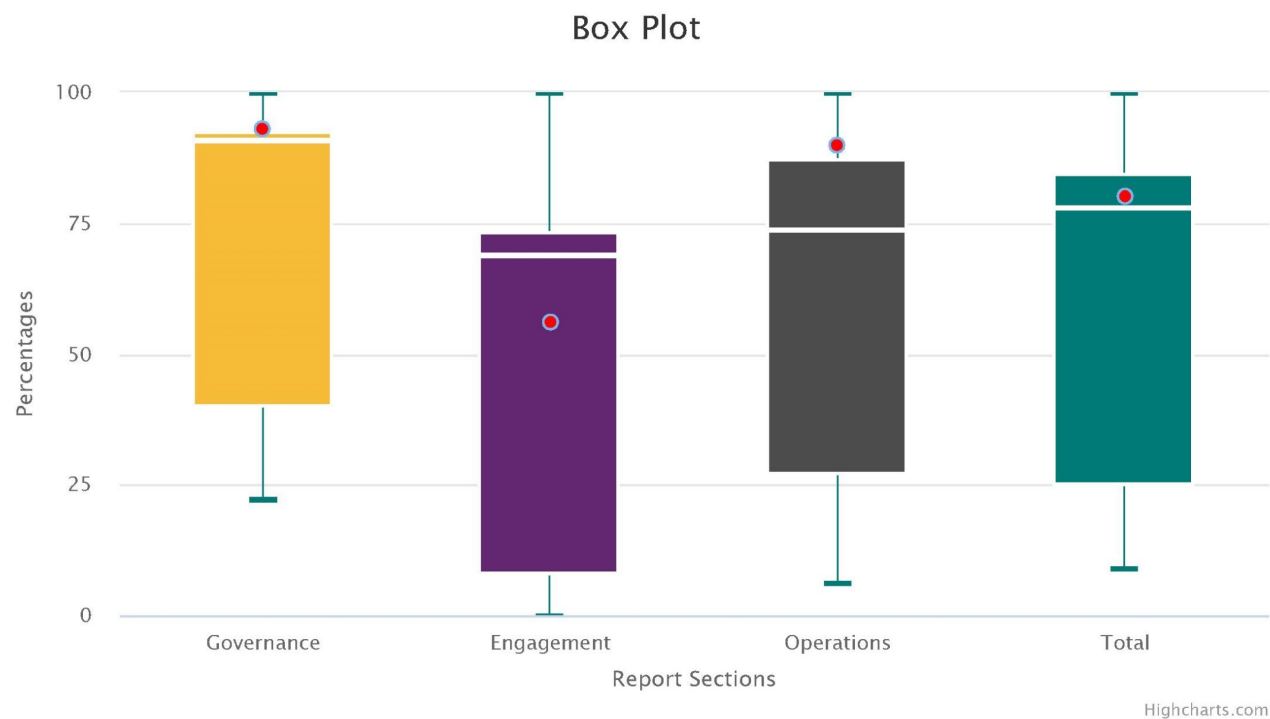
## Your Benchmark score is 80%



Please note: The data generated through your submission has been expertly processed to give weighting to some scores, as greater value must be placed on certain standards of the Benchmark.

## Comparative Data

The tables and graphs below provide an indication of your verified scores compared with the range of scores that were achieved by other organisations who have completed the Benchmark. This data has been broken down into quartile bands to help identify where your scores compare with other organisations of a similar size in your sector.



**Table 1 - Comparison of your score and other organisations who have completed the Benchmark**

|            | Governance | Engagement | Operations | Total Score |
|------------|------------|------------|------------|-------------|
| Bottom 25% | 40%        | 8%         | 27%        | 25%         |
| Second 25% | 63%        | 25%        | 45%        | 44%         |
| Median     | 91%        | 69%        | 74%        | 78%         |
| 3rd 25%    | 80%        | 51%        | 66%        | 66%         |
| Top 25%    | 92%        | 73%        | 87%        | 84%         |
| Your Score | 93%        | 56%        | 90%        | 80%         |

**Table 2 - Comparison of your score and other organisations within 'Retail / FMCG' who have completed the Benchmark**

| Total      | Your Score | Group | Difference |
|------------|------------|-------|------------|
| Governance | 93%        | 90%   | 3%         |
| Engagement | 56%        | 60%   | -4%        |
| Operations | 90%        | 92%   | -2%        |
| Total      | 80%        | 81%   | -1%        |



**Table 3 - Comparison of scores with other organisations with 'Between 1,000 and 9,999'.**

| Total      | Your Score | Group | Difference |
|------------|------------|-------|------------|
| Governance | 93%        | 69%   | 24%        |
| Engagement | 56%        | 44%   | 12%        |
| Operations | 90%        | 56%   | 34%        |
| Total      | 80%        | 56%   | 23%        |

**Table 4 - Comparison of scores with other organisations who operate in '1' countries.**

| Total      | Your Score | Group | Difference |
|------------|------------|-------|------------|
| Governance | 93%        | 65%   | 27%        |
| Engagement | 56%        | 31%   | 25%        |
| Operations | 90%        | 54%   | 36%        |
| Total      | 80%        | 50%   | 30%        |



## Report Findings

# Governance

| Section              | Score |
|----------------------|-------|
| Accountability       | 97%   |
| Policy               | 98%   |
| Review And Reporting | 78%   |
| Total                | 93%   |

## Accountability

### Section Total

**97%**

**Clear accountability structures within your whistleblowing arrangements will help staff better understand their roles. By ensuring that senior leaders actively engage with the whistleblowing arrangements, you may be able to improve staff trust and confidence.**

#### Recommendation

There are no specific recommendations at this stage.

## Policy

### Section Total

**98%**

**A well drafted whistleblowing policy helps to provide staff with a clear understanding of what whistleblowing is and the processes by which an individual can raise and/or escalate a concern. It will also provide staff with assurances about victimisation and confidentiality.**

#### Recommendation

There are no specific recommendations at this stage.

## Review & Reporting

### Section Total

**78%**

**Conducting reviews of whistleblowing arrangements enables organisations to see whether the arrangements are effective in practice and to develop learning points from the process.**

#### Recommendation

Additional work should be considered to strengthen governance. When reviewing the arrangements, recommendations should be assigned ownership with a timeline for completion. Serious concerns raised and positive outcomes from whistleblowing cases should be reported to the Board. These should be redacted in order to protect the identity of the whistleblower. You could consider incorporating an overview of management information on whistleblowing in published data e.g. annual reports.

# Engagement

| Section        | Score |
|----------------|-------|
| Communications | 60%   |
| Training       | 46%   |
| Total          | 56%   |

## Communications

### Section Total

**60%**

**Communicating and engaging with staff on the whistleblowing arrangements is essential to building a culture where staff feel confident raising their concerns and improving awareness of the whistleblowing arrangements.**

#### Recommendation

To achieve best practice, you should consider implementing a network of individuals who are visible to staff to promote the whistleblowing arrangements (e.g. whistleblowing advocates). Encourage managers within your organisation to communicate messages regularly, encourage whistleblowing concerns in face to face meetings and briefings, and consult with staff groups and their representatives on staff awareness and confidence in the whistleblowing arrangements.

## Training

### Section Total

**46%**

**Clear and detailed training on whistleblowing helps your workforce to understand your arrangements and their role within them.**

#### **Recommendation**

We recommend that staff, designated managers and line managers receive in-depth training on whistleblowing. In most circumstances line managers or named designated contacts are the first people to receive a whistleblowing concern. Accordingly, line managers should receive appropriate training in order to accurately identify concerns and effectively handle the individual raising the concern. This minimises the likelihood that concerns will be escalated further and helps make best use of your resources. You may wish to review how you provide training to your workforce (e.g. instructor led by e-learning).



# Operations

| Section                      | Score |
|------------------------------|-------|
| Support And Protection       | 77%   |
| Recording And Investigations | 100%  |
| Resolution And Feedback      | 100%  |
| Total                        | 90%   |

## Support and Protection

### Section Total

**77%**

**Implementing effective processes for managing confidentiality and victimisation will help to ensure that staff are appropriately supported and protected throughout.**

#### Recommendation

To improve on this score in line with best practice, you should consider reviewing case files of whistleblowing cases to ensure that any breaches of confidentiality or complaints of victimisation have been appropriately acted upon. You may wish to obtain feedback from whistleblowers who have used your arrangements to ensure they feel supported through the process of raising concerns. You should ensure that workers are encouraged to seek advice on how settlement agreements operate with respect to whistleblowing disclosures.

## Recording & Investigations

### Section Total

**100%**

**Having clear processes and principles for recording and investigating concerns will help to ensure consistency in handling and supporting the whistleblower.**

#### Recommendation

There are no specific recommendations at this stage.

## Resolution & Feedback

### Section Total

**100%**

**Providing feedback to the whistleblower is an essential stage of the whistleblowing process. Doing this well will mean that you know the concern has been addressed and that those raising a concern have not suffered as a result of the whistleblowing process. This will lead to better trust and confidence in the arrangements overall.**

#### Recommendation

There are no specific recommendations at this stage.

# Thank you for completing the Benchmark

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Protect developed this Benchmark as a diagnostic tool to test your organisation's whistleblowing arrangements against industry best practice.

We hope completing the tool, and the report prove valuable in your efforts to strengthen your whistleblowing arrangements.

Protect is the leading authority on whistleblowing in the UK. Should you wish to discuss anything arising from the Benchmark, please do not hesitate to get in touch. We can help you improve your arrangements in a number of ways:

- We can provide comparative data against other organisations, or independently verify your result by reviewing the evidence of your current whistleblowing arrangements. By having your evidence independently verified by Protect, we will be able to confirm the accuracy of your scores and help you to identify and implement any necessary improvements in line with industry best practice and provide a bespoke action plan for improvement.
- We can provide comprehensive training on receiving and handling concerns and best practice investigation frameworks
- We can host staff awareness and confidence surveys and provide detailed reports on how your staff feel about your speak up culture
- We can help embed a healthy speak up culture, benefitting you and your staff, through our Membership support, including model policies, toolkit and best practice guide.

Tel:

Email: business

Web: [protect-advice.org.uk](https://protect-advice.org.uk)



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