



Management Team Evaluation

Post Office

Commonly used terms

BoardClic Value Index

A score that encompasses a number of key aspects of truly value-creating work – relating to efficiency, alignment, composition and performance.

Benchmark

Derived from over 1,000 board evaluations, which include feedback from more than 3,000 board members across 400 organisations.

Improvement indicators

Improvement indicators collects outliers where you may have room to increase your performance. Use these insights to shape meaningful discussions, steer strategic decisions and drive transformative change.

Alignment

The alignment graph displays responses from each survey role. Utilize this graph to analyse the extent of alignment or misalignment among survey roles.

Distribution

The distribution graph illustrates the distribution of participant answers across the 1-7 rating scale, located at the bottom. Leverage this graph for a deeper insight into the responses.

Participants

SLG

Chrysanthy Pispinis
Max Jacobi
Patrick Bourke (Did not complete)
Laura Joseph
Tim Perkins
Diane Wills
Simon Recaldin
Zdravko Mladenov
Neill O'Sullivan
Jeff Smyth (Did not complete)
Neil Davey (Did not complete)
Barbara Brannon
Martin Hopcroft
Martin Kearsley
Gemma Ludgate
Ed Dutton (Did not complete)

Tom Lee
Liam Carroll
Johann Appel
Sarah Gray
Jonathan Hill
Rachel Scarrabelottie
Andrew Goddard
Martin Edwards (Did not complete)
Russell Hancock
Simon Oldnall (Did not complete)
Anshu Mathur
Asha Patel (Did not complete)
Pete Marsh
Ian Rudkin
Mel Park
Juliet Lang
Tracy Marshall

Attendee

John Bartlett
Rebecca Barker
Jack Foden
Evelyn Hocking (Did not complete)

Executive

Tim McInnes
Kathryn Sherratt
Owen Woodley
Ben Foat
Richard Taylor
Karen McEwan
Alisdair Cameron (Did not complete)
Chris Brocklesby
Nick Read (Did not complete)
Martin Roberts

• Executive summary



Your BoardClic
Value Index



BoardClic
Value Benchmark

Your result lies **below** the BoardClic
Value Benchmark



•• Executive summary - Improvement indicators

Improvement indicators

Key insights for strengthening your governance and strategic decision-making. Focus on these key aspects to drive meaningful improvement

	SCORE	BENCHMARK	DISTRIBUTION
<p>Trust and Transparency</p> <p>The members of the Group Executive trust each other.</p> <p>LOW SCORE</p>	41	81	
<p>Governance Structure</p> <p>The organisational governance framework enables effective and timely decisions to be made.</p> <p>LOW SCORE</p>	45	-	
<p>Strategy Implementation</p> <p>The targets for the company are defined clearly.</p> <p>LOW ALIGNMENT BETWEEN ROLES</p>	60	-	
<p>Trust and Transparency</p> <p>I consider communications from the Group Executive to be transparent.</p> <p>LOW ALIGNMENT</p>	52	78	





•• Executive summary - Improvement indicators

Improvement indicators

Key insights for strengthening your governance and strategic decision-making. Focus on these key aspects to drive meaningful improvement

	SCORE	BENCHMARK	DISTRIBUTION
<p>Performance Competencies – Navigating through Business Landscape</p> <p>The Group Executive has a deep and broad understanding of the postmaster, customer and shareholder landscape.</p> <p>↔ LOW ALIGNMENT</p>	68	-	
<p>Performance Competencies – Executing for Results</p> <p>The Group Executive translates the overall strategy into actionable objectives and key results.</p> <p>↔ LOW ALIGNMENT</p>	62	80	
<p>Decision-making and Working Processes</p> <p>Group Executive members generally appear to find it easy to make decisions.</p> <p>↘ LOW SCORE</p>	46	59	
<p>Business Purpose and Organisational Vision</p> <p>So far as permissible within the Policy framework set by the shareholder, we have the right strategy to fulfil our purpose.</p> <p>↔ LOW ALIGNMENT</p>	61	81	



• Executive summary - Section drilldown

	YOUR SCORE	BENCHMARK
1 Decision-making and Working Processes	59	74
2 Roles and Responsibilities	69	73
3 Business Purpose and Organisational Vision	60	75
4 Strategy Implementation	55	77
5 Value Creation	68	55
6 Trust and Transparency	57	81
7 Performance Competencies – Executing for Results	61	80
8 Performance Competencies – Navigating through Business Landscape	62	81

• Executive summary - Section drilldown

	YOUR SCORE	BENCHMARK
9 Governance Structure	60	-
10 Information, Reporting and Risk Management	58	-
11 Subcommittees	70	-

1. Decision-making and Working Processes



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

No results qualified.

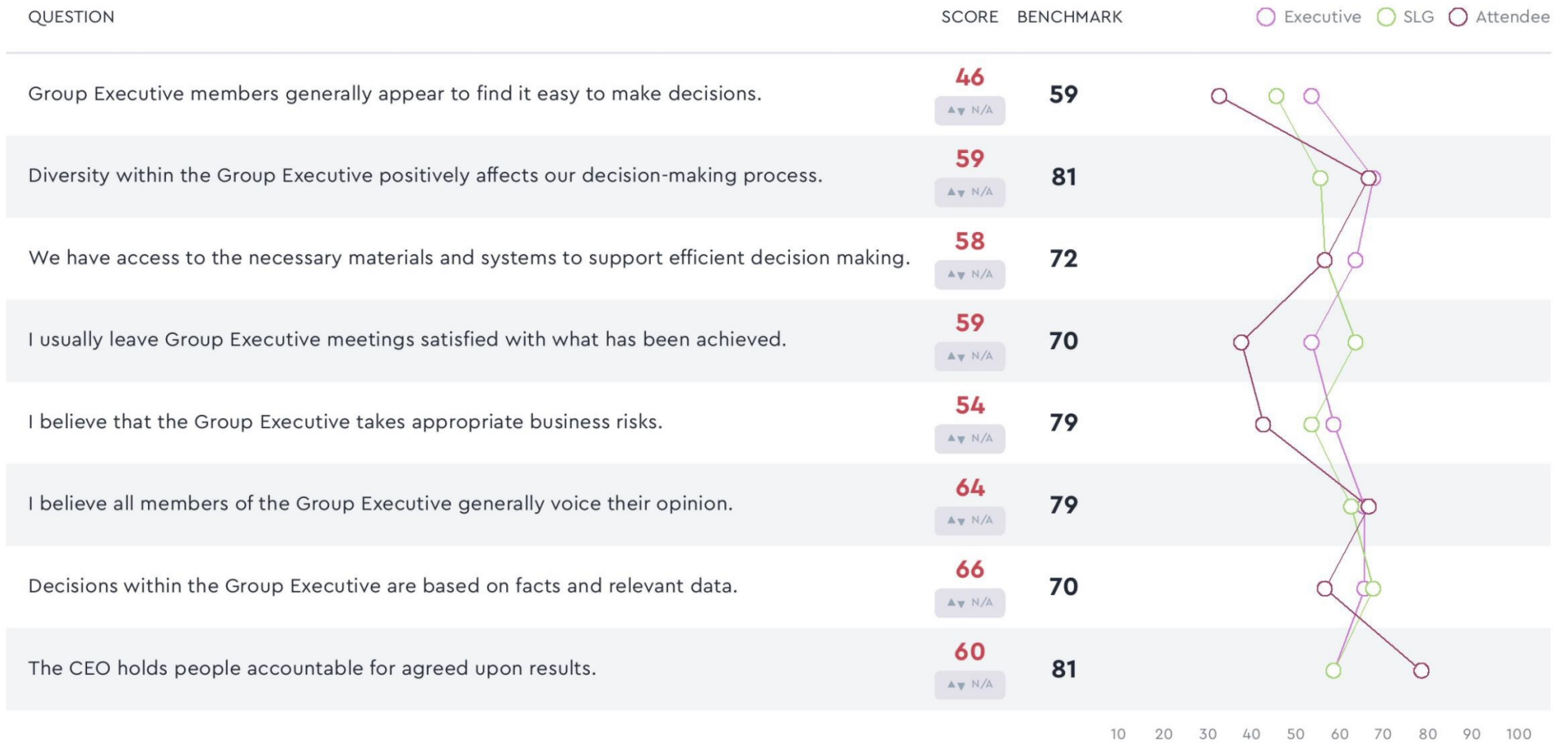
Low performance

Group Executive members generally appear to find it easy to make decisions.



1. Decision-making and Working Processes

59 **74**
SECTION SCORE BENCHMARK



1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
Group Executive members generally appear to find it easy to make decisions.	46 ▲▼ N/A	59	
Diversity within the Group Executive positively affects our decision-making process.	59 ▲▼ N/A	81	
We have access to the necessary materials and systems to support efficient decision making.	58 ▲▼ N/A	72	
I usually leave Group Executive meetings satisfied with what has been achieved.	59 ▲▼ N/A	70	
I believe that the Group Executive takes appropriate business risks.	54 ▲▼ N/A	79	
I believe all members of the Group Executive generally voice their opinion.	64 ▲▼ N/A	79	
Decisions within the Group Executive are based on facts and relevant data.	66 ▲▼ N/A	70	
The CEO holds people accountable for agreed upon results.	60 ▲▼ N/A	81	

Don't know 1 2 3 4 5 6 7

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's decision making and working processes?

” Establish parameters with GE within which most decisions can be devolved to GE-1 and GE-2 so that GE focus on the strategic issues and in reviewing devolved parameters regularly.

” make sure that i read all the pre-read material

” I feel like I need to be clearer on the outputs I want from each session I have with the GE. I wonder if it is worth stating more clearly in the 'input sought' section of the associated paper what good would look like for the time we have together in a way that the noting/discussion/approval language doesn't seem to be achieving. I also think as a presenter, I need to be better at controlling where conversation goes to ensure discussion stays on topic. I have seen elsewhere before a more structured working round the table with individual Exec members stating whether they have comments or not and making them before any response is given by the presenter – I don't know if others do that and I should also?

” Hold them to account, by providing clear and open feedback.

” reinforce that not everything needs their attention – they have skilled senior professionals around them who have run, and can run, major projects and make sensible integrated decisions. they should spend more time on the key issues that cannot be delegated/need to be fully understood and debated at that level.

” Clearer ownership and accountability of budgets, costs, change, risk, etc.

” Clearer papers flushing out risks and benefits of options.

” Ensure continue to keep on topic and that any side conversations occur outside of the main forum. Be precise in the updates and time awareness.

” Present clear proposals and build confidence in my capabilities and understanding of Risk in order for GE to feel comfortable to delegate their authority.

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's decision making and working processes?

” less formality to discussion
re-evaluate composition
agenda items need rigorous review – many items should not come to this group
make more inclusive and improve diversity
build trust – people do not speak up and do not support each other outside the meetings

” The threshold for GE decisions is too low, they need to devolve decision making to more appropriate levels this would require a change in risk position.

” Provide clear, concise and relevant information.

” More engagement before formal meetings to ensure GE members properly understand the issues.

” Ensure that the start and finish of each slot is framed in terms of the decision that needs to be taken – and drive clarity about what the way forward is (sometimes general discussion means the specific yes/no decision gets lost).

” I don't know what 'individually' means, but I would make their accountabilities and delegated authorities clearer – and give them broader ones. Their current remit is very limited (and most things need to go to the Board). Separately the GE cannot take appropriate business risks because the enterprise risk appetite is so low (i.e. the GE has to operate within that).

” Provide clear, short papers with clear, simple decision options

” More, better and consistent data sources. Transparent prioritisation process – especially for tech based proposals requiring testing and development resources. Adopt an 'Agile' management process for delivery of approved programs and initiatives.

” Making sure that the accountable areas of the business actually do the appropriate work before the GE meeting and draft a short paper that succinctly sets out the issue, the options, pros and cons, and recommendations. They should have also not acted in a silo in the above but have reached out to HR, LCG, Finance etc so that the issue and the solutions are fully identified.

Too many decisions come to GE. Half the GE decisions would have been decided upon at a GE-2 or GE-1 level in other organisations.

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's decision making and working processes?

More pre-engagements with GE to aide understanding

Group Executive decision making and its efficacy is directly and negatively impacted by :
a) the strongly adverse risk appetite of Board and the minimal level of delegated authority and trust
b) the lack of clarity on funding from government.

Shorter papers and crystal clear on what is being asked.

More collaborative approaches to plan preparation and delivery e.g. brainstorming around a whiteboard...

N/a

Be clearer on when I am looking for GE to make a decision or just ratify one. Where it's ratify ensure the reasons for the decision are laid out

Ensure they have information and facts in a timely manner through monthly reports and dashboards to help them understand performance, risks and opportunities.

Reduce the frequency of GE's and also time spent on papers and the quantity of them ! and review discussion that doesn't need to come into this forum.
Less people on the this group just core GE members.

I think the size of the GE should be slimmed. There are some members who contribute on a minimal basis. The monthly all day GEs could be re-shaped so the time was utilised better.

Reduce the dependency on GE members to individually represent / understand all activities within their LOB; reduce need for GE to approve all business decisions.

Need better delegated authority to ensure only critical GE level decisions find their way to the GE team. They currently seem flooded with low level and tasks which could easily be delegated.

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's decision making and working processes?

” - Being clear on agreed decisions at the end of discussions
- Trusting the experts that are presenting to them in the room
- Debate, discuss, disagree in the room but leave the room with a collective agreement on the defined approach and ensure that no dirty laundry is aired in public, leave it in the room. Aim for consensus but CEO needs to make tough decisions when required to resolve and be clear on decision
- Consistency in the download from GE meetings
- Ensure pre-read is read ahead of sessions or always allow for an exec summary to be provided before discussion to ensure alignment with clear objectives from the session
- Effective time management
- Making more data driven decisions rather than based on own opinion or assumptions

” Ensure key stakeholders are pre briefed so issues are understood in advance, and that papers are clear on the ask.

” Provide timely information but also seek confirmation that the information has been understood and agreed

” Push for greater devolved decision making

” I try hard to help the GE understand my business area especially when it comes to helping them make the right calls. I think the GE needs to be less risk adverse in some of it's decision making often deferring the decision and passing up to board. I could help by getting better at highlighting risks but also likelihood of challenge and mitigations.

I have also improved how I pre-lobby some GE members ahead of attending the GE so that there is already some detailed knowledge and potential advocacy within the room.

” The talent around the table is much too variable and some people are simply not experienced enough to be there. We need less, more senior and seasoned executives making decisions.

” In papers submitted to GE, and in the opening 'elevator pitch' ensure that there is clear understanding of what is being asked for and what decisions need to be made. If I feel as though I'm not getting the required responses or decisions, challenge more in meetings and articulate what the risks and issues might be if there is no decision or agreed way forward.

” Provide clear and concise papers for approval and agree outcomes and next steps with planned follow up

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

Provide one additional comment regarding decision making and working processes of the Group Executive.

” One foot is still too firmly in the past. We need two GEs – one managing the past and one moving forward without the baggage of the past.

” fewer agenda items. change our governance so fewer items need to go to Board for approval and therefore don't clutter the GE agenda

” The GE have too many decision to make/papers to read. The burden on them is enormous and unfair. We need to find a way to delegate authority and hold people accountable for decisions rather than decisions being made in the GE.

” Due to competing priorities and objectives, the GE are normally not aligned, or when decisions are delegated do not respect the outcomes.

” worry about the major things and get EVERY one in the GE to engage (not always evident), then let all the other things get delegated and managed by SLG experts.

” Strategic and priority alignment around agendas, regularly of topics/updates, and an appropriate drumbeat. Short, more frequent meetings? Clarity around what must come to GE as opposed to what has become accustom to come to GE. Ensure appropriate in advance stakeholder engagement.

For GE to be time aware and where possible reduce the 'monologue' of observation.

” GE members need to take full responsibility and accountability even for things that might be outside of their control.

” The greatest issue from my perspective is providing GE with too many decisions to make. It is interesting so far the perspective of the questions so far in this survey do not point to one of the largest barriers to GE efficiency and effectiveness, as well as the effectiveness of GE-1 and below with regards to the effort and involvement in producing material upwards versus delegating sufficiently to MT-1 and be held to account.

” need a clear RACI

” it is too slow and to bureaucratic

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

Provide one additional comment regarding decision making and working processes of the Group Executive.

There is too much deferral to third parties / consultants to 'rubber stamp' what the GE are capable of deciding themselves, having listened to experts from within the business. As a result decision take very long, and/or the GE are not taking accountability for those decisions.

Lack of clarity as to accountability amongst GE members; concept of 'sponsor' is not defined or understood.

The GE needs better quality papers, including sharper, more accurate and specific data points to underpin the recommended decisions. It would really help with decision-making...

Issues that should have been on the agenda such as Governance etc have continuous been taken off by people with no SME in such areas.

The GE need clear responsibilities for who owns what decision. They are all there with their own specialisms and skills. Collective challenge and discussion is useful, with collective decision making in many cases, but not all. There are some cases where certain GE should own decisions that get recommended upwards via the CEO

Group Executive decision making and its efficacy is directly and negatively impacted by :
a) the strongly adverse risk appetite of Board and the minimal level of delegated authority and trust
b) the lack of clarity on funding from government.

Sometimes it feels like we are extra info just as a holding tactic to delay decision making, when the extra data doesn't materially affect the decision.

What is discussed and agreed as part of the pre lobbying of individuals before a GE meeting should then play out in GE and not be a complete change of direction unless for good reason based on the discussion in the room

Would like to see GE empower and trust GE-1 and SLG to make decisions within their level of authority rather than all decisions that involve a degree of risk requiring GE or sub committee approval.

Has to get simpler and allow more of our people to make decisions rather than a GE member always having to support.

1. Decision-making and Working Processes

59 74
SECTION SCORE BENCHMARK

Provide one additional comment regarding decision making and working processes of the Group Executive.

” Diversity on the GE has improved recently in terms of gender with Kathryn S, CP and Karen joining. Other diverse characteristics are in short measure however and need improvement.

” It feels that all GE members share their voice and opinion even when reviewing areas where they have no expertise, nor any real accountability. A revisit of RACI and perhaps the RAPID decision making framework would be worthwhile.

” There are occasions where SMEs present to the group and then discussion takes place around the table without the active and meaningful participation of the SME. It is important for participants to engage and contribute ideas effectively however these discussions would be better encouraged as questions related to the presentation, inviting the presenter to share their insights or opinions rather than general debate around the table with GE answering each others points. This helps ensure decisions are well-informed, diverse perspectives are considered and the meeting achieves its objectives

” Agendas often seem too packed meaning that good conversation/necessary debate can get cut short.

” Information should be consistent across GE and their senior leadership teams

2. Roles and Responsibilities



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

In my role, I have clear objectives for my work.

84 **80**
YOUR SCORE BENCHMARK

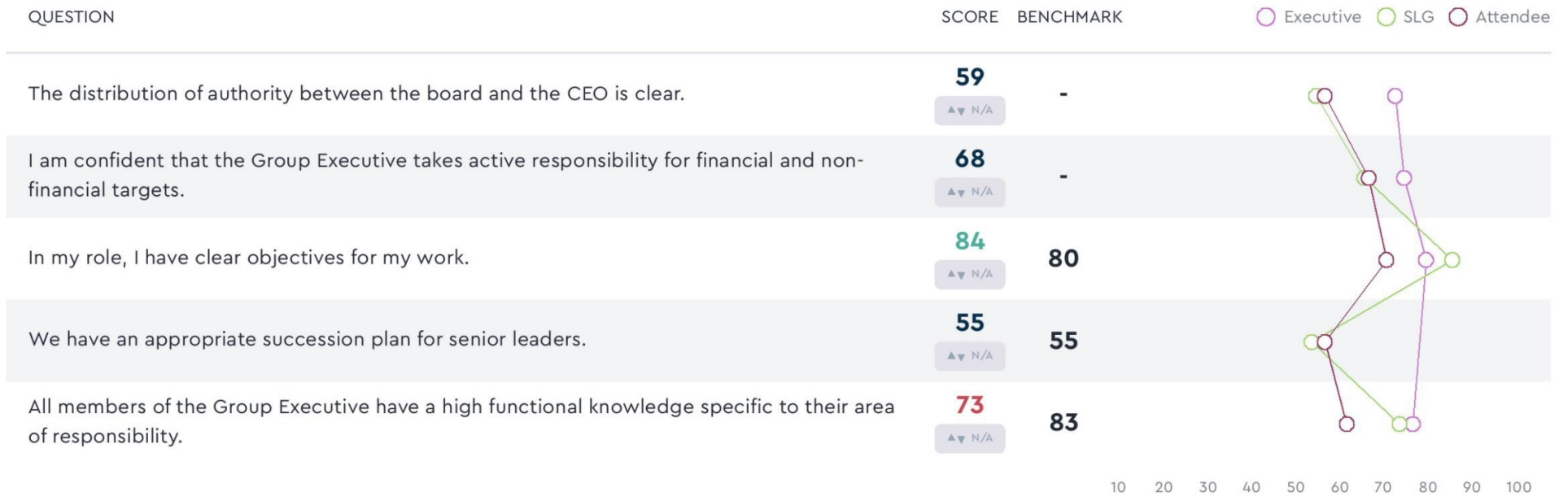
Low performance

The distribution of authority between the board and the CEO is clear.

59 **-**
YOUR SCORE BENCHMARK

2. Roles and Responsibilities

69 **73**
SECTION SCORE BENCHMARK



2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

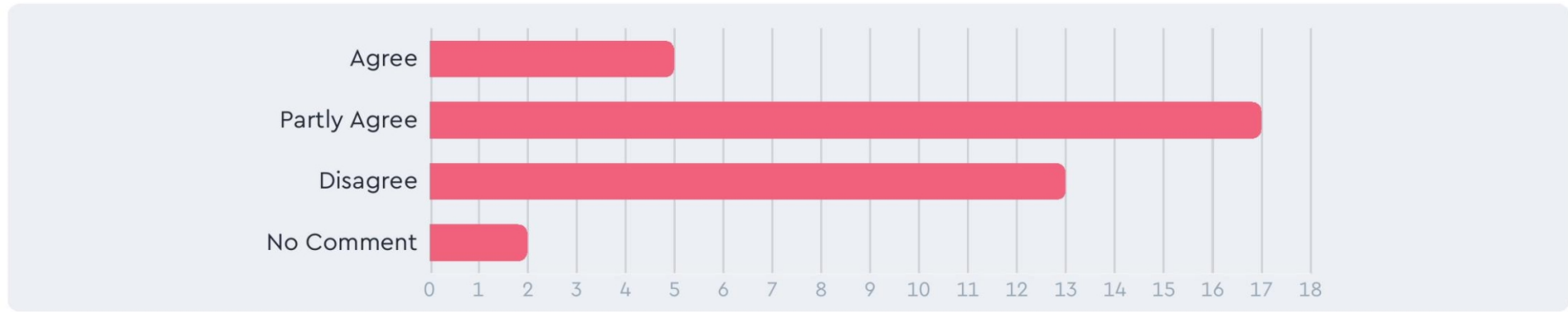
QUESTION	SCORE	BENCHMARK	DISTRIBUTION
The distribution of authority between the board and the CEO is clear.	59 ▲▼ N/A	-	
I am confident that the Group Executive takes active responsibility for financial and non-financial targets.	68 ▲▼ N/A	-	
In my role, I have clear objectives for my work.	84 ▲▼ N/A	80	
We have an appropriate succession plan for senior leaders.	55 ▲▼ N/A	55	
All members of the Group Executive have a high functional knowledge specific to their area of responsibility.	73 ▲▼ N/A	83	

Don't know
 1
 2
 3
 4
 5
 6
 7

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

The composition of and accumulated competence and experience of the Group Executive is sufficient to master the company's present challenges and opportunities.



Comments from those who picked **Partly Agree**:

” We now have the 4th CPO in a similar number of years – calls into question how previous hires were made and how confident we can be in current GE members

” Individually the GE are clearly experienced and competent; as a group, they don't seem to work well together i.e. they are not the sum of their parts. This seems to be a view I have come across in the business a number of times.

” There are unanticipated challenges that GE do not have the accumulated competence to deal with – matters such as RU and the Inquiry

” New GE members bring valuable external and professional experience. This should be embraced by established GE and an effort to develop new productive and ethical Ways of Working.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

Comments from those who picked **Partly Agree**:

” Please see comments above in respect of diversity. Given the huge ethnic diversity within the Postmaster base the executive team needs to be much more reflective of this. Additionally there are some members of the GE who do not have the intellect required (in my

” It's not just about technical proficiency – it's about working as a unit and have other attributes which are required – eg resilience, ability to focus, remove the 'noise' of the day to day to focus.....in this areas there are different levels of skill and the foundations on which teams are built are challenged more in difficult times which is where we are now I believe.

” We have relatively new GE with some temp roles

” I would like to see a more balanced composition reflecting EDI targets to increase diversity of thinking. Who is accountable for what is not always clear. A number of GE will be called on as witnesses for the Inquiry- can GE properly function in that period at potentially half numbers? If not, what's the plan?

” This is not a situation with straightforward solutions. I do believe there is broad talent and specialist competencies across the team but I do not believe they are fully equipped with sufficient experience for the unique and complex challenges facing the business, compounded by a complex shareholder and Board composition that stifles speed and decision making. Areas of concern have been / remain at a strategic leadership level across People, Retail, Legal, and IT, and importantly, how this team incorporates the talent at a GE-1 level to operate a more effective functioning team. Having said that, the most recent changes I believe give a better (competency and gender) balance

” The CFO is a significant role in the organisation, in some instances it is often considered more imperative than that of the CEO. Since Al Cameron has been absent the void has been felt.

” I think the GE would be more effective with fewer core roles – this would bring up the average competence/experience. We have to be realistic here though – I'm not sure that many Execs I have worked with in my career would be able to 'master' the current challenges and opportunities – we have to respect that this is a really hard gig for our GE currently.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

Comments from those who picked **Partly Agree**:

” More clarity is required between GE and Board, to often we are duplicating the decision making process which causes delay

” Greater weight needs to be given to those with SME on issues rather than those who just express an opinion (without the expertise)

” Some areas of the business have gone through a change in leadership

” Significant change in key products and functions need to be delivered at pace which will require better common data for quick and informed decision making, and then supported by an Agile management approach. Greater evidenced-lead transformation management expertise is needed.

” The accumulated competence is eroded by the constant changes to the GE, which prevents them from operating as a collective.

Comments from those who picked **Disagree**:

” The GE are clearly not sufficiently competent or experienced in dealing with the current issues facing PO – many of the recent issues have been entirely avoidable or made worse by GE incompetence, poor decision making and lack of experience.

” There appears to be no stability at GE level. Many of the group are relatively new and I often feel there is therefore a lack of appreciation of the challenges that PO has faced and continues to face. Diversity at GE level is also an issue that needs to be tackled.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

Comments from those who picked **Disagree**:

Some of our challenges (enquiry for example) are unprecedented and so the approach currently being taken where all GE members are focussing on the past, the present and the future in the level of detail that they are seems unachievable.

composition, capacity and capability are an issue

There is a lack of capability and effective leadership

whilst all are individual experts in their respective areas, there is a wider weakness of broader experience. The true gravitas exhibited by experienced Execs in businesses of the importance and size of the PO is missing.

We are facing extraordinary challenges and expecting the GE to have experience of these is not possible. The desire, intent and attempt to deal with them is there though

I'm not convinced we have the right people running the right functions at the right time. I'm also not convinced we're bound together as a team as much as we should be (i.e. one team, working as one, etc.).

GE members at PO have an incredibly difficult role. The challenges and balancing acts are huge, and the stakeholder environment complex. Some GE members have the right experience, some just don't have the depth and/or breadth. The size of the challenge requires some 'heavy hitters', that PO probably couldn't afford...

Whilst all GE members wants their opinion to be heard there is then a lack of ownership or appetite for making the decisions

Mainly due to competing and non aligned objectives and priorities. Which is compounded by lack of consequence management.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

Comments from those who picked **No Comment**:

Not all GE members are created equal.

What could you do individually to improve the Group Executive's work with roles and responsibilities?

Help GE members understand what happens (and why) outside of their own silo through proactive engagement.

Take more load from the CEO

I can make sure that I am sharing relevant information more proactively with different members of the GE.

Ensure there is a clear delegated authority matrix and this is adhered to and or referred to when decision are challenged or debated unnecessarily.

Insist on taking key decisions in my direct span of control, confident in being supported by GE, and able to push past the various nay-sayers and juniors who may try to block because 'I've not been consulted'.....

I think roles and responsibilities are clear, I'm just not convinced everyone necessarily takes ownership of their designated role or responsibility. I think the business needs the ability / risk appetite to hold people to account more, though I recognise this is easy to say and quite hard to deliver given the complexities we face today (and are likely to continue facing in the immediate / near-term).

.

Continue to re-enforce the accountabilities and expectations of fellow GE members with respect to the areas I support.

They could delegate more the subject matter experts within an agreed framework.

2. Roles and Responsibilities

What could you do individually to improve the Group Executive's work with roles and responsibilities?

- ” support on ways of working, building trust and addressing development gaps
- ” Increase financial and risk delegation and reduce what needs to go to GE and Board for approval.
- ” I can call out when roles and responsibilities are not clear.
- ” Continue to feed in areas where there is lack of clarity and put forward potential solutions
- ” We should have a clear RACI – there used to be one during the period of OD across the business, but the functions have changed since then. They should also be designed at the GE-1 level too.
- ” Hold them to account more on their respective areas.
- ” Support my GE member with defining roles and responsibilities for his organisation

- ” Adaptability: In a dynamic business environment, it's essential to remain adaptable. Embrace change, learn from mistakes, and be willing to adjust your approach as needed.
Collaborate: Collaboration is key to the success of the company as a whole. Work effectively with colleagues, support cross-functional teams, and share knowledge and resources to achieve common goals.
- ” GE accountabilities and ensure that operational governance in the organisation is better understood. However, that role sits with the Chief of Staff
- ” Reiterate who we are seeking input from on papers and decisions
- ” I am not aware of this work or it's scope.
- ” Take less material to GE.
- ” Ensure clarity of a 'defining thought' to guide our narrative for benefit of postmasters, customers and colleagues.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with roles and responsibilities?

” n/a

” Ask them for time to understand my area in more detail

” Regularly brief and inform, educate and support and recommend appropriate timely action to mitigate risks

” Be clear who owns what and is the specialist and trust there judgement.

” We produced a GE Accountabilities Matrix, which is now with the Chief of Staff for consideration. We can support the Chief of Staff with the review of this document and have offered some ideas on how this document could be improved upon.

” Change the composition of GE.

” Work to open better dialogue between teams and move to a clearer reporting framework to check on results, as opposed to policing decisions.

” We have a habit of creating roles to fill a gap, rather than understanding more about the root cause of the issue and the steps that need to be put in place to resolve. The action means there is often duplicated activity, demoralises individuals and increases the sentiment of unfairness and poor allocation of work across the organisation. There needs to be a clear RACI that outlines decision making authority across the organisation. We also need to be better at objective setting and holding ourselves and each other to account regarding deliverables. Objective setting is inconsistent across the business and we need to challenge ourselves that we are applying the same level of stretch and scrutiny over performance. There needs to be more focus place on identifying successors and creating opportunities for stretch, development and exposure to ensure, including identifying opportunities for cross functional development to increase organisational understanding

” Echoing my point in 4 is take/wrestle the responsibility to lead key strategic functions/opportunities. There has to be a desire to let go as well as the initiative from myself and peers to see and take the lead.

” Have sought to clarify with my GE what they see as their accountability v mine.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with roles and responsibilities?

” I would like to schedule time with the GE to provide an overview of work, however this faces challenges with availability of GE

” More clarity on accountabilities is required, in the hands of fewer people

” I think the GE could and should share more of their thinking, decisions and outline more what they need from me. Very closed loop at the moment.

I work hard to ensure that new GE members are fully inducted into my area, know the issues we are facing and the goals and objectives we are aiming for, how that might impact their area and how they might be able to help me.

Always happy to take on additional roles, responsibilities GE needs to ensure it is comfortable devolving some of its obligations onto other team members in order to help shoulder the burden and assist with making more informed decisions.

” I don't believe there is anything I can do individually, but collectively I wonder whether there should be some sessions with GE, for each function to walk through who is accountable for what. I often feel that GE members are confused as to who's responsible for certain areas which can result in lack of engagement with the right people.

” .

Provide one additional comment regarding the roles and responsibilities of Group Executive members.

” Repetition here – I think the GE would be more effective with fewer core roles as its composition.

” None.

2. Roles and Responsibilities

69 73
SECTION SCORE BENCHMARK

Provide one additional comment regarding the roles and responsibilities of Group Executive members.

” Whilst there may be collective responsibility, there is no feeling of balance between skill and expertise to enable a complimenting feeling of 'collective capability'

” I'm not sure people are inquisitive enough as to their role, or of others.

” It would be helpful to have documented/refreshed and circulated who is accountable for what....which I understand we have/is work in train etc. Importantly who is leading on what. This is imperative in future TOM work.

” To ask them to take full accountability for some of these extraordinary items such as the most significant miscarriage of justice ever, RU and the Inquiry is probably a bit unfair.

” none

” They take responsibility for too many low level decisions that should be delegated to more appropriate levels.

” There is often disagreement on who should be accountable for a specific area / task / risk / action. Whilst it is some times not clear, there seems to be a reluctance by the GE to take charge and agree ownership.

” They need clarifying, which is an action already identified, and in train.

” Focus more on delivery speed and accuracy against approved proposals and initiatives signed off at Board or GE.

” GE Accountabilities was raised over 3 years ago and persistently raised as needing resolution but was continuously stood down, taken off the agenda of GE meetings and not progressed. The CFO wrote an email back in February this year. GE accountabilities is still outstanding. Those who stop matters from having them resolved and dealt with become accountable for those areas.

” Further clarity on the role of the Deputy CEO would be helpful

” Not overly clear who owns what decision. Could do with clear ownership of areas also, where things span several areas

2. Roles and Responsibilities

Provide one additional comment regarding the roles and responsibilities of Group Executive members.

” It still feels like too much operational stuff and lower level decision making goes to GE, when this should be decided on outside GE.

” I would like to see GE reach out to SMEs for regular updates at their lead team meetings to refresh understanding of responsibilities and check performance.

” There seems to be much crossover of accountabilities and confusion around prioritisation.

” The roles of Board/GE/SLP need to be more clearly defined. Currently Group Executive are too focused on their areas of expertise, which should be delegated to empower the SLP leaders in these areas more. Thus allowing Group Executive to be working in the interests of the organisation as a whole as well as being more future focused.

” Ensure ways of working are adopted at a GE level and utilise the support functions that are available to them and drive the right behaviours through their teams

” I think we do need to have more diversity on our GE, it's a known aspiration but one that I feel we've not done enough to tackle.

GE succession has been a challenge with a couple of high profile roles missing incumbent colleague and being covered by colleagues who have done an excellent job but at times whilst also covering there existing position.

3. Business Purpose and Organisational Vision



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

No results qualified.

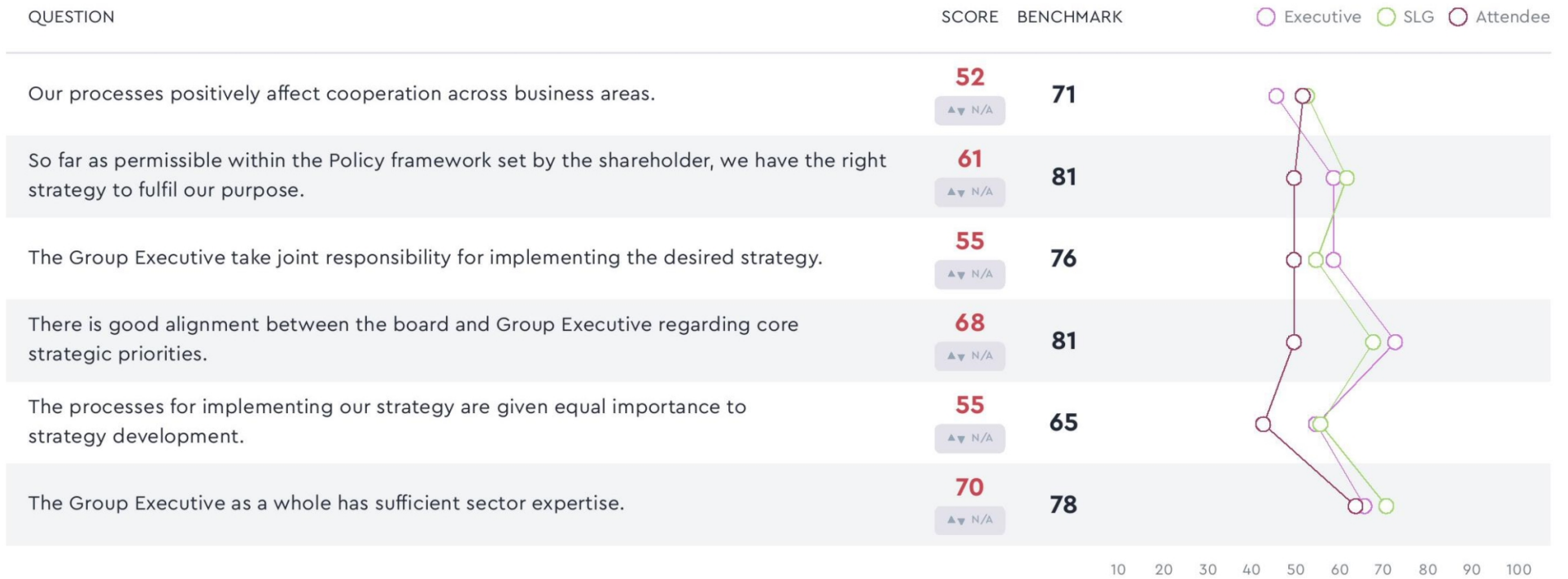
Low performance

Our processes positively affect cooperation across business areas.

52 **71**
YOUR SCORE BENCHMARK

3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK



3. Business Purpose and Organisational Vision

60 **75**
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
Our processes positively affect cooperation across business areas.	52 ▲▼ N/A	71	
So far as permissible within the Policy framework set by the shareholder, we have the right strategy to fulfil our purpose.	61 ▲▼ N/A	81	
The Group Executive take joint responsibility for implementing the desired strategy.	55 ▲▼ N/A	76	
There is good alignment between the board and Group Executive regarding core strategic priorities.	68 ▲▼ N/A	81	
The processes for implementing our strategy are given equal importance to strategy development.	55 ▲▼ N/A	65	
The Group Executive as a whole has sufficient sector expertise.	70 ▲▼ N/A	78	

 Don't know
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3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with business purpose and organisational vision?

” Be open and honest with GE members, irrespective of the consequences.

” we need to develop a clearer operational plan to articulate how we will implement the strategy

” Ensure the right data sets are available to monitor, track and identify areas where business purpose and or vision is not being achieved.

” help them move from joint responsibility, to joint ability – to help support each other and drive the business to achieve

” The shareholder doesn't know what it wants, and the shareholder representative is too busy over-governing the business / governing it poorly / governing in the wrong way than trying to solve (or help us to navigate) the underlying challenges we face.

We don't have a coherent strategy and coordinating one is a challenge as a number of people on the Group Executive are not working together as a single team / taking the challenge or responsibility of the role as seriously as they should.

” I don't know

” .

” Continue the participation.

” Ask for clarity of strategic direction

” support and facilitate development of agreed strategy and business plans
use previous experience in strategy development

” To often we are taking issues to GE and Board which could be devolved to the business thereby reducing delay and bureaucracy

” By providing timely, relevant and clear information, this will help the GE to define more clearly the business purpose and vision.

” .

3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with business purpose and organisational vision?

” Support GE to think about the relationship between business/commercial outcomes and social purpose outcomes – and what this means for the policy framework we operate within, both with this Government and the next. We should get real clarity about what messages we want to be landing with the next Government now e.g. do we want more subsidy for the network or a different network.

” I don't think much can be done here. Our strategy is so 'tied' by the policy, and our funding. Our purpose is clear, but what we are required to deliver (sustainable franchise business with a social purpose and 11,500 branches) given where we have come from and our legacy systems, is virtually impossible.

” Provide clear and concise information what I do and where I see my part of the organisation going, so that can be factored in or not into the wider business purpose and organisational vision

” Challenge the Status Quo: challenge existing processes and practices that may not align with the organisational vision. Foster collaboration and communication between different departments and teams. A shared understanding of the organisational vision can help break down silos and create a more cohesive and aligned organisation. Collaborate with x-functional leadership to establish key performance indicators (KPIs) and metrics that align with the organisational vision and programs. Regularly assess progress and make necessary adjustments.

” purpose and organisational vision is clear; it needs to be articulated and communicated more – and explicitly linked to decisions... its this point which is not always done

” Share views more frequently. Albeit views are rarely requested on wider strategy

” Meet my objectives.

” Be more forceful on communicating timelines by when decisions are needed – maybe make it part of annual planning?

3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with business purpose and organisational vision?

” Agree 'defining thought' e.g. "We can help with that" to focus us structurally as a Franchisor of a concession... aligning postmaster, customer and colleague priorities.

” n/a

” Identify opportunities to involve and seek input from external partner experts, authorities and advisors

” Be very clear what is achievable with the shareholder and their appetite as we waste a lot of time on non value work and always make everything a Priority 1!

” Assistance with the Contracts Management Framework.

” There is insufficient investment in strategic delivery to enable the achievement and implementation of strategic objectives in a sustainable and structured manner.

” Work to better align our team and functional accountabilities, and push to agree and work towards a long term strategy despite funding challenges

” To be really clear on our objectives. We have priorities as an organisation but it is not clear on the measures of success for those priorities so we find that everything ends up getting allocated to one of the 3 buckets, therefore in turn making everything a priority. We need to reframe thinking to a B2B2C franchise operator and take into consideration the diversity of our products/customer/franchise operators etc. Whilst tricky due to the shareholder restraints it would benefit the organisation to have a more inspirational view of the future of Post Office to support understanding the direction of the business in 5/10 years time. This will of course need agreement from shareholder and board but will provide greater insight into the strategic direction. As an organisation we aren't great at holding ourselves to account and this tone comes from the top, so when we set out our priorities for the year we need to set measures of success and then regularly update on how we are progressing against those

” Be more curious. Ask more questions., constructively challenge and support

3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with business purpose and organisational vision?

- Continue to drive the impact actions may have on our strategic objectives
- Impart even greater involvement from my team across functions, rewarding and recognising appropriate examples
- Ensuring that I provide GE with a vision on my purpose and ongoing strategy for my area of the business linked into the overall group purpose and objectives.

- Better articulation of retail priorities
- It is out of date and needs to be redefined for a post-Covid world
- Champion cross functional working and use examples of this when interacting with GE , to promote the benefits of this.
- There needs to be a clear view of the what the business is and wants to be in the future. At present, there is much confusion and conflicting views

Provide one additional comment regarding business purpose and organisational vision.

- Internal processes appear to be designed to stem the flow of work through the business rather than to encourage the flow of work through the business. Internal processes slow the pace of execution down simply by having to wait to go through committees and governance forums
- Strategic alignment for the 'post inquiry' phase of POL is essential between shareholder/Board and GE and then through into the wider organisation.
- What is the governments view of Post Office's future?

3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK

Provide one additional comment regarding business purpose and organisational vision.

” none

” We do not appear to have an overarching strategy and to often business units are competing for their preferred option rather than having an agreed set of priorities

” The business purpose and organisations vision is to a large extent restricted and even de-railed by the current events that require that we address issues from the past, for example, the Inquiry, replacement of Horizon and Historical Matters.

” There appears little sign of a 'cabinet responsibility' approach by GE - I have frequently heard members seek to distance themselves from decisions taken, and to openly question the skill set/behaviours of their colleagues. This does not inspire confidence. There needs to be more of holding GE members to account on delivery.

” I think what would be most helpful is for the shareholder to take a fresh look at what it really wants PO to do and deliver, in today's landscape, and with a view to the future.

” Encourage a culture of continuous improvement and measure achievement against clear KPIs.

” POL has spent incredible amount of time on the purpose and vision. The problem is that the shareholder has not done a policy review of POL is over a decade. So POL can have a view about what it wants to do in 5 years time but it will be meaningless without the SH working with POL collaboratively to address this.

” It is clear what we are aiming for, but we can't do it all. Prioritisation, resulting in actual changes in workloads and focus, acknowledging increased risk appetites is needed. Everything continues to be a priority, we have to take risks

” A requirement to cut operating costs by millions next year is in direct conflict with the objectives set by the Board to tighten controls, reduce branch variances, implement automation [itself an enabler of lower costs, and to go faster on every deliverable. Such severe cost reductions will compromise the quality of the delivery and in such a timeframe will not be sustainable. The processes have to be invested in properly to be sustainably low cost with minimal resource overhead.

• 3. Business Purpose and Organisational Vision

60 75
SECTION SCORE BENCHMARK

Provide one additional comment regarding business purpose and organisational vision.

” I think we honestly don't have a strategic priorities list currently, and where we do it seems to change regularly.

” Our purpose is very high level, however is clear. Our strategy isn't clear and external factors such as funding and our shareholder are often blamed for a lack of progress in this – very critical - area.

” Our purpose statement seems to be out of line with our ambitions, it's hard to draw connection to it and apply it to role, we need to think clearly about how our vision, purpose and brand all link together to create better cohesiveness

4. Strategy Implementation



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

No results qualified.

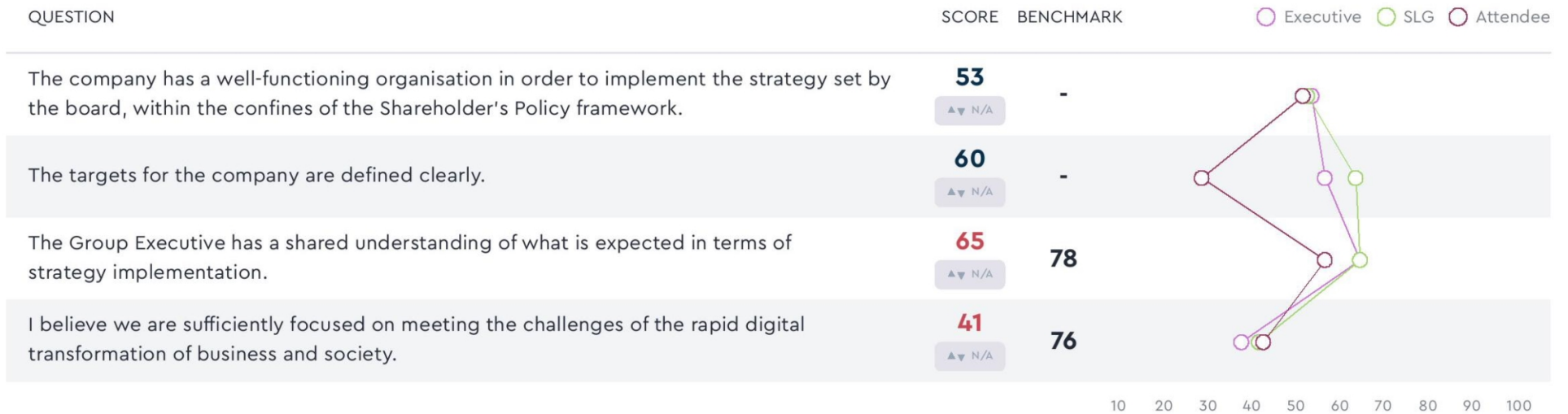
Low performance

The company has a well-functioning organisation in order to implement the strategy set by the board, within the confines of the Shareholder's Policy framework.

53 -
YOUR SCORE BENCHMARK

4. Strategy Implementation

55 **77**
SECTION SCORE BENCHMARK



4. Strategy Implementation

55 **77**
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
The company has a well-functioning organisation in order to implement the strategy set by the board, within the confines of the Shareholder's Policy framework.	53 ▲▼ N/A	-	
The targets for the company are defined clearly.	60 ▲▼ N/A	-	
The Group Executive has a shared understanding of what is expected in terms of strategy implementation.	65 ▲▼ N/A	78	
I believe we are sufficiently focused on meeting the challenges of the rapid digital transformation of business and society.	41 ▲▼ N/A	76	

Don't know
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4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

Specify the single biggest challenge the company will face in the next two years in implementing the established strategy.

” The past is still limiting us moving to the future. We need a more balanced and equitable relationship with Postmasters and a replacement for Horizon that is safe and effective.

” prioritisation within our funding envelope

” Keeping pace with technology and agility that it brings.

” investing enough to achieve any change in direction whatsoever.

” The shareholder has no idea what it wants or it flip-flaps too much, which makes us delivering anything or planning to deliver anything or developing a coherent strategy a total nightmare. A business cannot operate under these levels of uncertainty, and when people spend so much of their time away from their core day-jobs. It's not clear whether the shareholder or its representative understand this.

” The distraction of the public inquiry – it will continue to take huge amounts of capacity away from serving Postmasters, colleagues and customers better.

” Putting aside agreeing what it is, galvanising POL in a way it can deliver within the parameters that will invariably come with a strategy and funding which is intrinsically linked to HMG

” governance structure, clarity of RACI and culture

” Rebuilding Trust

” retaining talent and engagement

” Capacity and capability. no one is held to account for failed delivery.

” Political will (which will impact shareholder funding).

” Providing confidence that the new IT system will deliver what is needed without risk to PMs

” Lack of funding from Government – either to reduce our cost base (and those of Postmasters) or invest in new products/services.

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

Specify the single biggest challenge the company will face in the next two years in implementing the established strategy.

” The biggest challenge is that we have so many challenges. In other words, we have more on our agenda (not least through stakeholder expectations and public scrutiny) than we have the capacity and capability to deliver.

” Inability to maintain current cost base and current business model at the current scale

” Timely delivery and accountability.

” POL does not act quickly enough to ensure that it operates lawfully and appropriately for a public corporation owed by government but frankly the Government has not funded POL sufficiently to address this issue. The Government has funded compensation, Inquiry etc but not the infrastructure and organisational process which all need investment to operate to the standards expected. It is well known to the shareholder that POL needs to automate its process in order to truly take cost out of the business which requires investment. No investment is forthcoming and so cost reductions only added more work and stress to a stretched organisation that already lacks appropriate operational processes and infrastructure.

” Funding and expectation management

” Resource. The workforce is tired, recruitment is challenging (reputation of the business impacting this) and the remuneration isn't strong enough (benefits are good, but bonus is so unclear and paid too late, salaries outside of London are too restricted and need to be better aligned given location isn't so important anymore)

” We don't have one currently.

” Policy direction from next Government with clarity of funding after Sir Wyn reports.

” The evolution of the digital economy as the population becomes more engaged with it.

” Testing and implementing the new NBIT system

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

Specify the single biggest challenge the company will face in the next two years in implementing the established strategy.

” Shareholder support and clarity of what they would like the Post Office to look and feel like in the short and long term and how to fund it.

” Funding.

” No budget or long term investment plan aligned to developing digital platforms and tools to meet the challenges of the rapid digital transformation of business and society.

” We have a very limited digital ambition and our customer needs and shopping habits are changing more quickly than we are able to adapt to.

” Lack of a target operating model – including people, processes, information, customers, channels, service delivery model, technology etc – comprehensive business model enabling strategy implementation. Identifying capability gaps and addressing them.

” Loss of people/ corporate memory

” Funding will be the biggest challenge

” Funding and cloud of public inquiring findings

” Funding and lack of agreement on priorities

” Financial capacity coupled with the distraction of the Public Inquiry

” Apart from cost challenges which I think are a given, the ability for the company to be able to focus on implementing the strategy without this focus being diverted in dealing with historical issues and outputs from the Inquiry.

” To achieve financial independence, the business needs to agree and deliver a cost effective/ fit for purpose future NBIT and conclude Inquiry and RU activity as soon as possible and start concentrating on the future

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

Specify the single biggest challenge the company will face in the next two years in implementing the established strategy.

” Funding is a constant challenge that continues to limit and hold back the innovation we need to continue to evolve the way we serve customers, our Postmasters and branches and the products we offer. This lack of funding also has the potential to prevent us from recruiting and retaining the best people. I also feel that the limited funding we have has at times not been spent wisely, we need to get better at placing our funding bets on things that are really going to shift the dial in terms of profitability.

What could you do individually to improve the Group Executive's work with strategy implementation?

” Continue to be honest and open as to the risks the operation faces irrespective of the consequences.

” help to clarify implementation plans

” Highlight areas of challenges along with clear articulation of root causes.

” Utilise the delegated authority already in place and lighten their load!

” Have capacity / visibility to do my job, which is to help us develop, deliver and communicate an enterprise level strategy.

” Be delegated more authority to free up the GE to focus on the areas of criticality.

” .

” Find the time to discuss.....

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with strategy implementation?

- ” Deliver RU plan in a timely and professional manner.
- ” separating BAU from the challenges of the inquiry
alleviate pressure on individuals
spot and address skill gaps in strategy development
- ” Be allowed to take more devolved decisions
- ” Deliver the tasks assigned to me.
- ” .
- ” N/A
- ” Push back to the Board more...
- ” Propose a clear, simple strategy for my part of the organisation
- ” Monitor Progress: Regularly track and measure progress toward the strategic objectives. Use KPIs and metrics to assess how well the organisation is performing against the strategy.
- ” Ensure that decision making occurs not in a silo but through cross functional groups which are properly empowered to make decisions (and document and appropriately report them to GE and Board)
- ” Unsure
- ” To narrow the investment focus to realistic and achievable outcomes in the time available so we can achieve high quality digitally enabled outcomes with the minimum of additional operating costs / reduction of current opex.
- ” Push for clear strategic priorities.
- ” Ensure structural focus as Franchisor of Concession leads to significant change in cultural approach e.g. "We can help with that" style guide for all communications to postmasters

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with strategy implementation?

- ” n/a
- ” Ensure my function is responsive to any requests for advice and guidance and solutions for issues raised to ensure efficient implementation
- ” Reduce the amount of priorities we have for simplicity and focus on what will make a difference.
- ” N/A.
- ” Support development of long and mid term digital strategy
- ” I could offer more focus on articulating a defined plan and manner to drive and support our business goals and strategies.
- ” To create a better holistic strategic view of activity within my remit to reduce the feel of burden across the business, and have a clear roadmap of delivery that articulates the future state and journey being taken to get there.
- ” Work cross functionally to support
- ” Continue to highlight risks which may materialise and prevent the GE from achieving strategic objectives
- ” Actively champion/pressure to get more involved
- ” Have a voice that's heard
- ” Spend more time coaching colleagues
- ” I think it's for each of us individually to ensure that we have the right teams and ways of working in place to be able to deliver the agreed strategy, If there are concerns around our ability to deliver, we should call this out. Some are afraid to do this.
- ” .

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with strategy implementation?

” We work as a team to help the GE outline the right strategies for our particular area of the business, but will still have too many things in the hopper that we know either won't get the funding or delivery space to proceed. The GE needs to be more aligned on getting our strategy into a more manageable programme built around our key outcomes.

Involve SLG more on helping hone and refine embryonic strategy conversations or propositions. As a collective we used to do more of this but this has become more muted.

Provide one additional comment regarding strategy implementation.

” The future is surely financial services rather than retail. This does not seem to be being considered.

” We need to make sure we are in the same boat, rowing in the same direction. Historically there appears to be individuals who go off and do their own thing – which may be okay in places but in times of real need and constraint, true alignment and understanding of purpose and contribution is needed.

World class communications skills are required.

” none

” People need to be held to account for delivery, there needs to be a consequence for failure.

” The implementation of our strategy is unfortunately often disrupted by external players (such as the government) and lack of resource that requires important elements of the strategy to be put on hold or downgraded.

4. Strategy Implementation

55 77
SECTION SCORE BENCHMARK

Provide one additional comment regarding strategy implementation.

” Take Initiative: Be proactive in identifying opportunities to contribute to the successful implementation of the strategy. Don't wait for direction; look for ways to drive progress.

” Need to be more radical in our approach

” We need to agree a list of activities/deliverables that flow from the strategy and then stick with them and make people accountable.

” The targets set by Board and REMCO appear to create significant priority conflicts. Delivery of a massive once in a generation IT system alongside new products and services and significant cost reduction.

” We need to work to adapt our strategy to align with any funding dependencies, as opposed to not having a well considered long range plan.

” The requirement to ensure funding is appropriately allocated to the delivery of the strategy

” Improved communications and transparency across the business

5. Value Creation



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

My direct reports often deliver initiatives to improve how the business operates.

80 -
YOUR SCORE BENCHMARK

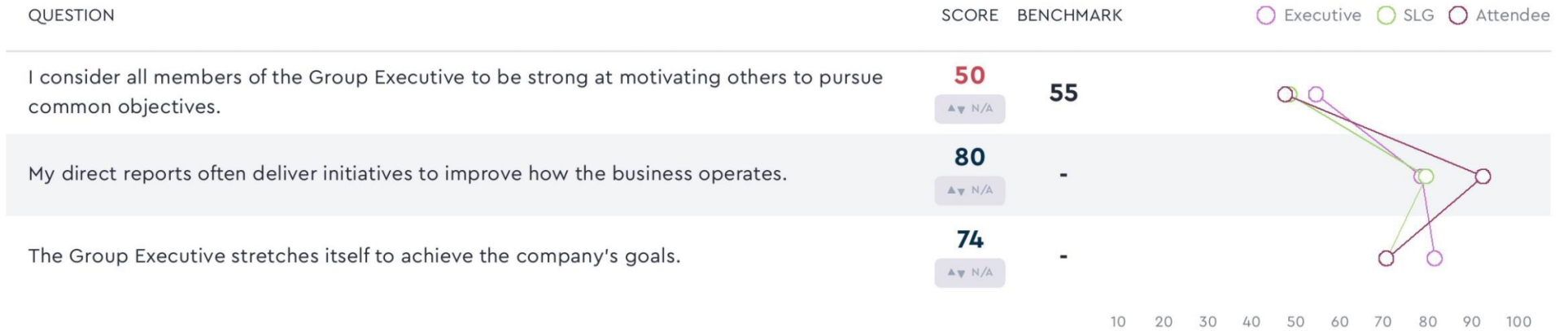
Low performance

I consider all members of the Group Executive to be strong at motivating others to pursue common objectives.

50 **55**
YOUR SCORE BENCHMARK

5. Value Creation

68 55
SECTION SCORE BENCHMARK



5. Value Creation

68 55
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
I consider all members of the Group Executive to be strong at motivating others to pursue common objectives.	50 ▲▼ N/A	55	
My direct reports often deliver initiatives to improve how the business operates.	80 ▲▼ N/A	-	
The Group Executive stretches itself to achieve the company's goals.	74 ▲▼ N/A	-	

5. Value Creation

68 55
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with value creation for the company?

- ” Flag opportunities and risks
- ” .
- ” Help them strip out unnecessary briefings and decisions groups – staff the remaining ones with experts who are already informed/enabled
- ” Force the shareholder to be clear on what it wants, and navigate us to a place whereby we have funding to achieve that objective / have a strategy to deliver it.
- ” Begin to talk about value creation more often – I don't hear us talking about it as a priority much at the moment. We are more likely to talk about value for money, which is very different to value creation.
- ” .
- ” Financial strategy and overall vision for CFO....
- ” Build confidence in their teams abilities to deliver.
- ” describe leadership pre requisites
support identification of gaps
support development plans
- ” highlight areas where there may be lack of integration or divergence in approaches.
- ” GE take to much upon themselves and are a bottleneck to innovation, they need to devolve responsibility
- ” By calling out where activities do not create value or are sub-optimal.
- ” Continue to ensure they have the right facts and a solid understanding of risks before taking decisions
- ” Act as a channel in communicating our outcomes to stakeholders.

5. Value Creation

68 55
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with value creation for the company?

” The GE does not work as a group. Individually, some GE members are very strong, and understand the collective/ common goals, and will promote them to their teams too. Others members are just not, and are much more siloed in terms of their priorities for their respective areas.

” Remove unnecessary processes and duplication in my area

” Embrace a customer-centric mindset. Understand our customers' needs and preferences and work to align products, services, and strategies with customer value.
Be an advocate for innovation. Look for opportunities to develop new products, services, or processes that can create value for customers and the business.
Use data and analytics to inform decisions and measure outcomes.

” A recognition that its employees are carrying the company vastly beyond which it has been funded and invested in by its shareholder.

” Continue to challenge GE views

” Flag my ideas for innovation more often and in a structured way.

” Continue to try to boost team morale and interest in continuing automation and cost reduction.

” Ensure clarity of focus as franchisor of a concession to realise and explain more profit share opportunities... and political consideration of potential of mutualisation.

” n/a

” Ensure my team's objectives are clearly aligned with company objectives and priorities.

” x

” The GE needs to learn to work together – we can all manage up to demonstrate and showcase effective team work and work across business units collaborately to break down siloed working.

5. Value Creation

68 55
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with value creation for the company?

- Identify and develop new opportunities to increase revenue and margin across customer facing channels.
- Support them with insight, data, SME knowledge and confidence to drive the business forwards through their functional teams
- Develop a strong and reputable employer brand that will increase employee advocacy and support individuals connection with the organisation
- Assist with review of purpose, values etc
- Provide an overview of how the GE's area is performing against the corporate risk management policy
- Elevate and present greater presence externally, win more competitive and sustainable new business, showcase power of efficient & lower cost delivery of innovation and change
- give more clarity on value of initiatives
- Build a clearer digital strategy for the business
- There's very little visibility of other GE members apart from Nick and my own GE member, to wider teams. I could do more to proactively engage with other GE members and invite them to be more visible with our teams, talking about shared objectives and perhaps sharing examples of how collaboration has achieved results.
- .

5. Value Creation

68 55
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with value creation for the company?

” It would be helpful to better understand the GE outputs and discussion points. I work hard at ensuring the GE direction and challenges are formed into ongoing objectives and goals for my DRs in line with the business strategy, but would struggle to honestly answer whether the GE stretches itself.

GE doesn't always feel fully aligned as a group or working as a collegiate group with common aims and objectives.

Other than brief updates on discussion topics I don't get much visibility of what the GE is tackling, what it's issues are and what help it may require from either myself or my peers. From SLG sessions I always look to take away meaningful updates that I can use to help my team on their ongoing output and successes. SLG feels like an underutilised asset that could really help GE members as a collective or in smaller working groups.

Provide one additional comment regarding how you think the business could create more value.

” Individual GE members no doubt stretch to achieve their own objectives, but there is a feeling of lack of collective direction – ie do they all feel that their individual stretch is driving their part of the business in the commonly agreed direction

” This isn't really an answer to this question, but it does relate to value creation. My view is that value creation shouldn't just be value for the shareholder, but also value for other stakeholders – primarily Postmasters, but also employees, customers and community. I'm not 100% clear on who we are trying to create value for at the moment in all instances.

5. Value Creation

68 55
SECTION SCORE BENCHMARK

Provide one additional comment regarding how you think the business could create more value.

” Create more value for whom? HMG/postmasters/employees – all? There will be trade offs. Ultimately we need to find better financial rewards for all – ie HMG need to provide less funding, PM's feel appropriately remunerated with acceptable levels of running costs and employees are engaged and valued. We need to trim what we have to achieve this and sit back and work through how do we progress to this type of organisation over a 3 year plan

” Being able to celebrate success away from the shadow of the Inquiry and government parent child relationship

” none

” GE take to much upon themselves and are a bottleneck to innovation, they need to devolve responsibility

” Be more realistic in what is achievable. The constant stop-start of projects and initiatives erodes value and is demoralising to people.

” Focus on fewer things.

” Improve collaboration with colleagues and teams to identify opportunities for value creation that may span multiple departments or functions.

” Provide appropriate investment

” Stop focusing on cost cutting and focus on product profitability and growth in this areas / alternative revenue streams. Inflation, historical contracts and the need to increase salaries to retain talent are either outside our control or necessary and therefore we need to think of alternatives.

” Some companies have an "innovation" objective in their objectives, like the development one we currently have – could we look at doing something like this for everyone? Along the lines of "what have you improved this year and how?"

” More honesty, openness and transparency. This will support with building stronger relationships with Postmasters, Partners, Suppliers to create a loyal and supportive network. This will allow the organisation to be more bold and brave in making the right decisions for the greater good of the business, in turn allowing us to remain competitive in a dynamic market.

5. Value Creation

68 55
SECTION SCORE BENCHMARK

Provide one additional comment regarding how you think the business could create more value.

”

To get greater motivation and more discretionary effort, everyone needs to be aligned behind a common purpose and feel they are rowing the same way. Whilst things are a bit better than they were 6 months ago- it often doesnt feel like GE are on the same team

”

As 4

6. Trust and Transparency



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

No results qualified.

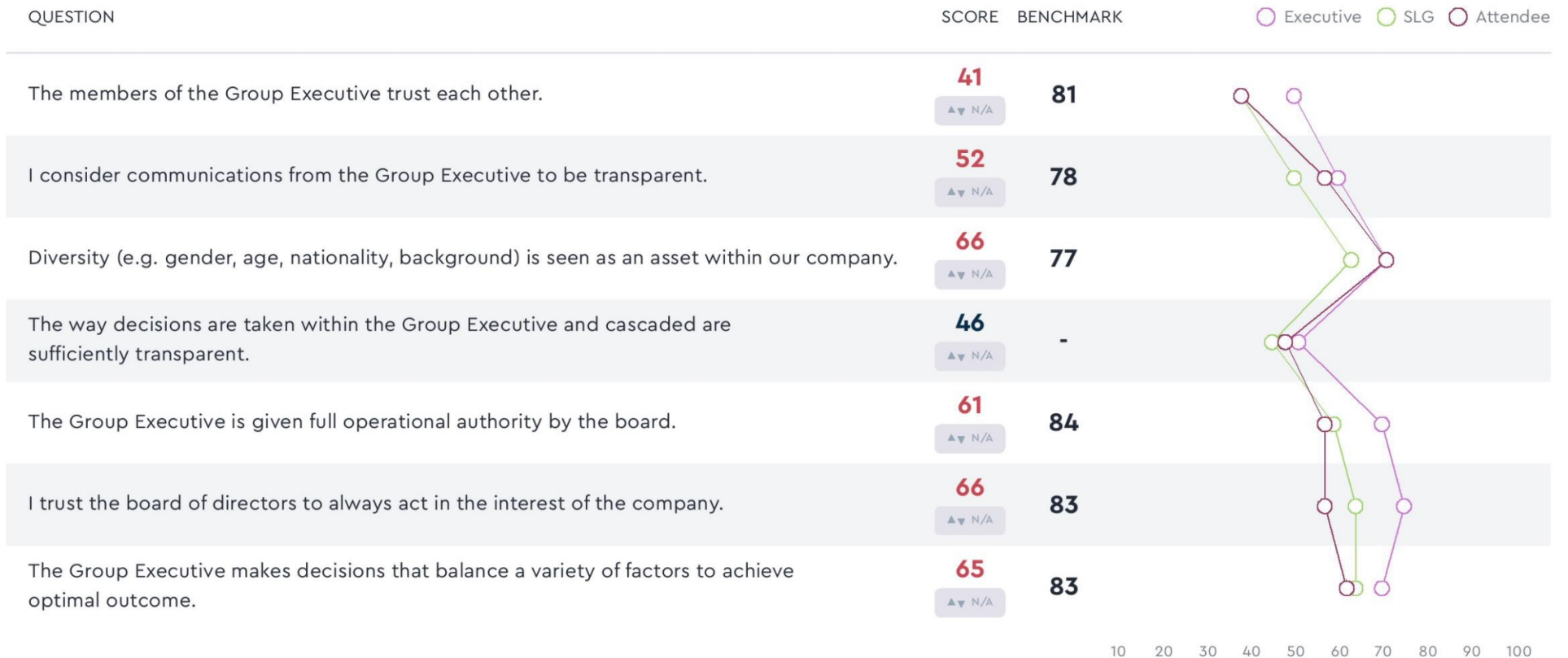
Low performance

The members of the Group Executive trust each other.



6. Trust and Transparency

57 **81**
SECTION SCORE BENCHMARK



6. Trust and Transparency

57 81
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
The members of the Group Executive trust each other.	41 ▲▼ N/A	81	
I consider communications from the Group Executive to be transparent.	52 ▲▼ N/A	78	
Diversity (e.g. gender, age, nationality, background) is seen as an asset within our company.	66 ▲▼ N/A	77	
The way decisions are taken within the Group Executive and cascaded are sufficiently transparent.	46 ▲▼ N/A	-	
The Group Executive is given full operational authority by the board.	61 ▲▼ N/A	84	
I trust the board of directors to always act in the interest of the company.	66 ▲▼ N/A	83	
The Group Executive makes decisions that balance a variety of factors to achieve optimal outcome.	65 ▲▼ N/A	83	

6. Trust and Transparency

57 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with trust and transparency?

- Support the GE to make best collective decisions and be braver.
- cascade comms better to my function
- clearly define Board to GE delegation, to make the operational delivery by the GE of the actions to achieve the results totally transparent and visible.
- This is hard as we talk here about the Group Executive being a single group, when to some extent it's a collection of personalities. I'd like to think I could help to bring people together, and I'm very supportive of some of the actions CP is taking, but we need to work hand in glove more than we do. I try but I guess I could do more.
- Ensure the members of the GE are given opportunities to build relationships beyond the SLG
- .
- Continue to be open in my communications and ensure SLG are appropriately informed. I would comment that if we are to progress to an adult to adult conversation, some of SLG need to consider where they are on the 'adult' scale in terms of business contribution.
- Be absolutely transparent with them
- challenge the underlying issues with trust and build a plan to address
- ensure outcomes are clearly linked to our strategic priorities.
- Ensure that I cascade decisions that impact my team to all team members explaining the rationale for the decision taken.
- Highlight when behaviours / actions are eroding trust.
- provide suggested lines to take/briefing notes for cascade following key decisions

6. Trust and Transparency

57 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with trust and transparency?

- Encourage GE members to cascade decisions that are made (not just verbally to their lead time, but in written form as a summary of decisions that are allowed to be shared more widely).
- Help them communicate their decisions better, to the extent relevant. Some GE members communicate very well and clearly within their functions, but that it not always cascaded further, or indeed replicated across functions. And there is no 'group' communications from the GE.
- Role-model trust and provide transparency to my organisation, allowing the Group Executive to do the same
- Transparency in Decision-Making: Be transparent about the rationale behind decisions and the factors considered.
- stop undermining each other outside of the GE
- Continue to challenge them when they aren't transparent
- promote cross functional activities and knowledge sharing.
- .
- Adopt a wider Senior Leadership approach
- n/a
- Cascade messages from GE to direct reports and stakeholders to ensure they are aware of GE's work, priorities and commitments
- Spend more time with each GE member.
- Discuss the sharing of GE Agendas and the publication of GE decisions where applicable.
- Improve timely communication of key decisions. An example: changes to the STIP ("retention") payment were discussed at GE several months before being shared with SLP. This does not foster trust.
- Unknown

6. Trust and Transparency

57 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with trust and transparency?

“ Colleagues do not have confidence in the Senior Leadership of Post Office, only half of colleagues feel that communications from Post Office are open and honest. Transparent communications is vital for Senior Leader trust, there is a clear link to this and the belief that Senior Leaders behave in line with the Ways of Working. We need to be more authentic and transparent, using simple language, ensuring that we address concerns directly with plans on how we will overcome, share personal stories and successes, encourage two way communication, admit our mistakes openly and learn from them. In difficult times we also need to dial up on the tone to ensure we are empathetic to the past but inspiring belief and hope for the future. We need a full explanation of company events and openness on how things might affect colleagues directly.

“ Help shine a light by sharing information/ telling stories where GE behaviours are positive.

“ Highlight any differences with information provided by the SLT to GE

“ Showcase and cascade information to an even greater extent & invite GE members to key meetings

“ I think this is in their gift to sort and they should be encouraged to listen to feed back

“ More consistent, regular and honest communications to the business from the GE – AS A TEAM

“ Call it out if something has not been communicated in the right way or if decisions have been taken and not appropriately cascaded. This happens a lot in my experience but we're often too afraid to respond and challenge back for fear of repercussions.

“ .

6. Trust and Transparency

57 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with trust and transparency?

There needs to be a desire within the GE that there are some elements to how we operate as a business that are not working as effectively as they could. So we absolutely put diversity at the heart of our business and that's something I'm proud of. The reality is though that it isn't true at both GE / Board level from an age, background or nationality perspective – we need to do so much better.

I often see and hear GE members acting and speaking in isolation in a way that lead me and others to believe that the GE is not as aligned and trusting as it should be – maybe i should call this out but would it be acted upon?

Provide one additional comment regarding trust and transparency.

It is clear that GE and their reporting lines do not trust each other enough or have sufficient empathy for other reporting lines. Instead of pushing staff into post offices it would be useful to have experience days within the company's teams to drive that awareness and empathy form which "one team" actually comes.

The stakeholder is driven primarily by politics/politicians and thus not all Board members decisions are taken solely in the best interests of POL

Trust in GE from SLG in particular is low due to a number of reasons. We need to unpick this so we fully understand the reasons why and then seek to address....

there is a lack of understanding, but also empowerment in the context of the relationship with shareholder

6. Trust and Transparency

57 81
SECTION SCORE BENCHMARK

Provide one additional comment regarding trust and transparency.

GE is at best dysfunctional with petty rivalries getting in the way of decision making

Recent events have resulted therein that some individuals on the GE and the Board are more concerned about their own interests than that of the company. I feel that the GE and Board are to some extent paralysed by this. There are some directors who directs activities to protect their own interest and/or drive their own personal agenda – this is very costly to the company and frustrates employees.

See previous answers as to the relationships between GE members. It does not feel like a trusted and supportive environment and I find it very uncomfortable to hear how openly critical members are of each other during routine discussions outside of the meetings

Share Successes and Failures: Share both successes and failures with teams. Learning from failures and celebrating successes together can build trust.

The GE appear dysfunctional – they don't trust one another. Some individuals at GE seem to enjoy that situation. Separately, the business do not appear to trust some of the GE, with GE actions and messaging often reiterating this view.

We have a history of not sharing news as we are worried about it's impact, which can be a bit infantilising sometimes and erodes trust and transparency.

We treat our internal communications as we do our external communications and often with a tone similar to that applied in government, with politicians answers. We need to trust our colleagues with more information. The challenge this gives us is a lack of authenticity, many colleagues then perceive responses as evasive or vague and therefore deceptive and we lose employee engagement as colleagues feels their concerns are not being addresses.

Trust would improve if GE
- kept confidences where asked to do so
- showed courage/ took action where matters that arent right are raised with them, rather than listening and doing nothing

trust in what subject matter expertise across the business are providing to GE

7. Performance Competencies – Executing for Results



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

No results qualified.

Low performance

The Group Executive translates the overall strategy into actionable objectives and key results.

62 **80**
YOUR SCORE BENCHMARK

7. Performance Competencies – Executing for Results

61 **80**
SECTION SCORE BENCHMARK



7. Performance Competencies – Executing for Results

61 80
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION												
The Group Executive translates the overall strategy into actionable objectives and key results.	62 ▲▼ N/A	80	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>Don't know</td> <td>22%</td> </tr> <tr> <td>1</td> <td>14%</td> </tr> <tr> <td>2</td> <td>35%</td> </tr> <tr> <td>3</td> <td>16%</td> </tr> </table>	Rating	Percentage	Don't know	22%	1	14%	2	35%	3	16%		
Rating	Percentage														
Don't know	22%														
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3	16%														
The Group Executive makes appropriate business prioritisations to deliver company objectives and strategy.	62 ▲▼ N/A	81	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>Don't know</td> <td>22%</td> </tr> <tr> <td>1</td> <td>11%</td> </tr> <tr> <td>2</td> <td>43%</td> </tr> <tr> <td>3</td> <td>14%</td> </tr> </table>	Rating	Percentage	Don't know	22%	1	11%	2	43%	3	14%		
Rating	Percentage														
Don't know	22%														
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2	43%														
3	14%														
I consider that all Group Executive members have the competencies required to deliver on the company agenda.	57 ▲▼ N/A	79	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>Don't know</td> <td>14%</td> </tr> <tr> <td>1</td> <td>14%</td> </tr> <tr> <td>2</td> <td>16%</td> </tr> <tr> <td>3</td> <td>32%</td> </tr> <tr> <td>4</td> <td>11%</td> </tr> </table>	Rating	Percentage	Don't know	14%	1	14%	2	16%	3	32%	4	11%
Rating	Percentage														
Don't know	14%														
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2	16%														
3	32%														
4	11%														
The Group Executive leverages their networks strategically to accomplish objectives.	63 ▲▼ N/A	78	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>Don't know</td> <td>35%</td> </tr> <tr> <td>1</td> <td>11%</td> </tr> <tr> <td>2</td> <td>14%</td> </tr> <tr> <td>3</td> <td>30%</td> </tr> </table>	Rating	Percentage	Don't know	35%	1	11%	2	14%	3	30%		
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Don't know 1 2 3 4 5 6 7

7. Performance Competencies – Executing for Results

61 80
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's ability to realise its overall strategy?

- ” Understand the strategy better
- ” none noted
- ” be more vocal about where waste and distraction is dragging us back
- ” See previous comments on finding the capacity to make sure we have a coherent strategy. Also see my other comments about helping the group operate as a group, which is not always the case (in particular with certain members, who can appear to pursue their own agenda / serve their own interests).
- ” Begin to present work in my area as OKRs – this would allow the GE to connect my work to overall strategy
- ” .
- ” It is hard to keep focused on one thing as there are desires/wishes/distractions from everywhere.....I shall continue to prioritise and be transparent with that prioritisation to my fellow GE colleagues and my team.
- ” Help them understand specialised areas better
- ” drive and support the development of strategy and business plan
- ” We need stricter performance management, greater or clarity in accountabilities and a clear consequence management framework for SLP including GE.
- ” If I understood the overall strategy for the business I could ensure that my team worked towards its achievement.
- ” Take ownership and deliver my part of the strategy.
- ” .

7. Performance Competencies – Executing for Results

61 80
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's ability to realise its overall strategy?

” Push for clarity about what that overall strategy actually is – not simply for the next year or two, but more widely.

” Some GE members are very competent, others are much less so. Better all-round competency would help realise strategy. The context is however very difficult; the remediation of the past makes it very challenging for the business to also focus ahead.

” Be clear where my organisation fits in the overall strategy and what metrics the Group Executive should measure to ensure my part is met

” Hold myself and my team accountable for delivering on commitments related to the strategy. Ensure that responsibilities are clear and well-defined.

” clarification of accountabilities and then ensure that full control is given to those with the accountability – this means that one can then interfere or prevent work from being actioned – if so the accountability moves to them

” not that I can think of

” Continue to challenge and assess my teams own priorities to ensure consistent alignment, and feed upwards the challenges we have in meeting these

” Continue to deliver successfully against my objectives

” n/a

” Agree defining thought of "We can help with that"

” Ensure team objectives are aligned with GE and Company objectives and priorities

” Involve our people more in the decisions and reduce the many steer co's and forums that slow down decision making by the right colleagues.

” N/A.

” I'm no longer sure I can.

7. Performance Competencies – Executing for Results

61 80
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's ability to realise its overall strategy?

” Work to equip them more with SME knowledge and confidence around the ability for the SLP population and their functional teams to run the business on a day to day basis.

” Provide laser focused clarity on the measures of success that will allow the organisation to align their own activity to support the delivery of the organisational strategy, currently it is far too vague

” I'm not sure.

” improve engagement with GE by timely communications that is driven by their preference, meetings, email updates

” Aid the execution of the strategy, notably rebuilding trust, improving PM profitability, and transforming technology

” be more challenging of them to delegate decisions so they can focus on more strategic thinking

” Reduce the size and improve the bench strength

” As a business I believe we are still trying to do too much. GE need to be much clearer on what is important to deliver and what is simply a nice to have.

” .

” I already ensure that my own teams objectives and goals are aligned to the company agenda, try to play an active role in helping shape my own business areas strategies whilst also working across teams to help with that collective delivery. I am starting to get more use from external suppliers and other bodies that help to stimulate and generate ideas on what we could or should be doing differently. Looking at benchmarking other organisations, customer trends and where others are taking innovation, tech and people to see if we could incorporate here.

7. Performance Competencies – Executing for Results

61 80
SECTION SCORE BENCHMARK

Provide one additional comment regarding the execution of key results.

” It would be helpful to understand the better of the specifics of the priorities and focus for the GE members so we can appreciate their challenges better and how we may be able to support, when something, eg may cross our desk

” GE need to understand what good looks like,

” capability of the leadership team is a significant issue behaviours of the team is also an issue

” There is no consequence for failure

” Key objectives and results for 2023/24 have still not been cascaded or communicated to the business. As a result there is little alignment between employees' objectives / results and that of the GE.

” Periodic Review: Periodically review and reflect on progress toward strategic objectives. Make adjustments as needed to stay on course.

” The company needs to stop doing some work – it simply can not continue to try to do everything – and GE should make hard decisions and be explicit on what it is stopping but it doesn't

” we often flag we want to do something as a priority and then a new priority comes up the following week.

” It is often unclear what we deem our key results. These should be the bonus targets, but they are never stated until the latter end of the year

” whilst having the right competencies as individuals the lack of trust means their competencies are not harnessed to deliver positive outcomes

8. Performance Competencies – Navigating through Business Landscape



Section Score



Section Benchmark

Section findings

Based on score and priority.

High performance

No results qualified.

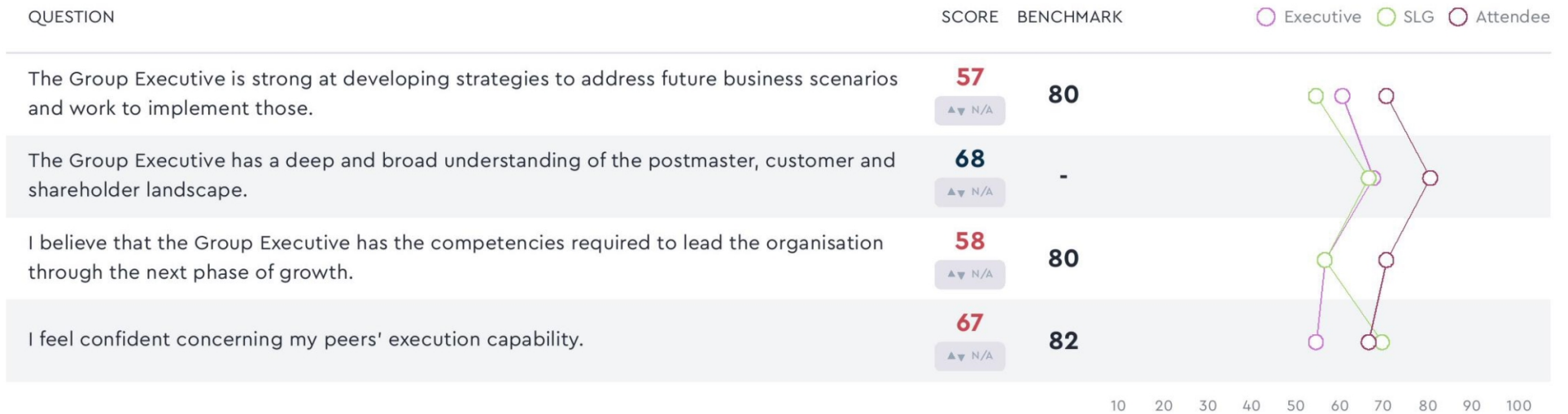
Low performance

The Group Executive is strong at developing strategies to address future business scenarios and work to implement those.

57 **80**
YOUR SCORE BENCHMARK

8. Performance Competencies – Navigating through Business Landscape

62 **81**
SECTION SCORE BENCHMARK



8. Performance Competencies – Navigating through Business Landscape

62 81
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION												
The Group Executive is strong at developing strategies to address future business scenarios and work to implement those.	57 ▲▼ N/A	80	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>1</td> <td>11%</td> </tr> <tr> <td>2</td> <td>16%</td> </tr> <tr> <td>3</td> <td>19%</td> </tr> <tr> <td>4</td> <td>32%</td> </tr> <tr> <td>5</td> <td>14%</td> </tr> </table>	Rating	Percentage	1	11%	2	16%	3	19%	4	32%	5	14%
Rating	Percentage														
1	11%														
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3	19%														
4	32%														
5	14%														
The Group Executive has a deep and broad understanding of the postmaster, customer and shareholder landscape.	68 ▲▼ N/A	-	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>1</td> <td>11%</td> </tr> <tr> <td>2</td> <td>16%</td> </tr> <tr> <td>3</td> <td>19%</td> </tr> <tr> <td>4</td> <td>38%</td> </tr> </table>	Rating	Percentage	1	11%	2	16%	3	19%	4	38%		
Rating	Percentage														
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2	16%														
3	19%														
4	38%														
I believe that the Group Executive has the competencies required to lead the organisation through the next phase of growth.	58 ▲▼ N/A	80	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>1</td> <td>14%</td> </tr> <tr> <td>2</td> <td>14%</td> </tr> <tr> <td>3</td> <td>19%</td> </tr> <tr> <td>4</td> <td>24%</td> </tr> <tr> <td>5</td> <td>14%</td> </tr> </table>	Rating	Percentage	1	14%	2	14%	3	19%	4	24%	5	14%
Rating	Percentage														
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3	19%														
4	24%														
5	14%														
I feel confident concerning my peers' execution capability.	67 ▲▼ N/A	82	<table border="1"> <tr> <th>Rating</th> <th>Percentage</th> </tr> <tr> <td>1</td> <td>19%</td> </tr> <tr> <td>2</td> <td>14%</td> </tr> <tr> <td>3</td> <td>30%</td> </tr> <tr> <td>4</td> <td>27%</td> </tr> </table>	Rating	Percentage	1	19%	2	14%	3	30%	4	27%		
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4	27%														

Don't know 1 2 3 4 5 6 7

8. Performance Competencies – Navigating through Business Landscape

62 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with navigating through the postmaster, customer, competitor and shareholder landscape?

Provide insights from my part of the business in a regular rhythm

Spend more time in Branch

use the SLG experts to educate them collectively on key areas – the GE generally is too overloaded to adequately understand the complexities of all the things that the 'process' of escalation forces them to engage in.

I'm not sure what I can do here, as a lot of the challenges I see are with individuals (which I don't control). And I can't necessarily help them have better execution capability, competencies to lead the company through a future phase of growth, etc.

Work to get the individual members of the GE closer to the frontline

.

Go to more branch visits and understand PM's more

Deliver and work with peers to share good practice

support the upskilling of leadership team by colleagues and functions across the business

Once every three months let the SLP including GE, get together where each function call out what their key priority areas are, where these are delivered from within the function, and where support of resources would be needed from other functions. This would flush out anything which is either non value add, or not a priority.

More decision making needs to be devolved to more appropriate levels

Support the GE by delivering on my personal objectives, but also making sure my objectives support the overall strategy.

.

8. Performance Competencies – Navigating through Business Landscape

62 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with navigating through the postmaster, customer, competitor and shareholder landscape?

” Provide a periodic update on political sentiment (though this would need to be in a form that is actually useful i.e. not just another email that gets brushed over) – how often do GE take a step back and have a reset on wider trends, political landscape etc as a group?

” I think the GE has a good understanding of the shareholder and Postmaster – i think this has been at the expense of competitor and customer focus - understandably.

” Provide clear and succinct recommendations how my part of the organisation can support the Group Executive in navigating the landscape.

” Continuously gather information and insights about the postmaster, customer, competitor, and shareholder landscape. Stay up-to-date on industry trends, market dynamics, and emerging opportunities or threats.

” to be honest, its not about GE – its about the organisations operations that need an overhaul and investment to do so... GE is an important function but most decisions should be made below GE (like in other organisations). The right question is how do you ensure that good non-siloed decisions are being made across the organisation for which GE has oversight is really the problem.

” don't know

” Help to manage relationships

” Improve understanding of our customer base and their priorities/needs from a Post Office. Apply that to our business strategy

” n/a

” Agreement of "We can help with that" as integrated approach for all audiences

8. Performance Competencies – Navigating through Business Landscape

62 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with navigating through the postmaster, customer, competitor and shareholder landscape?

” Ensure GE are made aware of risks and opportunities across the landscape with sufficient notice to enable a timely response and forward planning

” x

” Control of GE Agendas and paper templates to ensure that the stakeholder voice is always considered and heard.

” Can provide deep insight into much of the above.

” Invest time in looking externally and sharing key competitor, customer and global trends with the wider teams

” We need to think differently about the business as a B2B2C. Understandably due to recent event we have become hyper Postmaster focused but this means we sometimes miss the opportunity to talk about the whole business including strategic partners, platform products, payzone, POI and Customers. We need to reset our thinking, take Postmasters on that journey and be more focused on Post Offices as a whole

” Commit more time to understanding our PM and customers povs

” ensure they have visibility of horizontal risks not just the risks that they are accountable for

” By working even closer across the business functions with an obsession on delivery. Showcasing competitor activity, evidencing support for customers and postmasters, and evidencing success to shareholders

” xx

” We need a clearer basis of continual prioritisation and objective setting

” Sharing data on key postmaster issues and concerns, on a regular basis, is something that I could do more of and is a relatively easy fix. Whilst the intention is always there, it never quite receives the attention that it deserves.

8. Performance Competencies – Navigating through Business Landscape

62 81
SECTION SCORE BENCHMARK

What could you do individually to improve the Group Executive's work with navigating through the postmaster, customer, competitor and shareholder landscape?

”

”

I do help my GE member is better understanding competitor landscape, initiatives and challenges. I am constantly visiting branches listening to Postmasters and feeding back in there concerns. None of which should be a shock to our GE. I'm hoping my input helps shape dialogue at GE / Board but this is hard to quantify as we rarely discuss what the GE would need from us to help them.

I do worry that we've stopped talking about customer and our focus is primarily about driving up PM REM albeit with products that drive additional footfall. It's good to see innovation in mails that will bring customers that have been lost to other carriers. There does seem to be a demographic that has never set foot in a PO and we can't assume that as they age we'll become more relevant to them in the future - we need to get them onboard now but I see no overall strategy to do this!

8. Performance Competencies – Navigating through Business Landscape

62 81
SECTION SCORE BENCHMARK

Provide one additional comment regarding navigating through the postmaster, customer, competitor and shareholder landscape.

” We are missing 'employee' in this list, in my view. It is vital in a purpose-led business that our GE are close to our employees/colleagues, as well as the others listed.

” This is tough as I don't believe we've really thought through what this will look like going forward.....finding the time to breath and look forward is a challenge when there is time spent fire fighting and once the fire is out immediately the next one lights up, or there is a request for strategic views.....we need to find a way this topic can occur without being interrupted by the daily fire fighting which occurs for a number of reasons.....which would be interesting to unpick from a different perspective...

” Government need to understand the value Post Office brings rather than just being a cost.

” need to make time to understand commercial aspects of business

” Postmasters should be more involved in setting business priorities.

” There is an inherent conflict between what we need / want to do for the postmaster and customer, and what the shareholder allows us to do.

” The complex environment we are in requires our GE and SLG to be very comfortable with nuance and ambiguity. Some of the SLG are comfortable with that, others are not.

” Leverage data and analytics to gain deeper insights into customer behavior, market trends, and competitor performance. Use data-driven insights to inform decision-making.

” I am not sure everyone needs to be an expert in all areas, even at GE level.

” It is tricky and I feel the GE are, at an individual level, not always sighted on all four in enough detail with clear focus in one or two areas often occurring

” We need to find a way of structuring ourselves to ensure we have the right level of focus on the events of the past, people focused on current day issues but focus on the future and direction. All need to join up but not be distracted by one another

” Risk dependencies on key projects need to be aligned

9. Governance Structure



Section Score

Section findings

Based on score and priority.

High performance

No results qualified.

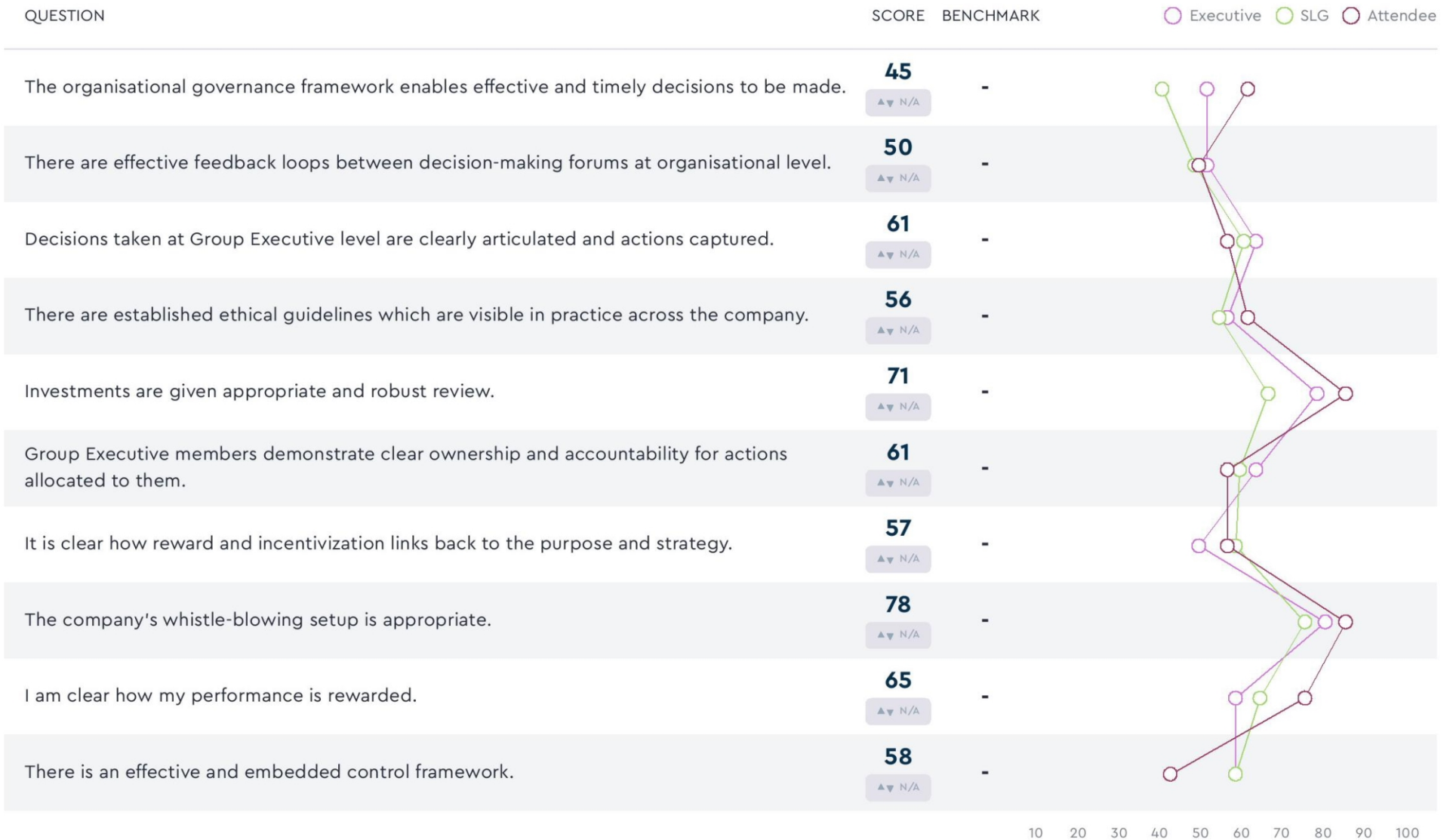
Low performance

The organisational governance framework enables effective and timely decisions to be made.

45 -
YOUR SCORE BENCHMARK

9. Governance Structure

60 -
SECTION SCORE BENCHMARK



9. Governance Structure

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
The organisational governance framework enables effective and timely decisions to be made.	45 ▲▼ N/A	-	
There are effective feedback loops between decision-making forums at organisational level.	50 ▲▼ N/A	-	
Decisions taken at Group Executive level are clearly articulated and actions captured.	61 ▲▼ N/A	-	
There are established ethical guidelines which are visible in practice across the company.	56 ▲▼ N/A	-	
Investments are given appropriate and robust review.	71 ▲▼ N/A	-	
Group Executive members demonstrate clear ownership and accountability for actions allocated to them.	61 ▲▼ N/A	-	
It is clear how reward and incentivization links back to the purpose and strategy.	57 ▲▼ N/A	-	
The company's whistle-blowing setup is appropriate.	78 ▲▼ N/A	-	
I am clear how my performance is rewarded.	65 ▲▼ N/A	-	
There is an effective and embedded control framework.	58 ▲▼ N/A	-	

□ Don't know ■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7

10. Information, Reporting and Risk Management



Section Score

Section findings

Based on score and priority.

High performance

No results qualified.

Low performance

There are clear escalation and reporting lines between the various organisational decision-making forums.



10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK



10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION
There are clear escalation and reporting lines between the various organisational decision-making forums.	52 ▲▼ N/A	-	
The controls and reporting are in full alignment with the company's operating model.	60 ▲▼ N/A	-	
It is clear how the business model links to the strategic objectives and principal risks of the company.	59 ▲▼ N/A	-	
The purpose and risk appetite actively inform decision making.	59 ▲▼ N/A	-	
The Group Executive is prepared to take calculated risks when establishing new ways of working, opportunities, etc.	52 ▲▼ N/A	-	
There is sufficient clarity around the needs of the company's stakeholders to inform decision making.	61 ▲▼ N/A	-	
There is a clear induction process for new joiners.	61 ▲▼ N/A	-	

 Don't know
 1
 2
 3
 4
 5
 6
 7

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify whether you feel management information which informs decision making is appropriate in terms of purpose, clarity, comprehensiveness and timeliness.

MI is siloed and there is insufficient involvement of internal stakeholders in design and delivery of work.

Too much information – much of it opinion based

in areas where the business needs my skills, yes. In areas where I am not the expert, don't know. GE reports and Board reports tend to be very well written by experts who know their field.

We are not good at synthesising what matters from the data we have, and we get too much. Whether that's SteerCo papers, Board papers, GE papers, etc. there's too much and what there is is often too long to do it all justice. We need to be clearer and more concise across the organisation.

Generally, yes.

.

It's hard to comment on whether it is timely as you don't see what is need by when in terms of the bigger picture – ie the full context for the decision is not always clear in terms of strategic alignment and prioritisation. Paperwork is generally long, sometimes verbose, overly technical. I wonder how much time across POL is spent on paperwork preparation.....?

Generally yes but it is self generated as opposed to be centrally sourced.

issues with feedback loop from governance meetings and sub-committees, this prevents the right people knowing what they need to specifically do to address issues

not appropriate. data is not used in a SMART manner at POL. We have tones of data, but this is not utilised to show an enterprise view of POL and how it performs operationally, commercially, reputationally (judgements).

What management information, we do not have a single agreed set of metrics for the business which are used to drive growth and prioritise investment decisions

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify whether you feel management information which informs decision making is appropriate in terms of purpose, clarity, comprehensiveness and timeliness.

Management information is fragmented. As a company we should have a top level dashboard with key metrics visible and tracked. Information is also not always timely.

”

I don't operate in decision-making forums / SteerCos etc. so am not sure I am suitably informed on this question.

It really varies, so a very difficult question to answer generically. Some papers/ packs are clear, comprehensive and timely. Others are none of the above – too detailed, unstructured, focused on activities (not outcomes), missing key information. So it is very inconsistent. This results in delayed decision-making/ deferred decisions.

No, there is too much of it

MI is disorganised and extremely difficult to access or not available.

organisational governance (ie below GE is poor). There seems to be an obsession about Board and GE understandably but a complete lack of focus at business level. The corporate governance is clear – there is a delegated authorities to GE members who are suppose to ensure that they make effective /good decisions within their authority and report back to GE and Board as appropriate. The issue is trying to get those forums operating in a cross functional non siloed way.

Yes broadly, although purpose and clarity could be improved.

Management information varies depending on the area, business unit and purpose. It could be greatly enhanced but likely would need significant investment – time and money

Yes, with the exception of the NBIT programme which could use improvement in transparency. A reset is underway.

n/a

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify whether you feel management information which informs decision making is appropriate in terms of purpose, clarity, comprehensiveness and timeliness.

” Yes ... good linkage to purpose.

” Some but not all. GE with support from SLG should review quality and level of MI and dashboard content, and ensure clearly highlights risks and trends to inform GE and Board decision making.

” x

” This could be improved. The current Dashboard reporting from Retail and IT is a start and to be fair the reports have been through a number of iterations, however ultimately balanced scorecard reporting is required.

” No

” MI and data is highly inconsistent, and not joined up in a way that makes it easy to read and extract useful insights

” We have an issue over access to data and reliability of the information, this can sometimes delay decision making or means that decisions will sometimes need to be made in the absence of data. There is no consistent dashboard provided to understand the organisational performance.

” Purpose could be better articulated, timeliness is always an issue- decks should not be provided last minute otherwise there is insufficient time to read and ask questions ahead of meetings

” Management information is available with regards to risk management this should inform decision making but I'm not sure that it works that way at the moment across the organisation

” Excessive paper writing, risk assessment, options evaluation which is designed to protect rather than take the more obvious and simpler approach to streamline analysis and aid faster decision making, with greater delegation downwards with appropriate accountability for success and failure

” Management information is difficult to access (no single system and reporting function) and inconsistent

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify whether you feel management information which informs decision making is appropriate in terms of purpose, clarity, comprehensiveness and timeliness.

” It's getting better

” We need stronger data capability to drive data led decision making

” The timeliness of availability of management information could be improved. Often the data provided/available isn't clear is difficult to interpret and not outcome driven

” We are at times seemingly drowning in MI in certain areas and then in others (daily trading data for example less so). That said when I go to GE for any decision making outcome I have always ensure that the MI is relevant, timely and helps inform the decision outcome I require.

Specify what improvements, if any, need to be considered regarding the decision-making environment?

” Formalised decision making groups should be formed and empowered to manage locally by GE BUT should include representatives from stakeholder teams with dependencies on the other areas so a more joined up decision making approach is taken.

” More data

” Don't ask people with no knowledge of a subject to be the judge/decision maker on their importance/continuation/investment in amongst many others. If the strategic direction of the business was mapped in priority, then each programme can be decided based on that. The top priority ones get full brief and GE time/focus, and 'correct' assessment time and thought. Programmes that are less of a priority only get approval if there's anything left after the priorities are funded. Currently – everything is continued, nothing is stopped and nothing gets the full funding it needs.

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify what improvements, if any, need to be considered regarding the decision-making environment?

It's getting better but too many senior people (at GE level and below) don't give people the space or the encouragement / support to fail and learn lessons. We need to trust and empower people more.

Decision making authority needs to be delegated to the lowest possible level. This, though, has to be coupled with greater individual accountability and consequences for poor decisions/performance.

Clear RACI and smoother process for getting papers from GE to Board..

Make sure that when a topic comes to a forum, preparation has been done in advance such that the decision can be made. I wonder whether because decisions can be hard/it's not clear what information is needed, some topics purposefully come early/when they aren't ready as the individuals know they will need to go back - but why take to the meeting rather than solve that through stakeholder management outside of the meeting....?

Trust the process more and understand the risks better.

clearer RACI
empowerment
communication
work is in progress to address some of these issues (CP)

GE need to empower the SLG and where tasks are delegated or delegated with one GE sponsor, these should not be subject to unnecessary debate and or challenge. These should be subject to GE oversight, but if in rare circumstances a decision or outcome is not aligned, the GE amongst themselves should derive an answer.

simply the governance structure

It is not clear if decisions are taken by committees or by individuals in line with their delegated authority (who may chair such committees).

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify what improvements, if any, need to be considered regarding the decision-making environment?

There is a lack of agility in the decision making process and no process in place for urgent decision making. The need to take everything through committee, then GE before Board slows the process down. The challenges with the process for a written resolution mean this is not a viable option. And so to take the current position, the Board has opted not to sit in December and so unless matters are ready for decision in November, there is no Board decision making until 30th Jan. This does not meet the needs of volatile business areas.

I don't operate in decision-making forums / SteerCos etc. so am not sure I am suitably informed on this question.

There is clarity from the shareholder and other stakeholders - the challenge is the sheer volume / competing demands. I don't expect anyone to take any form of calculated risk given the intense scrutiny we are under - it would be unfair to expect it, and it comes at a cost. Is the Board willing to revisit its risk appetite? The processes are well established, the application of them is less consistent.

Clarity on who makes which decision would help

Invest in technology and tools that support decision-making, including data analytics platforms, decision support systems, and communication tools.

Moreover issues like operational governance, controls framework, ethical decision making framework have all been raised multiple times for years but are constantly pushed back with various reasons (especially by those without subject matter expertise who generally are more focused on other priorities of the business and finance)... and then people to turn around to people in those impacted areas and say why hasn't it been done... the corporate memory (or lack thereof) is extraordinary. Its not been done because non-SME intervene and prevent it from being done and the organisation is worse off for it. Its not seen as a priority by the sales /commercial parts of the business.

Purpose - sometimes we duplicate information in different forums, and we are not clear on what the information is being used for (i.e. are we reviewing, sometimes multiple times, for the sake of reviewing or the sake of making a decision). Clarity - as an organisation we need to get better at the "so what". e.g. enforce 2 page reports.

Ensuring the picture presented is the full factual position and not the 'story' which wishes to be told.

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify what improvements, if any, need to be considered regarding the decision-making environment?

- “ A more supportive risk appetite from Board and the Shareholder. Yes
- “ n/a
- “ More clarity of benefit of decisions for postmasters
- “ Ensure all GE sub committees have sufficient GE sponsorship and representation and own action and decisions.
- “ Review how and when we make decisions and remove the duplication and also whether the right level of colleague is attending.
- “ Speed of decision making, communication of decisions taken where possible, quality of management information supporting decision making.
- “ n/a
- “ Improve data flows and aligned success metrics and performance tolerances
- “ There needs to be a greater trust in taking calculated risks, more empowerment of decisions being made at Senior Leadership level and clarity over the items that need to be taken to GE for approval.
- “ Clarity on ToR, attendees, who has ability to make what decision
- “ Siloed working remains an issue we need to break this down across first, second and third lines of defence
- “ As 8
- “ whole framework should be reviewed as confuses and slows down simple and relatively inexpensive decisions that should be taken at a local level
- “ Fewer decision makers with more capability

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Specify what improvements, if any, need to be considered regarding the decision-making environment?

”

”

Real clarity is required regarding the purpose of the various GE committees and sub groups. There appears to be huge duplication with papers or proposals being agreed by one committee and then another, and so on. A good example of this is the duplication between RCC and ARC – same presentations and papers submitted twice.

”

More decisions and empowerment devolved to actual business areas to make within set parameters and funding limits. Everything seems to be pushed through the same funnel leading to inevitable delays and frustrations.

Decision forums have been simplified but still have to go through possibly 3–4 forums in order to get a single budget decision confirmed.

We're to risk adverse as an organisation and this is stopping us making sensible commercial decisions on the off chance we may get challenged!

Provide any additional comments regarding information, reporting and risk management here:

”

I don't think we have a clear picture of what our risk tolerance is, and what this means in different scenarios. I too often see decisions made by advice on risk, as opposed to that advice on risk informing decisions that do get made.

”

On Q5, here, I don't think the purpose is considered as often or as much as risk appetite when decisions are made.

”

The organisation needs to review its risk appetite as the current position is driving perverse outcomes

”

Risk management has improved in recent years. Unfortunately it is difficult to maintain the momentum with the continuous churn in senior management and change in direction. There is also too much information and it is physically impossible to absorb everything.

10. Information, Reporting and Risk Management

58 -
SECTION SCORE BENCHMARK

Provide any additional comments regarding information, reporting and risk management here:

“ I haven't understood all the questions in this section. Culturally, many business owners don't feel they are the risk owners... We are all here to manage risk. So there's a re-set / education required. I think a lot of this comes back to capability, and specifically that of the SLG.

“ Encourage a culture of continuous improvement in decision-making. Review past decisions to learn from successes and failures.

“ see question 9

“ Risk management and appetite should drive a lot more decision making than it does. Information and reporting is often separate to risk reporting, which is unhelpful – things should point back to the risk position and the strategy i.e. these are why we are recommending this in relation to risk and strategy

“ The risk appetite actively informs decision making in a negative way, too restrictive and this in turn leads to increased ineffective governance

“ we have the ability to monitor risks outside of appetite and this is actioned by the central risk team, due to the size of the team we can only perform this on a 6 monthly basis across each department. If each business area nominated risk champion this could be performed more frequently live dashboards are available for the business to utilise but this falls down the radar of things to do as colleagues dont have the capacity to do actively review the live dashboards.

“ Obsession with risk assessment at times paralyses speed, innovation, and broader decision making. Ironically, no assessment is made of the time and cost involved in ensuring there is appropriate levels of risk assessment and mitigation

“ Risk and assurance activity confused and cumbersome taking much needed time away from day job. Whilst the activity is very important their is overlap across the activity

11. Subcommittees



Section Score

Section findings

Based on score and priority.

High performance

No results qualified.

Low performance

The Group Executive Subcommittees have clear purposes and agendas.

70 -
YOUR SCORE BENCHMARK

11. Subcommittees

70 -
SECTION SCORE BENCHMARK

QUESTION

SCORE BENCHMARK

Executive SLG Attendee

The Group Executive Subcommittees have clear purposes and agendas.

70

-

▲▼ N/A

SLG

10 20 30 40 50 60 70 80 90 100

11. Subcommittees

70 -
SECTION SCORE BENCHMARK

QUESTION	SCORE	BENCHMARK	DISTRIBUTION																		
The Group Executive Subcommittees have clear purposes and agendas.	70	-	<table border="1"><caption>Distribution Data</caption><thead><tr><th>Response</th><th>Percentage</th></tr></thead><tbody><tr><td>Don't know</td><td>24%</td></tr><tr><td>1</td><td>0%</td></tr><tr><td>2</td><td>0%</td></tr><tr><td>3</td><td>0%</td></tr><tr><td>4</td><td>0%</td></tr><tr><td>5</td><td>24%</td></tr><tr><td>6</td><td>27%</td></tr><tr><td>7</td><td>0%</td></tr></tbody></table>	Response	Percentage	Don't know	24%	1	0%	2	0%	3	0%	4	0%	5	24%	6	27%	7	0%
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11. Subcommittees

70 -
SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the decision-making authority of the Subcommittee to be clear and understood, with the appropriate delegations of authority in place?

” Yes

” Yes – decision making authority is very clear. I think there is an opportunity to extend further decision making authority to sub committees though.

” It's improving. I would encourage stakeholder engagement on key topics prior to these meetings....

” NO. Too many committees with very little overlap or summations shared. Where decisions are made or actions raised, these are very rarely followed through in a robust manner.

” No, there is duplication between the subcommittees and GE with no clear view demarcation on decision making responsibilities, to often matters are just endorsed and referred to GE for decision

” I don't think the appropriate delegation is understood. Often the RCC would suggest that something has to go to the GE before it can come to the RCC – this seems like a duplication if the RCC is a sub-committee of the GE. I also often hear that the matters presented to the RCC don't get escalated reported back to the GE (where appropriate), requiring duplication on th GE.

” The authority of IDG is not clear and I rarely see it seeking to exercise this. It appears to operate as a body to hear information rather than take decisions

” it varies... some are clearer than others. Some are oversight groups, more than decision-making groups. Delegations of authority could be clearer (across PO), and in clear terminology (i.e. not jargon).

” Yes, RCC is very mature however I do think the accountable areas of the business need to front up and owner their risks rather than hide behind LCG... perhaps they may then take more ownership and value the LCG team more

” Not always.

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the decision-making authority of the Subcommittee to be clear and understood, with the appropriate delegations of authority in place?

Not fully understood, but I've seen recently these are being reconsidered in some areas e.g. RCC

Yes – their purpose is very clear.

Yes

H&S Board – yes, with all decisions recorded and reported in H&S monthly reports to GE and Board

It is often a concern to see the approval in one committee is simply an approval to take the decision to another committee. We seem to have governance in place to fill in paper work and reduce accountable decision making as opposed to help speed up and drive agility and efficiency.

Not clear nor understood

a refresh of Terms of reference and accountabilities would be useful

Not a regular attendee

yes the terms of reference are clear and the agenda, minutes and actions circulated on a timely basis and reviewed at the start of each meeting

Whilst the decision making authorities might be clearly defined within the terms of reference, in reality they aren't put into practice. For example, I am not sure whether any decisions have been made in Retail Committee without having to go to GE and therefore I'm not sure how effective the committee is.

Assurance of the effectiveness of the various GE subcommittees may help identify areas for improvement and help avoid future duplication.

For the those that I sit on I believe we do have clear and understood authority – not always true of those elsewhere in the business who'll make decisions that should be brought into these forums. for discussion and approval.

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the membership composition of the Subcommittee(s) is such that members have the collective competencies required to deliver against the Subcommittee(s) Terms of Reference?

” Yes

” Sometimes – it depends which of the committees. I think for some of the committees the members are too siloed/entrenched in their own purpose for being there to play an effective committee member role – this often leads to more power for the chair than may be advisable.

” I'm not sure. And whether there is the right competency some individuals don't demonstrate that competency by not saying anything in the discussion so the conclusion from that is?

” RCC – yes I do.

” NO. Very little consideration is given to composition of a few committees especially for objective challenge.

” The membership is not the issue is the risk appetite of the organisation and devolved decision making responsibilities

” I would challenge if the right delegates are on these sub-committees. For example, the Retail committee operates as an operational committee, rather than a sub-committee of the GE and has numerous representatives from the different GE members in attendance.

The Improvement Delivery Group is non-existent at present, with no governance at all. This leaves a huge gap.

” Only partially. And the TORs also need tightening in some instances. I think members also need to be clearer on their remits (and sometimes operate outside of it).

” In the main, yes.

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the membership composition of the Subcommittee(s) is such that members have the collective competencies required to deliver against the Subcommittee(s) Terms of Reference?

” Retail Committee doesnt have any LCG representation – it shouldnt be a GE subcommittee – its authority flows from Martin Robert's delegated authority.

In terms of competencies:
Some areas of the business do not even understand the difference between risk, compliance, assurance and internal audit

Other parts of the business dont understand the difference between enterprise /corporate governance (for which Co Sec) are responsible and operational governance (via the Delegated Authorities).

The above would be seen to be core competencies for anyone at GE-2, GE-2 and GE levels.

” Yes

” On the whole yes. Albeit the make up could be deemed too senior in some circumstances with more junior individuals offering greater depth of insight – they should be invited for specific topics maybe

” Yes – there is a broad cross section of SME's and plenty of open discussion and challenge.

” Yes

” Yes – Health & Safety Board. Require presence of key GE members alongside their delegated SMEs.

” Yes – there is often a good balance of SME's in attendance

” Yes agree but as above i think terms of reference should be reviewed annually and communicated twice per year

” Yes I do, I feel as though the right membership exists from those functional areas of the business that could make appropriate decisions, collectively.

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the membership composition of the Subcommittee(s) is such that members have the collective competencies required to deliver against the Subcommittee(s) Terms of Reference?

” For those that I sit on I would say yes, ensuring that we have the right SMEs attending where we need greater knowledge and challenge ahead of any decisions being made.

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the existence of the Subcommittee(s) enables effective and faster decisions to be made?

” Not always, as often decisions still need to go via GE before the Board so there's clear duplication (e.g. all Board papers going to GE slows down decision making, disempowers people, creates mixed accountabilities, etc.). It's also not clear what we are seeing these papers for – i.e. approving the substance, or just approving the content.

” No – the opposite is often the case. These sub committees can act as stage gates, with anything big/meaty enough still having to go to GE, meaning items are heard/debated at least twice when once should suffice.

” So you need sub committees to run a business with the agenda of ours Feedback loops and escalation needs to be set up and maintained. We need to draw a distinction between the view that we can't make decisions as opposed to yes we can yet they may be decisions people don't like....

” Yes - confirmed

11. Subcommittees

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the existence of the Subcommittee(s) enables effective and faster decisions to be made?

” Yes and no. That said there is no effective transmission of these decisions or actions across the business of to GE collectively. Yes and No – as these are very much dependent on the drive and desire of individuals.

” No, all to often matters are referred to GE for final decision

” Yes, in theory, the sub-committees have subject matter experts who are able to digest the information and make recommendations to the GE, which should allow for faster and more considered decision making.

” Yes

” No. If anything they can result in slower and less effective decision making.

” Yes but not IDG which doesnt seem to progress legal conformance quick enough...

Who knows what decisions the Retail Committee makes... how would we know...

” Yes

” Effective yes, faster probably not as the delegation of authority often isn't there – usually a committee makes a recommendation and then other governance may be required before ultimate approval

” Yes. The quality of inputs can vary and sufficient challenge at this level results in a better outcome and clearer purpose, papers, outcomes.

” Yes

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the existence of the Subcommittee(s) enables effective and faster decisions to be made?

” Yes, across areas of higher risk, swift action taken to mitigate risks identified. H&S Board empowered to agree timely, suitable and sufficient response, where required, balanced with escalation to GE for approval where this is necessary.

” Not always – often one committee's decision is then referred to another committee for further approval

” Yes but as above this terms of reference should be reviewed annually and circulated twice a year

” yes the topics discussed and decisions made are relevant to that forum

” Sometimes, but from my experience the decisions made in the sub committees tend to be the lower level decisions that would not have ordinarily gone to GE anyway. In fact, quite often the establishment of a sub committee has delayed a decision being made by the relevant GE member as they insist on it being taken to a sub committee that is 4 weeks away.

” It can do albeit having some devolved budget would help speed up the process and execution more quickly.

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the Group Executive and board maintain the appropriate oversight of all of the operational information and matters that they should through clear escalation and reporting lines?

” In general, yes. I think there are inconsistencies though – with NEDs in too much detail in some areas, not enough in others, etc. I don't believe the role of the Shareholder NED / Shareholder Representative necessarily helps this much.

” On operational information/matters, I don't think the GE and Board are close enough to the first line on these. This leads to an over reliance by the GE and Board on second and third lines of defence.

” Yes I do

” Yes and No. We have a very good enterprise level mechanism for demonstrating effective corporate governance. That said, if you scratch the surface, this is probably not replicated at GE and GE -1, -2 levels. The flow of data / MI down to top is not consistent, not assessed for completeness or validity.

” No, too much is referred from sub committees to GE and Board, thereby they lose the ability to pick out the priority issues.

” I don't think the escalation and reporting lines are clear. This is evident in how different all of these subcommittees operate. There is no consistent approach.

” For some more than others; certainly can be improved.

” Unsure, but I don't think so.

” Varies – RCC is good. However to answer the question:

No – a number of chairs of some of those committees have pushed back on presenting Dashboards to GE. Its been like pulling teeth to get Retail and IT to do it. It really shouldnt be a battle to get the business areas to do this.

” Yes – sometimes they are too involved.

” In general, yes

11. Subcommittees

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SECTION SCORE BENCHMARK

If you are a regular attendee at any of the following Group Executive Subcommittees: the Risk & Compliance Committee, Investment Approvals & Delivery Group, Retail Committee, Improvement Delivery Group and / or the Health & Safety Board, do you consider the Group Executive and board maintain the appropriate oversight of all of the operational information and matters that they should through clear escalation and reporting lines?

” Yes I do.

” Variable

” yes, monthly updates from H&S Board to GE and Board for noting with 6 monthly review at both. However, more regular attendance from GE members required to support chair, CEO delegated Duty Holder.

” yes agree although it is not always clear why an agenda item is being covered

” I believe the Board and GE are provided with the right level of operational information however I wonder whether the discussions around the various sets of data are as focused and effective as they could be. It's all well and good seeing the data but is the data understood and crucially, are there constructive discussions around what the data is telling us and what we need to do to improve or address the underlying issues – the 'so what'.

” For those that I sit on we have good GE participation, oversight and challenge – it can go missing if a GE member leaves or is off for a long period of time.

I never get to see how the outputs and actions from these committees are played out or discussed at GE level.

Provide one additional comment regarding how the decision making and working processes of the Group Executive Subcommittees could be improved. (Please specify which committee(s) your comments refer to)

” Empower the sub-committees so we avoid duplication and friction in approvals processes.

” IADG – remove stakeholder gating and look to significantly reduce the paperwork burden on projects

11. Subcommittees

Provide one additional comment regarding how the decision making and working processes of the Group Executive Subcommittees could be improved. (Please specify which committee(s) your comments refer to)

Provide more regular SME guidance on respective specialised subjects so the business can perform better,

We need to be clear on what each subcommittee is there to do and make sure there isn't an overlap or scope creep between them.

Clarity on devolved areas of responsibility, to much is referred to GE and Board for the final decision

Clearer ownership, greater authority for decision making

Improvement Delivery Group should be re-instated. Risk and Compliance Committee should have clearer remit and priorities (shorter papers that clearly articulate the risk appetite and key concerns).

Consideration should be given to the publication of the papers and minutes to SLG members.

(IADG). Excessive preparation is required followed by a brief meeting where only one or two of the group seem to know the subject.

Stricter deadines for paper submission

GE subcommittees are when a cross functional GE decision needs to be made not an individual delegation ie Retail Committee is NOT a GE Subcommittee.

RACI models to be agreed, review and circulation of terms of reference or a sharepoint site where such documents can easily be found (and are up to date)

Health & Safety could be as its a cross functional group of a number of GE responsibilities.