SECURITY TEAM OBJECTIVES

April 2014 – March 2015

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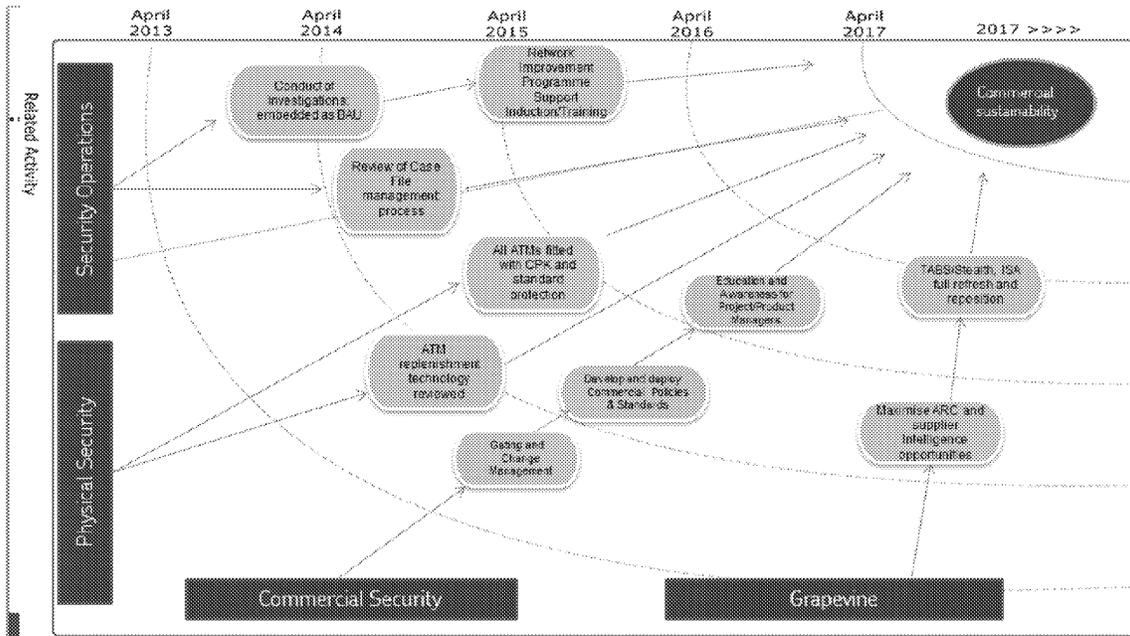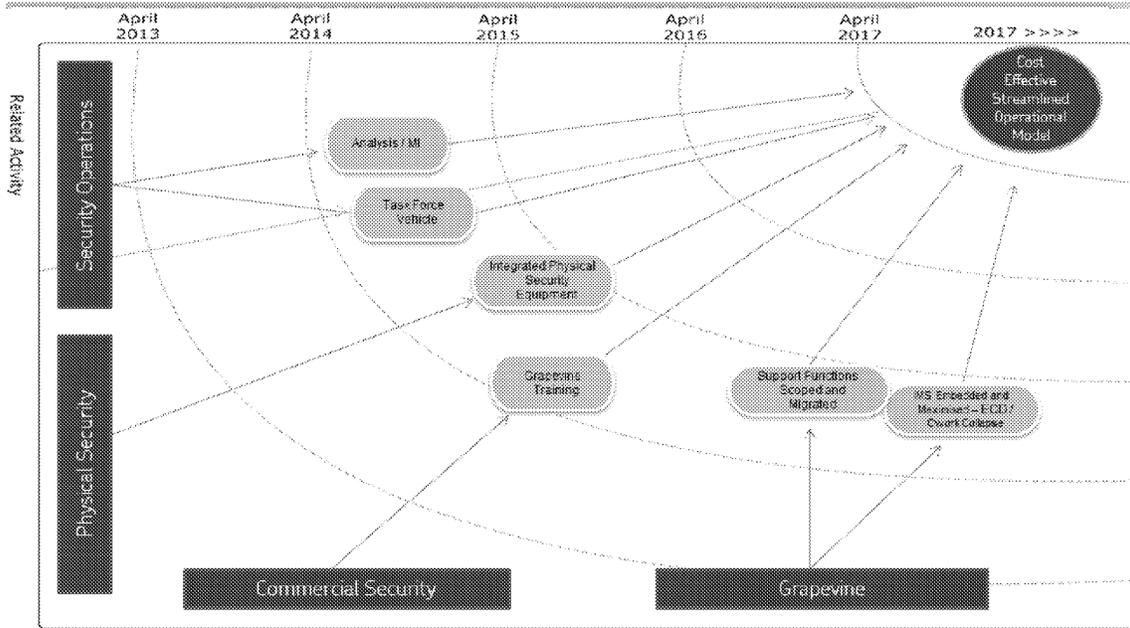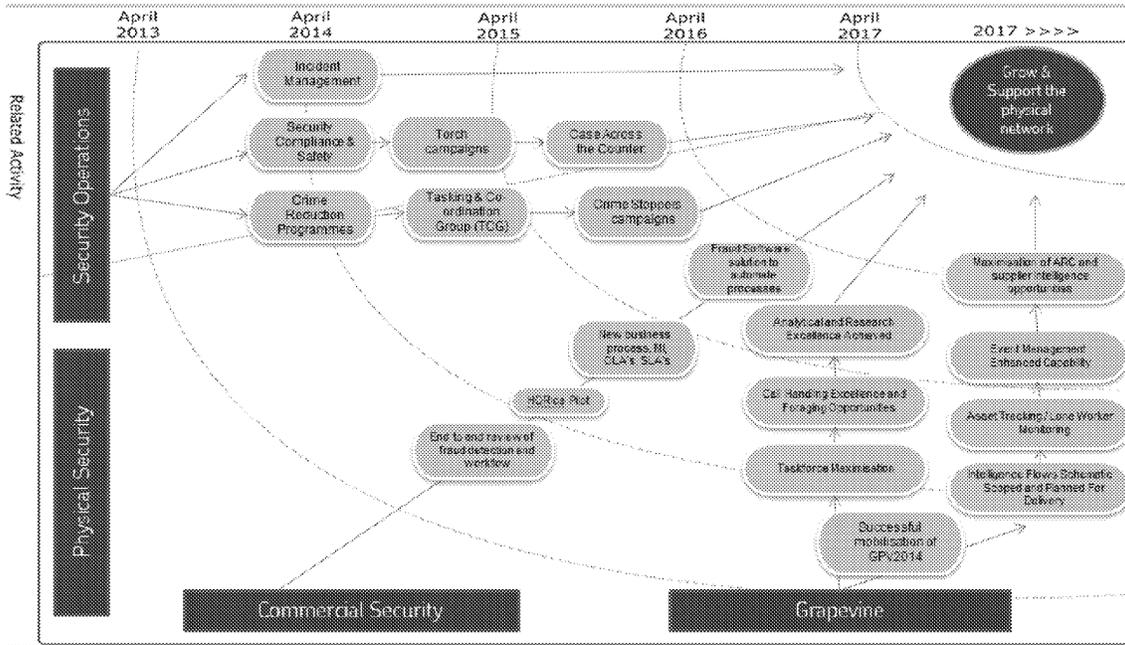
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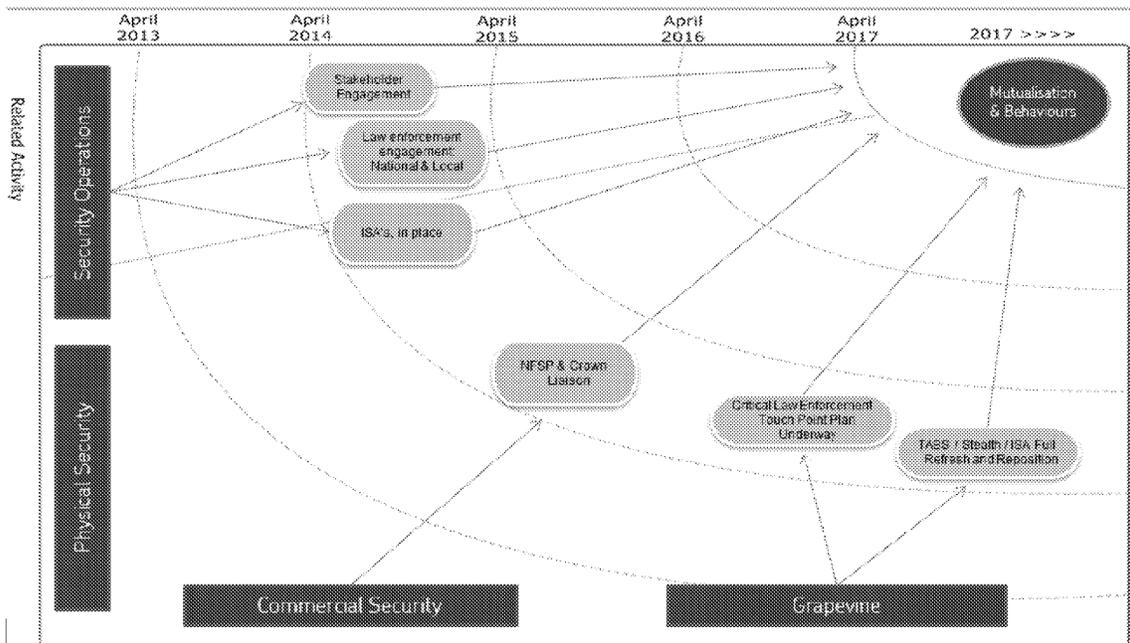
Objectives April 2014 – March 2015

Physical Security Roadmap – Activity Descriptions

Objectives April 2014 – March 2015

Physical Security Roadmap – Activity Descriptions

Activity	Description	Owner
Pilot of explosive resistant building protection.	This is a pre-emptive testing to identify suitable protection if this becomes a MO in the UK.	A Scott
Remote CCTV on vehicles	This will enable the remote viewing of vehicle CCTV during any given incident	A Scott
Body CCTV	This will enable the remote post incident viewing of body worn CCTV post or during an incident	A Scott
Remote access control for vehicles	This will enable the remote management of all access controls for CViT vehicles	A Scott
Complete review of ATM replenishment process	A complete review that examines both process and technology aimed at reducing cost, improving performance and minimising risk	N Dummett
Complete review of cross pavement process	A complete review that examines both process and technology aimed at reducing cost, improving performance and minimising risk.	A Scott
DNA Taggant in all boxes	The requirement to make this a standard protection measure on all cash boxes, cheaper than trackers and anecdotally proven to transfer risk.	A Scott

Objectives April 2014 – March 2015

Physical Security Roadmap – Activity Descriptions

Activity	Description	Owner
CCTV installed in all Crown Branches	CCTV to be installed in all Crown branches covering all at risk areas, including internal staff areas	K Patnell
IP signalling in all Crown Branches	IP signalling to be installed to reduce cost and drive performance.	K Patnell
All Crown Security equipment IP enabled	CCTV, safes, alarms, PAAs, all capable of monitoring via the ARC to reduce cost and minimise risk.	K Patnell
Remote control of all Crown branches	The ability to manage access controls to premises, safes, and security equipment also remote lock down for emergencies.	K Patnell
Voice over internet protocols at all branches	The ability to use VOIP to manage confrontational situations from the ARC	K Patnell
All staff have electronic ID	This will improve building security and will also give the opportunity to use the cards for other things- horizon log on for example.	K Patnell
All ATMS fitted with CPK and standard protection	One standard format for ATMs and all branches brought up to standard.	N Dummett

Objectives April 2014 – March 2015

Physical Security Roadmap – Activity Descriptions

Activity	Description	Owner
Revised NI process and technology.	Complete review of procedures, policies and technology covering NI with recommendations for changes where required.	N Dummett
All agency branches IP enabled.	All agency branches IP enables allowing remote control of all on site security equipment that has been linked to IP	K Patnell
All agency branches up to format standards.	This is to ensure that all branches have had the necessary investment to make them compliant to business standards	K Patnell
Business wide TK training and awareness process deployed	This needs to be extended further than supply chain but also to at risk areas of the network	T Sless
Personal profiles moved to electronic version	This needs to happen to remove the risks inherent from management and storage of a paper process.	T Sless
Loneworker protection moved to Grapevine	This will support the overall security strategy for an Intelligence Management and Analysis Centre (IMAC)	T Sless
Security Policy Framework deployed	This is required to support separation and also requirements for a variety of contractual obligations (UKBA etc)	J Dimauro
CPNI to review all security formats for input	An invaluable opportunity to use the expertise of the CPNI to review and inform in respect of security branch formats.	N Dummett

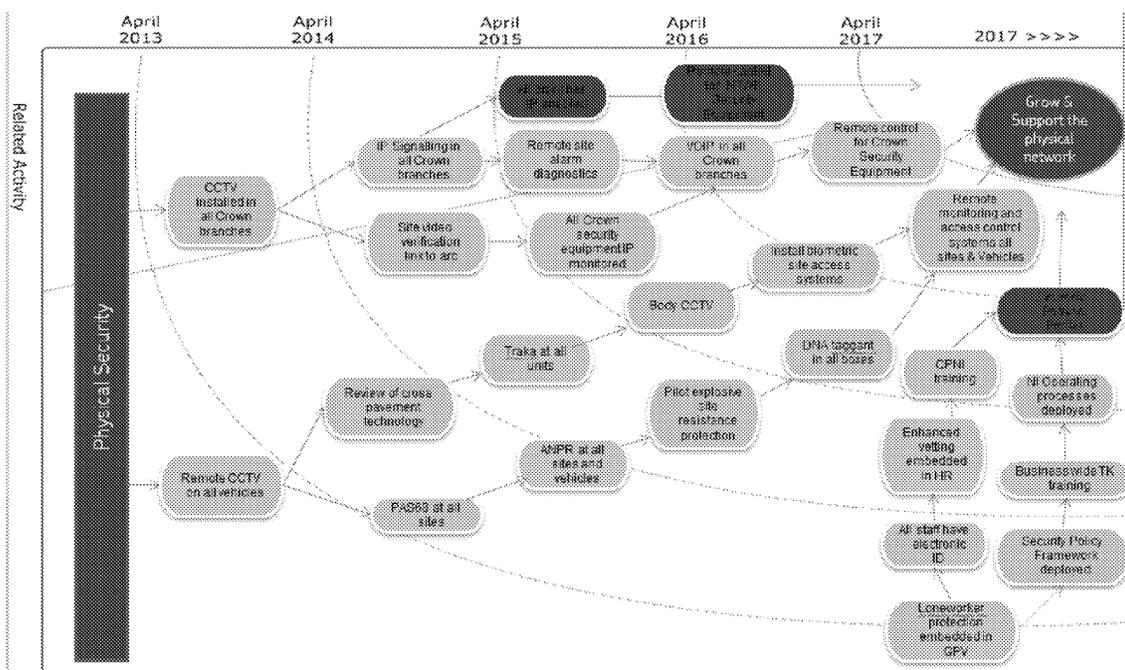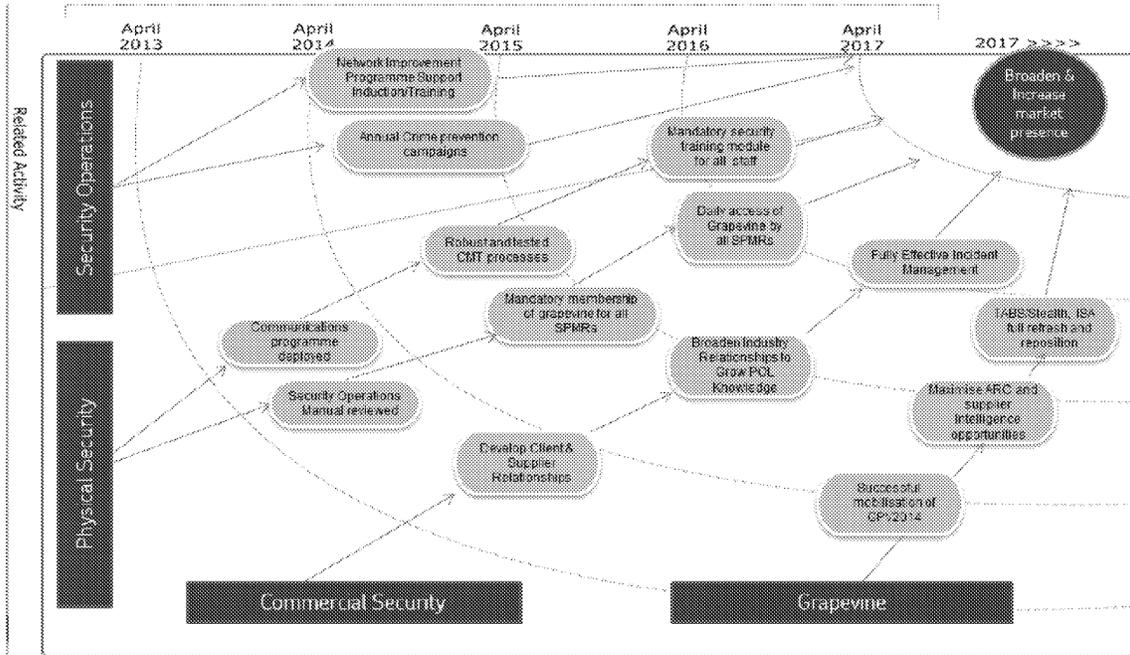# Objectives April 2014 – March 2015

Physical Security Roadmap – Activity Descriptions

Activity	Description	Owner
Enhanced vetting moved to HR	An enhanced vetting process needs to be written and then this needs to be moved into HR where the vetting policy now sits	T Sless
All Physical team undergo CPNI training.	This is a requirement that needs to be built into team development to raise and enhance standards of professionalism.	T Sless
CMT process reviewed for better end product.	This is an on going process but still needs a stake in the sand for a framework in place for on going testing and all processes reviewed.	T Sless
Mandatory security training module for all staff	This is required to drive up elements of situational crime prevention in particular the theory of capable guardian.	K Barber
Mandatory membership of grapevine for all spmrs	This will support the business security strategy for a proactive risk based approach to security risk management.	K Barber
All spmrs accessing grapevine on a daily basis	This will support the business security strategy for a proactive risk based approach to security risk management.	K Barber
Secops manual reviewed and published.	This will support the business security strategy for a proactive risk based approach to security risk management. It will also take into account	W Griffiths
Successful deployment of the GPV2014 tender and mobilisation plan	This activity will ensure that the business improves efficiency, reduces cost, improves product delivery and minimises risk to the business during the transition period.	J Bigley

Objectives April 2014 – March 2015

Physical Security Roadmap – Activity Descriptions

Activity	Description	Owner
Upgraded GPV website capability	This will support the business security strategy for a proactive risk based approach to security risk management.	K Barber
Security tablet	This will support the business security strategy for a proactive risk based approach to security risk management.	K Barber
Communications programmed deployed and embedded as BAU	This will support the business security strategy for a proactive risk based approach to security risk management.	K Barber
All network branches to have an integrated security system	All security systems in network branches to be IP enabled and potential for remote control	J Bigley
All Crown branches to have an integrated security system	All security systems in crown offices to be IP enabled and potential for remote control	J Bigley
All vehicles to have an integrated security system	All security systems on vehicles to to integrated and remotely manageable.	J Bigley

Objectives April 2014 – March 2015

Commercial Security Roadmap – Activity Descriptions

Commercial Security Roadmap – Activity Descriptions

Activity	Description	Owner
Fraud software solution to automate processes	Produce a roadmap and draft business case for potential investment and deployment of a fraud prevention and detection solution for POL during 2015/16	Commercial Security S Smith
Develop client and supplier relationships	Continuous programme of activity to develop relationships and information sharing with key clients and suppliers to ensure POL is fully informed of product and service fraud/risk issues	Commercial Security S Smith/K Abbotts
NFSP and Crown engagement	Continuous programme of activity to engage with NFSP and Crown staff to ensure anti-fraud/risk design in products and services are fit for purpose	Commercial Security K Abbotts
Broaden industry relationships	Identify and engage with key industry bodies and contacts to ensure POL knowledge of emerging risks and trends	Commercial Security S Smith
Fully effective incident management	Develop and deploy fraud/risk incident management across internal and external stakeholders to ensure quick and effective resolution/mitigation of incident	Commercial Security S Hanson

Objectives April 2014 – March 2015

Security Operations Roadmap – Activity Descriptions

Security Operations Roadmap – Activity Descriptions

Activity	Description	Owner
Case Across the Counter	BAU process, risk based by depot (B'ham, London, Manchester). To mitigate point of transfer attacks and bring in line with industry best practise.	A Hayward
Supply Chain / WILL	Delivery of 'Back to Basics' training programme and crime prevention activities to safeguard, protect and inform CC & CViT staff	D Kennedy
Security, Compliance & Safety Programme	To highlight and reduce threat of crime, to include STRIPE, Premises Attack Plans, CViT Observations (patrols) & Site Security Inspections in identified hotspot areas	S Jennings
CViT crime reduction programme	Mitigation to include: Police/FIB/Industry liaison, Analytical MI via Grapevine, Darker Nights, Crime stoppers, Task Force Deployment, (Hotspot/risk based).	D Kennedy
Law Enforcement engagement	Interdependency of Law enforcement strategy (Hotspot/FIB s). Review of N.I. mitigation plans and threat. Prioritised Police forces: Met, GMP, WMP	R King
External Stakeholder engagement	CWU/NFSP/CAIN/ROCU/Safer Cash/Industry & Franchisee partners. Purpose to adopt a collaborative approach to mitigate crime threat *(interdependency with Grapevine)	R King
Incident management process	To ensure a robust process in place, to include current & emerging threats and lessons learnt	D Kennedy

Objectives April 2014 – March 2015

Security Operations Roadmap – Activity Descriptions

Activity	Description	Owner
Legal Framework	Establish policy for fraud investigations in conjunction with business strategy (post second sight review & Network Improvement project)	R King
Case file management	Establish robust process for E2E case file management, with agreed triggers and timescales Work towards IMS remote access for automated case file management system	H.Dickinson
Conduct of Criminal investigations	Ensure agreed policy & process in place, with governance to agreed standards for investigations	R King
Lessons Learnt	Establish agreed processes for business / loss prevention activities in liaison with Network Improvement Project. Driving fraud risk programmes	A. Hayward
Culpability Process	Review and agree culpability process in liaison with Network Improvement project	H. Dickinson
Financial Investigations	Recovery of assets	D Posnett

Objectives April 2014 – March 2015

Security Operations Roadmap – Activity Descriptions

Activity	Description	Owner
Identify Influencers within law enforcement	Reach out to key influencers and build relations at a strategic and operational level. ACPO lead Local Policing and Partnership initiatives ACPO lead on crime and intelligence portfolios ACPO lead on CVIT and Commercial crime College of Policing MPS Intelligence Bureau MPS Business Crime Unit Merseyside lead FIB West Midlands Police lead FIB National Fraud Intelligence Bureau (City of London Economic Crime Unit) Government Agency Intelligence Network (GAIN) National Crime Agency	Rob King
Local initiatives	Run joint campaigns focused towards the reduction of branch robbery and Supply Chain offending. Adopt a Post Scheme encouraging a high visibility police presence in areas of high risk and joint crime prevention campaigns targeted at vulnerable groups using Post Office services	Andy Hayward
Information Sharing Agreements	Information Sharing Agreements (ISA's) with key police and law enforcement agencies using Grapevine as a single point of contact. Developing trust, openness and raising the profile of POL with law enforcement.	Grapevine

Objectives April 2014 – March 2015

Grapevine Roadmap – Activity Descriptions

Grapevine Roadmap – Activity Descriptions

Activity	Description	Owner
Call handling excellence and foraging opportunities	A supplier driven process (customer supported) which charts a methodology to improve the call handling process from event raise, event evaluation and handover or closure as appropriate. The "foraging" process is an analytical model which will support the recognition of event significance and therefore the intelligence exploitation opportunities. This is not a wish list but rather real contractual demands made from the supplier under the revised contract for services.	Grapevine Supplier
Event management – enhanced Capability	Event management will support the resolution of reported events (calls, emails...) in terms of progression, immediate closure or managed closure by supplier. The approach will prevent either a "log-jam" of incomplete events, or events forward needlessly into other Security Strands; again, this level of autonomy is contractually demanded and will be a key element of service provision.	Grapevine Supplier & Customer
Analytical and research excellence achieved	A supplier driven programme that will ensure that event intelligence is maximised in terms of analytical value and research opportunity. Again, contractually then the supplier must provide dedicated analytical resource that will supplement, and in part, replace our own in house activity. This supplier driven approach is key for both maximising the service provided, whilst ensuring that we are in a position to meet the cost reduction drivers within Strategy 2020.	Grapevine Supplier
Taskforce maximisation	The programme will demand from the supplier their plans (and support required) to maximise the Taskforce offer. This will include both core and non-core activity and will see suitably trained Taskforce personnel responsible from a range of activity from patrols, branch Torch visits through to supporting operational enquiries as required. Again, such an approach both supplements our own headcount strains.	Grapevine Supplier

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Grapevine Roadmap – Activity Descriptions

Activity	Description	Owner
TABS / Stealth / ISA refresh	Whilst some excellent progression has been made in the context of information shares to industry partners, the maximisation of wider opportunities has yet to be reached. This activity will both sense check progression to date, standardise the intelligence product reporting to existing share partners and chart the expectations going forward. The plan will be heavily customer influenced, albeit once populated the supplier will have a significant role in maintenance and progression.	Grapevine Supplier & Customer
Asset tracking / lone worker device monitoring	A key supplier driven programme which will ensure that the existing processes and protocols for asset and lone worker incidence monitoring are subject to consistent test and the subject of significant staff training. The programme will regulate testing, dummy "live tracks", simulated incidences and a range of scenarios designed to both train the operator as well as denote hardware, software or platform deficiencies	Grapevine Supplier
IMS go live and the collapse of ECD and casework management	A customer driven programme that will ensure that the investment within IMS is maximised and that the model goes live remotely with the capability to replace ECD and casework management legacy systems. The successful migration is key in order to both improve the efficacy of the legacy systems, as well as to provide cost reduction opportunities in terms of headcount if so required. IMS is the cornerstone of the IMAC and it's successful migration and maintenance is critical.	Grapevine Customer
Support functions scoped and migrated to supplier as required	In line with the above, the support functionality will see elements of existing customer functionality scoped and migrated, as appropriate, for transfer into the supplier.	Grapevine Customer Grapevine Customer

Objectives April 2014 – March 2015

Grapevine Roadmap – Activity Descriptions

Activity	Description	Owner
Intelligence flows – schematic – owners, actors and influencers	The schematic attached details the various intelligence sources that, suitably engaged and influenced, could provide maximum impact to the IMAC and reinforce our position within the national infrastructure. Whilst Security Operations will lead on the majority of relationship nurturing, the IMAC will be key in driving reciprocal relationships with matured sources. Again, given the wealth of opportunities, then this must be planned activity based on denoted influence / impact and interest.	Grapevine Supplier & Customer
Critical law enforcement touch pints	This activity differs from the above in that it reflects law enforcement touch points which require immediate nurture and represent 'as is' hotspot areas both spatially and by modus operandi. Examples would include MPS and WMP for CVIT and NPIA for PNC access.	Grapevine Supplier & Customer
Maximisation of ARC and supplier intelligence opportunities	The provision of ARC services by the supplier will naturally promote a number of intelligence feeds relating to monitored systems. However, the programme recognises that there are a number of other suppliers who may hold key intelligence detail around crime risk affecting the operation. Sources would include equipment engineers (estate and ATM) as well as any official visitor to branch.	Grapevine Supplier & Customer

Critical Threat Programme.

Objectives April 2014 – March 2015

Purpose	Strategic management of critical threat incident and escalation processes, training and reporting, review and refresh all elements. Maintain strategic lead on Government Security across POL, including maximising any opportunities for the business whilst support the 2020 vision of engaging with our people in new and innovative ways.
Objectives	- Rollout of lone worker devices to all identified at risk individuals. - Increase monitoring capability at Grapevine by extending licenses. - Tiger Kidnap / Hostage / Extortion Threat Training and Exercise to be conducted in conjunction with the National Crime Agency (NCA) and regional police force(s) with internal stakeholders. This will be conducted to ensure no impact on Grapevine 2014 Programme. - Table top exercise for Crisis Management Team (CMT) prior to above exercise; - Support Cash Centre Security Sub Group (CCSSG) insider threat working group and build outputs into team activity. - Understanding and acting on changes to Cash Centre (CC) threat landscape. - Overseas Travel Security Policy and processes to be implemented. - Act on Government Security outputs via engagement with Centre for the Protection of the National Infrastructure (CPNI) and Government agencies. - Develop enhanced vetting processes with HR - Support Network with new stay calm guide and security incident management guide. - Deployment of Tiger Kidnap (TK) rapid deployment kits to Northern Ireland @ £30k. - Review and refresh all critical threat process in line with risk identification.
Key Milestones	- All lone worker devices rolled out by end January 2014

Objectives April 2014 – March 2015

	– Licences extended by June 2014 – TK training exercise and desktop exercise by May 2014 – Stay calm and incident management guides by May 2014 – Outputs of insider threat deployed by November 2014 – TK RDK kits deployed by November 2014.
Lead	– Toni Sless, Senior Security Programme manager
Key Stakeholders	– Security – Finance – Network – Risk & Compliance – HR – Supply Chain – Procurement
In Scope	– All security training – Supply chain training – Grapevine Supplier
Out of Scope	– Wider business policy (Business Continuity, Data Protection Act, H&S, etc) – Police guidelines on TK, critical threat, etc.
Links/dependencies	– Business continuity – CPNI – Risk & Compliance – H&S – Network
Governance	– Via SLT oversight – Via programmatic approach – Via PDR and 121 process. – Grapevine contract management etc.

Objectives April 2014 – March 2015

	- Security Governance forum - Finance - Benefits Management to ensure investment meeting aims

Designing Commercial Security Policy Framework

Purpose	To develop effective and efficient business processes that identify and manage risk areas in product and service design and delivery
Objectives	- Develop and deploy product and service design risk policies and standards - Ensure all risk and fraud factors affecting product and service sales and service, via any channel (branch, call centre, web, mail) are fully understood and assessed, and mitigated, where required - Ensure accepted risks are included on the Security Risk Register and tracked/monitored - Provide proactive education and awareness - Reduce the risk of fraud and financial loss/penalty
Key Milestones	- Known product and service design risks documented - Product and service design policies and standards developed and deployed by 30th September 2014 - Governance and quality checking framework designed and deployed by 30th September 2014 - On-going weekly review of all business PIDs and attendance at Gating/Change meetings - On-going monthly review of Financial Services and Commercial roadmaps to ensure all current and future projects are understood by Security - Successful delivery of business critical projects during 2014/15 including: o Current account full roll-out

Objectives April 2014 – March 2015

	o Project Titan (insurance) o Digital By Default – Identity Assurance
Lead	Sally Smith, Commercial Security

Key Stakeholders	- Commercial Security
	- Grapevine (insource and outsource)
	- Security Operations
	- Physical Security
	- Financial Services
	- Commercial
	- IT&C
	- External suppliers and clients (e.g. BOI, FRES, DVLA, etc.)
	        Other internal stakeholders dependent upon programme but may
	        include Internal Communications, Managed Services, FSC, Network,
	        AML, etc.

In Scope	- All new product and services and amended existing products and services sold or serviced by Post Office Limited - All sales and servicing channels
Out of Scope	Internal staff fraud
Links/dependencies	- Security Risk Register - Grapevine reporting - Fraud analysis - Lessons learnt from investigations cases - Security Communications programmes - Security Governance Forum
Governance	- Security Governance Forum - Project Forums

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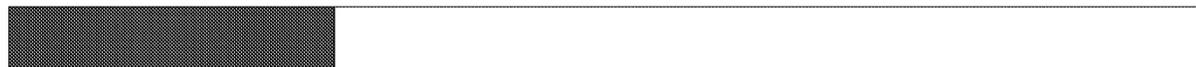
Grapevine IMAC Programme

Purpose	The purpose of this programme is to deliver Separation from Royal Mail Group and integrate services into the Grapevine Intelligence Management Analysis Centre (IMAC). This would include an integrated Alarm Receiving Centre (ARC), Intelligence and Lone Worker solution. This would also enable a business wide Single Point of Contact (SPOC) for all security related issues.
Objectives	Currently the programme has the following main objectives: – Resilient mobilisation plan with continuity of service. – Proactive intelligence led Security team. – A collaborative culture with strategic partnership. – Proactive contract management that reflects services being procured. – Innovation. – Engagement with the Security and 2020 Vision, deliverables and strategy. – Cost reduction.

Objectives April 2014 – March 2015

Key Milestones	— Delivery of all milestones to programme timescales, dependent on business timescales.
Lead	Julian DiMauro, Security Programme Manager
Key Stakeholders	— Physical Security project team. — Head of Network, HR, Security, Legal, Risk & Compliance, Procurement, Supply Chain. — Association of Chief Police Officers (ACPO), — Sub Postmasters. — Branch Network. — National Federation of Sub postmasters (NFSP), — Communication Workers Union (CWU). — Security Leadership Group (SLG). — Front of office Government (FOOG). — Law enforcement agencies.
In Scope	— Mobilisation of all alarm connections from existing ARC to the new ARC within the Grapevine IMAC. — Mobilisation and integration of lone worker solution into the Grapevine IMAC. — Mobilisation of all existing Grapevine Services including Intelligence and Critical Threat. — Training and development needs for the new security team. — Card Access Management platform and system.
Out of Scope	— Service, installation and maintenance of alarm systems — Helpdesk functionality of existing ARC.
Links/dependencies	— SLT. — Security Vision. — Security Model. — RMG agreement. — FM Tender project.

Objectives April 2014 – March 2015

	– Incumbent suppliers. – New 3rd Party supplier meeting delivery timelines
Governance	– Project Team. – Regular weekly/monthly review meetings. – Conference calls. – Service Management and Contract meetings. – Security Governance Forum.

Leadership & Capability (People Plan) Programme.

Purpose	The purpose of this programme is to develop: – An integrated security team – A collaborative culture – A commonality of purpose – A succession plan – Strong leadership. – Engagement with business vision and deliverables – Engagement with our security vision – Delivery of a People Plan will be a key enabler
Objectives	Currently the programme has the following work streams, which come under the overall People Plan; each of these has an individual Terms Of Reference and programme plan: – Training & Development – Security Skills

Objectives April 2014 – March 2015

	– Advanced Development and Succession Planning – Change Management – Innovation – Performance Management & Behaviours
Key Milestones	– Delivery of all programmes to programme timescales and People Plan calendar.
Lead	Katie Barber, Senior Security Programme Manager
Key Stakeholders	– Security Lead Team – Head Of HR, Security, Legal, Risk & Compliance – HR – Whole Security Team – Security Leadership Group
In Scope	– All training and development needs for the security team
Out of Scope	– Business HR process or policy – Any T&D business policy
Links/dependencies	– HR – SLT – Security Vision – Security Model
Governance	– This will be via the SLT lead for this programme and also via the SLT itself – Regular 121s – Conference calls – Quarterly meetings

Objectives April 2014 – March 2015

Grapevine – From Immaturity Towards Maturity

Purpose	To ensure the production of a Supplier driven approach that builds the foundation that delivers both the core and non-core Intelligence Management and Analysis Centre (IMAC) activity towards a state of maturity; the plan will see the Supplier drive the portfolio of services from passive delivery, towards a state of mature establishment that positions the IMAC centrically to the activities of the other strands. In essence, this activity is a Supplier generated and owned milestone programme plan which will capture all core elements of service provision, that will be subject to baseline and improvement over the coming 12 months and thereafter quality assured by way of test and service review meetings.
Objectives	- To prepare and agree a detailed milestone programme plan that both denotes activity to baseline the portfolio of Grapevine services and

Objectives April 2014 – March 2015

	provide clear activities to drive improvements over the coming 12 months - To support a provision of services that compliments the cost reduction elements of strategy2020 - To ensure that maximum value for money is generated from the IMAC - To ensure that the clearest accountabilities and deliverable expectations are embedded within the IMAC - To promote an environment that both proactively and reactively provides expert support to Post Office and associated partners
Key Milestones	- Overarching plan populated and agreed by 1st April 2014. - Other milestones will be dependent on Grapevine 2014.
Lead	Dave Pardoe Senior Security Manager Grapevine Strand
Key Stakeholders	- Security peer group - Commercial - Finance - Network & Sales - IT&C
In Scope	The end to end Grapevine 2014 product offering
Out of Scope	Non-contractual services
Links/dependencies	Landing of the Grapevine 2014 contract
Governance	- Monthly project meetings with the supplier to monitor progression against agreed targets - Security Governance Forum - Tasking & co-ordinating feedback - Performance management discussions with the Head of Security

Objectives April 2014 – March 2015

Network Physical Security Programme.

Purpose	Strategic management of a programme of activity aimed at supporting the business 2020 vision by supporting a transformation of the physical security protection for our Network which will reduce costs and develop innovative solutions for physical protection.
Objectives	– This will be dependent on a £704.5k business case and although some activities will commence in 2014 they may finish in 2016. – Completion of all Crown internal CCTV installation @ 80 branches. – Commence process to enable Internet Protocol (IP)signalling in all Crown branches. – Commence process to enable remote reactive monitoring of Crown CCTV from Grapevine Intelligence Management and Analysis Centre (IMAC).

Objectives April 2014 – March 2015

	– Trial of remote locking of safes/vaults at 5 Crown Offices. – Training and development on all physical security processes with new Grapevine provider.
Key Milestones	– Business case agreed by May 2014 – CCTV installations completed by March 2015 – Commence activity for IP switchover in Nov 2014 – Commence activity to stream CCTV Nov 2014 – Commence activity to support safe trial Aug 2014
Lead	Kevin Patnell, Security Programme Manager
Key Stakeholders	– Security – Finance – Network – Risk & Compliance – Grapevine provider – Hard Services provider – Network – HR – Supply Chain – Procurement
In Scope	– All security training – All Network physical security – Grapevine Supplier
Out of Scope	– Supply Chain
Links/dependencies	– Business Continuity – Centre for the Protection of the National Infrastructure (CPNI) – Risk & Compliance – H&S – Network
Governance	– Via Security Lead Team (SLT) oversight – Via programmatic approach – Via PDR and 121 process.

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	- Security Governance Forum. - Grapevine contract management etc.. - Finance - Benefits Management to ensure investment meeting aims

Network and Supply Chain Situational Crime Prevention Programme: 2014/2015

Purpose	To implement a range of proactive Crime Prevention initiatives designed to minimise the opportunity of crime effecting Post Office Limited, These activities will be underpinned by a series of robust programme plans with clearly defined mile stones that address merging risks, are regularly reviewed and have accountable ownership.

Version 1

Objectives April 2014 – March 2015

Objectives	- Deliver a Robbery, Burglary, and CVIT programme structure that protects the assets, reputation and profits of Post Office Limited - Adopt NIM model implementing bi weekly Tasking and Coordinating Group Meetings prioritising resources to meet emerging risks - Open and maintain clear lines of communication with key stakeholders
Key Milestones	- Strand Strategy dissemination to all post holders - Design and implement programme framework: - Identify primary activities - Identify and task programme owners - Produce and circulation of Project Initiation Documents - Deploy programme activities throughout 2013/14 - Quarterly review of Programme Plans; standing agenda item SOLT meetings
Lead	Andy Hayward, Senior Security Programme Manager
Key Stakeholders	- Grapevine external and internal analytical - Physical Security strand - Security Communications - Crown Office - Network - Contract Management - Supply Chain - Law Enforcement - External Industry liaison (Safer Cash)
In Scope /primary activities	- Torch Visits focused in hot spot areas - Prioritised Crown crime risk assessment programme - Security, Compliance & Safety Programme - Operation Stripe (premises attack plans, CVIT surveillance, Cash Centre /Depot security inspections) - CVIT crime reduction activities; case across the counter, Paragon route changes

Objectives April 2014 – March 2015

	- ATM physical crime reduction activities - Network robbery reduction activities - Adopt a Post Office; supporting community policing initiatives
Out of Scope	- Fraud intervention risk mitigation - AML reporting/activity - Investigative procedural review programme - Legitimate threats and identified risks having a commercial impact on the business - Critical incident response
Links/dependencies	- Physical Security - Security Communications - Grapevine - Law Enforcement - Crown Transformation Programme - Network Transformation
Governance	- Bi Weekly Tasking and CO-Ordination Group Meeting - Monthly performance reports highlighting losses against projected target - Security Governance forum.

Re-engineering Fraud Detection

Purpose	To develop an effective and efficient fraud operation and capability which robustly identifies anomalous behaviour and detects and prevents fraud and non-conformance across the business
Objectives	- Re-engineer and increase operational efficiency of Fraud Analysis Team in Chesterfield - Implement robust procedures, monitoring and quality checking - Identify tactical solutions that POL can introduce to reduce current losses using existing

Objectives April 2014 – March 2015

	resource, data sources and systems - Reduce the false:positive rates for fraud and non-conformance identification, thereby utilising resource more efficiently and effectively - Implement cross-business controls and communications channels to ensure co-ordinated response to issues that are identified - Build requirements and business case for investment and deployment of a fraud prevention and detection solution for POL during 2015/16
Key Milestones	- End to end review and re-design of existing data streams, processes, knowledge, tools, MI and case review prioritisation by 31st May 2014 - Support HORIce pilot and incorporate system capability into Fraud Analysis Team roadmap and processes Apr-Oct 2014 - Implement a robust autopsy process for cases where significant loss or significant operational deficiencies have been identified to ensure that preventative controls across the business can be improved by 30th June 2014 - Introduce a concept of quality control and rigour in the investigation process, including a review of staff decisions by 31st July 2014 - Regular MI produced to ensure team and process effectiveness can be monitored and refined by 31st August 2014 - Document analyst roles and define the business process to be followed including case decision and issue escalation processes. Refine the team structure and expand training to take advantage of the knowledge of the whole team and reduce single points of failure by 30th September 2014 - Introduce a process for managing branches by risk and business profile by 30th September 2014. - - New processes agreed and documented, including signed-off TORs for any business forums and agreed SLAs/OLAs for any cross-business activities by 30th September 2014 - Produce a roadmap and draft business case for potential investment and deployment of a fraud

Objectives April 2014 – March 2015

	prevention and detection solution by December 2014 - Review full year performance and refine processes for 2015/16 by 31st March 2015
Lead	Sally Smith, Commercial Security
Key Stakeholders	- Security - Finance - Network - Risk & Compliance - AML - HR - IT&C - Supply Chain - Procurement
In Scope	- Branch, product and employee/agent profiling - Investigating data anomalies and outliers - Identifying solutions to address key risks identified - Liaising with key stakeholders across the business, including Business Improvement Programme - Recommendations and business case for fraud software solution
Out of Scope	- Security Operations fraud investigations policy and process - POL data centre and IT frameworks -
Links/dependencies	- Business approval and development of HORIce - Business Improvement Programme addressing any large scale non-conformance and errors identified - The Branch Standards team managing intervention activity - Security Operations team managing investigations - Key internal stakeholders supporting with data and process understanding
Governance	- Monthly project meetings to track HORIce pilot progress and effectiveness - Internal stakeholder meetings, e.g. Business Improvement Programme

Objectives April 2014 – March 2015

	- Commercial Security responsible for identifying tactical responses, intervention activity and engagement with stakeholders (Network, Branch Standards, FSC etc). - Tasking and Co-ordination Group and Security Governance Forum - Finance - Benefits Management to ensure Fraud Software Proof Of Conduct investment meeting aims

POL00105127

POL00105127

Objectives April 2014 – March 2015

Security Awareness & Communications Programme.

Purpose	An on-going two part programme that covers the respective areas of **security training/awareness** and **security communications**: – To design, develop and deliver a *security awareness programme* across POL that educates all staff across our four key audience groups (Crown Network, Agency Network, Supply Chain, Central Support functions) of key security processes and behaviours, which helps to mitigate the risk our assets present – To design, develop and deliver a *security communications programme* across POL that informs staff across our four key audience groups of key security information and guidance, whilst continuing to raise the profile of security across the business and with external stakeholders

Objectives	**Security Awareness Programme:**
	
	– Design, develop and deliver a security awareness programme across the Crown Network, Agency Network, Supply Chain and Central Support functions by March 2015; to include:
	   o Information Security e-learning for Central Support functions
	   o Information Security training for the Crown and Agency network
	   o Information Security training for Supply Chain
	   o Security Team Talk training for Crown staff
	   o Security Work Time Learning for Supply Chain
	   o Case Across the Counter training for Supply Chain, Crown Network and Agency Network
	   o Regular security articles in Branch Focus / Crown Focus / Cashcade Online / Subspace
	   o Monthly Information Security message of the month on the intranet and Focus Online for Central Support and Crown staff
	   o Security Awareness Week for Central Support

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Objectives April 2014 – March 2015

	functions o Security training videos for Crown Network, Agency Network and Supply Chain o Regular security news and articles on the Grapevine website o Management of training and awareness calendar o Stay Calm Guide for Crown Network and Central Support functions o Your Guide to Security and Incident Management for the Agency Network o Commercial Product training for Grapevine operators **Security Communications Programme:** - Design, develop and deliver a programme of security communications across the Crown Network, Agency Network, Supply Chain, Central Support functions and external stakeholders by March 2015; to include: o Quarterly external stakeholder bulletin o Weekly internal newsletter o Generic iBox sticker roll-out o Ad hoc risk based communications o Management of communications calendar o Management of memoview process o Presence at NFSP Conference (May 2014) o Ad hoc tailored communications campaigns (e.g. Crimestoppers) o Monthly Security Team Talks o Monthly Grapevine text blast o Internal team and People Plan communications o Engagement DVD o Monitoring industry awards for application / submission
Key Milestones	- As per programme plan milestones
Lead	Katie Barber, Senior Security Programme Manager

Objectives April 2014 – March 2015

Key Stakeholders	– Head Of Security – Security Lead Team (SLT) – Supply Chain Training Team – Network Engagement Team – Internal Communications Team – Information Security Team – HR Team – Legal Team – Risk and Compliance Team
In Scope	– All security related training and awareness – All information security related training and awareness – All security related communications (both internal and external) – Training and development elements of the People Plan
Out of Scope	– Non agreed changes to business policy on training – Non agreed changes to business policy on communications
Links/dependencies	– Business training & development strategy – Business communications strategy – Security strategy
Governance	– Monthly SLT meeting updates – Via PDR and 121 process – Programmatic approach – Security Governance Forum

Objectives April 2014 – March 2015

Strategic Stakeholder Management: 2014/2015

Purpose	Enhance Post Office Security's profile through strategic and operational engagement with identified lead influencers within law enforcement and other key business stakeholders who will support Post Office Limited crime reduction and investigation activity.
Objectives	- Identify leading influencers within Law Enforcement and business who will actively drive the programme through to fruition - Create a frame work of activity with identified owners to build a network of operational contacts - Ensure engagement with business stakeholders and law enforcement is included as an objective for all Security personnel
Key Milestones	- Identify programme influencers - Identify and join key intelligence sharing groups - Develop a bespoke Information Sharing Agreement [ISA] with key agencies and where appropriate business stakeholders - Tier 1 Membership of the Government Agency Intelligence Network [GAIN] with ISA exchange - GAIN access to Police National Database [PND] as part of the Regional Organised Crime Unit [ROCU]

Objectives April 2014 – March 2015

	pilot scheme - Presentation to ROCU Heads of Intelligence - Bi monthly review of Programme Plan - Shared Proactive activity with National Federation of Subpostmasters [NFSP] - Active engagement with Crown; management meeting cycle, and security visits to Crown offices - Membership and active participation on Branch Development programme working groups
Lead	Rob King, Senior Security Manager Operations Andy Hayward; Senior Programme Manager SPOC: TBC
Key Stakeholders	- Association of Chief Police Officers [ACPO] lead on crime and intelligence, portfolios - ACPO lead on CVIT and Commercial crime - Grapevine - Supply Chain - National Federation of Subpostmasters - Business Development Programme - Communication Workers Union [CWU] - MPS Intelligence Bureau - MPS Business Crime Unit - Merseyside lead Force Intelligence Bureau [FIB] - West Midlands Police lead FIB - Greater Manchester Police - National Fraud Intelligence Bureau [City of London Economic Crime Unit] - Government Agencies Information Network [GAIN] - National Crime Agency [NCA] - Primary competitors within CVIT industry - Travel Agents Bureau Security [TABS] - British Banking Association [BBA]
In Scope /primary activities	- Identification and engagement with influencers, within business and UK Police Forces who have lead crime responsibility for activity likely to effect POL at a strategic level - Identifying networking opportunities to raise POL

Objectives April 2014 – March 2015

	profile - Active participation in Branch Development working groups - *Selling* the virtues of POL security to influential audiences through presentations - Sponsoring relevant Law Enforcement award ceremonies - Identifying and entering relevant security industry awards - Embedding 'Adopt a Post Office' in identified Police Force areas - Proactive engagement with the National Federation of Subpostmasters as part of crime reduction initiatives - Development of a bespoke Information sharing agreements - Establish secure Criminal Justice Secure Mail [CJSM] email accounts at key locations and personnel for intelligence exchange - Engagement at operational level of specialist law enforcement units and departments likely to have an impact on POL crime reduction and investigation programmes - Collating a comprehensive list of current law enforcement contacts that are readily accessible for all strands - Operational liaison with Force Intelligence Bureaus Officers across all UK forces - Intelligence exchange with core industry partners in Banking and Travel Industry
Out of Scope	Engagement with internal business areas; Crowns, Legal and Audit as part of BAU activity
Links/dependencies	- Physical Security - Security Communications - Grapevine; Incident management development remote access - Grapevine 2014 tender - POL Data Protection department - Branch Development Programme - Travel Agents Bureau Security - British Banking Association

Objectives April 2014 – March 2015

Governance	- Standing agenda item for the quarterly SOLT - Objective 121 'review meetings - Security SLT team meetings; programme review - Allocated programmes and associated governance supporting key activities - Bi weekly Tasking and Coordinating group meetings

Supply Chain Security Programme.

Purpose	Strategic management of a programme of activity aimed at supporting the business 2020 vision by deploying physical security protection measures for our Supply Chain (SC) which will reduce costs and develop innovative solutions for physical protection.
Objectives	- These programme of activities are dependent on agreement for a business case of £76k - Purchase, training and deployment of 24 Body worn CCTV systems for CViT crews. - Expansion of DNA taggant into cash boxes at high risk depots. - Training, developing and embedding all SC process with new Grapevine provider. - Further develop CCTV streaming facility at Grapevine IMAC for improved imagery.
Key Milestones	- Agreement of business case May 2014

Objectives April 2014 – March 2015

	- Body worn CCTV deployed by October 2014 - DNA taggant deployed by March 2015 - Training new Grapevine provider as per ITT timescales.
Lead	Andrew Scott, Security Programme Manager
Key Stakeholders	- Security - Finance - Network - Risk & Compliance - HR - Supply Chain - Grapevine - Procurement
In Scope	- Supply Chain training - Grapevine Supplier - Johnsons
Out of Scope	- Wider business policy (Business Continuity, DPA, H&S, etc) - Police guidelines on tiger kidnap , critical threat, etc.
Links/dependencies	- Business Continuity - Centre for Protection of the National Infrastructure (CPNI) - Risk & Compliance - H&S - Network
Governance	- Via SLT oversight - Via programmatic approach - Via PDR and 121 process - Grapevine contract management, etc. - Security Governance forum - Finance - Benefits Management to ensure investment meeting aims

Objectives April 2014 – March 2015

Rob King – Senior Security Manager. Operations	Performance Measurements and Timescales

1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.**
 	
Activity to include:
- 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 offending rates
- 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:
  o The consistent approach to major incident response
  o Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case
	Timescales to be agreed with stakeholders
	
	All key milestones comple ted in accordance with projec t plans
	
	Risks and issues escala ted as appropriate
	
	Completed documents

Objectives April 2014 – March 2015

	closure). o Ensure that stakeholder expectations continue to be met in terms of monthly updates o Maintain casework to a clearly defined triggers & timescales policy o Implement a rigorous approach to case file management with embedded quality assurance processes as BAU O Ensuring strand adherence to the Conduct of Investigations	filed on Sharepoint
2	**Financial Investigations** – Evidence activities that produce recoveries (Return on Investment – ROI) re Financial Investigations at case closed status. – Utilise Proceeds of Crime Act [POCA] powers to enable successful confiscation e.g. Restraint Orders, POCA statements, Confiscation Orders, pension recoveries, etc. – Explore all/other avenues to ensure that all necessary activity is delivered to recover stolen funds.	Ongoing to 31 March 2015 Retention of annual FI accreditation

Objectives April 2014 – March 2015

3	To implement a range of proactive Crime Prevention initiatives designed to minimise the opportunity of crime effecting Post Office Limited - Deliver a Robbery, Burglary, and CVIT programme structure that protects the assets, reputation and profits of Post Office Limited - Adopt NIM model implementing bi weekly Tasking and Coordinating Group Meetings prioritising resources to meet emerging risks - Open and maintain clear lines of communication with key stakeholders	31 March 2015
4	Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; its people and assets Activity to include: - Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff - Increased *Torch* activity to maximise visibility and crime reduction efforts in network hotspot areas - Developing a Desktop Tiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme - Integration of Mallusk control into the Grapevine model - Provision of bespoke legal advice to support fraud investigation in Northern Ireland	31 March 2015 Meeting cycle, programme plans and delivery of TK training
5	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. Activity to include - Engagement at operational level of specialist law enforcement units and departments likely to have an impact on POL crime reduction and investigation programmes - Core membership of the Government Agency Intelligence Network - Implement agreed ISA other relevant law enforcement agencies - Greater involvement with the NFSP in bespoke crime prevention programmes - Embedding "Adopt a Post Office" pilots in key police force areas	All key milestones completed in accordance with programme plan Evidence of branch visits and NFSP engagement each Quarter Evidence of business

Objectives April 2014 – March 2015

- Launch at least two Crimestoppers campaigns in identified target areas - Pilot CCTV remote access with identified police areas - Maintaining operational intelligence exchange with FIB's following cessation of relationship with Safercash - CJSM addresses for Security Managers set up and utilised	benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

| 6 | **Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture**

Visible outputs to include:
- Support Business Improvement Programme
- Provide direction for the Security People Plan
- Inter strand activity support
- Crown Office cover as required
- Adherence to all elements of Security policies and procedures
- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
- Create effective internal and external stakeholder relationships
- Identify and design innovative solutions and improvements for Post Office and Security | Line management and SLT feedback

Feedback from internal and external stakeholders

121 notes and levelling completed each quarter |

Objectives April 2014 – March 2015

Dave Pardoe – Senior Security Manager Grapevine	Performance Measurements and Timescales
1	**In the event of Grapevine 'supplier switch' then ensure that all necessary activity is deployed to support the continued quality of output from the existing supplier (pending contract cessation).** **Activity to include:** - Draft an operational cessation plan that charts the areas for sustenance and improvement – agree sign off with SLT - Personally lead the review and tasking activity for the weekly review workshops – ensure output documentation is prepared along with an improvements plan - Design and drive an operational roadmap which 'RAGs' the key operational outputs (intelligence management, Taskforce, Lone Worker, CCTV systems…) – propose improvements as denoted and agree these with SLT peers - Support activity to actively increase membership across both branch sign up to text and website mediums	Timescales and activities to be agreed with HoS. All key milestones completed In accordance with project Plans Risks and issues escalated as appropriate
2	**Deliver all activity to fully support the success of Grapevine 2014** **Activity to include:** - Work with implementation team to engineer the release of key strand members, whilst effectively backfilling, or collapsing legacy activity in a controlled and risk assessed fashion - Work with implementation team to support, facilitate and as appropriate challenge the exiting supplier to provide all necessary outputs into the programme - Ensure that all legacy processes are appropriately mapped to ensure successful handover into the Programme Team	Weekly review meetings and subsequent evidence of achievement
3	**Promote and support Strategy 2020 in terms of maximising the positive impact of Grapevine 2014 around BAU systems and internal activity – IMS, casework process and incidence management (including recording)** **Activity to include:** - Continuation of IMS through remote testing and user acceptance criteria – agreed progression in the event of Supplier cessation - Identify all necessary activity and deploy in order to maximise the potential for IMS to support and enhance	Timescales and activities to be agreed with HoS. All key milestones completed In accordance with

Objectives April 2014 – March 2015

	casework management type processes - Identify all necessary activity and deploy in order to maximise the potential for IMS to support and enhance incident management type processes – ECD	proje ct Plans Risks and issue s escalated as Appro priat e
4	**Develop key client, supplier, stakeholder and industry relationships to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** - Engage with NFSP and develop relationships and information sharing with key clients and suppliers - Identify and engage with key industry bodies and contacts to increase knowledge of emerging risks and trends	Evidence of branch visit s and NFSP engagement each quarter Evidence of business benef its achieved from stake holde r relationships
5	**Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** Visible outputs to include: - Support Business Improvement Programme - Provide direction for the Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships	Line management and SLT feedback Feedback from inter nal and External stakeholders 121 notes and level

Objectives April 2014 – March 2015

− Identify and design innovative solutions and improvements for Post Office and Security	Completed each	ling quart er

Objectives April 2014 – March 2015

John Bigley – Senior Security Manager. Physical	Performance Measurements and Timescales
1. To lead on all security elements of the business Facilities Management tender and Grapevine 2014 tender by delivering the following measures. - Ensure that all elements of the security strategy and vision are covered by the FM/Grapevine tender. - Ensure all security support activity meets business timescales. - Deliver security specifications for installation and maintenance requirements. - Deliver security specifications for and ARC/Grapevine package. - Deliver and deploy a robust and timely mobilisation plan. - Ensure that all critical threat processes are embedded with any new potential Grapevine Supplier, all staff are trained, tested and fit to perform the critical support process. - Ensure a seamless transfer of lone worker functionality from incumbent to any potentially new supplier.	As per ITT Timescales.

2. **Strategic management of a programme of activity aimed at supporting the business 2020 vision by supporting a transformation of the physical security protection for our network which will reduce costs and develop innovative solutions for physical protection.**
 	
- Completion of all Crown internal CCTV installation @ 80 branches.
- Commence process to enable IP signalling in all Crown branches.
- Commence process to enable remote monitoring of Crown CCTV from
    Grapevine IMAC.
- Trial of remote locking of safes/vaults at 5 Crown Offices.
- Training and development on all physical security processes with new
    grapevine provider.
- Purchase, training and deployment of 24 Body worn CCTV systems for CViT
    crews.
- Expansion of DNA taggant into cash boxes at high risk depots.
	As per timescales Of business cases Which are to be Decided.

Objectives April 2014 – March 2015

	– Training and development on all SC process with new Grapevine provider.
	– Further develop CCTV streaming facility at Grapevine IMAC for improved
	    imagery.
	– Deployment of lone worker devices to mitigate critical threat risks against
	    supply chain.
	– Develop and deploy a critical threat RDK for use in NI but also in mainland UK
	    where necessary, including all supporting processes.
	– Engage with CPNI to assure and garner feedback on Branch Security Formats
	    with a particular emphasis on Northern Ireland.	

3.	**To lead on all elements of the leadership capability programme by leading a on a series of programmes of activity that will be delivered by the SLG and work towards delivering the following measures.**
	
	    — Oversight of delivery of all elements of the People Plan to timescale, measured against programmes and milestones by SLG with the aim of delivering:
	    — an integrated security team.
	    — a collaborative culture.
	    — a commonality of purpose.
	    — A succession plan.
	    — strong leadership.
	    — engagement with business vision and deliverables
	    — engagement with our security vision.
		As per timescales
		Of the people plan

4.	To lead on all elements of Security Awareness & Communications within the security team by delivering the following measures.
	
	    — The design, development and deployment of a security awareness and communications (SA&C) programme within Post Office Limited (POL) that supports the Security function's vision of minimising crime and business loss against the organisation.
	    — Activity that helps mitigate the risk associated with our assets (physical/information/personnel);
	    — To enable POL to meet its legal and compliance obligations (e.g. PCI certification);
	    — To improve the overall profile of security within the wider business;
	    — To engender a security conscious workforce that demonstrates the key
		As per programme Timescales.

Objectives April 2014 – March 2015

	behaviours to protect our people, customers, assets, products, brand and reputation. – Tiger Kidnap / Hostage / Extortion Threat Training and Exercises to be conducted in conjunction with the NCA and regional police force(s) with internal stakeholders. This will be conducted to ensure no impact on Grapevine 2014 Programme; – Delivery of CMT training for the security team via table top exercises. – Own all security elements of the relationship with the BOE ensuring all stakeholders are managed and expectations met. – Ensure support given for the CCSSG insider threat working group thereby taking learning opportunities for the business.	
5.	**Develop key client, supplier, stakeholder and industry relationships to ensure new and emerging physical security risks and issues impacting Post Office Limited are understood** – Engage with NFSP and Crown staff to ensure physical security solutions are fit for purpose and to share security performance and programme information. – Develop relationships and information sharing with key clients and suppliers – Identify and engage with key industry bodies and contacts to increase knowledge of emerging risks and trends	Evidence of branch visits and NFSP engagement. Evidence of Business benefits From engagement
6.	**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: – Support Business Improvement Programme – Provide direction for the Security People Plan – Inter strand activity support – Crown Office cover as required – Adherence to all elements of Security policies and procedures – Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings – Create effective internal and external stakeholder relationships – Identify and design innovative solutions and improvements for Post Office and Security	Line management And SLT feedback. Feedback from Stakeholders. 121 notes and Levelling each Quarter.

Objectives April 2014 – March 2015

Sally Smith – Senior Security Programme Manager, Commercial	Performance Measurements And Timescales

1	**Ensure all risk and fraud factors affecting the sales and service of POL products and services, via any channel (branch, call centre, web, mail) are fully understood, assessed and mitigated, where required**
	
	Activity to include:
	- Reduce the risk of fraud and financial loss/penalty
	- Ensure accepted risks are included on Security Risk Register and tracked/monitored
	- Review and approval of all PIDs presented at weekly Gating Forum, ensuring Security concerns are highlighted and understood
	- Provide Commercial Security input to POL projects across Financial Services, FOoG, Mails and Telephony, including (but not limited to):
	   o timely review of all relevant documentation and input to tender processes
	   o representing Security at project meetings
	   o using product lifecycle review methodology to identify fraud and loss risks and design mitigants
	   o sign-off of project documentation
	- Support key business projects including Polo, Titan, Digital by Default and SME proposition
		Timescales to be agreed with stakeholders
		
		All key milestones completed in accordance with project plans
		
		Risks and issues escalated as appropriate
		Completed documents filed in Sharepoint

2	**Support POL product and service design and delivery to ensure fraud and security risks are recognised and mitigated across the business**
	
	Activity to include:
	
	Review all product and service design and delivery within timescales agreed with stakeholders to mitigate and manage risk
	
	● Review and approval of all PIDs presented at weekly Gating Forum, ensuring Security concerns are highlighted and understood
	● Provide Commercial Security input to key POL projects across Financial Services, FOoG, Mails and Telephony, including (but not limited to):
	   ● timely review of all relevant documentation and input to tender processes
	   ● representing Security at project meetings
		Policies and frameworks documented and signed off by 30th Sept 2014
		Improvements in quality of product and service design

Objectives April 2014 – March 2015

	• using product lifecycle review methodology to identify fraud and loss risks and design mitigants • sign-off of project documentation	
3	**Re-engineer fraud detection to develop an effective and efficient fraud operation and capability which robustly identifies anomalous behaviour and detects and prevents fraud and non-conformance across the business** **Activity to include:** - End to end review and re-design of existing data streams, processes, knowledge, tools, MI and case review prioritisation - Support HORIce pilot and incorporate system capability into Fraud Analysis Team roadmap and processes (TBC) - Implement a robust autopsy process for cases where significant loss or significant operational deficiencies have been identified to ensure that preventative controls across the business can be improved - Introduce a concept of quality control and rigour in the investigation process, including a review of staff decisions - Regular MI produced to ensure team and process effectiveness can be monitored and refined - Document analyst roles and define the business process to be followed including case decision and issue escalation processes. Refine the team structure and expand training to take advantage of the knowledge of the whole team and reduce single points of failure - Introduce a process for managing branches by risk and business profile - New processes agreed and documented, including signed-off TORs for any business forums and agreed SLAs/OLAs for any cross-business activities - Produce a roadmap and draft business case for potential investment and deployment of a fraud prevention and detection solution - Review full year performance and refine processes as necessary for April 201	31st May 2014 April-October 2014 30th June 2014 31st July 2014 31st August 2014 30th September 2014 30th September 2014 30th September 2014 By 31st December 2014 31st March 2015
4	**Develop and deliver robust product and service support for Grapevine Outsource** **Activity to include:** - Develop effective product and service guidelines and training for helpdesk personnel - Implement robust processes and incident management for product and service fraud risks - Support implementation of the Incident Management System	Improvements in quality of fraud and incident reporting Development of MI and analysis

Objectives April 2014 – March 2015

	for products and services - Support mobilisation of Grapevine 2014 contract	
5	**Develop key client, supplier, stakeholder and industry relationships to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** - Engage with NFSP and Crown staff to ensure anti-fraud/risk design in products and services are fit for purpose and to share security performance and programme information. - Develop relationships and information sharing with key clients and suppliers - Identify and engage with key industry bodies and contacts to increase knowledge of emerging risks and trends	Evidence of branch visits and NFSP engagement each quarter Evidence of business benefits achieved from stakeholder relationships
6	**Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** Visible outputs to include: - Support Business Improvement Programme - Provide direction for the Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and external stakeholders 121 notes and levelling completed each quarter

Objectives April 2014 – March 2015

Dave Wood – Senior Security Programme Manager Grapevine	Performance Measurements and Timescales
1 Ensure the successful migration of the portfolio of services from King Security to the eventual bid winner of Grapevine 2014 **Activity to include:** - Demonstrate and deliver ownership of impacting elements proper to the Grapevine 2014 migration plan, specifically in terms of the Grapevine intelligence services migration. - Ensure that robust processes are deployed to maximise interfaces between outgoing and incoming suppliers around operational activity and functional transfer - In essence play a pivotal role in respect of service transfer	All key milestones completed in accordance with proje ct plans
2 **Design, socialise and deploy the new supplier 'maturity plan' to ensure an effective return on investment from the supplier at an early date.** **Activity include:** - Prepare a programme of activity to take the new supplier journey from award to maturity - Specifically 'RAG' key areas for development and address via a detailed programme plan - Agree a series of activity delivery points in order to evidence maturity levels	HoS and Programme sign off
3 Security Team People Plan - Development **Activity to include:** - Lead team members to deliver focus area activities with line of sight to support the Post Office Story and Employee Opinion Survey - Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate - Demonstrate business standards and security team behaviours through delivery of all activities - Plan and deliver 2 development centres over 2014/14	All key milestones completed in accordance with project plans Successful delivery of activities, as agreed with SLT Line management and SLT feedback
4 **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. Activity to include:** - Support Business Improvement Programme - Inter strand activity support - Crown Office cover as required	Ongoing.

Objectives April 2014 – March 2015

– Adherence to all elements of Security policies and procedures – Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings – Create effective internal and external stakeholder relationships – Identify and design innovative solutions and improvements for Post Office and Security	

Objectives April 2014 – March 2015

Mark Dinsdale – Security Programme Manager Grapevine	Performance Measurements and Timescales
1	In the event of Grapevine 'supplier switch' then ensure that all necessary activity is supported to maintain the continued quality of output from the existing supplier (pending contract cessation). **Activity to include:** - Input into the operational cessation plan that charts the areas for sustenance and improvement - Demonstrate input into the review and tasking activity for the weekly review workshops - Input into the operational roadmap which 'RAGs' the key operational outputs (intelligence management, Taskforce, Lone Worker, CCTV systems…) – support improvements as denoted - Improve service 'sign ups' across text & web by 25% - Support alternative placement of Security Clearance activity within the wider business	Line management feedback
2	Support all activity to ensure success of Grapevine 2014 **Activity to include:** - Work with implementation team as required in order to migrate the service provision in a successful manner - Show willingness to backfill roles and functionality impacted by personnel moves to the Programme Team and demonstrate where this has been delivered	Line management and programme feedback
3	Promote and support Strategy 2020 in terms of maximising the positive impact of Grapevine 2014 around BAU systems and internal activity – IMS, casework process and incidence management (including recording) **Activity to include:** - Ensure the continuation of IMS through remote testing and user acceptance criteria – agreed progression in the event of Supplier cessation - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance casework management type processes - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and	Line management and SLG/SLT feedback Risks and issues escalated as appropriate

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Objectives April 2014 – March 2015

	enhance incident management type processes – ECD - Identify and drive all necessary budget controls and interventions. - Produce period end financial metrics around risks and issues along with proposals for recovery.	
4	**Define and ensure delivery of Supplier Management (SM) processes ensuring that a framework for Supplier Management is in place** **Activity to include;** - Ensure that SM meetings are undertaken and that all supporting metric papers are prepared, circulated and presented - Ensure the maintenance of the risk & issues log – personally maintain drive around the log and corrective actions	Line management and Contract management feedback
5	**Perform the role of strand communications champion to support the security awareness and communications strategy.** **Deliverables may include:** - Production of strand related articles for internal and external publication - Creation of monthly awareness bulletins - Grapevine website article creation and upload - Conduit for cascade of security team communications - Management of communications mailbox - Proof reading and distribution of weekly and monthly reports - Support of Security Awareness Week	Line management and Comms.Manager feedback
6	**Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support, - Crown Office cover as required. - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

Elaine Spencer – Security Programme Manager, Grapevine	Performance Measurements and Timescales
1	In the event of Grapevine 'supplier's switch' then ensure that all necessary activity is supported to maintain the continued quality of output from the existing supplier (pending contract cessation). Activity to include: - Input into the operational cessation plan that charts the areas for sustenance and improvement - Demonstrate input into the review and tasking activity for the weekly review workshops - Input into the operational roadmap which 'RAGs' the key operational outputs (intelligence management, Taskforce, Lone Worker, CCTV systems…) – support improvements as denoted - Personally ensure the drive around analytical maturity and the search for analytical excellence	Line management feedback
2	Support all activity to ensure success of Grapevine 2014 Activity to include: - Work with implementation team as required in order to migrate the service provision in a successful manner - Show willingness to backfill roles and functionality impacted by personnel moves to the Programme Team and demonstrate where this has been delivered - Deliver all allocated elements of the GPV2014 mobilisation plan. -	Line management and programme feedback
3	Promote and support Strategy 2020 in terms of maximising the positive impact of Grapevine 2014 around BAU systems and internal activity – IMS, casework process and incidence management (including recording) Activity to include: - Support improvements to IMS through remote testing feedback and critique - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance casework management type processes - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance incident management type processes – ECD - Play a lead role in promoting Supplier maximisation with direct reports and wider team members	Line management and SLG/SLT feedback Risks and issues escalated as appropriate

Objectives April 2014 – March 2015

	– Review and refresh the NTP risk assessment process including delivery of an improved robbery burglary model.	
4	**Lead on the provision of an on-going scope around all legacy processes including analytical inputs, outputs and all Support Team functionality in terms both of sources utilised, methodology employed and mediums for communication.** **Activity to include:** – Continue with leading the preparation of process directories and ensuring that Support Team activity is both standardised, maximised and improved – 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 – Report crime activity affecting or posing risk to the Post Office in conjunction with the NIM model – Review, refresh and continue to deliver and improve all elements of the Security Governance Forum.	Line management and SLG/SLT feedback
5	**Identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised and methodology employed. Review data and intelligence sources from across the business and externally, utilising the information and disseminating into Post Office relevance.** **Activity to include:** – Identify and develop operational analytical / research gaps and ensure activity is deployed to correct accordingly – Specifically, drive additional activity to denote CVIT risk in the absence of the Safercash product – Input into wider environmental approaches; lead on the model to be utilised and ensure delivery accordingly – Identify and quantify the series of security programmes to be delivered in 2015/2016 employing a risk based approach.	–

Objectives April 2014 – March 2015

| 6 | Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture

Activity to include:
- Support of Security People Plan
- Inter strand activity support,
- Crown Office cover as required.
- Adherence to all elements of Security policies and procedures
- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
- Create effective internal and external stakeholder relationships
- Identify and design innovative solutions and improvements for Post Office and Security | Line management and SLT feedback
Feedback from internal and external stakeholders
Evidence of business benefits achieved from stakeholder relationships |

Objectives April 2014 – March 2015

Helen Rose – Security Manager, Grapevine	Performance Measurements and Timescales
1	**Support team performance through effective team leader management as required (back up support for substantive team lead)** **Activity to include:** - As required demonstrate effective and efficient resource management to ensure tasks and activities are completed within OLAs and SLAs - Support adherence to policies and processes by quality checking - Support development of team and individuals through continual knowledge share and active participation in meeting environments	Line management feedback
2	**In the event of Grapevine 'supplier switch' then ensure that all necessary activity is supported to maintain the continued quality of output from the existing supplier (pending contract cessation).** **Activity to include:** - Input into the operational cessation plan that charts the areas for sustenance and improvement - Demonstrate input into the review and tasking activity for the weekly review workshops - Input into the operational roadmap which 'RAGs' the key operational outputs (intelligence management, Taskforce, Lone Worker, CCTV systems…) – support improvements as denoted - Personally ensure the drive around analytical maturity and the search for analytical excellence - Demonstrate active leadership around improving the analytical product, end to end, within the supplier's environment	Line management feedback
3	**Support all activity to ensure success of Grapevine 2014** **Activity to include:** - Work with implementation team as required in order to migrate the service provision in a successful manner - Show willingness to backfill roles and functionality impacted by personnel moves to the Programme Team and demonstrate where this has been delivered	Line management and programme feedback

Objectives April 2014 – March 2015

4	**Maintain, identify and develop new areas of risk and potential future analytical inputs and outputs in terms of sources utilised and methodology employed** **Activity to include:** – Ensure the timely and effective provision of the range of analytical product required – Develop response to operational analytical / research gaps – Specifically, drive additional activity to denote CVIT risk in the absence of the Safercash product – Deliver on a monthly basis an environmental scanning output in terms of cash centres and the wider supply chain estate. – Undertake a gap analysis of all physical security analytical outputs.	Line management and SLG/SLT feedback
5	**Promote and support Strategy 2020 in terms of maximising the positive impact of Grapevine 2014 around BAU systems and internal activity – IMS, casework process and incidence management (including recording)** **Activity to include:** – Support improvements to IMS through remote testing feedback and critique – Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance casework management type processes – Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance incident management type processes – ECD – Play a lead role in promoting Supplier maximisation with direct reports and other team members	Line management and SLG/SLT feedback Risks and issues escalated as appropriate
6	**Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** **Activity to include:** – Support of Security People Plan – Inter strand activity support, – Crown Office cover as required. – Adherence to all elements of Security policies and procedures – Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings – Create effective internal and external stakeholder relationships – Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and External stakeholders Evidence of business benefits achieved from

Objectives April 2014 – March 2015

		stake holde r relationships

Objectives April 2014 – March 2015

Jayne Bradbury – Security Manager Grapevine	Performance Measurements and Timescales
1 **Deliver Support Team performance through effective team leader management** **Activity to include:** - Effective and efficient resource management to ensure tasks and activities are completed within OLAs and SLAs - Ensure adherence to policies and processes by quality checking - Developing team and individuals through continual knowledge share, coaching, 121s. PDRs and team meetings	Line management feedback ack
2 **Drive on-going activity around all Support Team processes; specifically ensure processes are mapped and subject to improvement activities** **Activity to include:** - Continue with driving the preparation of process directories and ensuring that Support Team activity is both standardised, maximised and improved - Drive stakeholder feedback to denote further improvements in output - Critically examine core and ancillary activity that can be subject to cessation, placement elsewhere or embed within Grapevine 2014	Line management feedback
3 **Support all activity to ensure success of Grapevine 2014** **Activity to include:** - Work with implementation team as required in order to migrate the service provision in a successful manner - Show willingness to backfill roles and functionality impacted by personnel moves to the Programme Team and demonstrate where this has been delivered	Line management and progra mme feedback
4 **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** **Activity to include** - Develop and improve output from team, ECD quality and accuracy to continue to be developed to assist Analyst with reporting. - Take ownership of merged ECD and new Security Manager	Line management and SLG/S LT feedback

Objectives April 2014 – March 2015

	form update to be introduced and become familiar with IMS for seamless merging of ECD - Ensure the team are cross skilled and provide further and more support to the Security team and wider team	
5	**Promote and support Strategy 2020 in terms of maximising the positive impact of Grapevine 2014 around BAU systems and internal activity – IMS, casework process and incidence management (including recording)** **Activity to include:** - Support improvements to IMS through remote testing feedback and critique - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance casework management type processes - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance incident management type processes – ECD - Play a lead role in promoting Supplier maximisation with direct reports and other team members	Line management and SLG/SLT feedback Risks and issues escalated as appropriate
6	**Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support, - Crown Office cover as required. - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

Andy Baker – Security Manager, Grapevine	Performance Measurements And Timescales
1 Support team performance through effective team leader management as required (back up support for substantive team lead) Activity to include: - As required demonstrate effective and efficient resource management to ensure tasks and activities are completed within OLAs and SLAs - Support adherence to policies and processes by quality checking - Support development of team and individuals through continual knowledge share and active participation in meeting environments	Line management feedback
2 Deliver a robust process driven environment for Casework Management Activity to include: - Effective and efficient information ingress and egress to all stakeholders - Ensure adherence to policies and processes by quality checking - Develop a quality system that can be equally operated in-house or outsourced to a third party - Ensure a robust documentation control is in place and meets all company and legislative standards	Line management & Stakeholder feedback
3 Support all activity to ensure success of Grapevine 2014 Activity to include: - Work with implementation team as required in order to migrate the service provision in a successful manner - Show willingness to backfill roles and functionality impacted by personnel moves to the Programme Team and demonstrate where this has been delivered	Line management and programme feedback

Objectives April 2014 – March 2015

4	**Drive on-going activity around streamlining processes and procedures** **Activity to include:** - Continue to develop data capture methods that both enhance and reinforce the present structure - Drive the cascade of new and improved systems to all relevant stakeholders and seek to embed the new working with up skilling to all levels across all strands	Line management feedback
5	**Promote and support Strategy 2020 in terms of maximising the positive impact of Grapevine 2014 around BAU systems and internal activity – IMS, casework process and incidence management (including recording)** **Activity to include:** - Support improvements to IMS through remote testing feedback and critique - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance casework management type processes - Actively support all necessary activity and deploy in order to maximise the potential for IMS to support and enhance incident management type processes – ECD - Play a lead role in promoting Supplier maximisation with direct reports and other team members	Line management and SLG/SLT feedback Risks and issues escalated as appropriate
6	**Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support, - Crown Office cover as required. - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and External stakeholders Evidence of business benefits achieved from stakeholder relationships

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Objectives April 2014 – March 2015

Colette McAteer – Fraud Analysis Team Manager, Commercial Security	Performance Measurements and Timescales
1	Ensure all risk and fraud factors affecting the sales and service of POL products and services, via any channel (branch, call centre, web, mail) are recognised and escalated, where required **Activity to include:** - Monitor fraud issues and losses, and escalate appropriately so that effective controls are put in place and managed by the business owners - Ensure accepted risks are included on Security Risk Register and tracked/monitored - Feed into design of POL projects across Financial Services, FOoG, Mails and Telephony, with experience and knowledge of the Fraud Analysis Team	Timescales to be agreed with stakeholders Line management feedback Risks and issues escalated as appropriate
2	**Deliver Fraud Analysis team performance through effective team leader management** **Activity to include:** - Effective and efficient resource management to ensure tasks and activities are completed within OLAs and SLAs - Ensure adherence to policies and processes by quality checking - Developing team and individuals through continual knowledge share, coaching, 121s. PDRs and team meetings	Line management feedback Documentation maintained on Sharepoint
3	**Re-engineer fraud detection to develop an effective and efficient fraud operation and capability which robustly identifies anomalous behaviour and detects and prevents fraud and non-conformance across the business**	

Objectives April 2014 – March 2015

	Activity to include:	
	- Support end to end review and re-design of existing data streams, processes, knowledge, tools, MI and case review prioritisation	31st May 2014
	- Support HORICE pilot and incorporate system capability into Fraud Analysis Team roadmap and processes (TBC)	April – Oct 2014
	- Implement a robust autopsy process for cases where significant loss or significant	30th June 2014
	- operational deficiencies have been identified to ensure that preventative controls across the business can be improved	30th June 2014
	- Regular MI produced to ensure team and process effectiveness can be monitored and refined	31st July 2014
	- Feed into introduction of a concept of quality control and rigour in the investigation process including a review of staff decisions	30th September 2014
	- Document analyst roles and define the business process to be followed including case decision and issue escalation processes. Refine the team structure and expand training to take advantage of the knowledge of the whole team and reduce single points of failure	30th September 2014
	- Feed into introduction of a process for managing branches by risk and business profile	30th September 2014
	- New processes agreed and documented, including signed-off TORs for any business forums and agreed SLAs/OLAs for any cross-business activities	
4	**Develop and deliver robust product and service support for Grapevine Outsource** **Activity to include:** - Review product and service guidelines and training for helpdesk personnel and feed in based on experience and knowledge of the Fraud Analysis Team - Support implementation of the Incident Management System for products and services - Support mobilisation of Grapevine 2014 contract	July 2014 – January 2015 Improvements in quality of fraud and incident reporting
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** **Activity to include:** - Engage with Crown and Agency staff to ensure transaction risks are fully understood and incorporated into Fraud Analysis Team monitoring - Develop relationships and information sharing with stakeholders across the business - Develop relationships and information sharing with key clients and suppliers, including JP Morgan	Evidence of branch visits and each quarter Evidence of business benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture**	
	Activity to include:	Line management and SLT feedback
	• Inter Strand activity support	Feedback from internal and external stakeholders
	• Crown Office cover as required. Visit and establish a face to face business relationship with at least one Crown & one Agency office	
	• Adherence to all elements of Security policies and procedures	Evidence of business benefits achieved from
	• Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings	stake holde r
	• Create effective internal and external stakeholder relationships	relationships
	• Identify and design innovative solutions and improvements for Post Office and Security	

Objectives April 2014 – March 2015

Andy Hayward – Senior Security Programme Manager, Security Operations	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** **Activity to include:** - 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 offending rates - Ensuring adherence and review to the Conduct of Investigations guide. - 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: o The consistent approach to major incident response o Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case closure). o Ensure that stakeholder expectations continue to be met in terms of monthly updates o Maintain casework to a clearly defined triggers & timescales policy o Implement a rigorous approach to case file management with embedded quality assurance processes as BAU	31 March 2015 Review conducted via: TCG, Governance forum SOLT team meetings
2 **Design and deliver Commercial Security policy framework that optimises the efficiency of the team** **Activity to include:** - Develop and deploy product and service design risk policies and standards - Provide proactive education and awareness to product and project managers across the business - Establish a governance and quality checking framework to ensure business adherence to policies	31 March 2015 All key milestones completed in accordance with project plans Risks and issues escalated as appropriate
3 **Deliver Robbery, Burglary and CViT programme structure that protects the people, assets, brand, reputation and profits of Post Office Ltd, including a number of bespoke Crime**	31 March 2015

Objectives April 2014 – March 2015

Prevention initiatives for Northern Ireland **Activity to include:** - Risk programmes designed to reflect the merging threats supported with aims and objectives (including financial targets) - Identify additional proactive activities [TORCH/SCS etc.] and smarter working practices to support risk plans and mitigation, delivered through robust lead team leadership - Deliver the CAtC initiative in to the S/C estate (Birmingham: July 2015) - Ensure accepted risks are included on Security Risk Register; tracked & monitored. - As required, review and approval of PIDs & programme plans in place with key milestones to mitigate risks. - Support implementation of the Incident Management System, ensuring Sec Ops activities are aligned to overall IMS aims. - Agree TOR for operational activities, including triggers and timescales for IMS & reporting - Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff - Increased *Torch* activity to maximise visibility and crime reduction efforts in network hotspot areas - Developing a Desktop Tiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme - Integration of Mallusk control into the Grapevine model - Facilitate the provision of bespoke legal advice to support fraud investigation in Northern Ireland	MI and programme activity, regular attendance and updates at TCG & security governance forum All key milestones complete d in with programme plans, with risks and issues escalated as appropriate.
4 **Enhance Post Office Ltd Law Enforcement and stakeholder profile through strategic and operational engagement with identified lead influencers who can support POL crime reduction and investigation activity, and ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** **Activity to include:** - Engagement at operational level of specialist law enforcement units and departments impacting on POL crime reduction and investigation programmes - Core membership of the Government Agency Intelligence Network - Implement agreed ISA other relevant law enforcement agencies - Greater involvement with the NFSP in bespoke crime prevention programmes - Embedding "Adopt a Post Office" pilots in key police force areas - Launch at least two Crime-stoppers campaigns in	All key milestones complete d in accordance with programme plan Evidence of NFSP engagement each quarter Evidence of business benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

identified target areas - Pilot CCTV remote access with identified police areas - Maintaining operational intelligence exchange with FIB's following cessation of relationship with Safer-cash - CJSM addresses for Security Managers set up and utilised - Engage with NFSP, Multiple partners and Crown staff to develop mutual ways of working with the Sec Ops team to reduce non-conformance and fraud across the business - Develop relationships and information sharing with key stakeholders across the business - Develop relationships and information sharing with key stakeholders; internal and external, as required	

Objectives April 2014 – March 2015

5	Security Team People Plan – ADP and Succession Planning	
	Activity to include:	All key milestones completed in accordance with project plans
	- Lead team members to deliver focus area activities with line of sight to support the Post Office Story and Employee Opinion Survey	
	- Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate	Successful delivery of activities, as agreed with SLT/SLG
	- Demonstrate business standards and security team behaviours through delivery of all activities	
	- Lead on security team Charity plan.	Line management and feedback
6	**Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture**	
	Activity to include:	Line management and SLT feedback.
	- Support Business Improvement Programme	
	- Inter strand activity support	
	- Crown Office cover as required	Feedback from internal and external stakeholders
	- Adherence to all elements of Security policies and procedures	
	- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings	121 notes and levelling completed each quarter
	- Create effective internal and external stakeholder relationships	
	- Identify and design innovative solutions and improvements for Post Office and Security	

Objectives April 2014 – March 2015

Dave Posnett – Security Programme Manager, Security Operations	Performance Measurements and Timescales
1 Financial Investigations - Demonstrate and evidence activities that produce recoveries (Return On Investment - ROI) re Financial Investigations at case closed status. Activity to include: - Personal efforts to identify assets via intelligence checks e.g. Land Registry, SARs, Equifax, pre-Production Order enquiries, Production Orders, etc. - Support on operational enquiries, including searches, 2nd officer at interviews, etc. and show a level of engagement throughout the life of a case. - Utilise POCA powers to enable successful confiscation e.g. Restraint Orders, POCA statements, Confiscation Orders, pension recoveries, etc. - Explore all/other avenues to ensure that all necessary activity is delivered to recover stolen funds.	Ongoing to 31 March 2015 Retain annual FI accreditation from POCC Risks and issues escalated as appropriate Line Manager feedback
2 Training & Support - Identify, lead and assist on all aspects of agreed training/support areas relevant to Sec Ops Team members. Activity to include: - Act as the SPOC for all Sec Ops training requirements, maintaining appropriate audit records of areas delivered. - Factor in necessity, value and costs - /external training as appropriate for Sec Ops Team members. in respect of all training planned and delivered. - Source, assess, arrange and deliver internal - Provide support for Sec Ops, Sec Ops Lead Team, Security Team and wider business as and when required.	Ongoing to 31 March 2015 Maintenance of Training spreadsheet Line management feedback Feedback from SOLT and Sec Ops members
3 Fraud Risk Programmes – Provide support and governance in all areas of Fraud Risk programmes undertaken by members of the Sec Ops Team. Activity to include: - Ascertain which areas have been targeted for a Fraud Risk Programme from Commercial Security on an	Ongoing to 31 March 2015 Line Manager feedback

Objectives April 2014 – March 2015

	ongoing basis. - Act as the SPOC for Security Managers and liaise with Commercial Security team (and others as appropriate) re Fraud Risk programmes. - Provide assistance, support and guidance to Sec Ops te members allocated a Fraud Risk programme. - Ensure all Fraud Risk programmes adopted by Sec Ops are subject to Terms of Reference (TOR), project plan and Post Implementation Review (PIR).	Regular contact and engagement with programme owners. Evidence of appropriate documents/milestones maintained/updated
4	**To ensure a robust approach to fraud loss recovery with a return rate of 65%** **Activity to include** - Ensure that evidential 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). - Ensuring full engagement with FIs - Ensure all intervention measures are adopted to recover stolen funds.	Ongoing to 31 March 2015 Line Manager feedback
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** **Activity to include:** - Engage with Crown and Agency staff to mitigate risks of internal fraud & external crime - Develop relationships and information sharing with law enforcement & industry partners - Develop relationships and information sharing with stakeholders across the business	Evidence of branch visits and each quarter Evidence of business benefits achieved from stakeholder relationships
6	**Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support, - Crown Office cover as required. - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder	Line management and SLT feedback Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder

Objectives April 2014 – March 2015

		relationships
	relationships - Identify and design innovative solutions and improvements for Post Office and Security	relationships

Helen Dickinson – Security Programme Manager, Security Operations.	Performance Measurements and Timescales
1. Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities. Activity to include: - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance.	March 2015 Line management feedback Compliance scores Feedback from stakeholders
2. **Fraud activity return on investment.** Evidence activity that produces recovery rates on enquiries closed of 65% or more. - Personal efforts – Ensure behaviours that influence the maximum possible recovery (e.g. monetary recovery/asset recognition). - FI engagement – FES completion, 48 hour reporting,	March 2015 All key milestones completed in accordance with project plans

Objectives April 2014 – March 2015

	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.
		Risks and issues
		        escal
		        ated
		        as
		appropriate

3.	**Financial Investigations** Demonstrate and evidence activities that produce recoveries (Return On Investment – ROI) re Financial Investigations at case closed status. - Personal efforts to identify assets via intelligence checks e.g. Land Registry, SARs, Equifax, pre-Production Order enquiries, Production Orders, etc. - Support on operational enquiries, including searches, 2nd officer at interviews, etc. and show a level of engagement throughout the life of a case. - Utilise POCA powers to enable successful confiscation e.g. Restraint Orders, POCA statements, Confiscation Orders, pension recoveries, etc. - Explore all/other avenues to ensure that all necessary activity is delivered to recover stolen funds.	**March 2015** Retain annual FI accreditation from POCC Risks and issues escalated as appropriate Line Manager feedback
4.	**Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud - Support mobilisation of Grapevine 2014 contract	 Improvements in quality of investigations and case reporting Development of MI and analysis
5.	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots - Lead on monthly liaison with Network contracts teams ensuring all culpability and fraud cases and risks managed.	**31 March 2015** Feedback from Police/line management/121's RM meetings documented

Objectives April 2014 – March 2015

6.	Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture Activity to include: - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	31 March 2015 Line management and SLT feedback Evidence of branch visit s each quarter Feedback from internal and external stakeholders Evidence of business benef its achieved from stake holde r relationships

Kevin Ryan – Security Operations Manager,	Performance Measu remen ts and Timescales
1	Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities. - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates.	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders

Objectives April 2014 – March 2015

	- Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance.	
2	**Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	**March 2015** Improvements in quality of investigations and case reporting Development of MI and analysis
3	**To ensure a robust approach to fraud loss recovery with a return rate of 65%** **Activity to include** - Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed – [searches of persons / premises] - Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition). - Ensure all intervention measures are adopted to recover stolen funds	**March 2015** Line management feedback Feedback from FI's

Objectives April 2014 – March 2015

4	**Programme Activity:** **To lead on Torch activity** - Update existing TOR & Programme Plan - Allocate targeted visits to specific Hot Spot area's ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - Ensure that stakeholder expectations continue to be managed i.e. regular updates.	March 2015 Monthly activities Feedback from police/line management Evidence of branch visits each quarter Feedback from stakeholders
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	31 March 2015 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

Objectives April 2014 – March 2015

Objectives April 2014 – March 2015

Christopher G Knight – Security Operations Manager,	Performance Measurements and Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** **Activity to Include:** - 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. - Ensuring that smarter working practices. Activities will include: - The achievement of 90% average case compliance on all compliance - Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case closure). - Ensure that stakeholder expectations continue to be met in terms of monthly / agreed / adhoc updates. - Maintain casework to a clearly defined triggers & timescales policy with flexibility to deal with significant pressure points when they arise. - Maintain case file management to ensure quality assurance.	March 2015 Line Management Feed Compliance from FI Feedback from Stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 **Programme Activity:** **Case Across the Counter in designated areas** **ATM crime prevention, both Fraud and Physical Attack**	March 2015

Objectives April 2014 – March 2015

	Deliverables may include: - Assist the Programme Lead to engage with Stakeholders when necessary - Support the Programme as required with office visits or training or other activities - Ensure programme is progressing to timescales and address barriers and / or hurdles - Support colleagues to facilitate smooth implementation; activities: including presentations to stakeholders and end users.	Monthly Milestones Line Manager Feedback
4	**To ensure a robust approach to fraud loss recovery with a return rate of 65%** **Activity to include** - Ensure that evidential 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). - Ensuring full engagement with FIs - Ensure all intervention measures are adopted to recover stolen funds.	Line management feedback Feedback from FI's
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots **Perform the role of strand communications champion to support the security awareness and communications strategy.** **Deliverables to include:** - Production of strand related articles for internal and external publication - Creation of monthly awareness bulletins - Grapevine website article creation and upload - Conduit for cascade of security team communications - Management of communications mailbox - Proof reading and distribution of weekly and monthly reports - Support of Security Awareness Week	31 March 2015 Feedback from Police/line management Line management and Comms Manager feedback
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security**	31 March 2015

Objectives April 2014 – March 2015

behaviours and support business and Security requirements and culture **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	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

Objectives April 2014 – March 2015

Steve Bradshaw – Security Operations Manager,	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices. Activities will include: - The achievement of 90% average case compliance on all compliance - Ensure full completion and submission of all case related documents (stakeholder notification, FES, 24 hour offender reporting, failings, and case closure). - Ensure that stakeholder expectations continue to be met in terms of monthly / agreed / ad-hoc updates. - Maintain casework to a clearly defined triggers & timescales policy with flexibility to deal with significant pressure points when they arise. - Maintain case file management to ensure quality assurance.	March 2015 Line Management Feed Compliance from FI Feedback from Stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 **To ensure a robust approach to fraud loss recovery with a return rate of 65%** **Activity to include** - Ensure that evidential opportunities are maximised	March 2015 Line management feedback

Objectives April 2014 – March 2015

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). - Ensuring full engagement with FIs - Ensure all intervention measures are adopted to recover stolen funds.	Feedback from FI's

Objectives April 2014 – March 2015

4	**Programme Activity:** **Activity to include** - Provide support to Sec Ops programme activity: to include POCA, Crown losses - Provide support to TORCH/SCS activities - Provide support to team leader in case-file management, ensuring triggers and timescales met	March 2015 Line Management Feedback Programme milestones achieved Feedback from Stakeholders
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	31 March 2015 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

Objectives April 2014 – March 2015

Robert Daily – Security Operations Manager	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** **Activity to include** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance.	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis

Objectives April 2014 – March 2015

| 3 | To ensure a robust approach to fraud loss recovery with a return rate of 65%

Activity to include
- Ensure that evidential 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).
- Ensuring full engagement with FIs
- Ensure all intervention measures are adopted to recover stolen funds. | March 2015

Line management feedback
Feedback from FI's |

Objectives April 2014 – March 2015

4	Programme Activity: - Manage the Security Compliance & Safety Activity Programme for the North Team - Timely Progression of allocated activity programmes **Ensure support for programs to safeguard Post Office Ltd staff, assets and Brand reputation;** **Case Across the Counter in designated areas** **ATM crime prevention, both Fraud and Physical Attack** **Deliverables to include:** - Assist the Program Lead to engage with Stakeholders when necessary - Support the Program as required with office visits or training or other activities - Ensure program is moving with pace and assist to overcome barriers and / or hurdles - Support colleagues to facilitate smooth implementation; activities may include presentations to stakeholders or end users	March 2015 Line management feedb ack Feedback from programme stakeholders
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships	31 March 2015 Line management and SLT feedback Evidence of branch visit s each quarter Feedback from internal and external stakeholders

Objectives April 2014 – March 2015

- Identify and design innovative solutions and improvements for Post Office and Security	Evidence of business benefis achieved from stakeholder relationships

Objectives April 2014 – March 2015

Mike Stanway – Security Operations Manager,	Performance Measurements and Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance.	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 **To ensure a robust approach to fraud loss recovery with a return rate of 65%** **Activity to include** - Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries	March 2015 Line management

Objectives April 2014 – March 2015

	are effectively deployed – [searches of persons / premises] - Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition). - Ensure all intervention measures are adopted to recover stolen funds.	feedb ack Feedback from FI's

Objectives April 2014 – March 2015

4	**Programme Activity:**
	To support Law Enforcement Engagement specifically
	Adopt a Post Office
	- Support a calendar of activity to increase Police engagement at local level on a nationwide basis
	- Engage with Police, NFSP and the Network to ensure a timely delivery of activity
	- Review activity on a regular basis and ensure momentum is maintained for National engagement
	
	TORCH:
	- Lead on Torch activity for SecOps and in liaison with Network teams
	- Maximise effective use of Task Force operatives for Torch operations
		March 2015
		
		Stakeholder Feedback
		
		Line Manager
		                    Feedb
		                    ack
		
		Measurements of key milestones from within the activity programme.

5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management

6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture**
	
	Activity to include:
	- Support of Security People Plan
	- Inter strand activity support
	- Crown Office cover as required
	- Adherence to all elements of Security policies and procedures
	- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
	- Create effective internal and external stakeholder relationships
	- Identify and design innovative solutions and improvements for Post Office and Security
		31 March 2015
		
		Line management and SLT feedback
		
		Evidence of branch
		                    visit
		                    s
		each quarter
		
		Feedback from internal and external stakeholders
		
		Evidence of business
		                    benef
		                    its
		achieved from

Objectives April 2014 – March 2015

		stake holde r relationships

Objectives April 2014 – March 2015

Suzanne Winter – Security Operations Manager	Performance Measurements And Timescales
1 Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities. - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance. - Proactive preparation and engagement with the TCG process to support programme activities and loss reduction. - Lead/Support all the complexities of Northern Ireland. -	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 Develop and deliver robust Security Operations support for Grapevine Outsource Activity to include: - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis

Objectives April 2014 – March 2015

3	To ensure a robust approach to fraud loss recovery with a return rate of 65%	March 2015
	Activity to include: - Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed – [searches of persons / premises] - Ensuring full engagement with FI's and police contacts. Optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition). - Ensure all intervention measures are adopted to recover stolen funds. -	Line management feedb ack Feedback from FI's
4	Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; its people and assets.	March 2015 Feedback from Police/line management
	Activity to include - Maintain and build upon current effective relationships with PSNI including POL crime reduction to key PSNI staff. - Increased TORCH activity to maximise visibility and crime reduction efforts in network hotspot areas. - Developing a desktopTiger Kidnap (TK) training for managing TK incidents along with a refresher TK briefing programme. - Integration of Mallusk control into the Grapevine model - Demonstrate a positive and proactive support of Grapevine throughout the year	Feedback from wider stakeholders June 2014 Feedback from wider stakeholders Ongoing promotion of Grapevine at Training Events/New Entrant Training
5	Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include Activity to include - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture	31 March 2015 Line management and SLT feedback
	Activity to include: - Support of Security People Plan	Evidence of branch visit

Objectives April 2014 – March 2015

- Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	s each quarter Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

Simon Hutchinson – Security Operations Manager	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance. - Proactive preparation and engagement I the TCG process to support programme activities and loss reduction. - Lead/Support all the complexities of Northern Ireland.	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis

Objectives April 2014 – March 2015

| 3 | To ensure a robust approach to fraud loss recovery with a return rate of 65%

Activity to include
- Ensure that evidential 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).
- Ensuring full engagement with FIs
- Ensure all intervention measures are adopted to recover stolen funds. | March 2015

Line management feedback
Feedback from FI's |

Objectives April 2014 – March 2015

4	Develop a number of bespoke Crime Prevention initiatives for Northern Ireland that mitigate against identified risks affecting POL; its people and assets **Activity to include** - Maintain and build upon current effective relationships with PSNI, including; Crime Prevention teams and Organised Crime Branch - Maintain TORCH activity at identified 'Hot Spot' sites to maximise visibility and crime prevention/reduction - Continue Tiger Kidnap (TK) training for managing TK incidents along with initial/refresher TK briefing programmes for all vulnerable staff - Integration of Mallusk control into the Grapevine model - Provision of bespoke legal advice, through NI POL Solicitor Mr Ernie Waterworth, to support fraud investigation in Northern Ireland - Develop and maintain a security strategy for the introduction of Single Person Vehicles associated with CViT and ATM Cash replenishment in NI	March 2015 Feedback from Police/line management Feedback from wider stakeholders
5	Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings	31 March 2015 Line management and SLT feedback Evidence of branch visits each quarter Feedback from internal and external stakeholders

Objectives April 2014 – March 2015

- Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Evidence of business benefits achieved from stakehol der relationships

Objectives April 2014 – March 2015

Andrew Wise – Security Operations Manager,	Performance Measurements and Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance.	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 **To ensure a robust approach to fraud loss recovery with a return rate of 65%** **Activity to include**	March 2015

Objectives April 2014 – March 2015

- Ensure that evidence opportunities are maximised through stakeholder engagement, technical elements of enquiries are effectively deployed – [searches of persons / premises] - Ensuring full engagement with FI's and police contacts. optimising POCA powers to achieve maximum possible recovery (e.g. monetary recovery / asset recognition). - Ensure all intervention measures are adopted to recover stolen funds.	Line management feedback Feedback from FI's

Objectives April 2014 – March 2015

4	**Programme Activity:** **Lead Crown Programme**
	• Delivery of Crown Programme.
	• Write Terms of reference for the Crown Programme
	• Develop an activity plan for the programme
	• Engagement with Key Stakeholders
	• Timely Progression of allocated activity programmes
		March 2015
		
		Stakeholder Feedback
		
		Line Manager
		          Feedb
		          ack
		
		Measurements of key milestones from within the programme document

5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	**31 March 2015** Feedback from Police/line management

6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture**
	
	Activity to include:
	- Support of Security People Plan
	- Inter strand activity support
	- Crown Office cover as required
	- Adherence to all elements of Security policies and procedures
	- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
	- Create effective internal and external stakeholder relationships
	- Identify and design innovative solutions and improvements for Post Office and Security
		31 March 2015
		
		Line management and SLT feedback
		
		Evidence of branch
		          visit
		          s
		each quarter
		
		Feedback from internal and external stakeholders
		
		Evidence of business
		          benef
		          its
		achieved from
		          stake
		          holde

Objectives April 2014 – March 2015

		r relationships

Gordon Grant – Security Manager, Security Operations	Performance Measu remen ts And Timescales
1	**Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all casework. - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance	31 March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2	**Develop and deliver robust Security Operations support for Grapevine Outsource** Activity to include: - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for	31 March 2015 Improvements in quality of investigations and case reporting Development of MI

Objectives April 2014 – March 2015

	security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	and analysis
3	**Fraud activity return on investment.** Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). - 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 (POL208, 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.	31 March 2015 All key milestones completed in accordance with project plans Risks and issues escalated as Appropriate
4	**Programme Activity:** **Case across Counter Programme** - To create and lead Case across counter programme. - Formulate plan by action and agreed date for completion - Manage programme to ensure timescales adhered too and progress updated - Engage with and Update stakeholders with progress - Review plan at year end.	31 March 2015 Line management and 121 Feedback from internal and external stakeholders
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police / line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan	31 March 2015 Line management and SLT feedback Evidence of branch

Objectives April 2014 – March 2015

- Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	visit s each quarter Feedback from internal and external stakeholders Evidence of business benef its achieved from stake holde r relationships

Objectives April 2014 – March 2015

Sharron Jennings – Security Operations Manager	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all casework. - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance	31 March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	31 March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 **Programme Activity:** **Adopt a Post Office** - Create a PID and Programme Plan - Organise a calendar of activity to increase Police engagement at local level on a nationwide basis - Engage with Police, NFSP and the Network to ensure a timely delivery of activity - Review activity on a regular basis and ensure momentum is maintained for National engagement	31 March 2015 Line management and SLT feedback Feedback from internal and external stakeholders

Objectives April 2014 – March 2015

	Security Compliance and Safety - Support Programme lead with the maintenance and delivery of the plan - Organise a calendar of activity based on analysis of hot spot areas to reduce the risk of attack on Supply Chain sites - Engage with stakeholders on a regular basis - Ensure plan is maintained in a timely manner - Review activity	Analysis of attacks
4	**Fraud activity return on investment.** Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). - 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 (POL208, 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.	**31 March 2015** All key milestones completed in accordance with project plans Risks and issues escalated as appropriate
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	**31 March 2015** Feedback from police/line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures	**31 March 2015** Line management and SLT feedback Evidence of branch visits each quarter

Objectives April 2014 – March 2015

- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder relationships

Aftab Ali – Security Operations Manager	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy	March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders

Objectives April 2014 – March 2015

	with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance.	
2	**Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3	**Fraud activity return on investment.** Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). - 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 (POL208, 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.	31 March 2015 All key milestones completed in accordance with project plans Risks and issues escalated as appropriate
4	**Programme Activity: POCA** - Develop POCA programme in conjunction with product team and Security strands - Apply Situational Crime Prevention to mitigate POCA fraud risks	31 March 2015 All key milestones completed in accordance with project plans Risks and issues escalated as appropriate

Objectives April 2014 – March 2015

5	Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspot	31 March 2015 Feedback from police/line management
6	Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	31 March 2015 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

Objectives April 2014 – March 2015

Ashlie Coleman – Security Operations Manager	Performance Measurements And Timescales
1 Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities. - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all casework. - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance	31 March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 Develop and deliver robust Security Operations support for Grapevine Outsource Activity to include: - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	31 March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 Develop the National Crime Prevention Programme - To reduce the impact and incidence of robbery and burglary across the Post Office network ensuring the	31 March 2015 Line management

Objectives April 2014 – March 2015

	safety of our staff, agents, their employees and customers including assets of POL - Situational crime prevention activities and initiatives addressing current risk and threats, - Engagement with wider Post Office Teams - Developing an appropriate response to emerging crime trends - Education of physical security procedures to the Network teams and new SPMR's entering the business - Drive conformance in relation to the sub postmasters responsibilities / response	feedba ck Feedback from internal and external stakeholders Analysis of Robberies &burgl aries
4	**Fraud activity return on investment.** Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). - 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 (POL208, 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.	31 March 2015 All key milestones completed in accordance with proje ct plans Risks and issues escal ated as appropriate
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes	31 March 2015 Line management and SLT feedback Evidence of branch visit s each quarter Feedback from internal and

Objectives April 2014 – March 2015

particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	external stakeholders Evidence of business benefits achieved from stakeholder relationships

Objectives April 2014 – March 2015

Andy McCabe – Security Manager, Security Operations	Performance Measurements And Timescales
1 Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities. - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all compliance - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance	31 March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 Develop and deliver robust Security Operations support for Grapevine Outsource Activity to include: - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	31 March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 Fraud activity return on investment. Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). - Personal efforts - Searches of persons and property and	31 March 2015 All key milestones completed in accordance with

Objectives April 2014 – March 2015

maximum possible recovery (e.g. monetary recovery/asset recognition).
- FI engagement – 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.
- Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.
	project plans
	
	Risks and issues
	            escal
	            ated
	            as
	appropriate

Objectives April 2014 – March 2015

4	**Programme Activity:** - Darker Nights Programme Lead - Develop activity for Darker Nights Programme - Assign Darker Nights Programme activities - Assist colleagues in the development and completion of Programme activity - Timely Progression of allocated activity programmes - Review programme at year end and form recommendations for future plans.	31 March 2015 Line management and SLT feedback Feedback from internal and external stakeholders
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include** **Activity to include** - Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction. - Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	31 March 2015 Feedback from Police/line management
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support of Security People Plan - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	31 March 2015 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

Objectives April 2014 – March 2015

Objectives April 2014 – March 2015

Mark Dennett – Security Manager, Security Operations	Performance Measurements And Timescales
1 **Ensure core behaviours within Security Operations are for the professional, effective and efficient delivery of core activities.** - 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. - Ensuring that smarter working practices are implemented where appropriate. - Pro-active response to all major incidents. - The achievement of 90% average case compliance on all casework. - 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). - Ensure that stakeholder expectations continue to be managed i.e. regular updates. - Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise. - Maintain case file management to ensure quality assurance	31 March 2015 Line management feedback Compliance scores from FI's Feedback from stakeholders
2 **Develop and deliver robust Security Operations support for Grapevine Outsource** **Activity to include:** - Maintain and review effective Security Operations guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for security risks - Support implementation of the Incident Management System for Security Operations investigations and external fraud. - Support mobilisation of Grapevine 2014 contract	31 March 2015 Improvements in quality of investigations and case reporting Development of MI and analysis
3 **Fraud activity return on investment.** Evidence activity that produces recovery rates on enquiries closed of 65% or more (subject to quarterly review). - Personal efforts - Searches of persons and property and maximum possible recovery (e.g. monetary recovery/asset	31 March 2015 All key milestones completed in accordance with

Objectives April 2014 – March 2015

recognition). - FI engagement – 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. - Any other avenues explored to ensure that all necessary activity is delivered to recover stolen funds.	project plans Risks and issues escalated as appropriate

Objectives April 2014 – March 2015

4	**Programme Activity:**	31 March 2015
	Security Compliance and Safety	
	- Programme lead, responsible for the maintenance and delivery of the plan	Line management and SLT feedback
	- Organise a calendar of activity based on analysis of hot spot areas to reduce the risk of attack on Supply Chain sites	Feedback from internal and external
	- Engage with stakeholders on a regular basis	stakeholders
	- Ensure plan is maintained in a timely manner	
	- Review activity	Analysis of attacks
5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging risks and issues impacting Post Office Limited are understood Activity to include**	31 March 2015
	Activity to include	
	- Engagement at operational level with Police forces in Hotspot areas to have an impact on POL external crime and its investigation / reduction.	Feedback from police/line management
	- Increased Branch Network and supply chain activity to maximise visibility and crime reduction efforts in area hotspots	
6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture**	31 March 2015
		Line management and SLT feedback
	Activity to include:	
	- Support of Security People Plan	Evidence of branch visits
	- Inter strand activity support	each quarter
	- Crown Office cover as required	
	- Adherence to all elements of Security policies and procedures	Feedback from internal and
	- Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings	external stakeholders
	- Create effective internal and external stakeholder relationships	Evidence of business benefits
	- Identify and design innovative solutions and improvements for Post Office and Security	achieved from stakeholder relationships

Objectives April 2014 – March 2015

Objectives April 2014 – March 2015

Katie Barber – Senior Security Programme Manager, Physical	Performance Measurements and Timescales

1. **To lead on all security awareness and communication activities across the business:**
 	
  – Maintain a Security Awareness and Communications Programme Plan that outlines the design, development and delivery of security awareness and communications material to internal and external stakeholders.
  – Ensures appropriate, timely and consistent messages are disseminated to target audience groups, using the most effective medium.
  – Delivers 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 2014, NFSP Conference).
  – Ensures that there is continued liaison with internal and external stakeholders to embed awareness and communications into all target audience groups within POL and to identified outside stakeholders.
  – Develop metrics to evaluate awareness and communications success and provide a process for identifying and building improvements.
  – Manage budget requirements for all aspects of the awareness and communications programme.
	On-going and Programme Milestones/Communications Calendar.

2. **To lead on the re-design and launch of the new Grapevine website:**
 	
  – Liaise with key stakeholders to create PID and gain approval through business Gating and Concurrence.
  – Procure services of new website developer.
  – Design, develop and launch a new website on time and to budget.
  – Manage the relationship with the website designer to ensure POL receives the best value and quality of service.
  – Ensure no service is lost in the transition between existing and new site.
  – Ensure news articles and alerts are uploaded on
	On-going and Programme Milestones

Objectives April 2014 – March 2015

	a weekly basis. – Ensure new functionality is made live on the website in a well-staged and cohesive manner. – Ensure that there is management reporting capability to highlight webpage hit statistics. – Review website on a regular basis to ensure it is fit for purpose. – Promote the Grapevine website through the Communications Programme Plan.	
3.	**To lead on information security training across the business to ensure contractual, regulation and Standard compliance:** – Lead on the design, development and implementation of a new Information Security and Data Protection awareness module for all <u>central support staff</u> (whilst maintaining governance of existing information security one). – Lead on the design, development and implementation of a new Information Security and Data Protection awareness module for all <u>branch staff</u> (whilst maintaining governance of existing information security one). – Ensure that there is 'signature' by POL employees to say that they have read and understood all information security policies. – Ensure that there is management reporting capability to highlight user completion for future audits. – Ensure continued liaison with key stakeholders to gain sign off of content where necessary (e.g. Legal & Compliance for Data Protection).	On-going and Programme Milestones
4.	**To lead on all internal security team communications:** – Maintain governance over all internal team communications. – Maintain governance over all periodic reports (weekly/month). – Manage the internal communications framework, processes and procedures – updating channels and audience groups where necessary. – Oversee the work of the Strand Communications Champions. – Support activity to embed the Post Office	On-going and Programme Milestones

Objectives April 2014 – March 2015

	Security story within the team.	
5.	**Security Team People Plan- Training and Development & Change Management Activity to include:** – Lead team members to deliver focus area activities with line of sight to support the Post Office Story and Employee Opinion Survey – Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate – Demonstrate business standards and security team behaviours through delivery of all activities	On-going and Programme Milestones
6.	**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. Activity to include:** – Support Business Improvement Programme – Inter strand activity support – Crown Office cover as required – Adherence to all elements of Security policies and procedures – Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings – Create effective internal and external stakeholder relationships – Identify and design innovative solutions and improvements for Post Office and Security	May 2013 for Induction Toolkit go live and on-going with other work stream thereafter

Objectives April 2014 – March 2015

Kevin Patnell – Security Programme Manager, Physical	Performance Measurements and Timescales

1 **CO CCTV Programme and Strategy Project manage the roll out of CCTV in 80 Crown Offices [£400k spend]**
 	
   – Key stakeholder engagement to inform and support programme
   – Define rollout processes enabling installation of IP enabled equipment as a standard where possible.
   – Produce equipment standards and specifications
   – Measurement prevention, detection, conviction rates
   – A measurement of a return of investment in terms of reduced internal losses
	By 31 March 2015 and as per programme plan.

2 **IP Security programme to achieve connectivity to Grapevine IMAC [including Alarm CCTV and Safe Monitoring]**Commence process to enable IP signalling in all Crown branches commence processes to enable the IP monitoring of alarm systems in all Crown branches
 	
   – Key stakeholder engagement to inform and support programme
   – Produce equipment standards and specifications enabling IP connectivity
   – Define rollout processes enabling installation of IP enabled equipment as a standard
   – A measurement of a return of investment in terms of reduced internal losses
	By 31 March 2015 and as per programme plan.

Version 1

Objectives April 2014 – March 2015

3	**Installation of IP Enabled Safe Locks**
	
	    – Fit IP enabled locks on all Crown Office Safes at 220 CO sites
	    – Installation of remote locking of safes/vaults at Crown Offices
	    – Produce equipment standards and specifications
	    – Measurement prevention, detection, conviction rates
	    – A measurement of a return of investment in terms of reduced
	             internal losses
		By 31 March 2015 and as per programme plan.

4	**Support the GV2014/FM Tender and Implementation/Mobilisation process, representing security and providing security requirements, standards, processes and guidance :**
	
	    – Key involvement in the ITT process for GV2014 and FM tenders
	    – Key assistance in the mobilisation processes to ensure security
	           requirements are met in a seamless fashion
	    – Embed relevant processes/procedures with new supplier/s
	    – Produce security specifications for installation and maintenance
	           requirements.
		By 31 September 2014 and as per programme plan.

5	**Maintain effective and regular key client, supplier, stakeholder and industry relationships to ensure new and emerging physical security risks and issues impacting Post Office Limited are understood**
	
	    – Engage with Crown/ Agency/ Supply Chain staff to ensure physical security protection in products and services are fit for purpose
	    – Develop relationships and information sharing with key clients and suppliers.
	    – Engage with key industry bodies and contacts to increase knowledge of emerging security risks.
		By 31 March 2015 and as per programme plan.

6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture**	By 31 March 2015 and as per programme plan.

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- Support of Security People Plan - Inter strand activity support, - Crown Office cover as required. - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	

Objectives April 2014 – March 2015

Andrew Scott – Security Programme Manager, Physical	Performance Measurements And Timescales

1	**Embed the Supply Chain elements of the new Grapevine 2014 tender with the new service provider including training and development on physical security processes.**
	
	   − Develop and deploy procedures supporting both Supply Chain and Security Operations.
	   − Develop and support necessary training requirements
		In line with key programme milestones, to be delivered by March 2015

2	**Expansion of DNA taggant into cross pavement boxes at Supply Chain depots operating in high risk areas.**
	
	  • Develop risk based approach for different Units,
	  • Produce PID, business case and obtain business concurrences where appropriate.
	  • Oversee deployment.
	  • Act as SPOC for all security related issues.
	  •
		In line with key programme milestones, to be delivered by September 2014

3	**Further develop Supply Chain CCTV streaming facility at Grapevine IMAC for improved imagery.**
	
	   − Develop risk based approach for different vehicles/Units,
	   − Produce PID, business case and obtain business concurrences where appropriate.
	   − Oversee deployment.
	   − Act as SPOC for all security related issues.
		In line with key programme milestones, to be delivered by September 2014

4	**Purchase, training and deployment of 24 Body worn CCTV systems for Supply Chain CViT crews.**
	
	   − Produce PID, business case and obtain business concurrences where appropriate.
	   − Oversee deployment.
	   − Develop and deploy procedures supporting both Supply Chain and Security Operations.
		In line with key programme milestones, to be delivered by September 2014

Objectives April 2014 – March 2015

	– Develop and support necessary training requirements – Act as SPOC for all security related issues.	

Objectives April 2014 – March 2015

| 5 | Maintain effective and regular key client, supplier, stakeholder and industry relationships to ensure new and emerging physical security risks and issues impacting Post Office Limited are understood.

– Engage with Crown/ Agency/ Supply Chain staff to ensure physical security protection in products and services are fit for purpose
– Develop relationships and information sharing with key clients and suppliers.
– Engage with industry bodies and contacts to increase knowledge of emerging security risks | In line with key programme milestones, to be delivered by March 2015 |
| 6 | Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture.

– Support of Security People Plan
– Inter strand activity support,
– Crown Office cover as required.
– Adherence to all elements of Security policies and procedures
– Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
– Create effective internal and external stakeholder relationships
– Identify and design innovative solutions and improvements for Post Office and Security. | In line with key programme milestones, to be delivered by March 2015 |

Objectives April 2014 – March 2015

Toni Sless - Senior Security Programme Manager, Physical	Performance Measures and Timescales
1 **Lead on all critical threat elements of the Grapevine 2014 tender by delivering the following measures:** − Ensure that all critical threat processes are embedded with any new potential Grapevine Supplier, all staff are trained, tested and fit to perform the critical support process; − Ensure a seamless transfer of lone worker functionality from incumbent to any potentially new supplier. − Based on assumption of funding for new estate of lone worker devices, roll out to CViT (as per deployment of core and outreach devices) and extended estate of devices to support NTP and CTP programmes to accommodate longer opening hours and increase in ONCH and other cash holdings, including but not limited to, bi-weekly deliveries; − Based on assumption of funding approval obtain and deploy extra licences (with associated software) and back-up server support to assist Grapevine in extended monitoring.	October 2014 October 2014 June 2014 Ongoing
2 **Lead on Security Skills People Plan:** − Lead team members to deliver focus area activities with line of sight to support the Post Office Story and Employee Opinion Survey − Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate − Demonstrate business standards and security team behaviours through delivery of all activities − Deliver Security Skills Workshop to Security team; − Ensure security skills are maintained within Security by keeping abreast of known and emerging threats and trends that could impact the business and knowledge of same - updating workshop training programme; − Through PDR process, identify any security skills that require updating and/or revising and subsequent roll out of same.	Ongoing and as per programme plan.

Objectives April 2014 – March 2015

3	**Engage and collaborate with Security Awareness & Communications within the security team by delivering the following measures relating to critical threat and Government Security.**	Ongoing
	– Activity that helps mitigate the risk associated with our assets (physical / information / personnel);	Aug / Sept 2014
	– Critical Threat Training and Exercises to be conducted in conjunction with the NCA and regional police force(s) with internal stakeholders. This will be conducted to ensure no impact on Grapevine 2014 Programme;	Aug / Sept 2014 Ongoing
		Ongoing
	– Delivery of CMT training for the security team via table top exercises.	Ongoing
	– Represent POL on all security elements of the relationship with the BOE ensuring all stakeholders are managed and expectations met.	Ongoing Ongoing
	– Lead on the CCSSG Insider Threat Working Group on behalf of POL to ensure full understanding of known and/or emerging threats and thus educate POL of same.	May 2014
	– Engage with CPNI to assure and garner feedback on Branch Security Formats with a particular emphasis on Northern Ireland.	
	– Continued engagement with CPNI and Government Agencies;	
	– Continued engagement with Front Office of Government (FOoG) POL Programmes:	
	– "Stay Calm Guide" and "Security and Incident Management Guide"	
	– Stay Calm Guide to be rewritten post RMG separation and issued to Crowns, Cash Centres and Admin Support Sites in collaboration with Business Continuity;	
	– Security and Incident Management Guide to be written and issued to Network in collaboration with NTP.	
4	**Strategic management and oversight of Policies and Processes:**	Ongoing
	– Policies to be approved by Governance Forum;	

Objectives April 2014 – March 2015

	– Policies to be approved by John Scott prior to submission to Risk and Compliance Committee (R&CC); – Policies submitted to R&CC for approval; – Policies submitted to POL Board subsequent to approval from R&CC; – Ensure processes in place to support Policies; – Subsequent to above approvals, Policies and processes to be issued and implemented across POL in line with R&CC processes – Ensure appropriate environmental scanning and business engagement to identify new policies required.	
5	**Lead and manage all critical threat processes POL business wide:** – Environmental scanning and threat landscape: – Embed into critical threat processes – Continued education to Grapevine and Security Team about what this is, means and how it can be monitored – Industry liaison and benchmarking – Represent POL at the CCSSG Insider Threat Working Group: – Understanding the insider threat(s); – Benchmarking and industry liaison; – Education and awareness to business stakeholders on threat landscape; – Develop and deploy a critical threat RDK for use in NI but also in mainland UK where necessary, including all supporting processes.	Ongoing
6	**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. Activity to include:** – Support Business Improvement Programme – Inter strand activity support – Crown Office cover as required – Adherence to all elements of Security policies and procedures – Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings – Create effective internal and external stakeholder relationships – Identify and design innovative solutions and	On going

Objectives April 2014 – March 2015

improvements for Post Office and Security	

Objectives April 2014 – March 2015

Julian DiMauro - Security Programme Manager, Physical	Performance Measurements and Timescales

1. **Project Grapevine 2014 - Mobilisation**
 	
Coordinate Post Office Limited approach to the Mobilisation of Project Grapevine 2014
 	
    – Manage the programme to Mobilise the Alarm Receiving Centre into Grapevine 2014, delivering and deploying a robust and timely mobilisation plan
    – Ensure that all elements of the security strategy and vision are incorporated into the FM/Grapevine tender
    – Coordinate and monitor alongside existing Grapevine element.
    – Coordinate and monitor in line with FM Tender project, delivering security specifications for installation, service and maintenance requirements
    – Coordinate and liaise with existing suppliers to ensure business continuity of service
    – Manage weekly meetings
    – Liaise with Implementation Manager and incoming/outgoing Suppliers to deliver Grapevine 2014 under POL Separation.
	31 Dec 2014 and on going thereafter in line with programme milestones to be defined.

2. **Design, develop and embed a Security Policy Framework across the Post Office estate to support Security function's vision of minimising crime and business loss:**
 	
    – Create and ensure sign off of a Security Policy Framework, which details the security Policy, Process and procedures across the business and is incorporated into Security Sharepoint and made available business wide in collaboration with Risk & Compliance Committee (R&CC).
    – Ensure transparency and encourage a sharing of information across security strands for a joined up approach.
    – Undertake a gap analysis exercise to identify any vulnerable areas.
    – Develop an ongoing process to evaluate Policies and compliance and awareness success, and provide
	31 Dec 2014 and on going thereafter

Objectives April 2014 – March 2015

	a process for maintaining and (updating, where necessary) these policies. – Policies to be approved by Governance Forum – Policies to be approved by John Scott prior to submission to R&CC – Policies submitted to R&CC for approval – Policies submitted to POL Board subsequent to approval from R&CC;	
3.	**Security Team People Plan: Innovation - Support team lead and fellow colleagues to deliver Innovation to the Post Office through people plan activities in designated area, with line of sight to support Post Office Story and Employee Opinion Survey.** – Support Innovation activity within 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	On going and as per Programme milestones
4.	**Supplier Risk Management Controls - Coordinate a process in collaboration with the Equipment team to monitor Key Suppliers to Security.** – Introduce a process in collaboration with the Equipment Team to monitor key suppliers which may impact on Security supply. – 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. – Manage a risk rating index for each company for varying levels of exposure. – Understand and ensure adequate contingency is in place for products and services provided.	31 June 2014 and on going thereafter

Objectives April 2014 – March 2015

| 5. | Maintain effective and regular key client, supplier, stakeholder and industry relationships to ensure new and emerging physical security risks and issues impacting Post Office Limited are understood. Activity to include:
— Engage with Crown/ Agency/ Supply Chain staff to ensure physical security protection in products and services are fit for purpose
— Develop relationships and information sharing with key clients and suppliers.
— Engage with key industry bodies and contacts to increase knowledge of emerging security risks. | On going |
| 6. | Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture. Activity to include:
— Support of Security People Plan
— Inter strand activity support
— Crown Office cover as required
— Adherence to all elements of Security policies and procedures
— Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
— Create effective internal and external stakeholder relationships
— Identify and design innovative solutions and improvements for Post Office and Security | On going |

Sundeep Kaur-Ubhi – Security Manager, Physical	Performance Measurements and Timescales
1 Risk Model — Support design and development of a risk model that outlines the profile of all branches and the security requirements — Develop within the model (if possible) an approach to deploy equipment and processes that will lower or mitigate against risk for Screenless Working — Review and recommend a new approach for branch risk assessments — Develop and refine risk assessment databases, to make sure updated information is captured at all times.	By March 2015 and in line with Programme milestones.

Objectives April 2014 – March 2015

	– Ensure that there is a robust risk assessment process to capture the requirements of High Risk offices.	
2	**Risk Assessments Process (NTP/CTP)** – Ensure that the programmes are supported with regards to quick turnaround of all risk assessments. – Ensure all business critical RAs are completed to timescales. – Support the Physical Crime Team with regards to analytical, and database construction with FM Tender etc. – Conduct analysis on extended working hours in new models. – Continuous monitor and assisting the field with all deployed new formats and to ensure that weaknesses are addressed including the correct format is implemented.	By March 2015 and in line with Programme milestones.
3	**ATM Physical Security / Analytical Assessment** – Support the Physical Team with regards to research and analytical papers regarding attacks and appropriate Physical responses – Ensure that weekly industry attacks are recorded and discussed to ensure that the threat is proactively responded to – Ensure that there is liaison with ATM champion regarding attacks and also Grapevine lead on ATM's	By March 2015 and in line with Programme milestones.
4	**Network Transformation:** – Conduct analysis on offices that have transferred under the new model for Robbery Incidents for open plan, to look at increases – Ensure that high risk offices are monitored on a regular basis and report back to Programme – Conduct analysis on extended hours offices and assess if increases in attacks are directly on Post Office or Retail. – Create database to maintain incidents on new formats and feed into the Directorate Change	By March 2015 and in line with Programme milestones.

Objectives April 2014 – March 2015

	Group Meeting	

5	**Maintain effective and regular key client, supplier, stakeholder to ensure new and emerging physical security risks and issues impacting Post Office Limited are understood**
	
	   – Engage with Crown and Agency staff to ensure transaction risks are fully understood and incorporated into physical security responses.
	   – Develop relationships and information sharing with stakeholders across the business.
	   – Develop relationships and information sharing with key clients and suppliers.
	   –
		By March 2015 and in line with Programme milestones.

6	**Actively contribute to the Post Office vision and story, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture**
	
	   – Support of Security People Plan
	   – Inter strand activity support
	   – Crown Office cover as required
	   – Adherence to all elements of Security policies and procedures
	   – Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings
	   – Create effective internal and external stakeholder relationships
	   – Identify and design innovative solutions and improvements for Post Office and Security
		By March 2015 and in line with Programme milestones.

Objectives April 2014 – March 2015

Kim Abbotts – Senior Security Programme Manager, Commercial	Performance Measurements and Timescales

1 **Ensure all risk and fraud factors affecting the sales and service of POL products and services, via any channel (branch, call centre, web, mail) are fully understood, assessed and mitigated, where required**
 	
Activity to include:
- Ensure accepted risks are included on Security Risk Register and tracked/monitored
- As required, review and approval of PIDs presented at weekly Gating Forum, ensuring Security concerns are highlighted and understood
- As required, provide Commercial Security input to POL projects across Financial Services, FOoG, Mails and Telephony, including (but not limited to):
   o timely review of all relevant documentation and input to tender processes
   o sign-off of project documentation
   o representing Security at project meetings
   o using product lifecycle review methodology to identify fraud and loss risk and design mitigants
	Timescales to be agreed with stakeholders
	
	All key milestones completed in accordance with project plans
	Risks and issues escalated as appropriate
	
	Completed documents filed on sharepoint

2 **Re-engineer fraud detection to develop an effective and efficient fraud operation and capability which robustly identifies anomalous behaviour and detects and prevents fraud and non-conformance across the business** **Activity to include:** - End to end review and re-design of existing data streams, processes, knowledge, tools, MI and case review prioritisation - Support HORICE pilot and incorporate system capability into Fraud Analysis Team roadmap and processes (TBC) - Implement a robust autopsy process for cases where significant loss or significant operational deficiencies have been identified to ensure that preventative controls across the business can be improved - Introduce a concept of quality control and rigour in the investigation process, including a review of staff decisions	31st May 2014 April – Oct 2014 30th June 2014 31st July 2014 31st August 2014 30th September 2014

Objectives April 2014 – March 2015

	– Regular MI produced to ensure team and process effectiveness can be monitored and refined – Document analyst roles and define the business process to be followed including case decision and issue escalation processes. Refine the team structure and expand training to take advantage of the knowledge of the whole team and reduce single points of failure – Introduce a process for managing branches by risk and business profile – New processes agreed and documented, including signed-off TORs for any business forums and agreed SLAs/OLAs for any cross-business activities – Provide MI and evidence to support business case for investment in fraud prevention and detection solution – Review full year performance and refine processes as necessary for April 2015.	30th September 2014 30th September 2014 By 31st December 2014 31st March 2015
3	**Security Team People Plan – Performance and Behaviour** **Activity to include:** – Lead team members to deliver focus area activities with line of sight to support the Post Office Story and Employee Opinion Survey – Assist in delivery of the wider people plan through collaboration and support for security team colleagues, where appropriate – Demonstrate business standards and security team behaviours through delivery of all activities	All key milestones completed in accordance with project plans Successful delivery of activities, as agreed with SLT Line management and SLT feedback
4	**Develop and deliver robust support for Grapevine Outsource** **Activity to include:** – Support implementation of the Incident Management System – Support mobilisation of Grapevine 2014 contract – Ensure Grapevine data and information is incorporated into the Fraud Analysis Team function	Improvements in quality of fraud and incident reporting Development of MI and analysis
5	**Develop key client, supplier, stakeholder and industry relationships to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** **Activity to include:** – Engage with NFSP, Multiple partners, Branch standards, Audits, Contracts managers, FSC and Branch Improvement programme to develop mutual ways of	Evidence of NFSP engagement each quarter Evidence of business

Objectives April 2014 – March 2015

	working with the Fraud Analysis Team to reduce non-conformance and fraud across the business - Develop relationships and information sharing with key stakeholders across the business - Develop relationships and information sharing with key clients and suppliers, as required	benefits achieved from stakeholder relationships
6	**Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, demonstrate Post Office values, Strategy 2020 and Security behaviours and support business and Security requirements and culture** **Activity to include:** - Support Business Improvement Programme - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and external stakeholders 121 notes and levelling completed each quarter

Objectives April 2014 – March 2015

Sue Hanson – Senior Security Programme Manager, Commercial	Performance Measurements and Timescales

1 **Ensure all risk and fraud factors affecting the sales and service of POL products and services, via any channel (branch, call centre, web, mail) are fully understood, assessed and mitigated, where required**
 	
Activity to include:
- Reduce the risk of fraud and financial loss/penalty
- Ensure accepted risks are included on Security Risk Register and tracked/monitored
- Review and approval of all PIDs presented at weekly Gating Forum, ensuring Security concerns are highlighted and understood
- Provide Commercial Security input to POL projects across Financial Services, FOoG, Mails and Telephony, including (but not limited to):
    o timely review of all relevant documentation and input to tender processes
    o representing Security at project meetings
    o using product lifecycle review methodology to identify fraud and loss risks and design mitigants
    o sign-off of project documentation
- Support key business projects including Polo, Titan, Digital by Default and SME proposition
	Timescales to be agreed with stakeholders
	
	All key milestones completed inaccordance with project plans
	Risks and issues escalated as appropriate
	Completed documents filed on Sharepoint

2 **Design and deliver Commercial Security policy framework that optimises the efficiency of the team** **Activity to include** - Develop and deploy product and service design risk policies and standards - Provide proactive education and awareness to product and project managers across the business - Establish a governance and quality checking framework to ensure business adherence to policies	Policies and frameworks documented and signed off by 30th September 2014 Improvements in quality of product and service design
3 **Security Team People Plan – Innovation programme.** **Activity to include:** - Lead team members to deliver focus area activities with line of sight to support the Post Office Story and	All key milestones compl

Objectives April 2014 – March 2015

	Employee Opinion Survey. - Assist in delivery of the wider People Plan through collaboration and support for security team colleagues, where appropriate - Demonstrate business standards and security team behaviours through delivery of all activities	eted inaccordance with proje ct plans Successful delivery of activities, as agreed with SLT Line management and SLT Feedback
4	**Develop and deliver robust product and service support for Grapevine Outsource** **Activity to include:** - Develop effective product and service guidelines and training for helpdesk personnel - Develop robust processes and incident management for product and service fraud risks - Support implementation of the Incident Management System for products and services - Support mobilisation of Grapevine 2014 contract	Improvements in quality of fraud and incident reporting Development of MI and analysis
5	**Develop key client, supplier, stakeholder and industry relationships to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood** - Engage with NFSP and Crown staff to ensure anti-fraud/risk design in products and services are fit for purpose and to share security performance and programme information. - Develop relationships and information sharing with key clients and suppliers, including BOI and Moneygram - Identify and engage with key industry bodies and contacts to increase knowledge of emerging risks and trends	Evidence of branch visits and NFSP engagement each quarte r Evidence of business benefi ts achieved from stakeh older relationships
6	**Demonstrate leadership to ensure all team members actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture** **Visible outputs to include:** - Support Business Improvement Programme - Inter strand activity support - Crown Office cover as required - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes	Line management and SLT feedback Feedback from internal and external stakeholders 121 notes and levelling completed

Objectives April 2014 – March 2015

particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	each quarter

Objectives April 2014 – March 2015

Paul Blackmore – Security Programme Manager, Commercial	Performance Measurements and Timescales

1   **Ensure all risk and fraud factors affecting the sales and service of POL products and services, via any channel (branch, call centre, web, mail) are fully understood, assessed and mitigated, where required**
 	
Activity to include:
- Ensure fraud and risk losses are minimised
- Ensure accepted risks are included on Security Risk Register and tracked/monitored
- Provide Commercial Security input to POL projects across Financial Services, FOoG, Mails and Telephony, including (but not limited to):
   o timely review of all relevant documentation and input to tender processes
   o representing Security at project meetings
   o using product lifecycle review methodology to identify fraud and loss risks and design mitigants
   o sign-off of project documentation
- Support key business projects including IDA and SME propositions
	Timescales to be agreed with stakeholders
	
	Line management and project management feedback
	All key milestones completed in accordance with project plans
	Risks and issues escalated as appropriate
	Completed documents filed on Sharepoint

2 **Perform the role of strand communications champion to support the security awareness and communications strategy.** **Deliverables may include:** - Production of strand related articles for internal and external publication - Creation of monthly awareness bulletins - Grapevine website article creation and upload - Conduit for cascade of security team communications - Management of communications mailbox - Proof reading and distribution of weekly and monthly reports - Support of Security Awareness Week	Line management and Comms Manager feedback
3 **Provide pro-active support when product and service fraud incidents emerge**	Line management and

Objectives April 2014 – March 2015

Activity to include: - Support the resolution of fraud risk incidents to minimise risk and reduce loss - Provide support and collaboration across all Security strands - Work with all business stakeholders to improve processes and controls - Complete Post Incident Review and follow through actions	SLG/SLT feedback Risks and issues escalated as appropriate Completed documents filed on Sharepoint

Objectives April 2014 – March 2015

4	Develop and deliver robust product and service support for Grapevine Outsource **Activity to include:** - Maintain and review effective product and service guidelines and training for helpdesk personnel, and deliver product training as appropriate - Support implementation of incident management for product and service fraud risks - Support implementation of the Incident Management System for products and services - Support mobilisation of Grapevine 2014 contract	Improvements in quality of fraud and incident reporting Development of MI and analysis
5	Maintain effective and regular key client, supplier, stakeholder and industry relationships to ensure new and emerging fraud risks and issues impacting Post Office Limited are understood **Activity to include:** - Engage with Crown and Agency staff to ensure anti-fraud/risk design in products and services are fit for purpose - Develop relationships and information sharing with key clients and suppliers including FRES - Engage with key industry bodies and contacts (e.g. Link) to increase knowledge of emerging risks and trends	Evidence of branch visits and each quarter Evidence of business benefits achieved from stakeholder relationships
6	Actively contribute to the Post Office vision and story, Strategy 2020, demonstrate Post Office values and Security behaviours and support business and Security requirements and culture **Activity to include:** - Support of Security People Plan - Inter strand activity support, - Crown Office cover as required. - Adherence to all elements of Security policies and procedures - Adherence to all impacting personnel processes particularly 121s, PDR completion and team meetings - Create effective internal and external stakeholder relationships - Identify and design innovative solutions and improvements for Post Office and Security	Line management and SLT feedback Feedback from internal and external stakeholders Evidence of business benefits achieved from stakeholder

Objectives April 2014 – March 2015

	relationships

Objectives April 2014 – March 2015