



Profile Form

Your Profile

The content that you provide will enable an assessment to be made of your suitability for appointment to available roles within the new Security function. Should you be unsuccessful in your application, the information will be used to identify your suitability for other redeployment opportunities within Post Office.

If you wish to apply for the roles you detailed in your Preference Form, please provide detailed evidence against the skills and knowledge areas highlighted within the Job Description.

To maximise your opportunities of being appointed into a suitable alternative role, it is strongly recommended that you provide evidence in all or as many areas as possible.

Once completed, please submit this form to your line manager, with a copy to the SLT consultation manager and Dave Pardoe.

Full Name: KEVIN JAMES RYAN

Pay Number: 9421

PERSONAL PROFILE

Please provide a brief summary of the personal qualities that you would bring to the role(s) that you wish to apply for; and your career aspirations (in no more than 50 words).

Over the past 4 years I have developed my skills in the role of Security Manager to a level that I am approached regularly by other members of the team for advice and assistance. One of my key qualities is the ability to engage with local and National law enforcement at all levels as well as key stakeholders.

Other qualities that I bring to the role are that I am approachable and work well both as part of a team and individually. I can be left to get on with any work with little supervision and produce high levels of work consistently. I have an excellent knowledge of the Post Office and its procedures as well as the investigation process required in the role which is invaluable in both the physical and fraud sides of the role.

RECENT CAREER HISTORY

Please provide details of up to three of your most recent roles within the last 3 years, within or external to Post Office. Please provide details of your most recent role first and use bullets to list your responsibilities and achievements. The following template should be used

Company/Department	Position Held
Start Date	Type of business
End Date	
Key Accountabilities (max 10)	Key Achievements (max 5)

<p>Security Manager for Post Office Ltd Feb 2011 – now</p> <ul style="list-style-type: none"> • Conducting Fraud Investigations/preventions in accordance with PACE and proceed to prosecution when appropriate. • Police Engagement at all levels • Physical Crime interventions both pre and post incident managing people and assets including risk assessments at all PO sites • Stakeholder Engagement • Loss recovery • CVIT engagement including physical inspections and procedural checks • Involvement in Security Programmes to reduce risk and loss. • To ensure that the Security Operations strand is fully engaged in delivering its overarching aims and goals; namely a reduction in Network and Supply Chain losses. • Maintain casework to defined triggers & timescales policy with the flexibility to deal with significant pressure points as and when they arise • Adopt a Post Office programme 	<ul style="list-style-type: none"> • Development of Torch programme to what it is today which is an activity that involves teams from across the business and a key crime prevention activity. • Adopt a PO success across the country and the continuation of the police engagement in order to increase police take up of the initiative • Receiving a Divisional Commanders award from the Serious Crime Division of GMP for the partnership approach with regard to CVIT crime. I was the only non-police officer receiving an award • Havering Trading Standards initiative – Working closely with a number of stakeholders including havering Council, NFSP, Age Concern, Legal and Compliance, Network Teams and Essex Police to run a co-ordinated initiative in Havering to prevent the targeting of elderly and vulnerable customers. • Crimestoppers Campaigns – Heavily involved in the organising of 2 campaigns simultaneously in GMP and Merseyside. His involved engagement with the branches used to launch each campaign, the press, network teams and the NFSP.
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Security Programme Manager Temporarily for 3 months – Team Leader	As above as well as line manager responsibilities
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TRAINING, EDUCATION AND PERSONAL DEVELOPMENT

Please outline relevant qualifications (held/ongoing) and or training received. You may also wish to indicate membership of professional bodies. Professional qualifications should be recorded in all circumstances.

Name of Qualification	Date Achieved	Institute Name
Training for the role of Security Including PACE, Interview techniques, statement taking etc	Feb 2011	
Situational Crime Prevention	Jun3 2012	
A number of various Fraud Investigation training	Various	

SKILLS AND KNOWLEDGE

This section should be used to provide evidence of your skills and knowledge capabilities. You may wish to use examples from your most recent roles to demonstrate these.

It is recommended you use bullets to ensure clarity of your evidence.

I wow the customer

- Evidence/Examples

- Divisional commanders award – Presented by the head of the Serious Crime division at GMP for the partnership working with GMP and the professional way I assist with operations to enable them to reduce CVIT crime across GMP. In particular this related to Op Kaya which was an individual targeting a POL CVIT crew in Oldham. By working together to disrupt the routes the male was identified and arrested before he could conduct the attack. This male had no previous CVIT history but thanks to the joint approach any attack was prevented. The citation for the award referred to my constant availability and quick turnaround of requests for information and action if appropriate; in particular with regard to ongoing work with Operation Vanguard in relation to CVIT protection. DI Swift said
“Kevin has always been very approachable and the relationship is a fantastic example of partnership working, he understands the covert nature of our work and despite us only telling him 'what he needs to know ' and not disclosing any specific police tactics/operations he is more than happy to assist in any way he can . This pro-active partnership approach has led to a significant drop in the number of CIT attacks not just on the post office but across the security industry. The Certificate stated that my skills, commitment, professionalism, personal pride and expertise resulted in work to the highest standard.
- Security Excellence Awards – I have now been put forward by the business for the Security Manager of the year award at these awards and I am awaiting to see if I have been short listed.
- Havering Trading Standards initiative – This involved obtaining the agreement of a number of stakeholders and engagement with Law enforcement, Legal and Compliance, Network Teams, Trading Standards and the NFSP to protect elderly and vulnerable people throughout the Borough of Havering. I brought all parties together so that it was a co-ordinated launch in all PO branches attending meetings in Essex with Trading Standards and the NFSP representatives. This is now being looked at to be rolled out in other areas nationally and will be presented at the Trading Standards conference in London. David Turner (Havering Trading Standards) has expressed his gratitude of the hard work put into this initiative.
- Police engagement – I attend monthly Vanguard/Guardian meetings in GMP and Merseyside along with Security Managers from other CVIT carriers discussing and sharing best practice relating to attacks and investigations. Working together this has reduced CVIT crime across the North West. I have also become involved with the Serious Crime Division on a number of occasions ensuring the safety of crews and postmasters. I have also been presented with a Divisional Commanders Award at a ceremony at Police HQ from the Serious Crime Division for the partnership working. I was the only civilians awarded at the event. I also have a good work relationship with local Crime Risk Officers at GMP conducting joint visits following robberies to see if security can be improved. They regularly contact me directly to discuss issues/concerns.
- Manchester Crime Prevention Panel – Invited to join the panel which aims to reduce crime in Manchester City Centre in conjunction with Law Enforcement and other businesses across the city centre. Quarterly meetings take place to launch initiatives and discuss concerns with GMP.
- Xmas campaign at GMP – I arranged for two POL CVIT crew to attend a Press launch at GMP HQ to be interviewed by members of the press around attacks they had suffered. This was used by the CVIT industry across the North West to highlight the effects of such events on the crews.

I know the numbers

- Evidence/Examples

- CVIT Task Force Vehicles – I review and identify each week the areas that task force should cover within GMP and Merseyside using the latest available data and intelligence received by liaising with police forces, the depot and Grapevine. This is done to ensure the task force are allocated to the highest risk areas. The same approach is given to the placement of tracker i-boxes across Merseyside and Manchester. This has proved effective with attacks being prevented by the Task Force on a number of occasions. I also discuss weekly with other Security Managers the requirements of where the Task force vehicles should be placed nationally.
- Divisional Commanders Award – part of this award was due to the reduction in CVIT attacks across GMP and resulted from working together to ensure high risk deliveries were protected as well as operations to prevent attacks.
- Security Visits Liverpool-Manchester corridor – I organised a programme of Security Visits in the North West due to the area between Manchester and Liverpool having the bulk of all robberies and burglaries in the North. This meant that over a 4 month period all 550 branches in the highlighted area received a call or visit from a Security Manager to ensure adherence to the correct Security procedures
- Covering Steve's area – I have recently taken over a 2nd area with regard to Physical security covering Merseyside, Cheshire and North Wales more than doubling the number of branches within my area and I am actively managing incidents in both areas and delegating incidents to other team members when necessary to ensure all reports are submitted to timescale.
- Atm attacks in Wirral - Having had 2-3 attacks on internal ATM's in the area using the same method of disabling the final set button I mapped all the branches onto autoroute that had ATM's to look for a pattern. Those that had been attacked were along the M53 corridor. I organised for the team to contact all the ATM branches in the area and gave instruction on what to look for. I also arranged for temporary fogging kits to be installed in those branches that did not have them. I also arranged for additional alarm monitoring by ROMEC. On a couple of occasions tampering with the button was discovered but no further attacks were made.

I challenge to make us more efficient - Evidence/Examples

- Torch -This has now become a programme in its own right rather than a part of the Robbery/ Programme. Over a period of 2 years I have developed Torch from a series of visits occurring once a year to a structured approach involving all the major stakeholders affected by it or who may want to input into the programme. I have held meeting with Branch Standards, Network Support and the Contracts Team to develop a process whereby these visits are co-ordinated, targeted and consistent. With the help of Security analysts and the Branch Standards analysts a database has been developed allowing Security Managers to load up their findings and with the support of Branch Standards a quicker response to failures has been arranged. Torch revisits are arranged targeting those branches with failures previously to ensure that they have adhered to the written directions sent out. The opportunity will also be provided to Branch Standards and Contracts Teams to identify branches that they want to see visited.

Torch has now become a business as usual activity involving all stakeholders. The responsibility for this programme has now moved to someone else to maintain but I received recognition from my Team Leader who described it in the following way.

“ In my opinion this is the one of the most proactive crime prevention measures available to secops. Your efforts, as outlined, in developing with stakeholders is a credit to you. Torch is now a National project of significance and I need to look at how the department can support fully your continued endeavours and permit you to complete your day job at the same time”
- Adopt a PO – I have now become involved with adopt a Post Office and have been engaging with Police Forces across the country to try and have this initiative taken up. I have recently been able to launch Adopt a Post Office across the entire Merseyside Police area. This has taken a lot of work in getting the buy in from Network Teams and the NFSP but this has proved fruitful in Merseyside and the initiative is now up and running. Adopt a Post Office has also gone live in parts of Northern Ireland, Essex, West Midlands and Manchester. Forces in the North East have now agreed to roll out Adopt a Post office in Northumberland, North and South Tyneside, Sunderland, Newcastle and Gateshead. I have also discussed and gained interest from Cheshire and Police Service Scotland.
- I-box Tracker installation – I have recently co-ordinated the introduction of tracker boxes into Manchester Depot. This has involved meeting with Grapevine, GMP and Merseyside forces to put together response plans following an activation and putting processes in place to ensure that someone at the depot takes responsibility for ensuring they are allocated to the right routes and charged consistently to prevent failures. I also made sure that the details of the boxes allocated to each van were forwarded to Grapevine each morning and monitored this to ensure accuracy. The introduction went very smoothly which was highlighted by Andrew Scott meaning that we have quickly increased the number of boxes at Manchester.
- Cases on hand worksheet – whilst acting as team leader the 2nd sight report came out and I was asked to formulate a cases on hand spreadsheet so that Fraud Cases could be monitored and actions reviewed. This was put together at very short notice prior to what was to become a case file governance meeting and involved long hours to have it ready in time. I received recognition from John Scott for the work put in making it fit for purpose.
- Delivering torch and cross pavement training to task force drivers – As the role of the Task Force Driver increases I spent time with two of them delivering training and providing the necessary paperwork to enable them to feel confident in conducting Torch visits and Cross Pavement observations.

I work with others

- Evidence/Examples

- GMP Excellence Awards judging panel– I was invited to take part in the judging panel for the annual awards that shortlisted the nominations so that the most appropriate nominees were put forward to the Chief Constable in advance of the awards. I received a letter of thanks from Janet Hadley (Chief Constables Personal Assistant) for my contribution and attendance at the judging panel.
- Adopt a PO – as above
- Crimestoppers Campaigns – I have recently been heavily involved in the organising of 2 campaigns simultaneously in GMP and Merseyside. This involved identifying the branches to be used and engaging with them prior to the campaign. I was also involved in dealing with any press enquiries, ensuring that the local NFSP reps were aware and invited along to the launch as well as ensuring all Network Teams were also made aware. This proved to be a successful campaign and has led to the introduction of Adopt a Post Office across Merseyside.
- NFSP – Full engagement takes place with local and national reps in all aspects of my role including Fraud cases, Torch Visits, adopt a Post Office or any other initiatives I am involved in.
- Stakeholder engagement for Torch – as above

- Urgent CVIT police Op in Midlands – I was contacted by Gordon Grant (who was on Annual Leave) to say that there was some intelligence about a possible attack that may take place in the NG postcode area the following day. He provided me with a contact at East Midlands Serious Crime Unit (Dave Cox) who was organising things. I immediately got in touch with Dave Cox who stated that the threat was, at that time, none specific but the normal M.O. of the target(s) meant it could take place either during a delivery or soon after a delivery. He asked for information on routes in the NG area for CVIT deliveries by PO vehicles which were provided after contacting the depot. He said that he would keep me updated on any potential threat and would ring me the next morning to discuss. At this point it was not Post Office specific.

Dave Cox contacted me at 10.15 am the next morning and asked the question that if needed how much notice would be required to close a Post Office and re-direct a CVIT vehicle to a place of safety. After explaining that we would not want any of our crews involved or any Post Office he clarified that they would be “taken out” before any such attack occurred. I informed him that I would have to obtain the contact numbers for the PO and the CVIT vehicle in order to arrange this and asked for 30 minutes notice.

The CVIT vehicle was due at the Post Office (High Road, Beeston) at 11.15 so he told me that he would call me back at 10.45 with a decision.

At this point a decision was made not to wait but to divert the CVIT vehicle to safety. Dave Cox had no issue with this and the vehicle was instructed to drive immediately to the nearest Police Station. The vehicle parked up at Ilkeston Police Station and stayed there until the all clear was given.

At 10.45 am Dave Cox rang to say that the PO should close its doors. I contacted the postmaster and explained that there was a security alert raised by the police and that he should immediately close the branch, secure all assets and ensure all customers had left the premises. He was then to ensure that all staff remained in a secure location until I gave him the all clear. I contacted Dave Cox every 30 minutes to obtain an update on the operation and he gave me what information he could. This continued until approximately 12 o'clock when I received a call from Dave Cox asking for details of another branch in the NG8 area that he needed that to close immediately. He stated that the threat against the vehicle had passed as well as High Road Post Office. The CVIT vehicle was cleared to continue on its route and the PO could re-open.

The other branch turned out to be Ambergate Post Office, NG8. The same procedure was followed at this branch with the PM asked to quietly close the branch. There was no threat here against CVIT as no deliveries were due today. I continued to call Dave Cox at 30 minute intervals until approximately 2 pm when he said that the threat had receded.

Dave Cox suggested that the branch stayed closed for the rest of the day but following further discussions agreed to provide passing cover to both branches using ARV's for the rest of the day and beyond. I contacted the PM and gave him the option to stay closed or re-open as there was police cover being provided. He opted to re-open and was complimentary of how he had been kept informed. Dave Cox has said that the threat has probably been disturbed with all of the actions taken. Both postmasters were given advice around following procedures once they re-opened.

Dave Cox explained that the original threat was generated from analytical intelligence that became stronger as the operation went on but the threat switched from information about the other branch

This was a fast moving operation in an area that I was not familiar as it was outside of the North Team area but DI Cox thanked me at the end of this for the response and support given to him and his team throughout the day.

I deliver results with pace - Evidence/Examples

- NT risk assessments – I have recently been involved in conducting in-dept risk assessments at a number of branches within the North West. This was to try and develop a way of increasing the number of branches going open plan by increasing the levels of security equipment installed. I co-ordinated the visits seeking assistance from colleagues where required and to a tight timescale and ensuring all reports had been fully completed before being submitted to the Equipment and NT Teams. This trial involved meeting with the NT lead team to ensure that there was a full understanding of what was required and that the assessments were accurate and that any recommendations were included. I received thanks from Nikki Dummett and the NT team for the professional manner that I conducted the assessments.
- Op Pound – Following the discovery of forged £1 coins in the Manchester area I worked closely with GMP, Lancashire Police and the NCA to track incidents across the North West. I ensured that all branches were kept informed via text blasts and memo view messages throughout. I assisted in the recovery of CCTV footage providing copies to local law enforcement which eventually led to the arrest of a male in Lancashire who was found in possession of a large number of coins. I received thanks from the NCA for keeping them updated and have continued to update them .
- DNA taggant unit deployment – As part of the robbery programme I was asked to meet with Romec and Kevin Patnell as well as the company (Selectamark) that had designed the DNA taggant temporary kits to discuss their use and deployment. While at a meeting at ROMEc I received some intelligence from West Yorkshire Police about a possible robbery threat at a branch that had been subject to a robbery a few months earlier. I suggested that we use this branch to trial the kit which was agreed. I then contacted the police and the branch informing them about the kit and our intention to deploy it at the branch as a deterrent. I personally delivered the kit to the branch the next morning where I met up with a Romec engineer and a representative of the company that developed it. I stayed onsite until the installation was complete offering guidance on the best location for the equipment to be fitted and ensuring that the PM was happy with using it. I then set about identifying a further 9 branches on a risk basis around the Merseyside area that could have these units installed. Once identified these branches were forwarded to the equipment team to arrange installation. Recognition received from Kevin Patnell for the speed at which this was planned and implemented. This was also covered in the Security Newsletter.
- Adopt a Post Office – This programme has grown enormously over the last 6 months to a point where I have introduced it force wide in Merseyside and have agreed the same approach in the North East. Other Forces have introduced it in smaller trial areas with a view to extending it if successful.
- OP KAYA - This refers to a dynamic operation by SOCG responding to intelligence from the GMP FIB to identify a lone male committing violent armed robberies across GMP. Following a pro-active operation with my support the subject David Clinton JONES, was identified and observed conducting reconnaissance of a Post Office cash delivery vehicle in the Oldham area thanks to the alertness of the crew in spotting him and reporting the vehicle. This led to an operation to ensure the safety of PO personnel and cash meaning that I had to change routes, liaise with the police and ensure all drops were covered. Following further observations the subject was arrested by SOCG Officers. A series of searches resulted in the recovery of three imitation firearms, identifiable clothing used in a series of robberies, balaclavas, gloves and three stolen vehicles. JONES entered an early Guilty plea and he was sentenced to 5 years custody for Robbery Offences and 2 years custody, to run concurrently, for Firearms Offences.
- CVIT patrol leading to dismissal – I was asked by the depot manager to perform a patrol with the shift manager at the depot following route revisions as they were concerned that some of the routes were not working. We followed one vehicle for almost 6 hours without the crew noticing. A number of serious failures were highlighted throughout the patrol. Photographs were taken throughout the day and the crew were debriefed on their return to the depot. Both the driver (resigned) and the escort (dismissed) have now left the business and this has sent a clear message through the depot that non-conformance to procedures will be dealt with

I develop myself and others

- Evidence/Examples

- Team Leader – I covered the Team leader role for almost 3 months on a temporary basis when Keith left. This came at an exceptionally busy time when the 2nd sight report was published. This resulted in a lot of work being generated around case file governance and meant regular trips to London at very short notice. I was also tasked with putting together the case file spreadsheet and adjusting it as and when requested by John Scott. This resulted in long hours and on regular occasions working late into the night to ensure it was fit for purpose. I also had to embed two new members of the team into their new roles and allocate workloads to them. I received recognition from John Scott for the work on the case file process and from Andy Hayward on my performance in the role and was recognised in the weekly communications newsletter. I left the role after three months which was a difficult decision but right for me but I have continued to support the team leader since.
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- Manchester Crime Prevention Panel – Invited to join the panel which aims to reduce crime in Manchester City Centre in conjunction with Law Enforcement and other businesses across the city centre. Quarterly meetings take place to launch initiatives and discuss concerns with GMP.
 - Police Commissioners forum at Essex Police – Attended the forum to increase interest in Adopt a Post Office and the Trading Standards initiative in Havering.
 - Home Office Forum in North east – I have attended a LOCAL PARTNERSHIP WORKING ON SERIOUS AND ORGANISED CRIME seminar ran by the Home Office in the North East building up a Network of contacts in the area and will pass this information throughout the team to enable greater engagement and partnership working
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- CVIT folders on sharepoint – As part of the TCG it was suggested that all cash centres and depots should have their own folder on the sharepoint site to record such things as police intel, attack reports etc as well as a log of contacts made to local FIB's to assess the risk to our sites. I was tasked with putting together such folders and the call log that recorded all calls to FIB. I completed this for Manchester CVIT depot and forwarded for approval. This was well received and passed to all Security Managers to replicate for their depots and cash centres. At the TCG it was stressed that all Security Managers should be following my process for Manchester with as much contact and details in the log as possible. I have received recognition from Rob and Andy for putting this together.
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PERFORMANCE RATINGS

Most recent Full Year rating (2013/14)	Current Mid-Year Rating (2013/14)	Previous Full Year rating (2012/13)
3	4	4

Additional Comments

Please use this area to add any further information you believe supports your profile.

I have now worked for the Post Office for almost 30 years and have worked in Security for nearly 4 years as a Security Manager in the North West. In this time I have built up strong relationships with Greater Manchester Police and my local CVIT depot and in doing so forged a partnership to combat CVIT offending as well as Post Office Robberies and Burglaries. The relationship with GMP which involved bringing police and CVIT crews together for crime briefing sessions making crews less vulnerable to attack and this activity was cited as a primary reason for a reduction in offending. I have received a Divisional Commanders Award from the GMP serious crime division who highlighted this as an example of a successful police and commercial partnership.

Over the past 6 months I have supported the business transformation programme with open plan offices allaying criticism and concern the police have had with a robust risk assessment process. This has meant conducting detailed risk assessments on a number of branches in the North West.

I have also been responsible for the implementation of "Adopt a Post Office" in a number of areas across the country including the recent launch of the initiative across the Merseyside Police Force area and will shortly implement this across the North East.

More recently I have been heavily involved in the launch of Crimestoppers campaigns in Liverpool and Manchester. Again working closely with the charity and local police and this has proved to be a resounding success.

Fraud investigations are still a major art of the role though PACE interviews are more infrequent and I continue to progress all cases in a timely manner updating stakeholders at each step.

Individual's Authorisation

Please enter full name here and ensure the form is sent from your own e-mail account

Kevin James Ryan

Date: 3/10/14

Please submit this form to your SLT consultation manager, with a copy to Dave Pardoe by Friday 3rd October 2014.