

# Post Office retail function

Addressing Past Criticisms and Ensuring Continuous Improvement  
CIJ 10 Security

Russell Hancock, Tracy Marshall,  
31 January 2024





# Summary of the Retail approach to addressing past criticisms and ensuring continuous improvement:

## Continuous Improvement in partnership with Postmasters

### Addressing past failings

### Responding to current issues & concerns

### Driving Operational & Cultural Change

### Rebuilding Trust

### What are the inputs?

### Where are we now?

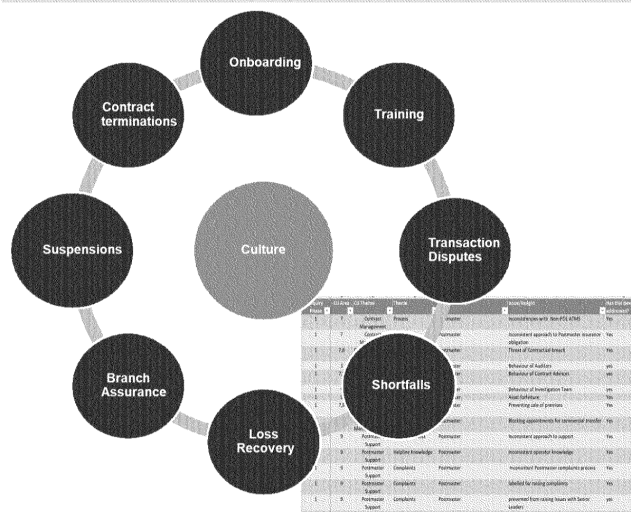
### What's next?

### Final position



### Understanding past and current issues by:

- Reviewing CIJ findings
- Responding to external reviews e.g Deloitte
- Listening to Human Impact sessions and further phases of Inquiry
- Internal audit reports
- Assurance and policy reviews
- Obtaining ongoing Postmaster feedback right now, from NFSP, via our forums and focus groups



All inputs grouped into 9 key themes, providing structure to future action and responses

- Central logging of all issues/criticism/suggested improvements (over 500 individual logs so far)
- Deep Dives on all 9 themes
- Review of progress of each theme underway by IDG
- Assurance Reviews undertaken on theme progress
- Review of all underlying policies and controls

**Complete Story Board for each theme in readiness for IDG review. Branch Assurance, Suspensions, Terminations, Culture, Onboarding, Training, Shortfalls, Transaction Disputes and Loss Recovery already completed**

**Action plans produced detailing further improvements required, with accountable owners and timescales for delivery**

**These will consolidate all feedback received including assurance and policy reviews.**

**Evolving documents with actions being added in response to ongoing feedback**

**Ongoing review of witness testimonies in phase 4 of Inquiry onwards and any other relevant materials e.g. KPMG report from 2020**

**Review and refresh of suite of 12 postmaster policies, including risks and controls framework, ready for sign off by RCC and ARC next year.**

**Implementing a refreshed postmaster engagement framework including an Advisory Council and increased F2F approaches**

**Review Retail Performance Dashboard to ensure we are capturing the right metrics and can measure our deliverables. Regular reviews by GE & Board**

A story board for each of our key themes, one that evolves, demonstrating our continual improvement mindset

Working closely with Inquiry team to ensure readiness for phases 6 & 7



## Security – our core values

Post Office is committed to safeguarding and protecting its Postmasters, colleagues and customers by minimising the risks of criminal activities targeting Post Office Limited. The approach adopted is based on a risk-oriented, commercially focused strategy that actively embraces innovation and welcomes change.

- Work in partnership with the Postmaster to improve both personal and branch security, providing the right equipment and empowering them to make informed decisions on security
- Engage and listen to the Postmaster, working together to resolve issues, or address physical security concerns, to reduce risks and ensure the safety of our people
- Be there for the Postmaster with timely and practicable support after criminal incidents. The Postmaster will always be treated with compassion and understanding, and with support tailored to meet their individual needs
- We will offer simple processes and a single point of contact after incidents to make a traumatic time as least stressful as possible





# Introduction

## Issue summary

### Issues



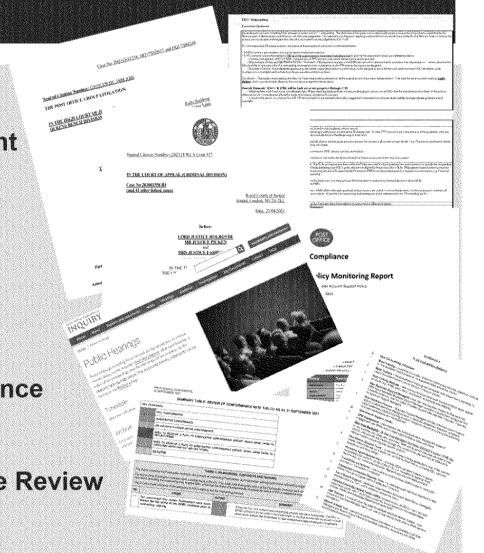
No specific issues on Security - however: criticisms were based on the 'investigations' that were carried out by the then Security and Investigations Team.

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators



## Issue sources

- NRF Report
- Schedule 5 Settlement Agreement
- Witness Testimonies
- Hamilton Judgment
- Common Issues Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review



### Themes/quotes from Witness Testimonies (Phase 1- Human Impact)

- Told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.





# POL Security are no longer involved in any form of Postmaster discrepancy investigation.

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements Implemented to Date

### POL Security are no longer involved in any form of investigations.

#### In 2019:

- **POL Security Team** were established to support Postmasters by minimising the risks of crime.
  - To support Postmasters', investigate discrepancies a new business function was established **Loss Prevention** now known as Central Operations)

#### Current Structure:

- **Supply Chain Director** has responsibility of POL Security alongside POL Property, POL Fleet and Network Cash and Stock Distribution.
- **Central Operations Director** has responsibility for Team who support Postmasters with discrepancies and include Network Support and Resolution, Business Support Centre and Branch Reconciliation Team.
- Supply Chain Director and Central Operations Director sit within the Retail Function.

### POL Security are no longer involved in any form of investigations.

#### In 2022:

- POL set up a new team to undertake any investigations, **Central Investigations Team** (CIU) which is completely separate to the Security Team.
- **Head of Assurance & Complex Investigations** has responsibility for this team which sits within the Legal Function

## Gaps & Improvement Opportunities

### Imp Opp:

- Consideration to rebrand the team's name to better reflect teams' responsibilities.



# POL Security Team focus is now on supporting retail crime prevention. (1)

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a **Retail Crime Support Team** to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date

**Organisational restructures have been implemented to support Postmasters. Security no longer involved in any form of investigation, and a more focused, proactive support role.**

### From 2019

- Fraud strand within the Security and Investigations Team disbanded.
- The remit of the Security team was completely refocused on physical external crime: crime prevention, post incident support, security compliance and security intelligence.

### Current

- POL Security- a team of 16 with focus on crime prevention, post incident support, security compliance and security intelligence.
- Resource is reviewed annually v crime activity to ensure national coverage.

## New/Refocused Roles have been introduced:

### Security Intel Team

#### From 2015

- Security Intel Team in place with focus on external risk and crime only, for example robbery and burglary
- Merged with Security Admin Team
- Consolidated all incident calls into a 24/7/365 security helpdesk (Grapevine)
- Introduced a new Risk Model to help priorities focus security, built by the Jill Dando Institute/UCL

#### From 2019 to current

- Refocus Security Intel Team, additional roles including security engagement and second triage point enhancing end-to-end incident process
- Creating one Team managing all aspects of external criminality against Postmasters and their branches.
- Conduit into the Security Team from internal and external teams
- Manage the risk register for the Post Office Network
- Improved collaboration with Postmasters, POL Teams and external agencies.

## Gaps & Improvement Opportunities



## POL Security Team focus is now on supporting retail crime prevention. (2)

### Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

#### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

#### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

#### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

### Improvements implemented to date

#### New Engagement Manager Role

- Security campaigns are planned and clearly road mapped.
- Crime Reports produced.
- Bimonthly newsletters to Postmasters
- Targeted approach available to be proactive and reactive to security intel and Postmaster concerns
- Purposeful and regular security communications, with timely and clear information to improve security measures, allowing Postmasters to effectively respond to potential threats

#### POL Security consistently strives to enhance the skills and knowledge of its members, empowering them to provide optimal support to Postmasters.

- Promote development to equip team to better support Postmasters.
- Regular Team meetings
- Kings (security Specialist) host Team meetings periodically.
- Changes to procedures and equipment changes are initially tested with Postmaster, then communicated.
- Shadowing to support multi-skilling

### Gaps & Improvement Opportunities

Imp Opp:  
Review training requirement for team, explore Leading to Serve for Security Managers.



# POL Security have Policies, Standards and Process Controls

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to **provide increased support to SPMs to promote security compliance and reduce retail crime risks.**

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date

### Security Policies and Standards

- All Security Policies are reviewed annually with approval from ARC and RCC
- All Security Policies are available on Security Team Policy and Standards SharePoint site
- All Security Standards materials and Knowledge articles are stored within a SharePoint site for Postmaster facing teams to access.
- Security Team Sharepoint site is easy to access and navigate
- Number of self-help equipment videos added to Branch Hub
- Introduction of security awareness videos

### Process and Controls

- Process Maps have been introduced to support all Security Policies
- Process Controls have been introduced to support effective deployment of Security Processes.
- Process maps are reviewed annually,
- Process Controls are attested periodically and recoded via Snow platform

## Gaps & Improvement Opportunities

### Imp Opp

- Review and update comms to field-based / Postmaster facing teams to highlight how they can reach out to the Security Team if they have concerns
- Planned for 2024/25, full overhaul of equipment training material, ensuring it is hosted in most appropriate location

### Gap:

- Resource and Visio licences may impact on maintaining and updating Process Maps \_ potential business wide gap and not only specific to Security)



# POL Security provide 'post incident support' to Postmasters

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date

### Robbery and Burglary (including ATM and CVIT) Post incident Support Process

- Single point of contact available to Postmasters
- Security Team on call 24/7/365
- Greater support provided Postmaster following robbery and burglary incidents
- All incidents are followed up by Security Managers
- Improved collaboration across POL Teams (Security and Area Managers) with co-ordinated visits arranged
- Grapevine available 24/7

### New Security Incident Role introduced which is deployed by a Security Advisor.

- Conduit to facilitate support to Postmasters following an incident.
- One point of contact for Postmaster to contact following an 'incident'.
- Quality Assurance completed on calls with Postmasters
- Removed duplication and cross over, simplifying the process

## Gaps & Improvement Opportunities

### Gap:

- Introduce Quality Assurance and Route cause analysis of incident - Post Incident Support
- Postmaster and Security team uncertainty on who is accountable/liable for losses as a result of Incidents

### Imp Opp:

- Request feedback from Postmaster following Post Incident Support



# POL Security proactively support Postmasters in the prevention of retail crime (1)

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date

### Security Manual

- Revised: updated for tone, language and content and simplified to 30- page A5 booklet
- Digitised and available via Branch Hub

Also – As part of Operations Manual Review- exploring further improvement opportunities- WIP

### Comprehensive range of training resources available.

- Suite of self- help training materials available on Branch Hub
- Integrating business wide security standards
- Support and guidance documents available
- Security Awareness materials
- Images of equipment and easy to follow user guide

### Security Health check visits

- Support visits to branches to provide support, advice and guidance to Postmasters, and test security compliance
- Majority of visits are pre-arranged visits with the Postmaster
- Unannounced visits are made as required

## Gaps & Improvement Opportunities

Hits  
Feedback  
Assessment / effectiveness

### Gaps:

- Review data obtained from Health Check visits and review what information and which stakeholders this should be shared with to include low engaged branches.



# POL Security proactively support Postmasters in the prevention of retail crime (2)

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date Check??

### Supporting New Postmasters

- All new Postmasters are offered a visit after 3 months in post.
- Visit is like a Health Check Visit
- Support, advice and guidance offered to new Postmaster

### Review and Improvements to Grapevine

- Tactical calls introduced to identify emerging trends across the industry as well as within POL
- Quality Assurance completed across grapevine calls
- Changed to low call rate v 0845
- SLAs introduced

### Supporting Postmaster deal with Inappropriate behaviour

- Grapevine calls logged as abuse or aggressive flags additional support.
- Security Manager contacts branch and offers support and guidance.
- With Health and Safety team, we've introduced a "low-level" abuse reporting tool on Branch Hub.

## Gaps & Improvement Opportunities

### Imp Opp:

- Formalise the trigger to Security from Onboarding/Training of New Postmaster in post (0-6-month Support Framework)

- No gaps/improvements



# POL Security proactively support Postmasters in the prevention of retail crime (3)

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide increased support to SPMs to promote security compliance and reduce retail crime risks.

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date

### Security Campaigns

- **Darker Nights**- Delivered almost 90 engagement events during peak risk period
- **Initial Security Awareness Video**-created video that included NFSP, Postmaster, Police and National Business Crime Centre NBCC) lead and various security members to provide key security support and guidance to Postmasters.
- **Further 3 security awareness videos** have been introduced, focusing on security equipment, sleight of hand (which impacts the Postmaster) and the benefit of hindsight focusing on what the criminal sees and how they focus on branch.

### Equipment order Process

- **Easier for Postmasters** to request Security Equipment
- Security Manager now have autonomy to order required equipment.
- **Escalation** process in place

## Gaps & Improvement Opportunities

Imp Opp:  
Review number of views of security videos

### GAP:

- Introduce checks after equipment is provided to ensure pm and their team understand and are using it effectively?

### Imp Opp:

- Expand range of videos on how to work security equipment already on Branch Hub,
- Test quality of instructions provided by suppliers and material left with the branch to support use of security equipment
- Store copies of 'User Instructions' for security equipment on Branch Hub



# POL Security collaborate with Postmasters, POL Teams and External Agencies (1)

## Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

### POL's commitment to the SA:

- Establish a Retail Crime Support Team to **provide increased support to SPMs to promote security compliance and reduce retail crime risks.**

### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

## Improvements implemented to date

### Collaborate with Postmasters:

- POL Security has established a Branch Security User Forum, (previously known as Buddy Group)
- Group of Postmasters from around 50 branches provide input into new security equipment

### Cross functional working with POL teams

#### Postmaster Onboarding Training Team:

##### Quarterly call with training team

- Need for embedding good security practice from the outset
- Share good practice, challenges and provide feedback

##### Annual review of new Postmaster Security Training content

- Revise and refresh the security content within training sessions, ensuring its relevance and up-to-date accuracy

#### Regular meetings with other retail teams

- Area Managers Meetings
- Regional Managers Meetings
- Strategic Partners
- Retail Committee

## Gaps & Improvement Opportunities

### GAP:

- Create a centralised log for all Branch Security User Forum data

### Imp Opp:

- Regular engagement continues, a current objective commenced 23/24 where Security Managers were invited to the regular Area Managers monthly meetings where they can better engage and build relationships
- Security Training materials to be included in Postmaster Training Catalogue



## POL Security collaborate with Postmasters, POL Teams and External Agencies (2)

### Sources

- NRF Report
- Schedule 5 Settlement Agreement (SA)
- Witness testimonies
- Hamilton Judgment
- GLO Judgment
- Compliance Team Policy Assurance Review
- Compliance Team CIJ Assurance Review

#### Issue:

- POL failed to conduct fair investigations
- Behaviours of POLs Investigators

#### POL's commitment to the SA:

- Establish a Retail Crime Support Team to provide **increased support to SPMs to promote security compliance and reduce retail crime risks.**

#### Themes/quotes from Witness Testimonies (Phase 1):

- told to plead guilty and pay money back
- Told interview is taped but not to say anything
- Issue of prosecutions due to Horizon losses never raised at Senior Management/board level.

### Improvements implemented to date

#### Collaborate with NFSP:

- POL Security attend NFSP Conference
- Monthly meeting to discuss risk reducing information and upcoming security awareness campaigns to be shared with their members.
- Single point of contact within NFSP to escalate Postmaster issues to security to effect swift resolution

#### Collaborate with external crime agencies

#### Law enforcement and industry partners, directing tactical analysis, including Safercash & ORIS.

- Increasing knowledge and awareness
- Share best practice
- Network of agencies
- Industry partners

#### Ahead of Game:









- Fogging in branches
- 3G IP cameras in branches providing robbery support

### Gaps & Improvement Opportunities



# POL Security progress (1)




 Complete  
 On Track  
 Attention







Focus area	Initiative	Owner	Due	Statu
POL Security are no longer involved in any form of Postmaster discrepancy investigation.	<b>POL Security Core Values:</b> POL Security Team were established to support Postmasters with compliance and reduce crime risk. Opportunity to rebrand Team Name will be explored – date tbc	Russell Hancock	Complete	
	<b>POL Security do not investigate, or support Postmasters investigate discrepancies:</b> Teams within Central Operations: Network Support and Resolution Team, Business Support Centre and Branch Reconciliation Team, investigate and support Postmasters investigate discrepancies.	Mel Park	Complete	
	<b>POL set up a new team to undertake any complex discrepancy investigations</b> POL Central Investigations Team (CIU) which is completely separate to the Security Team and sits within the Legal Function has been establish and led by Head of Assurance & Complex Investigations.	John Bartlett	Complete	
				
POL Security Team focus is now on supporting retail crime prevention.	<b>Organisation restructures implemented to support the focus of POL Security:</b> No longer any element of previous Fraud Strand – focus is on crime prevention, post incident support, security compliance and security intelligence.	Russell Hancock	Complete	
	<b>The Security Intel Team-</b> Complete refocus of this team, merged with Security Admin – new roles introduced: Security Engagement and second triage point enhancing end-to-end incident process. Manage the risk register for POL and introduced a new Risk Model to help priorities focus security	Russell Hancock	Complete	
	<b>Security Engagement Manager</b> Conduit into the Security Team from and to internal and external teams to improved collaboration with Postmasters, POL Teams and external agencies. Roadmap Security Campaigns and communications to Postmasters and POL Colleagues	Russell Hancock	Complete	
	<b>Post Incident Role</b> One point of contact for Postmaster who facilitates support to Postmaster – including coordinated visit by Area Manager and Security Manager Consolidates all incident calls into a 24/7/365 security helpdesk (Grapevine)	Russell Hancock	Complete	
	<b>Team Development</b>	Russell		

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## POL Security progress (2)










 Complete  
 On Track  
 Attention

Focus area	Initiative	Owner	Due	Statu
POL Security Policies, Processes, Standards and Process Controls	<b>POL Security Policies:</b> Suite of Policies which are reviewed annually and approved by ARC and RCC.	Russell Hancock	Complete	
	<b>POL Security Processes</b> Suite of process maps to support the Policies, which are reviewed annually.	Russell Hancock	Complete	
	<b>POL Security Process Controls</b> Controls in place to support process, which are attested monthly	Russell Hancock	Complete	
	<b>POL Security Standards:</b> <b>Postmasters:</b> Number of self-help equipment videos and security awareness videos added to Branch Hub <b>Postmaster facing roles:</b> All Security Standards materials and Knowledge articles are stored within an easy to access and navigate SharePoint site.	Russell Hancock	30/04/2024	
POL Security provide 'post incident support' to Postmasters	<b>Robbery and Burglary (including ATM and CVIT) Post incident Support Process</b> Greater support provided Postmaster following robbery and burglary incidents <ul style="list-style-type: none"> <li>• Single point of contact available to Postmasters</li> <li>• Grapevine available 24/7</li> <li>• Security Team on call 24/7/365</li> <li>• All incidents are followed up by Security Managers</li> <li>• Improved collaboration across POL Teams (Security and Area Managers) with co-ordinated visits arranged</li> </ul>	Russell Hancock	30/04/2024	
	<b>New Security Incident Role introduced which is deployed by a Security Advisor.</b> <ul style="list-style-type: none"> <li>• Conduit to facilitate support to Postmasters following an incident.</li> <li>• One point of contact for Postmaster to contact following an 'incident'.</li> <li>• Quality Assurance completed on calls with Postmasters</li> </ul>	Russell Hancock	30/04/2024	




 Complete  
 On Track  
 Attention

## POL Security progress (3)





Focus area	Initiative	Owner	Due	Statu
POL Security have introduced many initiatives to proactively support Postmasters in the prevention of retail	<b>Security Manual:</b> Updated for content, language and tone and simplified to condensed A5 version Digitised and available via Branch Hub	Russell Hancock	Complete	
	<b>Training resources-</b> Suite of self- help training materials and videos available on Branch Hub- including images of equipment and easy to follow user guide	Russell Hancock	31/03/2024	
	<b>Security Health Check Visits</b> -Support visits to branches to test security compliance and provide advice and guidance to Postmasters. Majority of visits are pre-arranged visits with the Postmaster, unannounced visits are made as required	Russell Hancock	30/04/2024	
	<b>Supporting New Postmasters</b> - All new Postmasters are offered a visit after 3 months in post.- which is like a Health Check Visit-Support, advice and guidance offered to new Postmaster. This will be included in 0-6 month Support Framework	Russell Hancock	30/04/2024	
	<b>Improvements to Grapevine</b> - Tactical calls introduced to identify emerging trends, Quality Assurance completed across grapevine calls and SLAs introduced and changed to low call rate v 0845 premier rate	Russell Hancock	Complete	
	<b>Supporting Postmaster deal with Inappropriate behaviour</b> - Grapevine calls logged as abuse or aggressive with flags additional support. Security Manager contacts branch and offers support and guidance. New "low-level" abuse reporting tool on Branch Hub.	Russell Hancock	Complete	
	<b>Security Campaigns</b> <b>Darker Nights-</b> supporting Postmasters in advance and during peak risk periods with engagement events/ reinforced comms/ and focus during Perfect Days.	Russell Hancock	30/04/2024	
	<b>Security Awareness Videos-</b> created involving Postmasters, NFSP, Police and National Business Crime Centre NBCC)- latest topics added to suite of videos are security equipment, sleight of hand and what the criminal sees.			
	<b>Equipment order Process</b> – Reviewed to make it easier for Postmasters to request Security Equipment Security Manger now have autonomy to order required equipment with clear escalation process in place	Russell Hancock	30/04/2024	

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 Complete  
 On Track  
 Attention

## POL Security progress (4)

Focus area	Initiative	Owner	Due	Status
POL Security collaborate with Postmasters, POL Teams and External Agencies	<b>Postmasters</b> POL Security has established a Branch Security User Forum, (previously known as Buddy Group), which includes c50 Postmasters nationally who provide input into new security equipment	Russell Hancock	30/04/2024	
	<b>Cross Functional working</b> <b>Postmaster Training Team:</b> Annual review of new Postmaster Security Training content, content refreshed, ensuring its relevance and up-to-date accuracy Quarterly call with training team to review training materials to understand issues/improvement opportunities/ provide feedback, to ensure good security practice embedded at the outset of Postmaster journey. <b>Postmaster Facing Teams</b> Attendance at Regional Manager, Area Manager and Strategic Partners meetings, with insights shared at Retail Committee.	Russell Hancock	30/04/2024	
	<b>NFSP</b> Attendance at annual NFSP Conference and monthly meeting to discuss risk reducing information and upcoming security awareness campaigns to be shared with their members. Single point of contact within NFSP to escalate Postmaster issues to security to effect swift resolution	Russell Hancock	30/04/2024	
	<b>Others - Collaborate with external crime agencies</b> Law enforcement group and industry partners, directing tactical analysis, including Safercash & ORIS. Increasing knowledge and awareness and share best practice.	Russell Hancock	Complete	
	Best practice is two way with POL ahead of game with 'Fogging' in branches and use of 3G IP cameras in branches providing robbery support			



## Appendices

Appendix	Document Name	Link to Document
1	GLO Settlement Agreement Schedule 5	<a href="#"><u>GLO Settlement Agreement - Schedule 5.docx</u></a>
2	List of CIJ Criticisms	NA
3	Security Action Plan	
4	Retail Team Deep Dive_ Security	<a href="#"><u>CIJ 10 POL Security - Deep Dive January 2024 v1.0.docx</u></a>



