

## **THE INTRODUCTION OF A SINGLE DAILY DELIVERY**

### Introduction

This agreement is the first step towards significantly improving the terms, conditions and status of delivery postmen and women, through the introduction of Single Daily Delivery (SDD) and an increase of £26.28 in full time basic pensionable pay, paid pro rata for less than full time employees. Both parties recognise that the move to single deliveries is essential for the future commercial success of Royal Mail and its ability to meet customer targets. It provides an opportunity for improving the working environment where everybody understands what is expected of them and is allowed the freedom to plan their working day to achieve this without the need for close supervision.

The single delivery system will support full-time employment providing opportunities for part-time employees to progress to full-time whilst, at the same time, continuing to provide the opportunity for part-time employment.

Any employee surpluses arising from this change will be dealt with in accordance with the Managing the Surplus Framework. Existing vacancies and normal turnover will account for the majority of any surplus, with voluntary redundancy dealing with the remainder. This agreement replaces the 1998 Agreement on Delivery Issues (IDA). This agreement contains the key principles for delivering the change supported by the additional detail at appendix A. Those issues at Appendix B provide a commitment to ongoing improvements.

RM and CWU have a history of setting targets from the centre that are both difficult to understand and often never achieved. As a consequence, business plans fail and employees do not receive benefits.

Successful deployment of SDD will be dependent on us not repeating previous mistakes. Therefore when we say targets must be realistic, achievable and deliverable we mean it! We want our people to be paid £300 as quickly as possible and business plans to be achieved.

To ensure targets are realistic, achievable and deliverable both parties realise that a completely fresh approach is required that will provide more local accountability.

To support this fresh approach Royal Mail has confirmed that the targetry within the previous national savings matrix has been globally reduced by approximately 30%. The consequence of this fresh approach is a general reduction in local targets based on the unit manager's assessment of a 3.5 hour span and the introduction of a 5 day week. CWU note this position.

Locally, RM and CWU will discuss all aspects of planning and implementing the Single Daily Delivery to achieve the local manager's target. Any issues arising from this process will be dealt with in line with agreed industrial relation procedures, as detailed in the Industrial Relations Framework.

If, following full implementation of the SDD consolidation of the £26.28 has not taken place within 8 weeks, all aspects of deployment will be jointly reviewed locally using normal IR procedures to examine and resolve any problems/issues.

## **APPENDIX A**

### INTRODUCING THE SINGLE DAILY DELIVERY

#### Key Principles

A Single Daily Delivery will be introduced for all town residential routes by the end of March 2004

Town Residential routes will be planned on a 3.5-hour delivery span. All routes will be planned on the basis of equalisation, and a fair and manageable workload. The planning process will have the full involvement of the CWU and employees.

Health & Safety and Walk Design will play a major part in dealing with weight on delivery and fatigue issues. To this end all walks will be risk assessed and the appropriate equipment provided as a matter of course. CWU Area H&S representatives will be fully involved in all aspects mentioned above.

In conjunction with the introduction of the single daily delivery, all operational grades within each unit will move on to a 5 day week, with all full-time employees moving to a standard 40 hour week. Where SWW, MRH and WTLL have not yet been fully deployed, any outstanding elements should also be introduced. It is agreed that the impact on the June baseline and the unit target, as a result of these changes, will be cost neutral. To achieve this the hours recorded against WTLL, 30 minutes for each duty, will remain in "work hours" until the unit target is met. Once full consolidation has been achieved, WTLL hours will be recorded under the correct heading of "training"

Saturday attendances will be significantly shorter than weekday attendances. To assist this Mailsort 3 need not be scheduled for delivery and missort runs should be rescheduled to enable an earlier start on town residential delivery routes.

Providing meal break/working time regulation rules are observed, employees will have the flexibility to plan the timing and location of their meal breaks. This flexibility also extends to the ability to have a refreshment break prior going out on delivery as long as it does not compromise the office workplan. Where deliveries are completed within the agreed office workplan then employees will be allowed to pouch off without returning to the office.

Office workplans will be designed to meet the business's service obligations and provide a consistent and reliable quality of service to all customers.

Reasonable regular earnings levels will be maintained or enhanced.

Significant new investment will be made in indoor and outdoor equipment, giving better tools for the job.

Employees will be given appropriate training to ensure they are fully equipped to meet the standards relevant to their job.

#### Targets and Baselines

The core work hours baseline for the scheme will be the average of the core work hours used in June 2003.

As a result of the new calendarised approach to baselines, the hours available in all units will be flexed to take account of seasonal variations in traffic and bank holidays.

The principle is that those employees whose hours are in the scheme base are those who will share in its benefits. Where Distribution units leave Delivery schemes baselines will be amended accordingly

The scheme does not have a complex exemption process. However, if during any four week qualifying period there are extenuating circumstances which impact on a unit's ability to meet the qualifying criteria, the unit manager (following consultation with the CWU) has the discretion to make allowance for this which, in turn, may result in maintaining qualification for a permanent supplement. The unit will need to support any decision to pay with auditable supporting documentation.

Baselines will be reviewed locally to take account of delivery point and traffic growth from June 2003. Where additional hours are identified for delivery point and traffic growth, these will be added to the office baseline from the week they are agreed, in line with the current process.

Once the target for the unit has been achieved, the £26.28 will be paid on a weekly basis. When this has been achieved for 4 consecutive weeks, the payment for those in the unit will be consolidated into basic pensionable pay.

Payments due will be made weekly, 2 weeks in arrears.

Providing savings target can be met, other imaginative attendance patterns including 9-day fortnights and 4-day weeks can be introduced.

Traffic levels and the number of delivery points, as well as the unit baseline hours should be recorded for future reference. The reference period for this data will be June 2003.

Core work hours baseline for purpose of revision = .....

Current Number of Delivery Points = .....

Current traffic levels = .....

#### Health and Safety

Single deliveries will be introduced to provide all delivery employees with a fair and manageable workload whilst fully safeguarding welfare and safety.

Royal Mail and CWU will ensure that the introduction of a single delivery system is compliant with Health and Safety legislation and its requirements. The Area Safety Manager and local/area CWU safety representatives will be available, when necessary, to provide advice and support in line with their normal roles to assist in implementing the following:

Undertake risk assessment, as detailed in the 12 Step Revision process, for each walk to ensure all health and safety requirements and regulations have been applied, with toilet and welfare facilities in the vicinity identified at step 3 of the revision process. The risk assessment process will also consider the needs of any individuals during the duty selection process.

Appropriate Outdoor equipment must be provided as a business standard to ensure each walk has an identifiable Weight on Delivery solution. To support this the range of weight on delivery solutions has been extended to include: Mailstar

Cycle with panniers, High Capacity trolley and Starburst. (Starburst can be used in line with the nationally agreed code of practice)

As a business standard employees will be briefed on the health and safety aspects of their job including what to do in the event of an accident whilst on duty.

The maximum mail weight of any over the shoulder delivery satchel will be 16kgs. Employees will be briefed on implementing the best practice guidelines (Multiple Pouch Weight Study) for reducing weight of additional pouches

Employees will be provided with appropriate safe systems of work training prior to the use of any new equipment.

The revision will be planned on the basis of no use of private vehicles

Local issues

In addition to any local initiatives, offices may consider the following options to assist in reducing Saturday attendances/finishing times:

scheduling ASAP on Friday (or Friday/Saturday night)

allowing employees to take part of their break at the end of their work on Saturday

starting earlier on Saturday

identifying those customers not due for a delivery on Saturday and planning jobs accordingly

The new delivery specification will provide delivery offices with the opportunity to tailor and agree start times to meet employee and customer requirements. Delivery employees can commence their delivery when all due mail has connected.

The revision may be undertaken using the 12-step process as detailed in the 1998 agreement on delivery issues (IDA). The revision will be based on a simple tabletop approach, utilising local knowledge and expertise. The DOM and CWU representative will seek input from employees in verifying information and consulting on revision options.

A small number of units will need to provide tailored solutions for specific deliveries to meet unique operational requirements. This approach only applies to the handful of units with residential deliveries that have exceptionally high volumes of mail per delivery point. Existing firms' routes should be continued, with delivery times based on local circumstances, most probably unchanged from the current.

All Delivery units will have a local office workplan which will include a service level agreement with the Mail centre outlining mailflow/arrival and Contingency arrangements (e.g. adverse weather, abnormal and unexpected traffic, late arrivals). Such arrangements will be implemented in consultation with the CWU and will be aimed at limiting any adverse impact on customers.

SPDO/Rural deliveries should aim for minimum disruption, although it is recognised that they may need to develop creative solutions to enable them to receive their 5 day week Where solutions cannot be found by the local manager and local CWU rep then the issue will be referred to the Delivery Sector Manager

and the CWU Area Representative for further consideration. In order to facilitate this process, SPDOs will have an option to remain with their existing bonus unit or become stand alone. Where they choose to be stand alone the incentives contained within this agreement will be retained on a unit-by-unit basis. SPDOs that are unmeasured have no savings target.

The introduction of single deliveries at local level will not be specifically designed to remove early shift payments. If local employees agree to a proposition for a later start time then early shift payments will attract pay protection in accordance with MTSF.

Five day working may include the options of a rotating day off with a long weekend (Saturday - Monday) every 6 weeks, or one week off in six. The five-day week should be implemented within the level of cost implied by the office target savings requirement. All SPDOs have been provided with the funding to implement 5 day weeks.

#### Closure of Previous Schemes

The Interim Consolidation Scheme ceased at the end of March 2003.

All existing PBS supplements, ICS Gainshare, High Performance and Supplementary Quality Payments have been frozen at current levels (defined as the average earned across January to March 2003). These have been used to create a new non-pensionable supplement.

The new supplement will be paid including during Christmas (in addition to the normal Christmas ex IWM payment).

Where offices have already consolidated ICS/PBS bonus into basic or have new or existing ICS/PBS supplements these will fund up to £5.00 of the £26.28. Where offices have less than the above-mentioned £5, the business will contribute the difference.

Offices that have not fully earned their Way Forward Lump Sums will be given one final opportunity to earn this by introducing the single daily delivery revision by the end of March 2004 and achieving the consolidated £26.28 within 4 weeks.

#### 6. CWU Involvement

CWU local representatives will be fully involved in all aspects of planning, development and implementation of duties. Appropriate release will be given to allow them to fulfil this role.

The CWU Area Representative will meet on a weekly basis with the appropriate Delivery Sector Manager to monitor the progress of the revisions against the principles set out in the National Agreement. They will also continue their normal IR framework role and be available to support local representatives where necessary.

CWU Divisional representatives will liaise with the appropriate managers to monitor and facilitate progress on revision activity and fulfil their normal industrial relations activities.

CWU and Royal Mail will provide technical advice and support, including delivering training workshops. These will be jointly designed, agreed, and delivered, to ensure that a consistent message is cascaded on behalf of the national parties for all representatives and managers participating in the revision process. This will

include delivering presentations on the calendarisation approach and Health & Safety.

It is recognised that the rapid implementation of single deliveries will be a priority commitment for representatives involved in the process. If there is a need for additional support to carry out normal day-to-day industrial relations activities this will be discussed and agreed at the appropriate level.

## **APPENDIX B**

### ONGOING COMMITMENT

#### 1. The Future for Delivery/Delivery Improvement Project

This is a major new business/CWU joint initiative, as part of the commitment to significantly increase the status and professionalism of the delivery job. It will focus on further improvements to terms, conditions and improving business profitability.

The national parties will oversee the project including establishing the involvement of CWU, employees and managers. To this end, CWU and Royal Mail agree to seek up to twenty volunteer delivery offices to progress and trial ideas, with the aim of putting together a comprehensive menu of proposals no later than May 2004.

These proposals and ideas will include the following:

- new ways of achieving higher more stable pay levels and shorter hours;
- scope for imaginative attendance patterns, trialling 9-day fortnights, 4-day weeks, innovative Saturday solutions, whilst meeting customer requirements in a cost effective manner;
- continuing to support full-time employment taking into account potential future reductions in indoor workload;
- how to achieve a better working environment;
- improving the development of and support for young workers;
- training requirements and standards;
- improved resourcing procedures;
- benchmarking other postal administrations to identify ideas for achieving improvements
- More family friendly attendance arrangements at Christmas and Easter

The output from this project will be nationally agreed prior to any roll out and will form the heart of a determined joint CWU/RM programme to further improve job satisfaction, and the pay and conditions of the delivery employee.

#### 2. Health & Safety

In this annex the National parties have identified a number of areas where there is a joint commitment to further support employees welfare and safety, when implementing revisions.

In addition to this both Royal Mail and CWU are jointly committed to continue to work towards improving methods of dealing with weight on delivery with the ultimate aim of minimising the need to carry weight over the shoulder wherever possible. To this end terms of reference will be agreed by the end of April 2004 covering the following research and development:

- Development of powered delivery equipment to provide a cost effective and efficient solution for hilly and other terrain unsuitable for the manual high capacity trolley

To review any issues relating to uniform provision as a result of the longer single delivery system.

Review of current risk assessment in respect of employee exposure to sunshine and cold weather.

Study into the long term physical implications of delivery work including consideration of employee refreshment needs

### 3. New reward scheme

Both parties are committed to finding a new reward scheme no later than June 2004

### 4. General Issues

As part of the delivery changes Royal Mail is committed to developing innovative and profitable new products and services, through exploring and exploiting the opportunities for new business. This approach will allow the business to grow and expand, creating new job and earnings opportunities and meeting changing customer requirements. The CWU will be fully involved with the ongoing development of new products and services, including the opportunity to input its ideas.

In parallel with SDD deployment Royal Mail and CWU will jointly review all aspects of Pegasus to ensure it is fit for purpose as a revision tool. Pegasus may be used purely as a planning tool that can assist in developing delivery routes with balanced workload. Where this is the case local CWU representatives will be offered training prior to its use. Exceptionally, where units have already commenced planning, using Pegasus, representatives will be offered the training immediately. It can also be used as a replacement system for A plus to maintain accurate address point information capturing delivery point changes.

The review of measurement systems agreed in paragraph eight of ICS will need to be completed in parallel with SDD deployment timescales i.e. March 2004, to ensure any future system is fit for purpose.

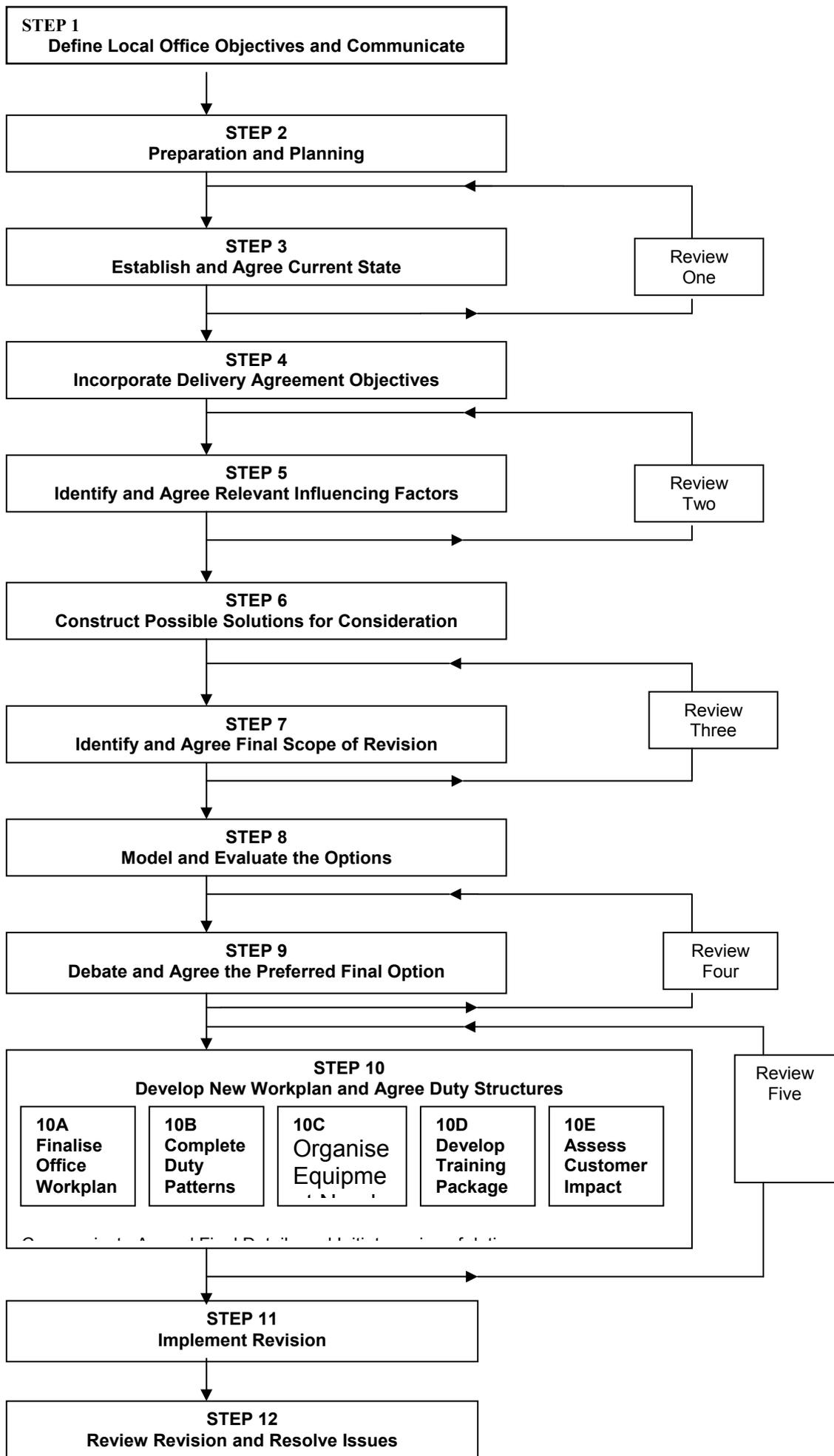
Royal Mail and CWU are committed to reviewing payment arrangements for delivery of election material with a view to agreeing a new national standard approach by April 2004. In the meantime the local existing arrangements will continue to apply with the exception of offices who currently receive no payment who will receive D2D rates for unaddressed items.

Both parties are also committed to reviewing the future arrangements for Door-to-Door. However, given the scale of change already in the move to single deliveries, it has been agreed that the existing Door-to-Door arrangements will continue for the time being. A review of Door-to-Door will be carried out during 2004 to establish whether the existing arrangements should be revised following the deployment of single deliveries.

In the event that future changes to indoor workload and arrival patterns signal a need to review start times for operational reasons this will trigger a national review of shift payment criteria at the request of either party.

Both parties recognise that the process/formula that will be used to deal with traffic change and delivery point change needs to be developed with full CWU involvement. It is agreed that joint recommendations will be made by April 04 as to the process/formula to be used.

**ANNEX ONE: Figure One, Revision Process Flowchart**



## **STEPS WITHIN THE REVISION PROCESS**

- STEP 1**                                **Define Local Office Objectives and Communicate**  
Ensure that the management, staff and CWU fully understand the reasons for the revision within the circumstances of the local office and area plan. For example the issues outlined in para 4.5 of the agreement will be important factors.
- STEP 2**                                **Preparation and Planning**  
Set up a proper project structure (including the local CWU rep) with full involvement and realistic timescales within which to carry out the revision. The standards to be used within the revision to be established and agreed.
- STEP 3**                                **Establish and Agree Current State**  
The revision will be based upon the current state. Therefore it is essential to ensure that all current systems, information and procedures are as relevant and up to date as realistically possible. Any problems to be reviewed and then the unit manager and unit CWU rep will agree this start point for further planning.
- STEP 4**                                **Incorporate Interim Delivery Agreement Objectives**  
It is important that all the objectives at para 3 of the agreement are fully debated by the unit manager and the unit CWU rep and will be incorporated into the planning of the revision. Similarly the operational arrangements agreed in para 4 become the basis for developing workable solutions.
- STEP 5**                                **Identify and Agree Influencing Factors**  
In identifying possible solutions for the revision it will be possible for the unit manager and the unit CWU rep to discuss the influencing factors which can be utilised to provide optimum solutions. Innovative and unusual proposals should be explored by all parties. These should be widely communicated and developed with any problems to be reviewed by the unit manager and the unit CWU rep.
- STEP 6**                                **Construct Possible Solutions for Consideration**  
It will be possible to construct a range of solutions to satisfy the objective of the agreement, local issues and the operational arrangements. It may not be necessary to carry out a full revision. It may be that just an indoor revision, or a driving revision is required. These should be jointly worked up in reasonable detail to allow comparison.
- STEP 7**                                **Identify and Agree Full Scope of Revision**  
It is essential that at this stage the full scope of the intended revision and the factors to be used are discussed and agreed by the unit manager and the unit CWU rep. The aim is to identify a small number of likely approaches and probable solutions before detailed planning and testing commences. The unit manager and the unit CWU rep will review any problems.
- STEP 8**                                **Model and Evaluate the Options**  
Within the context of the agreement at stage 7 the revision will be undertaken in detail. Again there will be options as to how this is completed, for instance the construction of outdoor delivery walks.

The principles of duty construction will be agreed by the unit manager and the unit CWU rep.

**STEP 9 Debate and Agree the Final Option**

The final planning proposals will be agreed by the unit manager and the unit CWU rep, including traffic, hours, workload the duty structure. This will be clearly communicated and the implementation date finalised.

**STEP 10 Develop New Workplan and Duty Structures**

The workplan and associated duties will then be finally developed by the unit manager and the unit CWU rep. Plans for a re-sign of duties if necessary, training and the movement of layouts or introduction of equipment are finalised. There are 5 main aspects to this stage and they are detailed below.

- 10A Finalise office workplan and associated details
  - 10B complete duty patterns including 5 day week and rotational arrangements
  - 10C Organise equipment needs including vehicles, fittings and second pouch arrangements
  - 10D develop a training package which supports the changes
  - 10E assess the customer impact including the effect on revised delivery times
- and finally communicate agreed final details and initiate resign of duties if applicable.

**STEP 11 Implement Revision**

An agreed revision is implemented with co-operation on time

**STEP 12 Review Revision and Resolve Issues**

Any outstanding minor issues are resolved, learning points and good practise are noted for incorporation in future revisions.

**Multiple Pouch Weight Matrix – Agreed with Royal Mail**

<b>Pouch</b>	<b>Recommen</b>	<b>Cumulative</b>
1st	16 kg	16 kg
2nd	16 kg	32 kg
3rd	<b>12 kg</b>	44 kg
<b>4th</b>	10 kg	54 kg
5th	10 kg	64 kg
6th	8 kg	72 kg
<b>7th</b>	8 kg	80 kg
8th	8 kg	88 kg
9th	8 kg	96 kg

**Pouching Off****Operational  
Grade**

Paid where a delivery walk extends to a considerable distance from the delivery office and it is more economic or improves attendance to allow the employee to return home immediately upon completion of delivery. Payable when the employee has to travel over half a mile more a day after completing duty, than he would travel if he were to book off at the office. Compensation will be paid for excess distance beyond half a mile. The allowance represents payment for both travelling expenses and travelling time.

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## **AGREEMENT BETWEEN CWU AND ROYAL MAIL SERVICE DELIVERY**

### **QUALITY OF SERVICE JOINT ACTION PLAN (SERVICE DELIVERY / CWU) JANUARY 2001**

#### **OBJECTIVE**

To achieve and sustain an improvement in first class quality of service that achieves the national target and the minimum postcode area target.

#### **ACTION**

1. **A final clearance on 95% of occasions to outward MailCentres by the end of March 2001.**

#### **WHY**

The single biggest factor in our failure to achieve first class quality of service targets is our ability to reliably and consistently clear the first class outward despatch at Mail centres.

#### **CAUSE**

Failure to properly plan and resource to meet the intermediate despatches and mail scheduled to final despatch. In many areas this despatch is so tightly resourced that it is "hit or miss" as to whether the mail is ready for the final despatch.

#### **REMEDY**

A need to jointly examine the resourcing base to ensure a sufficiency of traffic for each wave of despatch. This would probably take the pressure off the final despatch.

Service Delivery will operate a closed door policy on each despatch wave.

Service Delivery will be fully accountable for ensuring the agreed policies are fully adhered to and not compromised in any way. This will ensure discipline and quality at the outward office and quality at the distant office. If the traffic is not ready at the despatch time the failure is the total responsibility of the Mail Centre.

Despatches from RDC's to MC's will be jointly reviewed at area level to ensure compliance to the pipeline Disciplines eg; closed door policy.

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## **ACTION**

2. **Manpower plans (that reflect forecast workload and meet productivity targets) agreed and deployed in all Mail Centres by the end of February 2001.**

### **WHY**

The biggest factor that prevent Mail Centre clearance are poor traffic forecasting and staff resourcing failures.

### **CAUSE**

Failure to forecast traffic and workload to the day, shift and work area on an hour by hour basis.

Failure to resource the workloads against the given performance at each office/work area.

Failure to work to the established workplan due to lack of confidence or panic.

Failure to use the standard processes to tackle these issues using the resourcing section within the Way Forward and the 'white book' staffing principles which would minimise the risk of traffic forecasting inaccuracies.

### **REMEDY**

Every Mail Centre will ensure that traffic and workloads is forecast to work area by hour.

A joint agreement to resourcing at a given performance.

A joint meeting weekly with the appropriate Area Representative and Resourcing Manager where each work area will be examined against the resourcing plan to ensure compliance.

Where a failure exists the work or work areas will be identified and remedial action put in place within the following week.

It is of joint interest for both Management and the CWU to meet the resourcing workplan in order to ensure quality to the customer performance and efficiency within the Mail Centre and the full benefits of the Way Forward and PBS for the staff involved.

## **ACTION**

3. **Contingency plans developed and deployed to protect service against foreseen and unforeseen failures not resolved by the above.**

### **WHY**

Mail Centres who do not examine and establish contingency plans are at a greater risk of major service failure.

It should be recognised that contingency plans are for the exception and must not be used to avoid proper resource and manpower planning, proper forecasting and proper disciplines.

#### **REMEDY**

The CWU and Royal Mail will jointly agree standard contingency plans to avoid failures occurring and to deal with both foreseen and unforeseen failures.

The emphasis must be on planning to avoid failures happening in the first place not managing failures once they have occurred. Options to achieve this should include manual de concentration within Area, twinning areas or standard diversions or a combination that will ensure service to the customer. The emphasis must be for areas to deal with their commitments in house.

4. A closed door policy must be operated for the despatch of all waves of items from mail centres, especially wave 4c. Every delivery office must develop a standard contingency plan as defined in the Agreement on Delivery.

All scheduled items received up to and including Wave 4c will be included in the first delivery each day.

The contingency plan will deal with any deviation from the agreed workplan, this could include for example, any cancellations or delays of pre wave 4c despatches from the Mail-centre. The plans will also outline options for dealing with these deviations.

Any items that fail to be included on the wave 4c despatched from the mail centre must be forwarded for processing on the second delivery.

A solution must be found at the mail centre within 24 hours to identify and correct the reason for non-inclusion of items from the mail centre in wave 4c.

## INTERIM DELIVERY AGREEMENT 1999

For information purposes the relevant extracts from the Interim Delivery Agreement with regard to contingency arrangements are reproduced below.

These should be read in connection with our re-draft to Section 4 of Royal Mail's proposed Quality of Service Action Programme.

### "Interim Delivery Agreement - Section 6. Contingency

Revisions of staffing arrangements must be planned to achieve the principles and objectives set out in paragraph 3. However, there will be occasions when the service standards will be put at risk because of unforeseen circumstances (eg. adverse weather, abnormal and unexpected traffic, late arrivals). In such circumstances, the delivery office manager, in consultation with the CWU, will need to implement contingency arrangements that will be aimed at limiting the adverse impact on customers."

(Page 3/4 - Interim Delivery Agreement)

### "Interim Delivery Agreement, Annex A, General Points of Clarification of the Delivery Agreement - Section 5. Contingencies

Paragraph 6 of the agreement deals with contingencies. The following is more detailed guidance:

- a) Occurrences which are regular but infrequent (eg. pre-scheduled regular large postings) are not unforeseen and therefore should be planned in advance in accordance with paragraphs 4 and 5 of the agreement and the IR Framework.
- b) Foreseeable circumstances which occur on an irregular basis (eg. transport failures, security alerts, heating/lighting failures) should be covered by a contingency plan which will be established in advance with the IR Framework.
- c) Unforeseen circumstances will require the delivery office manager, to deal with contingency arrangements, in consultation with CWU."

(Page 7 – Interim Delivery Agreement)

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Given the pressure on the business on Quality of Service and the gap between what will be expected of the business of the Regulator taken together with the protection the agreement gives, it is essential that an agreement is in place that will protect our members terms and conditions and maintain the integrity of existing national agreements.

**RECOMMENDATION:**

- 1) That the actions of the Assistant Secretaries be agreed.
- 2) That branches be advised of developments via a Special Briefing.

**M.J. HOGAN**  
Assistant Secretary

**W. HAYES**  
Assistant Secretary

**DELIVERY OFFICE RESOURCING MEETING - WEEKLY CHECKLIST**

DATE: .../... /... OFFICE: ..... Week No: .....

LAST WEEKS ARRANGEMENTS

QUESTION	ANSWER	ACTION NECESSARY	BY WHOM	BY WHEN
Was the office target achieved?	Y/N			
Did town deliveries meet work plan (clear office daily)? (Identify and deal with, or monitor problems)	Y/N			
Was traffic above forecast/model week?	Y/N			
Were all the target Calendarised hours utilised	Y/N			
If no, how many hours did not get used	.....			
If yes, was there any overspend, list amount	.....			
Did staff/CWU identify any problems with allocation of overtime in accordance with the local agreement? <i>(If applicable)</i>	Y/N			
If yes, what actions will be taken to prevent future problems?				
Were all prescheduled pressure pool hours used	Y/N			
If no, what were the reasons				
How much duty time was lapsed, and what were the reasons (list under answers column).				

Any other comments (list under answers column)	Y/N			
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**Next Weeks Arrangements Wk No ...**

Have all duties and leave reserves been covered for the next 3 weeks? If no list any problems.	Y/N			
Current office establishment	F/T      P/T      RES			
Current staff in post				
Taking into account target hours for week have all hours available in the pressure pool been resourced against. If No, Why	Y/N			
Have requests been received from staff to change / swap their duties?	Y/N			
If yes, is it agreed between RM and CWU?	Y/N			
Have the O/T or rest days been established for the reserves covering Wallington duties? <i>(if applicable)</i>	Y/N			
Will the duty/overtime sheets be displayed on time? If no detail reasons	Y/N			

Do any attendance's breach the 10-hour and 24 hour rest period rule. If yes, what actions have been taken to prevent?	Y/N			
Are there any new delivery points that have become live during the last week	Y/N List amount	Update systems and baselines if necessary		
List the cumulative total of hours saved since revision introduced. If a negative figure, list minus then the amount. These are the hours not used within your weekly target.		<b>Signed..... Signed.....</b> <b>DOM CWU Rep</b>		

**Timescale –This section be completed monthly at the end of each RM accounting period – (by no later then the first Wednesday of the new accounting period)**

**Anytown PDO PBS/ICS Compliance & Resource Overview Date ..../...../.....**

QUESTION	ANSWER	ACTION NECESSARY	BY WHOM	BY WHEN
Record how many hours were used from the O/T Pool ( <i>if applicable</i> )	Y/N	Enter details by completing Appendix 2 (Nil hours still need to be recorded)		
If hours where in excess of planned, supply breakdown of hours to be costed against the scheme ( <i>if applicable</i> )	Y/N – If yes list a)Pressure O/T b) light/ Rehabilitation duties	If (b) then advise BAU by supplying certification.		
How much duty time was lapsed during the period, and what were the reasons. Enter amount under answers column and reasons in action column. ( <i>if applicable</i> )				
Current Office Establishment (including reserves)				
Current Staff in Post				
Is recruitment activity necessary – if yes identify type of contract/ cover requested				

All Due Mail - Local workplan abatement Did the Office fail this measure during the Period.	Y/N	If yes review reasons and jointly agree a weekly review process with the aim to improve quality and reduce/eliminate abatement	DOM/ CWU Rep	ASAP
Any there any new delivery points that became live during the last month	Y/N List amount	If yes advise systems administrators i.e. DPMS / Pegasus / A-PLUS	DOM	
Has the Manpower Plan been updated	Y/N			

**Signed.....**  
**Delivery Office Manager**

**Signed.....**  
**CWU Delivery Representative**

**Copies to be sent to SOM / Area Programme Planning Manager / CWU Area Delivery Representative**

## **Single Daily Delivery**

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### Guidance on the application of Health and Safety in the SDD Agreement

The SDD agreement contains some of the strongest statements ever in respect of the welfare and safety of our members. This guidance is designed to give practical assistance in achieving the aims of those statements and ensuring that all foreseeable health, safety and welfare issues are addressed in a comprehensive and proactive manner. The aim is to achieve compliance with all relevant business standards and full regulatory compliance in either eliminating risk altogether or minimising it to its lowest reasonably practicable level. In addition to this it is important to ensure that a degree of welfare provision is afforded that is consistent with modern workplace expectations.

### **Risk Assessment**

To ensure that all hazard-related data is available at the earliest planning stages it is important to make representation to the employer to ensure that the appropriate procedures are undertaken to gather this information. The Royal Mail Risk Assessment Manual questionnaires (WPQ1+2) should be distributed to all duty holders. The local hazard information should be recorded on an 'address specific' basis to enable its input to the appropriate delivery planning process. The use of 'address specific' information means that existing and historic information relating to known hazards can be of use in the control of risk at the earliest planning stage. This should be supplemented with information from the 'Dog Attack Incident Sheet' from the 'Dog Manual'.

When the data gathering process is completed the information on hazards should be prioritised and any hazards that can be eliminated should be dealt with and the necessary measures recorded on the WPQ3 'Questionnaire Summary Form' along with dates for of action taken. Identified hazards that cannot be eliminated should be brought to the attention of the duty holder(s) in the form of Walk Hazard Cards and supplemented with one to one communication between manager and employee.

In addition to the above care should be taken to ensure that all activities undertaken up to and after delivery takes place are assessed using the appropriate forms from the risk assessment manual. This could include 'Lone Worker' assessments for deliveries where 'task and finish' is the agreed as the method of operation.

### **Extremes of weather**

The risk assessment process should encompass guidance and where necessary, additional equipment provision, to control the seasonal risk factors associated with extremes of weather. This could include provision of advice on and/or protection from UV radiation from the sun. In terms of dealing with hot dry conditions the provision of drinking water containers is recommended. In addition consideration needs to be given to exposure to extremes of winter weather taking particular consideration of longer spans and by definition increased exposure to the cold/wet/difficult walking conditions etc.

### **Dangerous Dogs**

Due to the increased duration of spans and the later time of delivery departure experience in some trial sites showed that exposure to the hazard of dangerous dogs will increase. This will require extra vigilance on the part of delivery staff and the implementing of more robust control measures by the employer. It is

essential that all known intelligence on the whereabouts of dangerous dogs is made available to the planning team who should ensure that this information is passed on to the relevant delivery officer/line manager. It is of great importance that the delivery staff report details of any animal, and its location, that they feel poses a threat to them or colleagues. CWU reps should be vigilant to the employer's efficient use of the 'Dealing with Dangerous Dogs' manual as this is the only recognised risk control mechanism currently in place for this hazard.

### **Delivery Method**

The decision on the appropriate delivery method, i.e. High Capacity Trolley, Cycle, Starburst, Pouch over the shoulder or other, should only be made after all the available hazard data has been scrutinised. In doing this particular reference should be paid to terrain and delivery point density along with cross-referencing the respective security guidelines for the method being considered. The use of any new work equipment is conditional on its user first receiving the appropriate level of training in its safe use. This would include full familiarisation with the relevant safe systems of work.

### **Weight on Delivery Solutions/SDD**

The text below in italics along with the pouch weight matrix were included in the 'Starburst Final Report' as evidence that increased span, without other weight on delivery solution such as Starburst, HCT etc would require a progressive reduction in 'weight carried' to guard against potential fatigue.

"The consultants produced the table below, which recommend the maximum pouch weights for current work methods i.e. the ability to carry weight declines as fatigue sets in. This will be a key consideration when increasing delivery spans as it concerns the well being of staff.

<b>Pouch number</b>	<b>Recommended weight</b>	<b>Cumulative total</b>
1 <sup>st</sup>	16 kg	16 kg
2 <sup>nd</sup>	16 kg	32 kg
3 <sup>rd</sup>	12 kg	44 kg
4 <sup>th</sup>	10 kg	54 kg
5 <sup>th</sup>	10 kg	64 kg
6 <sup>th</sup>	8 kg	72 kg
7 <sup>th</sup>	8 kg	80 kg
8 <sup>th</sup>	8 kg	88 kg
9 <sup>th</sup>	8 kg	96 kg

### **Key Points**

- *Under current delivery methodology pouch weight will need to be considered if the delivery span increases."*

In light of this advice, supplied by the employer's ergonomic advisers, it would be reasonable to expect at least compliance with these standards when planning deliveries. These may be supplemented with further reductions in weight where other factors such as environmental or individual capability issues dictate. It would be advisable for the weight standards of the respective bags to be recorded in the delivery log to ensure staff such as leave reserves or new walk-holders are protected from hazardous manual handling activities to a degree acknowledged as being appropriate by the employers own experts.

## **Welfare Considerations**

Due to the potential for delivery staff to be away from the 'workplace' for extended periods of time it is necessary to ensure there is suitable and sufficient access to welfare facilities particularly sanitary conveniences. These should be identified as clean, secure and accessible to staff at the appropriate times during the delivery. This selection process should be conducted by a manager and employee representative who should, ideally, visit the facilities to ensure that they are suitable in every respect. It would be desirable for the information identifying these facilities to be recorded on the planning tool and included in the 'walk/delivery log' to remove any ambiguity over the arrangements for welfare access.

## **Meal relief**

Paragraph 1.f of the agreement stipulates that at least part of the meal break should be taken prior to commencement of the single delivery route. This is an important factor in dealing with concerns over fatigue in terms of ensuring a degree of nourishment is consumed prior to embarking on what may prove to be relatively lengthy delivery along with a degree of actual rest from work.

## **Private Cars**

The revisions undertaken under the terms of this agreement will be done on a basis of no use of private cars. Where cars are used by local agreement it is important to make sure that this is done in a manner that is compliant with business and legal standards. This should include completion of all authorisation documentation from the employer in addition to the risk assessment manual forms WE STD 5, which should be completed monthly by the employee and kept on file.

## **ASR Involvement**

In the spirit of paragraph 3b of Appendix A where reference is made that .....local/area CWU representative will be available, when necessary, to provide advice support and attend relevant meetings..... It is advisable that prior to any revision being 'signed off' it is scrutinised by the ASR for 'health & safety' compliance.

## **Security on Delivery - Revised Security Standards**

The following pages summarise the proposed security standards for safeguarding mail on delivery. These have been developed alongside the new security risk assessment process.

The development of the revised standards for safeguarding mail on delivery has involved the review of existing standards, and workshops with security managers, DOMs and delivery officers. Guidance from Engineering Services (Security Systems Development and Ergonomics) and Service Delivery (Security Policy and Standards) has also been incorporated.

The standards presented here have undergone further development, taking account of the views of CWU representatives.

The proposed standards should be seen as an evolutionary development of earlier standards rather than the invention of completely new approaches. The aim is to clarify what is meant by 'adequate safeguarding' of mail, resolving the ambiguities of earlier standards as far as possible.

The tables following summarise the key features of the standards for safeguarding mail for a range of typical operational scenarios and different security risk levels. Predictions have also been made for new delivery equipment currently under development (these are likely to require further modification when the final equipment designs are known).

The information is currently presented in tabular format for consistency and ease of comparison, but it is expected that the method of presentation of the information will be simplified for ease of communication to delivery officers and managers.

### Three Pannier Delivery Trolley - summary of standards for safeguarding mail on delivery.

Operational Scenario	Normal deliveries	High risk deliveries	Notes
At all times	Zip and lock all panniers not currently in use	Zip and lock all panniers not currently in use	
Delivery officer visible from mail position and within 15m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Flap over top of pannier to keep mail from view.	Zip and lock pannier. Unless within 2m of mail, in which case flap over top of pannier to keep mail from view.	This scenario is typical when delivering to terraced houses, or houses with drives or pathways when the trolley must be left on the footpath. If the delivery officer is in line of sight from the mail, this provides a big deterrent to theft.
Delivery officer visible from mail position and within 50m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Zip and lock pannier.	Take all mail from trolley. Chain trolley to immovable object.	This scenario may occur when delivering mail in a cul de sac and the trolley is left in a central position while several houses are serviced.
Delivery officer is out of sight for between 1 minute and 5 minutes	Zip and lock pannier. Chain trolley to immovable object.	Take all mail from trolley. Chain trolley to immovable object.	This scenario may occur when mail is delivered to a small block of flats or maisonettes.
Delivery officer is out of sight for 5 minutes or more	Take all mail from trolley. Chain trolley to immovable object.	Take all mail from trolley. Chain trolley to immovable object.	This scenario may occur when mail is delivered to a larger block of flats.

#### Notes and assumptions:

- This trolley has three fabric panniers each of which can be secured with a padlock.
- The trolley is not currently provided with a means for securing to an immovable object.
- These standards would also be applicable to older two pannier style trolleys.

**Lightweight Delivery Trolley - summary of standards for safeguarding mail on delivery.**

Operational Scenario	Normal deliveries	High risk deliveries	Notes
At all times	Clip shut all panniers not currently in use	Clip shut all panniers not currently in use	
Delivery officer visible from mail position and within 15m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Flap over top of pannier to keep mail from view.	Take all mail unless within 2m of mail, in which case flap over top of pannier to keep mail from view.	This scenario is typical when delivering to terraced houses, or houses with drives or pathways when the trolley must be left on the footpath. If the delivery officer is in line of sight from the mail, this provides a big deterrent to theft.
Delivery officer visible from mail position and within 50m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Take all mail from trolley.	Take all mail from trolley.	This scenario may occur when delivering mail in a cul de sac and the trolley is left in a central position while several houses are serviced.
Delivery officer is out of sight for between 1 minute and 5 minutes	Take all mail from trolley.	Take all mail from trolley.	This scenario may occur when mail is delivered to a small block of flats or maisonettes.
Delivery officer is out of sight for 5 minutes or more	Take all mail from trolley.	Take all mail from trolley.	This scenario may occur when mail is delivered to a larger block of flats.

Notes and assumptions:

- This trolley has two fabric panniers, each of which has a single sprung clip to fast the top (modified standard delivery pouches)
- The current panniers cannot be locked shut. They are hung onto the trolley and can be lifted off for easy transportation. This means that mail safeguarding is a little more critical than for the three pannier trolley.
- The trolley is not currently provided with a means for securing to an immovable object.

**New High Capacity Delivery Trolley (in development) - summary of standards for safeguarding mail on delivery.**

Operational Scenario	Normal deliveries	High risk deliveries	Notes
At all times	Lock all panniers not currently in use	Lock all panniers not currently in use	
Delivery officer visible from mail position and within 15m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Close and latch pannier lid to keep mail from view.	Lock pannier. Unless within 2m of mail, in which case close and latch pannier lid to keep mail from view.	This scenario is typical when delivering to terraced houses, or houses with drives or pathways when the trolley must be left on the footpath. If the delivery officer is in line of sight from the mail, this provides a big deterrent to theft.
Delivery officer visible from mail position and within 50m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Close and lock pannier.	Close and lock pannier. Chain trolley to immovable object.	This scenario may occur when delivering mail in a cul de sac and the trolley is left in a central position while several houses are serviced.
Delivery officer is out of sight for between 1 minute and 5 minutes	Close and lock pannier. Chain trolley to immovable object.	If left for no more than 2 minutes - lock pannier and chain trolley to immovable object. Otherwise take all mail from trolley.	This scenario may occur when mail is delivered to a small block of flats or maisonettes.
Delivery officer is out of sight for 5 to 10 minutes	Close and lock pannier. Chain trolley to immovable object. But only leave in a busy area , where easily visible and	Take all mail from trolley. Chain trolley to immovable object.	This scenario may occur when mail is delivered to a larger block of flats.

	pedestrians present.		
Delivery officer is out of sight for 10 minutes or more	Take all mail from trolley. Chain trolley to immovable object.	Take all mail from trolley. Chain trolley to immovable object.	

Notes and assumptions:

- This trolley will have pannier lid(s) which have automatic latch fastening (on closure) and manual push button locking with key release.
- The trolley will be provided with a means for securing to an immovable object.

**Cycles, including Load Carrying Cycles - summary of standards for safeguarding mail on delivery.**

Operational Scenario	Normal deliveries	High risk deliveries	Notes
At all times	Flap over pouch lid to keep mail from view. For load carrying cycles, close and fasten all panniers not currently in use	Flap over pouch lid to keep mail from view. For load carrying cycles, close and fasten all panniers not currently in use	
Delivery officer visible from mail position and within 15m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Flap over pouch lid. Close and fasten pannier lid to keep mail from view.	Take pouch, close and fasten pannier lid. Unless within 2m of mail, in which case flap over pouch lid and close pannier lid to keep mail from view.	This scenario is typical when delivering to terraced houses, or houses with drives or pathways when the cycle must be left on the footpath. If the delivery officer is in line of sight from the mail, this provides a big deterrent to theft.
Delivery officer visible from mail position and within 50m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)	Take pouch. Close and fasten pannier Lock cycle wheel.	Take pouch, close and fasten pannier. Chain cycle to immovable object.	This scenario may occur when delivering mail in a cul de sac and the cycle is left in a central position while several houses are serviced.

Delivery officer is out of sight for between 1 minute and 5 minutes	Take pouch. Close and fasten pannier. Chain cycle to immovable object.	If left for no more than 2 minutes - fasten pannier and chain cycle to immovable object. Otherwise take all mail from cycle.	This scenario may occur when mail is delivered to a small block of flats or maisonettes.
Delivery officer is out of sight for 5 minutes or more	Take pouch. Remove mail from panniers. Chain cycle to immovable object.	Take pouch. Remove mail from panniers. Chain cycle to immovable object.	This scenario may occur when mail is delivered to a larger block of flats.

Notes and assumptions:

- The cycle has a standard front pouch tray and in the case of load carrying cycles, two rear panniers, each of which can be fastened shut.
- The cycle is provided with a wheel lock and a means for securing to an immovable object.

#### **Standard pouches - summary of standards for safeguarding mail on delivery.**

Operational Scenario	Normal deliveries	High risk deliveries	Notes
At all times	Keep pouch on person. Flap over pouch lid to keep mail from view.	Keep pouch on person. Flap over pouch lid to keep mail from view.	

Notes and assumptions:

- Standards similar to these would be applicable to 'luggable' pouches or trolleys if brought into service.

#### **Van Deliveries - summary of standards for safeguarding mail on delivery.**

Operational Scenario	Normal deliveries	High risk deliveries	Notes
At all times	Doors to load area locked shut. Store value items in "Shrewsbury" box (or similar) where available in load area, larger items of high value	Doors to load area locked shut. When driving, all doors and windows locked shut. Store value items in "Shrewsbury" box (or similar) in	Open windows and doors leave people vulnerable to attack.

	<p>behind box. All mail in load area. Park as close as reasonably possible to delivery point, whilst complying with statutory requirements. Close and lock all doors Remove ignition key and keep on person. Where road and traffic conditions permit, keep to schedule route.</p>	<p>load area, larger items of high value behind box. All mail in load area. Cab partition closed &amp; locked. Park as close as reasonably possible to delivery point, whilst complying with statutory requirements. Remove ignition key and keep on person. Where road and traffic conditions permit, keep to schedule route.</p>	
<p>Delivery officer visible from mail (OMV) position and within 15m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)</p>	<p>Doors to load area locked shut. Ignition key removed and kept on person.</p>	<p>Doors to load area locked shut. Ignition key removed and kept on person.</p>	
<p>Delivery officer visible from mail position and within 50m of the mail. (Delivery officer may be temporarily out of sight for up to 1 minute at a time.)</p>	<p>Doors to load area locked shut. Windows closed shut. Ignition key removed and kept on person.</p>	<p>Doors to load area locked shut. Windows closed shut. Ignition key removed and kept on person.</p>	<p>This scenario may occur when delivering mail in a cul de sac and the vehicle is left in a central position while several houses are serviced.</p>
<p>Delivery officer is out of sight for anything over 1 minute.</p>	<p>Doors to load area locked shut. Windows closed shut. Ignition key removed and kept on person.</p>	<p>Doors to load area locked shut. Windows closed shut. Ignition key removed and kept on person.</p>	

Note : Vehicles incorporating security levels 1or 2 will be operated in accordance with the instructions issued for these vehicles.

## **Security on Delivery - Revised Security Risk Assessment**

Following work with CWU representatives on Security risk assessment, the draft risk assessment process has been revised. The basic philosophy remains the same in that the delivery office as a whole is categorised in terms of security risk, with just the atypical walks being subject to individual categorisation.

The main differences relate to the walk level assessment where the number of questions has been reduced to simplify and speed the process for DOMs. There are also some detail changes to question wording, question 6 for example on the walk assessment form has been retained on the advice of the Security Systems Group. Research has shown that there is a link between the presence of hostels/accommodation schemes and crime, and this is documented in several sources - The Home Office, Police and various charities (eg, YMCA, Centrepoint).

### **Deployment of revised Risk Assessment**

The deployment process should take the following form:

- Office level assessment carried out by a central resource, e.g., at area level or higher – National file provided.
- atypical walks for an office to be identified by delivery office panel including manager and CWU representative with input where necessary from the Delivery Officer.
- Walks identified as varying from the default Office assessment to be security risk assessed by the panel.

Outputs from security risk assessment then permit suitable equipment and/or operating methods to be allocated to the walks in the office. This will involve the use of the categorisation matrix (taking account of terrain, density and security categorisation) and the revised standards for safeguarding mail on delivery are associated separately.

### **Scoring**

Overall Office Risk Assessment scores are rated as follows:-

0 -16	Low
17 - 39	Medium
40 - 70	High

## SECURITY RISK ASSESSMENT FOR INDIVIDUAL WALKS OR AREAS

Delivery office: \_\_\_\_\_ Walk name/no.: \_\_\_\_\_ Completed by: \_\_\_\_\_ Tel. No. \_\_\_\_\_

Date: \_\_\_\_\_ Total score: \_\_\_\_

Risk factor	Low risk	Medium risk	High risk	Additional comments	Guidance
1. Crime history of walk	<input type="checkbox"/> No incidents in the last 2 years (-4)	<input type="checkbox"/> 1 or 2 incidents in the last 2 years (0)	<input type="checkbox"/> More than 2 incidents in the last 2 years (+4)	Actual no. in last 2 years ____	Check delivery office records, or contact local security advisor
2. Social environment	<input type="checkbox"/> Affluent area (-5)	<input type="checkbox"/> Average area (0)	<input type="checkbox"/> Area of high social deprivation (+5)		Tick the highest risk that actually occurs in the walk, even if only for a small part of it. <i>NB. Assessment method using standard A/B/C categorisation is under development.</i>
3. Vulnerability of walk to security incidents	<input type="checkbox"/> Low vulnerability (-3)	<input type="checkbox"/> Some vulnerability (0)	<input type="checkbox"/> High vulnerability (+3)		'Vulnerability' refers to physical characteristics of the walk that make thefts or other incidents more likely. For example, dark passageways make it easier for thefts, long drives or difficult physical access might mean that mail is left unattended.
4. Gathering places on route of delivery	<input type="checkbox"/> No gathering places (-3)	<input type="checkbox"/> Gathering places which are not always in use (0)	<input type="checkbox"/> Obvious gathering places which are frequently in use (+3)		Blocks of shops and public seating areas (for example) are sometimes natural gathering places for people who might cause a security incident
5. Schools on route	<input type="checkbox"/> None (-3)	<input type="checkbox"/> Primary school	<input type="checkbox"/> Secondary		Children passing on way to school

		(0)	school (+3)		have stolen mail in the past.
6. Emergency shelters/ hostels/accomm odation schemes on route	<input type="checkbox"/> None (-3)	<input type="checkbox"/> Small facility up to 5 places (0)	<input type="checkbox"/> Large facility more than 5 places (+3)		There is an established link between the presence of such facilities and the likelihood of crime
7. Flats on the delivery	<input type="checkbox"/> No flats, or warden controlled (-4)	<input type="checkbox"/> Flats with restricted entry (0)	<input type="checkbox"/> Flats with open entry (+4)		Delivery officer and/or mail may be more vulnerable.
8. CCTV presence on walk	<input type="checkbox"/> Significant coverage (-2)	<input type="checkbox"/> Limited or rest- ricted coverage (0)	<input type="checkbox"/> No coverage (+2)		CCTV - closed circuit television, used to monitor areas from a central control room.

## **6. MACHINED MAIL - CHECKING OR PREPARATION**

The choice between extracting missorts from machined mail through preparation (typically 36 minutes) or "flick" checking for incorrect thoroughfares (typically 6 minutes) will be determined by the conveyance time between the office and the Mail Centre or missort hub.

Offices at the extreme (perhaps 50 minutes plus distant) needing the maximum time for inward sorting before the missort despatch will probably only "flick" check. Offices closer to the Mail Centre or missort hub will have more time to finish all inward sorting and then extract missorts from machined mail as it is prepared. So in the example at Appendix 1 "Using the Standard Timings" offices "A" and "B" would probably extract missorts from machined mail as it is prepared while at office "C" machined mail may only be "flicked" through to extract the missorts.

## **7. ACTION REQUIRED BY MAIL CENTRES**

Mail Centre workplans should be largely unchanged as a result of TDS as they should already be geared to clearing all scheduled first delivery mail to ( when pertinent, waves 1-3, and ) wave 4 delivery office feeder services.

Mail Centres must not forward any mail to delivery offices after the cut off for these services, describing it as "second delivery mail", if it is not traffic despatched from another office and scheduled to arrive later than the Latest Acceptance Time for first delivery ( see below ) - this would be workplan failure traffic and could seriously impact on delivery offices ability to clear the missorts arriving on the wave 5 feeder service and to start Universal deliveries as early as possible.

Mail Centres will therefore need to continue with the night shift contingency staffing which sorts 2c ( the bulk of 2c processing should however be at non premium times whenever possible and only that required to occupy the contingency staffing should be sorted on nights unless there are service reasons for this ).

A limited number of Mail Centres receive scheduled/achieved second delivery mail ( what is scheduled/achieved can be checked with the Territorial LN!S team or the Network Interface Manager ). Such mail should be sorted and despatched from Mail Centres to connect with the re-timed wave 5 feeder services which will connect with Universal deliveries and firms deliveries "sweeper" services. This may require some adjustment to current Mail Centre workplans.

The timing of the feeder services is set down by the national workplan ( see Appendix 5 ). TDS will not generally change the timing of the feeder services from the point of view of their arrival times at the delivery offices.

## **APPENDIX 1 - USING THE STANDARD TIMINGS OPTIONS**

To use the standard timings options (Appendix 3), areas should take currently achieved (and verified) running times between the delivery offices and the Mail Centre or missort hub - the longest will (probably) determine which of the options become the

Key Options for the structure for the area.

**For example**, in an area with delivery office "A" 20 minutes running time from the Mail Centre, delivery office "B" 40 minutes and delivery office "C" 60 minutes, the choice of Key Option would (probably) be limited to a choice between options 17 and 18 by the running time to delivery office "C".

These Key Options have the unload/swap/load period at the Mail Centre (or missort hub) at either 07:05 - 07:20 or 07:15 - 07:30 which are the times which will dictate the options available to all of the other offices in the area.

The Key Options mean that inward sorting and machined mail checking/preparation must be finished at delivery office "C" by 06:00 or 06:10.

In considering which Key Option to adopt the area should also consider the arrival times of the missorts at the other offices which would respectively be 08:00 or 08:10 for office "B" and 07:40 or 07:50 for office "A". In this example these times are not critical but if they were later, the area would have to consider the impact on the timing of the meal break and the effect of increased traffic congestion.

If missorts are of significant volume, late arrivals may mean that there is insufficient time for them to be "set in" (as they would probably have to be if more than a few in number). In such cases relief services would have to be operated to these offices, probably in the form of "direct" services from nearby offices.

In the example above the critical time is at delivery office "C". As 06:00 would not provide the time for inward sorting and machined mail preparation/ checking that is needed, 06:10 (option 18) would be chosen as the time when inward sorting and machined mail preparation/checking should finish.

Delivery office "C" would operate (Key) option 18 while delivery office "B" would operate option 12 and delivery office "A" would operate option 4 (although with an added period between 06:55 and 07:15 at the Mail Centre or missort hub) as both of these options have the same **unload/swap/load** time as in option 18.

Areas with limited platform/warehouse space at their Mail Centre or missort hub should take advantage of the extra time available to the offices which are closer than those at the extreme. In this example the road service from office "C" has no time to do anything but arrive at the Mail Centre or missort hub and unload/swap/load before immediately departing but the service from office "A" could arrive at 06:55 and unload and then the vehicle could be parked away from the loading platform/warehouse to make room for the arrival of the time critical services such as that from office "C".

Between 06:55 and 07:30 the driver of the service from office "A" could then assist generally with the operation (the **swap**) before collecting his/her vehicle from where it is parked and returning to the loading platform/warehouse to **load** (including Mailsort 3 unless this is loaded during the earlier **unload** period). Other services from other offices less than 60 minutes travelling time could operate similar schedules.

Areas which have two or more postcode areas could operate separate missort structures for each postcode area. The postcode area in which the Mail Centre is located could adopt a standard timings option based on the travelling time to the Mail Centre from the delivery office furthest in terms of time. The other postcode area(s) could adopt a standard timings option based on the travelling time to the Mail Centre from the delivery office furthest in terms of time (or if more than 60 minutes away deploy an alternative structure).

For example a Mail Centre sorts postcodes "YX" and "ZX". The time from the furthest delivery office to the Mail Centre in these combined areas is 60 minutes. This limits the Key Options available to 17 and 18. However in postcode area "ZX" no delivery office is more than 40 minutes from the Mail Centre. This means that

while the offices in area "YX" remain confined to a Key Option from options 17 or 18 the offices in area "ZX" could have the opportunities of having their Key Option selected from options 9, 10, 11 or 12.

### **DELIVERY OFFICES WHICH DO NOT "FIT"**

Appendix 4 shows how areas "fit" with the standard timings. This "fit" is with the inward Mail Centre for the area but in some cases it is recognised that there is also "manual" inward processing Centre. In such areas missort structures may be based around those Centres if they are discrete postcode areas - the inward Mail Centre has been used because it will probably be nearer for access for late arrivals and mail scheduled to arrive later than the acceptance time for 07:00 delivery (currently scheduled as B2).

Areas with offices which are more than 60 minutes away from the Mail Centre will have several alternatives. They should analyse the volume and destination of their missorts before deciding which of these they deploy.

- Areas which sort two or more postcode areas together in the inward Mail Centre could operate missort structures separately for each postcode area. The area in which the Mail Centre is located could adopt a standard timings option based on the travelling time to the Mail Centre from the delivery office furthest in terms of time. The other postcode area(s) could use an intra area missort hub to which the Mail Centre is connected to connect late arrivals, mail scheduled to arrive later than the acceptance time for 07:00 delivery and Mailsort 3.
- A missort structure which uses an alternative missort hub but which can fit with the 60 minute maximum standard timing options. Late arrivals, mail scheduled to arrive later than the acceptance time for 07:00 delivery and Mailsort 3 can be conveyed from the Mail Centre to the hub for general distribution. (If late arrivals are a persistent problem the time required to get from the Mail Centre to the hub may have to be taken into account in considering this option).
- A missort structure which uses the standard timings options for all those offices within 60 minutes travelling time and uses an alternative hub or hubs for all other offices (and those offices could then operate to the standard timings options to that hub or those hubs).
- A missort structure which uses the standard timings options for all those offices within 60 minutes travelling time and for all other offices has their wave 4b/c service departing from the delivery office before all inward sorting and/or machined mail preparation/checking is completed. Their Universal deliveries may, as a result, commence after 09:00.
- A missort structure which uses the standard timings options for all those offices within 60 minutes travelling time and uses direct road services to connect all other offices and those offices which are located on either "side" of the 60 minute travelling time limit.
- A combination of the previous alternatives.

### **SATURDAYS**

The timing of the missort operation will have to be different on Saturdays if deliveries are to finish earlier than during the week as they will probably have to begin earlier. In such a scenario areas would have to repeat the procedure

described above at "Using the Standard Timings" but replacing the finish time and potentially the commencement time as inward sorting and machined mail preparation/checking may also finish earlier.

Any delivery offices then not able to fit with the standard timings will have to have specific arrangements made for them as for those not able to "fit" during the week.

## **APPENDIX 2: GOOD PRACTICE**

- Missorts should be kept clear of other "similar" streams of mail. Re-directions should, for example, be loaded to the Wave 5 vehicles returning to the Mail Centre.
- Missorts should be contained within "unique" containers such as orange pouches and be labelled with orange missort labels.
- Night opening offices should re-sort missorts consistently through the night and use all returning feeder services to re-circulate them (there must not be any "build-up" of missorts).
- All offices should staff their missort sorting so that it is completed within minutes of completing the inward sorting.
- The clear-down of missorts from inward sorting and preparation fittings and transfer to the missort fittings should be the responsibility of specific individuals who should be programmed to carry out these tasks throughout the period when missorts are likely to be extracted.
- Where there is a particular missort issue between offices which currently warrants direct missort road services between those offices, these should be maintained to maximise the volume of missorts connecting and to minimise the volume which might arrive later from a central exchange point. However, before continuing, all such services should be examined to assess their operational necessity and benefit compared with their cost.
- Each delivery office should be equipped with a Vague List which may be a copy of something the Mail Centre (or other delivery offices if they have been sorting their own missorts) has been using although any such document should be checked for accuracy before deploying generally.
- Where space permits, offices should use a dedicated fitting (or fittings - the number should not restrict the number of staff which might have to be deployed on missort sorting to achieve the requirements above) for missorts and the maximum use should be made of the selections available on this. This may mean replicating the inward Mail Centres inward selections but it may also mean supplementing these with other worthwhile selections if selections are available.

The missort fitting does not have to have the same layout as the Mail Centre inward fittings and could be set out alphabetically if that was considered advantageous. However, if the delivery office does inward sorting for the Mail Centre, as some do, using the same layout would be preferable, to avoid missorting at other times.

The missort fitting should have an overhead sorting list fitted which should contain the most commonly occurring "vagues" which will save time in having to locate and then leaf through the Vague List.

- Missort sorting should be restricted to a limited group of sorters who can build experience although the number should not be so restricted as to fail to satisfy the requirements above at times of annual leave and sick absence (and Christmas).
- Wave 4b/c and Wave 5 services should be driven by the same drivers to ensure that drivers are available when required and no time is lost at any point in the process.
- At the Mail Centre or missort hub where the missorts are to be swapped there should be at least one York container for each delivery office (larger offices may have one for each inward sorting section). Each container should have a clipboard attached and each clipboard should hold a control sheet.

The control sheet should list the delivery offices which should be feeding into that container and for night opening offices this should be repeated for each time the office should "feed in".

For example, the list may contain the names of offices "A" to "M" which is all of those in an area. However, if offices "D", "G" and "J" are night opening offices their names might appear three times on the list reflecting their missort despatches onto returning Wave 2, 3 and 4 b/c feeder services. As the driver from each office places the missorts from his/her office into the container he/she should tick the appropriate entry on the list. If there are no missorts for that particular office the driver should put a cross through the appropriate entry. The control sheets should be checked daily to ensure that all offices are complying with the set down process and satisfying the requirements.

Using this example a control sheet might look like this:-

**ANY AREA MISSORT CONTROL**

Date: / /

Office	Missorts	Office	Missorts
A		H	
B		1	
C		J	
D		J	
D		J	
D		K	
E		L	
F		M	
G			
G			
G		Checked by :	

### **APPENDIX 3: STANDARD TIMINGS OPTIONS**

#### **Option 1-20 minute journey time between delivery offices and Mail Centre/missort hub (and general commentary covering all options)**

**05:15** - Typical start time for a full time universal delivery officer

**05:15 - 06:00** Universal delivery officers inward sort (to be completed in this example by 06:00) and all delivery officers spend sufficient time preparing or "flick" checking their inward machine sorted mail so that all missorts are extracted and transferred to the missort sorter(s)

**05:25 - 06:05** Missorts sorter(s) sorts letters and flats (and preferably packets) to every other delivery office in the postcode area and to the Mail Centre (out of area traffic and possibly missort packets) and bags/trays items ready for onward conveyance

**06:05 - 06:25** Road service to Mail Centre or missort hub (using the returning Wave 4b/c service - vehicle held at the delivery office - driver to assist with missort sorting)

**06:25 - 06:40 Unload/swap/load** (cross platform/intra warehouse transfer) (sort missort packets in the Mail Centre or missort hub if this has not been done at each delivery office but preferably this should be avoided) (all other mail to be conveyed by the wave 5 service to be ready for loading and to be loaded while the missorts **unload/swap/load** is underway - if the service involves an office closer than those at the extreme travelling time this may have time for loading before and/or after the critical **unload/swap/load** period - see Appendix 1)

**06:40 - 07:00** Road service - Wave 5 feeder service (re-timed)

**07:00 - 07:05** Inward sorter(s) in each delivery office sorts missorts (and scheduled second delivery mail where pertinent and late arrivals when pertinent) to each delivery

**07:05 - 07:10** Delivery officer "prepares" missorts (and second delivery mail and late arrivals).

#### **Option 2 - 20 minute journey time between delivery offices and Mail Centre**

**06:10** - Inward sorting/mech prep/check to be completed 06:15 - Missort sorting to be completed

**06:15 - 06:35** Road service to Mail Centre

**06:35 - 06.50 Unload/swap/load**

**06:50 - 07.10** Road service

**07:10 - 07:15** Inward sorter(s) sorts missorts

**07:15 - 07:20** Delivery officer "preps" missorts.

#### **Option 3 - 20 minute journey time between delivery offices and Mail Centre**

**06:20** - Inward sorting/mech prep/check to be completed

**06:25** - Missort sorting to be completed

**06:25 - 06:45** Road service to Mail Centre

**06:45 - 07:00 Unload/swap/load**

**07:00 - 07:20** Road service

**07:20 - 07:25** Inward sorter(s) sorts missorts

**07:25 - 07:30** Delivery officer "preps" missorts.

**Option 4 - 20 minute journey time between delivery offices and Mail Centre**

**06:30** - Inward sorting/mech prep/check to be completed (inward sorting must be completed by 06:30 to maximise the volume on early morning/high volume deliveries)

**06:35** - Missorts sorting to be completed

**06:35 - 06:55** Road service to Mail Centre

**06:55 - 07:10** Unload/swap/load

**07:10 - 07:30** Road service

**07:30 - 07:35** Inward sorter(s) sorts missorts

**07:35 - 07:40** Delivery officer "preps" missorts.

**Option 5 - 30 minute journey time between delivery offices and Mail Centre**

**06:00** - Inward sorting/mech prep/check to be completed

**06:05** - Missort sorting to be completed

**06:05 - 06:35** Road service to Mail Centre

**06:35 - 06:50 Unload/swap/load**

**06:50 - 07:20** Road service

**07:20- 07:25** Inward sorter(s) sorts missorts

**07:25 - 07:30** Delivery officer "preps" missorts.

**Option 6 - 30 minute journey time between delivery offices and Mail Centre**

**06:10** - Inward sorting/mech prep/check to be completed

**06:15** - Missort sorting to be completed

**06:15 - 06:45** Road service to Mail Centre

**06:45 - 07:00 Unload/swap/load**

**07:00 - 07:30** Road service

**07:30- 07:35** Inward sorter(s) sorts missorts

**07:35 - 07:40** Delivery officer "preps" missorts although if a meal break is to be taken between this time and delivery this arrival time may be too late to "set items in" so the meal break may have to be taken earlier instead.

**Option 7 - 30 minute journey time between delivery offices and Mail Centre**

**06:20** - Inward sorting/mech prep/check to be completed

**06:25** - Missort sorting to be completed

**06:25 - 06:55** Road service to Mail Centre

**06:55 - 07:10** Unload/swap/load

**07:10 - 07:40** Road service

**07:40 - 07:45** Inward sorter(s) sorts missorts

**07:45 - 07:50** Delivery officer "preps" missorts although if a meal break is to be taken between this time and delivery this arrival time may be too late to set items in so the meal break may have to be taken earlier instead.

**Option 8 - 30 minute journey time between delivery offices and Mail Centre**

**06:30** - Inward sorting/mech prep/check to be completed (inward sorting must be completed by 06:30 to maximise the volume on early morning/high volume deliveries)

**06:35** - Missorts sorting to be completed

**06:35 - 07:05** Road service to Mail Centre

**07:05 - 07:20** Unload/swap/load

**07:20 - 07:50** Road service

**07:50 - 07:55** Inward sorter(s) in each delivery office sorts missorts

**07:55 - 08:00** Delivery officer "preps" missorts - although if a meal break is to be taken between this time and delivery this arrival time may be too late to "set items in" so the meal break may have to be taken earlier instead.

**Option 9-40 minute journey time between delivery offices and Mail Centre**

**06:00** - Inward sorting/mech prep/check to be completed

**06:05** - Missort sorting to be completed

**06:05 - 06:45** Road service to Mail Centre

**06:45 - 07:00 Unload/swap/load**

**07:00 - 07:40** Road service

**07:40 - 07:45** Inward sorter(s) sorts missorts

**07:45 - 07:50** Delivery officer "preps" although if a meal break is to be taken between this time and delivery this arrival time may be too late to "set items in" so the meal break may have to be taken earlier instead.

**Option 10-40 minute journey time between delivery offices and Mail Centre**

**06:10** - Inward sorting/mech prep/check to be completed

**06:15** - Missort sorting to be completed

**06:15 - 06:55** Road service to Mail Centre

**06:55 - 07:10 Unload/swap/load**

**07:10 - 07:50** Road service

**07:50- 07:55** Inward sorter(s) sorts missorts

**07:55 - 08:00** Delivery officer "preps" although if a meal break is to be taken between this time and delivery this arrival time may be too late to "set items in" so the meal break may have to be instead taken earlier.

**Option 11-40 minute journey time between delivery offices and Mail Centre**

**06:20** - Inward sorting/mech prep/check to be completed

**06:25** - Missort sorting to be completed

**06:25 - 07:05** Road service to Mail Centre

**07:05 - 07:20 Unload/swap/load**

**07:20 - 08:00** Road service

**08:00 - 08:05** Inward sorter(s) sorts missorts

**08:05 - 08:10** Delivery officer "preps" missorts - this arrival time would be too late for a meal break to occur after so the meal break would have to be taken earlier.

**Option 12 - 40 minute journey time between delivery offices and Mail Centre**

**06:30** - Inward sorting/mech prep/check to be completed (inward sorting must be completed by 06:30 to maximise the volume on early morning/high volume deliveries)

**06:35** - Missorts sorting to be completed

**06:35 - 07:15** Road service to Mail Centre

**07:15 - 07:30 Unload/swap/load**

**07:30 - 08:10** Road service

**08:10 - 08:15** Inward sorter(s) in each delivery office sorts missorts

08:15 - 08:20 Delivery officer "preps" missorts - this arrival time would be too late for a meal break to occur after so the meal break would have to be taken earlier.

**Option 13-50 minute journey time between delivery offices and Mail Centre**

**06:00** - Inward sorting/mech prep/check to be completed

**06:05** - Missort sorting to be completed

**06:05 - 06:55** Road service to Mail Centre

**06:55 -07:10 Unload/swap/load**

**07:10 - 08:00** Road service

**08:00- 08:05** Inward sorter(s) sorts missorts

**08:05 - 08:10** Delivery officer "preps" missorts - this arrival time would be too late for a meal break to occur afterward so the meal break would have to be taken earlier.

**Option 14 - 50 minute journey time between delivery offices and Mail Centre**

**06:10** - Inward sorting/mech prep/check to be completed

**06:15** - Missort sorting to be completed

**06:15 - 07:05** Road service to Mail Centre

**07:05 - 07:20 Unload/swap/load**

**07:20 - 08:10** Road service

**08:10- 08:15** Inward sorter(s) sorts missorts

**08:15 - 08:20** Delivery officer "preps" missorts - this arrival time would be too late for a meal break to occur after so the meal break would have to be taken earlier.

**Option 15-50 minute journey time between delivery offices and Mail Centre**

**06:20** - Inward sorting/mech prep/check to be completed

**06:25** - Missort sorting to be completed

**06:25 - 07:15** Road service to Mail Centre

**07:15 - 07:30 Unload/swap/load**

**07:30 - 08:20** Road service

**08:20 - 08:25** Inward sorter(s) sorts missorts

**08:25 - 08:30** Delivery officer "preps" missorts - this arrival time is around the latest possible if the delivery officer is to connect with conveyance at 08:45.

**Option 16-50 minute journey time between delivery offices and Mail Centre**

**06:30** - Inward sorting/mech prep/check to be completed ( inward sorting must be completed by 06:30 to maximise the volume on early morning/high volume deliveries )

**06:35** - Missorts sorting to be completed

**06:35 - 07:25** Road service to Mail Centre

**07:25 - 07:40 Unload/swap/load**

**07:40 - 08:30** Road service

**08:30 - 08:35** Inward sorter(s) in each delivery office sorts missorts

**08:35 - 08:40** Delivery officer "preps" missorts although not "set in" as too late by this time - this arrival time is around the latest possible if the delivery officer is to connect with conveyance at 08:45.

**Option 17-60 minute journey time between delivery offices and Mail Centre**

**06:00** - Inward sorting/mech prep/check to be completed

**06:05** - Missort sorting to be completed

**06:05 - 07:05** Road service to Mail Centre

**07:05- 07:20 Unload/swap/load**

**07:20 - 08:20** Road service

**08:20- 08:25** Inward sorter(s) sorts missorts

**08:25 - 08:30** Delivery officer "preps" missorts - this arrival time is around the latest possible if the delivery officer is to connect with conveyance at 08:45.

**Option 18-60 minute journey time between delivery offices and Mail Centre**

**06:10** - Inward sorting/mech prep/check to be completed

**06:15** - Missort sorting to be completed

**06:15 - 07:15** Road service to Mail Centre

**07:15 - 07:30 Unload/swap/load**

**07:30 - 08:30** Road service

**08:30- 08:35** Inward sorter(s) sorts missorts

**08:35 - 08.40** Delivery officer "preps" missorts although not "set in" as too late by this time - this arrival time is around the latest possible if the delivery officer is to connect with conveyance at 08:45.

**APPENDIX 4 - HOW AREAS "FIT"**

<b>Options 1 - 4</b>	<b>Options 9 -12</b>	<b>Options 13-16</b>	<b>Options 17 &amp;</b>	<b>Options 17 &amp; 18</b>	<b>Options 17 &amp; 18</b>	<b>Options 17 &amp;</b>
<b>20 minutes MC-</b>	<b>40 minutes MC-</b>	<b>50 minutes MC-</b>	<b>60 minutes</b>	<b>60 minutes MC-DO</b>	<b>60 minutes MC-</b>	<b>60 minutes</b>
<b>CR</b>	<b>CT</b>	<b>LE</b>	<b>BD</b> apart from	LONDONDERRY	No <b>DD</b> :	<b>DT</b> apart from
<b>SM</b>	<b>DL</b>	<b>LS</b>	SETTLE	MAGHERAFELT	ARBROATH	BRIDPORT
<b>W</b>	<b>E</b>	<b>ME</b>	<b>BN</b> apart from	NEWRY	BRECHIN	LYME REGIS
<b>WD</b>	<b>FY</b>	<b>N</b>	ARUNDEL	OMAGH	CARNOUSTIE	SHERBORNE
	<b>HD</b>	<b>NN</b>	EASTBOURNE	PORTRUSH	DUNDEE	<b>EH</b> apart from
<b>Options 5 - 8</b>	<b>HP</b>	<b>RH</b>	GORING ON SEA	PORTSTEWART	FORFAR	DUNBAR
<b>30 minutes MC-</b>	<b>HU</b>	<b>SK</b>	HAILSHAM	STRABANE	KIRRIEMUIR	<b>EX</b> apart from
<b>DA</b>	<b>L</b>	<b>SR</b>	LITTLEHAMPTON	<b>CA</b> apart from	MONTROSE	BARNSTAPLE
<b>HA</b>	<b>LU</b>	<b>SW</b>	NEWHAVEN	APPLEBY IN WESTMORELAND	<b>DE</b>	BIDEFORD
<b>HX</b>	<b>MK</b>	WR	PEACEHAVEN	EGREMONT	<b>DG</b> apart from	BUDE
<b>IG</b>	<b>PR</b>		PEVENSEY	KIRKBY STEPHEN	CASTLE DOUGLAS	CHUMLEIGH
<b>KT</b>	<b>S</b>		POLEGATE	MARYPORT	DUMFRIES	HOLSWORTHY
<b>M</b>	<b>SG</b>	<b>Options 17 &amp; 18</b>	SEAFORD	SEASCALE	KIRKCUDBRIGHT	ILFRACOMBE
<b>OL</b>	<b>TF</b>	60 minutes MC-DO	<b>BS</b> apart from	WHITEHAVEN	MOFFAT	LYNTON
<b>RM</b>	<b>TS</b>	AB apart from	CHEDDAR	WORKINGTON	NEWTON STEWART	SOUTH MOLTON
<b>SL</b>	<b>WN</b>	ABERLOUR	WEDMORE	<b>CF</b>	SANQUHAR	TORRINGTON
<b>SS</b>	<b>WS</b>	ABOYNE	<b>BT</b> apart from	<b>CM</b> apart from	STRANRAER	UMBERLEIGH
<b>TW</b>	<b>WV</b>	ALFORD	ARMAGH	BURNHAM ON CROUCH	THORNHILL	<b>FK</b> apart from
<b>WF</b>		BALLATER	AUGHNACLOY	SOUTHMINSTER	<b>DH</b>	STIRLING
<b>UB</b>	<b>Options 13-16</b>	BALLINDALLOCH	BALLYCASTLE	CO apart from	<b>DN</b> apart from	DUNBLANE
	<b>50 minutes MC-DO</b>	BANFF	BALLYMONEY	CLACTON-ON-SEA	BARTON-UPON-HUMBER	<b>G</b>
<b>Options 9 - 12</b>	<b>EN</b>	BUCKIE	CASTLEDERG	FRINTON-ON-SEA	BRIGG	<b>GL</b>
<b>40 minutes MC-</b>	<b>B</b>	FRASERBURGH	CLOGHER	HARWICH	GRIMSBY	<b>GU</b>
<b>AL</b>	<b>BB</b>	HUNTLY	COLERAINE	MANNINGTREE	IMMINGHAM	<b>HG</b>
<b>BH</b>	<b>CH</b>	KEITH	COOKSTOWN	WALTON ON NAZE	ULCEBY	
<b>BL</b>	<b>CV</b>	PETERHEAD	DUNGANNON			
<b>BR</b>	<b>CW</b>	STRATHDON	ENNISKILLEN			
<b>CB</b>	<b>DY</b>	<b>BA</b>	LIMAVADY			

<b>Options 17 &amp; 60 minutes MC-HR</b>	<b>Options 17 &amp; 60 minutes</b>	<b>Options 17 &amp; 60 minutes MC-</b>	<b>Options 17 &amp; 60 minutes</b>	<b>Options 17 &amp; 18 60 minutes MC-</b>	<b>Options 17&amp;18 60 minutes MC-</b>	<b>Options 60 minutes</b>
apart from KINGTON	KYLE LAIRG	No <b>KW</b> : BRORA	<b>LA</b> apart from BARROW IN FURNESS	DOLGELLAU HOLYHEAD	<b>NP</b> apart from ABERGAVENNY	PORTNAHAVEN ROTH ES AY
LEOMINSTER	LOSSIEMOUTH	DUNBEATH	BROUGHTON IN FURNESS	LLANDUDNO	CHEPSTOW	SCARINISH
ROSS ON WYE	PORTREE	GOLSPIE	GRANGE OVER SANDS	LLANGEFNI	MONMOUTH	TARBERT
<b>HS</b> apart from BENBECULA	ROGART STRATHCARRON	HALKIRK HELMSDALE	KENDAL MILLOM	LLANRWST PORTHMADOG	<b>NR</b> apart from HOLT	TAYNUILT <b>PE</b> apart from
CASTLEBAY	TAIN	KIRKWALL	MILNTHORPE	PWLLHELI	WELLS NEXT THE SEA	BOSTON
STORNOWAY	ULLAPOOL	LYBSTER	SEDBERGH	RHYL	<b>NW</b>	DOWN HAM
<b>IP</b> apart from HALESWORTH	<b>KA</b> apart from AYR	STROMNESS THURSO	ULVERSTON WINDERMERE	TYWYN No <b>LN</b> :	<b>OX</b> <b>PA</b> apart from	HUNSTANTON KINGS LYNN
HARLESTON	BRODICK	WICK	No <b>LD</b> :	ALFORD	BALLYGRANT	SKEGNESS
SOUTHWOLD	CUMNOCK	<b>KY</b> apart from	BRECON	HORNCastle	BOWMORE	SPILSBY
THETFORD	GIRVAN	ANSTRUTHER	BUILTH WELLS	LINCOLN	BRIDGEND	ST. NEOTS
<b>IV</b> apart from ACHNASHEEN	IRVINE LARGS	BURNTISLAND COWDENBEATH	KNIGHTON LLANDRINDOD WELLS	LOUTH MABLETHORPE	CAMPBELTOWN COLL	SWAFFHAM
ARDGAY	MAYBOLE	CUPAR	RHAYADER	MARKET RASEN	COLONSAY	
BROADFORD	MILLPORT	GLENROTHES	<b>LL</b> apart from	WOODHALL SPA	CRAIGHOUSE	
CROMARTY	PRESTWICK	KINROSS	AMLWCH	<b>ML</b> apart from	DALMALLY	
DORNOCH	SALTCOATS	KIRKCALDY	BALA	BIGGAR	DUNOON	
DUNVEGAN	TROON	LEVEN	BANGOR	CARLUKE	GIGHA	
ELGIN	WEST KILBRIDE	LOCHGELLY	BARMOUTH	WISHAW	LOCHGILPHEAD	
FOCHABERS		ST ANDREWS	BETWS Y COED	<b>NE</b> apart from	OBAN	
GAIRLOCH			BLAENAU FFESTINIOG	ALNWICK	PORT ASKAIG	
GARVE			CAERNARFON	<b>NG</b> apart from	PORT CHARLOTTE	
INVERGORDON			COLWYN BAY	SLEAFORD	PORT ELLEN	
KYLE			CORWEN			

<b>Options 17&amp;18</b>	<b>Options 17 &amp;</b>	<b>Options 17 &amp; 18</b>	<b>Options 17 &amp;</b>	<b>Options 17 &amp; 18</b>	<b>Options 17 &amp; 18</b>	<b>Options 17 &amp;</b>
<b>60 minutes MC-</b>	<b>60 minutes MC-</b>	<b>60 minutes MC-</b>	<b>60 minutes</b>	<b>60 minutes MC-DO</b>	<b>60 minutes MC-</b>	<b>60 minutes</b>
No <b>PH</b> :	<b>PL</b> apart from	<b>SA</b> apart from	<b>ST</b> apart from	No <b>TA</b> :	No <b>TD</b> :	No <b>TR</b> :
ABERFELDY	BODMIN	CARDIGAN	BIDDULPH	BRIDGWATER	BERWICK-UPON-TWEED	CAMBORNE
ACHARACLE	BOSCASTLE	FISHGUARD	BURSLEM	BURNHAM ON SEA	COLDSTREAM	FALMOUTH
ARISAIG	CAMELFORD	HAVERFORDWEST	CHEADLE	CHARD	DUNS	HAYLE
AUCHTERARDER	DELABOLE	LAMPETER	KIDSGROVE	CREWKERNE	EYEMOUTH	HELSTON
AVIEMORE	PADSTOW	LLANDOVERY	LEEK	DULVERTON	GALASHIELS	NEWQUAY
BLAIRGOWRIE	ST. AUSTELL	LLANDYSUL	LONGTON	ILMINSTER	HAWICK	PENZANCE
CRIEFF	TINTAGEL	MILFORD HAVEN	UTTOXETER	LANGPORT	JEDBURGH	PERRANPORTH
DALWHINNIE	WADEBRIDGE	NARBERTH	<b>SY</b> apart from	MARTOCK	KELSO	REDRUTH
FORT AUGUSTUS	PO apart from :	PEMBROKE DOCK	ABERYSTWYTH	MINEHEAD	LAUDER	ST. AGNES
FORT WILLIAM	BEMBRIDGE	TENBY	LLANIDLOES	SOMERTON	MELROSE	ST.IVES
GLENFINNAN	COWES	WHITLAND	MACHYNLLETH	SOUTH PETHERTON	SELKIRK	TRURO
GRANTOWN-ON-SPEY	EAST COWES	<b>SE</b>	NEWTOWN	STOKE SUB HAMDON	<b>TN</b> apart from	<b>WA</b>
INVERGARRY	FRESHWATER	<b>SN</b>	TREGARON	TAUNTON	ASHFORD	NEWTON LE WILLOWS
KINGUSSIE	NEWPORT	SO apart from	YSTRAD	WATCH ET	BEXHILL ON SEA	ST HELENS
LOCHAILORT	RYDE	LYMINGTON		WELLINGTON	HASTINGS	<b>YO</b> apart from
MALLAIG	SANDOWN	SP apart from			NEW ROMNEY	BRIDLINGTON
NEWTONMORE	SEAVIEW	FORDINGBRIDGE			RYE	DRIFFIELD
PERTH	VENTNOR	GILLINGHAM			ST LEONARDS ON SEA	FILEY
PITLOCHRY	<b>RG</b>	SALISBURY			<b>TQ</b> apart from	SCARBOROUGH
ROY BRIDGE		SHAFTESBURY			DARTMOUTH	WHITE Y
SPEAN BRIDGE					KINGSBRIDGE	No <b>ZE</b> :
						LERWICK



LOCAL / SHIFT / UNIT / SECTION  
REPRESENTATIVE  
AND  
LOCAL / SHIFT / UNIT / SECTION  
MANAGER

Initial  
Discussion

Failure to  
reach  
agreement

STAGE 1  
CALL IN AREA REP AND APPROPRIATE MANAGER. (DSM)  
IDENTIFY REASONS FOR DISAGREEMENT. SEE IF AGREEMENT  
CAN BE REACHED OVER THE NEXT WEEK.

Failure to  
reach  
agreement

The statement of  
difference is  
forwarded to Royal  
Mail HQ and a CWU  
Divisional Rep

STAGE 2  
DISCUSSIONS CAN CONTINUE BUT OVER THE NEXT  
WEEK BOTH PARTIES SHOULD IDENTIFY PRECISELY  
WHAT THEIR DIFFERENCES ARE AND FORMALLY  
RECORD THEM. THIS IS THE STATEMENT OF DIFFERENCE.

If either party  
refuses to participate  
in the procedure  
then the statement  
can be sent  
unilaterally

STAGE 3  
THE AREA REP AND DIVISIONAL REP WILL MEET WITH  
THE APPROPRIATE MANAGER AND THE DELIVERY  
SECTOR MANAGER IN AN ATTEMPT TO RESOLVE THE  
IMPASS.

HOPEFULLY THE PROCEDURE  
CONCLUDES WITH A SIGNED  
AGREEMENT.

This can only be overridden  
where there is an urgent  
operational, health, safety or  
legal requirement that cannot  
be delayed.

Note:  
The status quo is preserved while this procedure is in use.

The conclusion of the Stage 3 could be to refer the matter back for further local discussions.

Failure to reach agreement leaves the party who initiated the issue with the responsibility of informing the other party of their intentions.

**ACHIEVING AGREEMENT**