

Review of Behaviours: Steve Bradshaw 2010/2011

NB: Reviewee to record/input evidence into this document

	Behaviours	Examples
1	I create value for customers	1 - I seek opportunities to engage with customers and act on their feedback. 2 - I think and act innovatively to improve value for both our customers and our business. 3 - I discuss customer issues with my colleagues regularly and work with them to serve our customers better. 4 - I work creatively to identify and meet customer needs.
1		On 7 April 2010 I received a request from a Royal Mail Investigator via an e mail concerning a number of Post Office branches located within Spar Shops. The RM investigator had been contacted by North Wales Police regarding an armed robbery. They required CCTV from the named Post Office branches as they had information that their suspects had visited these branches. I contacted all branches concerned and spoke with their Security Officers. I was then able to have the CCTV downloaded onto a disc for the Police Officers. I also assisted the RM investigator in obtaining the necessary statements. This enabled the Police officers to make arrests. Both the RM investigator and North Wales Police thanked me for my efforts.
2		On 9 April 2010 at a team meeting in Manchester, the Casework team received an enquiry from Wigan CID for assistance. The casework member was unsure of what the Police Officer required and I volunteered to look after the enquiry for him. I spoke with the Officer concerned and after hearing the facts arranged a meeting with her. The meeting took place and I was able to assist the officer regarding the arrest of a sub office assistant by the Immigration Crime Team, when at a search a number of postal packages had been recovered. I informed the officer that I would contact Royal Mail Security on her behalf and explain the situation. The Police officer thanked me for my help and explaining how the recovered good of approx £15,000 would be dealt with.
3		I was contacted by a DS from West Mercia Police requiring information of POCA withdrawals. An elderly person from Bridgend had been burgled and her card stolen and they obtained the pin number from her. They believed the card had been used and after obtaining the DPA contacted the banking team was able to give the police officer the details of where the withdrawals had taken place. This information enabled the police to disprove the suspects alibi and resulted in charges being brought by the CPS. The Detective Sergeant thanked me for my prompt action.
4		On 6 May 2010 my Team Leader received an e mail from a Security Advisor (Wayne Griffiths) requesting the Identity and Passport office be contacted. After speaking with them, I was able to assess the situation and explained that I would contact Royal Mail on their behalf to contact Royal Mail and explain the situation. They thanked me and accepted my offer. I was further contacted by product support in Old Hall Street London in September for an update as the passport office said they had not received any further contact. I immediately telephoned the office and updated them and explained Royal Mail's findings. They thanked me for my assistance and explained they (Product Support Specialist) were now able to report back to the passport office.
5		On 18 May 2010 I received positive feedback from a Network Field Support Team leader (Linda McLaughlin) for the recent presentation given to the Field Support Advisors in her team.

6	<p>On 27th July 2010 I received a request from the press office regarding the EDS case (POLTD/0607/0357). She had received enquiries from local papers in the Preston area for comments on the court case.</p> <p>I explained the situation to her and that we prosecuted on behalf of EDS and that it was not Post Office employees or agents who were in court. I explained that I would contact EDS and obtain the details of their press officer in order they agree a statement that could be released to the press.</p> <p>The details were obtained and sent to her and a statement was then agreed and released.</p>
7	<p>On 29th July 2010 I received an e mail from Mark Dinsdale who required information as a matter of urgency for a flag case (George Osbourne MP). I spoke with him on the telephone and explained the circumstances regarding the enquiry. I then immediately replied via e mail for the replies to be sent back to the Post Office Ltd Executive Correspondence Team.</p>
8	<p>On 4th August 2010 via an e mail I was informed that the information I have previously supplied on 1 July 2010 that the suspected offender had been arrested and admitted theft of the postal packages.</p> <p>I contacted the company (One Stop Rod Hibberson Area Manager: GRO) on behalf of the RM investigator on 5th August 2010 to ensure they were fully up to date with the situation and that she would not be working at any other Post Office branch.</p> <p>I spoke with the Post Office Support Manager who had not yet been informed and he was grateful for the information and came back to inform me that she had resigned from the company.</p>
<p>Record summary evidence relating to specific behaviours from 121's and quarterly reviews</p>	<p>9 On 6th September 2010, I attended the Counter Training School and spoke with the trainees. I re-iterated the standards required of them and engaged in a questions and answers session with them. I also explained the role of the security team and left my contact numbers for them for future reference. I explained the benefits of grapevine and sign up any sub postmasters not already registered.</p>
10	<p>On 17th September 2010 after receiving an invitation I attended an operational Fraud Forum at Chesterfield with one my colleagues (Chris Knight and Andrew Daley). We gave a talk and presentation on the Fraud Strand and then engaged in a question and answer session on how best we can both assist each other. This was well received by all who attended and it is envisaged that we will tailor a future presentation on power point to the specific individual team section at Chesterfield.</p>
	<p>Areas identified for improvement. 1</p> <p style="text-align: center;">2</p> <p style="text-align: center;">3</p>

<p>2 I own performance</p>	<p>1 - I take ownership of the objectives I agree for myself and my team that will help to deliver the business goals.</p> <p>2 - I regularly discuss my team's progress against their objectives.</p> <p>3 - I ensure that business goals and current team performance are highly visible to my whole team.</p>
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		4 - I address poor performance and recognise achievement.
Record summary evidence relating to specific behaviours from 121's and quarterly reviews	1	<p>On 13 April 2010 I received a phone call from a sub postmaster who was on a counter training course when I gave a presentation to them. He stated that he recalled that I had said I was always available to them if they had any problems at their branch.</p> <p>His property was leased from the council and was in need of repair and had been informed by a customer that a group of lads were "hanging" around the property after the branch had closed.</p> <p>I contacted the Police and the Physically security strand and made arrangements for the property to be visited and for the council to effect the necessary repairs.</p> <p>Due to previous engaging with this newly appointed sub postmaster, he felt confident to approach me with their concerns.</p> <p>The police and city council thanked me and were grateful for the information and the repairs have now been completed.</p>
2		I have volunteered to part of a group "Helping to shape the future Security Strategy" headed by Nigel Viles and led by Chris Knight. I was not able to attend the inaugural meeting due to Crown Court commitments. However I contacted other members of the group to be brought up to speed with the contents of the meeting.
3		<p>On 6 May 2010 my Team Leader received an e mail from a Security Advisor (Wayne Griffiths) requesting the Identity and Passport office be contacted. After speaking with them, I was able to assess the situation and explain to the passport office that their concerns regarding missing passports could not be attributed to one Post Office branch. I offered on their behalf to contact Royal Mail and explain the situation.</p> <p>They thanked me and accepted my offer and I have since updated the passport office on the circumstances regarding the missing passports as they stated they had not been kept informed by Royal Mail.</p>
4		On 9 June 2010 I received an e mail from a West Midlands Police officer that I was assisting with a POCA case fraud. The offender had been arrested and subsequently received a custodial sentence. He informed me that the judge had commended the actions of the Post Office by their prompt and efficient ensured the repayment of all monies to the defrauded by the defendant had been repaid and he would like to convey his gratitude.
		On 2 July 2010 due to my own tenacity I was able to recover from a former Post Office employee a sum of the outstanding amount of £143 owed by him on his mobile phone bill.
5		<p>On 5 July 2010 at Preston Crown Court (POLTD/0809/0138) the offender pleaded guilty to false accounting but would not accept theft. I challenged the recommendations of the barrister and persuade him that a trial would be necessary as the reasons given by the defendant (Horizon integrity) would have a wider impact on the business if a trial did not go ahead.</p> <p>I also advised that a new trial date should be fixed as there are current issues ongoing regarding the Horizon system.</p> <p>He agreed with me and consequently the Judge accepted these points and fixed a new trial date.</p>

6	<p>On 24 August 2010 I received a call from Gary Googan a BDM in Northern Ireland who had been given my details by the Network Field Support Team Leader. He had been contacted by one of his sub postmasters (Newry) who suspected one of his staff of theft. He required advice of what he could or should do and the BDM did not feel qualified enough to advise him.</p> <p>I contacted the sub postmaster and obtained the details of his allegation and advised him what cause of action he should take.</p> <p>I kept in touch with the sub postmaster to see how he was progressing and then I updated the BDM with the current situation until my colleague in Northern Ireland returned from her annual leave. I passed on all the details and gave a full sitrep of events for her to continue with the liaison with both the BDM and the sub postmaster.</p>				
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Areas identified for improvement.					1
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3	I take action	<p>1 - I act with energy and enthusiasm and promote a can-do approach. 2 - I challenge perceived barriers to action. 3 - I create and respond to opportunities to improve business performance and efficiency in a timely fashion. 4 - I actively encourage people to try new ways of doing things. 5 - I take calculated risks in my decisions.</p>
1	<p>On 7 April 2010 I received a request from a Royal Mail Investigator via an e mail concerning a number of Post Office branches located within Spar Shops. The RM investigator had been contacted by North Wales Police regarding an armed robbery. They required CCTV from the named Post Office branches as they had information that their suspects had visited these branches. I made immediate enquires with each Post Office branch and by taking this action was able to have the CCTV information secured. These images enabled the Police officers to make arrests.</p>	
2	<p>On 9 April 2010 at a team meeting in Manchester, the Casework team received an enquiry from Wigan CID for assistance. The casework member was unsure of what the Police Officer required and I volunteered to look after the enquiry for him.</p> <p>I spoke with the Officer concerned and after hearing the facts arranged a meeting with her.</p> <p>The meeting took place and I was able to assist the officer and informed her that I would contact Royal Mail Security regarding the postal packets.</p> <p>I contacted RM security and explained the situation and that postal packets with a value of £15,000 of mainly electrical goods had been recovered.</p> <p>The enquiry was assigned to a RM investigator and I am currently liaising with both the Police Office and Royal Mail regarding this enquiry.</p>	
3	<p>I was contacted by a DS from West Mercia Police requiring information of POCA withdrawals. An elderly person from Bridgend had been burgled and her card stolen and they obtained the pin number from her.</p> <p>They believed the card had been used and after obtaining the DPA contacted the banking team was able to give the police officer the details of where the withdrawals had taken place.</p> <p>This information enabled the police to disprove the suspects alibi and resulted in charges being brought by the CPS.</p> <p>The Detective Sergeant thanked me for my prompt action and the collaboration and engaging with other agencies resulted in a burglar being taken off the streets and new contacts with a different Police force being made.</p>	

4	<p>On 13 April 2010 I received a phone call from a sub postmaster who was on a counter training course when I gave a presentation to them. He stated that he recalled that I had said I was always available to them if they had any problems at their branch.</p> <p>He was concerned about the property which was leased from the council and was in need of repair. He had been informed by a customer that a group of lads were "hanging" around the property after the branch had closed and he was concerned that they may have been looking at breaking into the Post Office branch (he was also due to receive any cash for bank holiday payments). He said that he had contacted the council on a number of occasions but was not getting anywhere.</p> <p>After obtaining all the details I immediately contacted the police and on my advice arranged for extra patrols in the area to keep an eye on the property.</p> <p>I then contacted the Physical Security Strand advisor (Richie Graham) and asked for a visit to the property be made to assess the damage and for the council to be contacted for them to effect immediate repairs to the building in order that it is in a fit and proper state for the intended use.</p> <p>The result of this action is that the building has now been repaired and any possibility of any burglary / robbery was decreased and thus Post Office Ltd funds were safeguarded.</p>
5	<p>On 13 May 2010 at an audit at Westwood Park after speaking with the auditor, I spoke with the sub postmaster and explained the situation to her and that Post Office Ltd would be looking for full reimbursement of the outstanding amount.</p> <p>The enquiry was given to another colleague and due to my initial contact with the sub postmaster; this resulted in a full recovery and a less traumatic interview for the sub postmaster.</p>
6	<p>On 13 July 2010 I received an e mail from the local RM investigator regarding a message left on their answer phone from a customer who stated that he had received a packet from Huyton Post Office but the contents were missing.</p> <p>I contacted Huyton Post Office and obtained from the Branch Manger the details of what happened. He informed me that the person was going to the press and the local radio station.</p> <p>I contacted the customer and explained the reason why the packet had been opened (it was a call and collect and the name and address was obscured by the courier). I also managed to convince him not to go to the press and radio and that this was a one off situation and new procedures had been put in place.</p> <p>I then spoke with the Branch Manager and explained that if this situation arose again, ensure that the customer checks the package before leaving the branch.</p>
7	<p>On 2 August 2010 I received a complaint from Royal Mail that Pilch Lane Post Office branch were not segregating the mail as they are required to do.</p> <p>I contacted the branch and explained the situation and the rational behind the segregation and the need to correctly label the mail bags. They sated they did not have any labels.</p> <p>I spoke with the Royal Mail and ensured that labels were made available and taken to the branch within 24 hours.</p>
8	<p>On 3rd September 2010 I was contacted via e mail by North Wales police who were trying to locate two offenders wanted for a serious sexual offence and they were hopeful that Post Office Ltd could assist them.</p> <p>I contacted them and suggested how we could assist them. They later informed me that they had apprehended the suspects and thanked me for my assistance.</p>

9	<p>On 3 September 2010 I received a further inquiry from North Wales Police (St Asaph) stating that they had received a lady had just reported identity theft and monies had been taken from her bank account and a re direction had been set up in her name.</p> <p>I contacted the office concerned and confirmed that it was not a Post Office Ltd / N S & I bank accounts that had been violated.</p> <p>He stated that he was trying to find out how the redirection was paid for but was confused as he had been informed that he had to obtain a RIPA in order to obtain this information.</p> <p>I explained the procedure for obtaining a redirection and that on his behalf would pass his details onto the Royal Mail for further assistance. I duly sent an e mail to the Royal Investigator who covers North Wales.</p>
10	<p>On 13 September 2010 I received a call from a police officer (PC Hitchmough) who was investigating a burglary in the West Midlands. He informed me that a stolen Giro cheque had been cashed at Edgbaston Post Office and he felt that the sub postmaster was being obstructive.</p> <p>I contacted the sub postmaster and explained the situation and how we need to help the police with any of their enquires. I then made arrangements with the sub postmaster to visit the branch and obtain the statement from the clerk who had cashed the giro cheque.</p> <p>The officer explained that he was under pressure from his Sgt to progress the enquiry and thanked me for my help in assisting him to do this.</p>
<p>Areas identified for improvement. 1</p> <p style="text-align: center;">2</p> <p style="text-align: center;">3</p>	

4	<p>I work with others to win</p>	<p>1 - I consider the impact of all that I do on the rest of the business. 2 - I work effectively with suppliers and customers to achieve our goals. 3 - I seek and share information and ideas in order to improve our performance. 4 - I help my colleagues to achieve their goals.</p>
<p>Record summary evidence relating to specific behaviours from 121's and quarterly reviews</p>		<p>1 On 13 May 2010 I was contacted by a Network Field Support Advisor who was conducting an audit (Westward Park). She explained that she was unable to contact anybody else.</p> <p>I explained to the auditor what would be required if the result of the audit led to an investigation taking place and informed that I would be in contact with her throughout her time at the Post Office branch.</p>

2	<p>In May 2010 I was contacted by North Wales Police who stated they had been informed by the sub postmaster of Llanfachraeth branch that she had reported theft by one of her staff members.</p> <p>I explained that this branch was currently under enquiry and I would keep them informed of all relevant details.</p> <p>The sub postmaster was reinstated after suspension and I am currently liaising with the police officer to ascertain if the evidence is sufficient for the staff member to be arrested and charged with theft.</p>
3	<p>On 14 May 2010 I received a visit from a Merseyside police officer who was investigating a murder. He required as a matter of urgency an explanation regarding horizon codes.</p> <p>I gave him a statement explaining each code and the statement proved helpful for the CPS to bring a charge of murder. I have also been warned as a witness for the forthcoming trial.</p>
4	<p>On 1 June 2010 having just migrated onto the new Microsoft office, I became aware that a number of stationary forms used by the Fraud strand had not migrated.</p> <p>After obtaining the way to create these forms I cascaded the information to my colleagues in the North team and to the Team Leader for the South team to forward onto his team members. The information was also passed to the Casework team.</p>
5	<p>On 7 June 2010 I received an e mail from a Cheshire Police officer thanking me for my assistance in a recent case. He commented that the result was due to our working in tandem and was looking forward to working with me and Post Office Ltd again.</p>
6	<p>An enquiry (POLTD 0910/0144) where an employee had been sacked by the business and had gone to appeal. During the enquiry I kept in constant contact with the appeals manager and was able to assist him with a number of issues. After he had made his decision he was unable to contact the person to give them his decision. I then obtained where the person was now living and passed the details onto him and enabling him to give the person his decision.</p>
7	<p>On 01 July 2010 I received a request via e mail from a Royal Mail Investigation Manager for details of a Post Office branch. Royal Mail was experiencing an outward loss problem at the branch.</p> <p>I contacted him by telephone and obtained the relevant information and after integrating the system was able to put a possible suspect offender to them.</p> <p>This information was sufficient for the RM investigator to obtain permission to test the possible offender.</p>
8	<p>On 18 July 2010 I visited P B & A in Chesterfield with a colleague (Chris Knight) to give an overview of the wider Security Team and how their actions assist the fraud strand in obtaining successful prosecutions.</p> <p>The visit also gave both my colleague and I an insight of the role of each individual team based in Chesterfield and the impact their work had when we conducted any enquires.</p> <p>The visit was also used to reiterate how they need to keep a log of what they have done, how they got the information, who they sent it to and how it was vital they had this information as the Fraud Strand may have to obtain statements from them long after the event, which could be up to two years in some cases.</p> <p>The visit was a success and we were invited to attend one of their fraud operational forums at a later date.</p>
9	<p>On 27th July 2010 I was contacted by a Police Officer from the NW Regional Crime Unit requesting information regarding purchase of foreign currency by an individual. After checking with the money laundering team I was able to advise him that SAR's had been received if he contacted SOCA they would have all the information to hand and be able give him full details.</p> <p>He thanked me for my swift action.</p>
10	<p>On 22nd September 2010 I enlisted the help of Helen Dickinson a colleague in my team to visit a branch on my behalf (POLTD/1011/0058) to assist the auditors on my behalf.</p>
11	<p>During the past six months I have assisted the newest member of the team by proof reading statements and helping put committal bundles together for example.</p>

