

# Business Transformation 2010 and Beyond

## A National Agreement between Royal Mail & the Communication Workers' Union

### Delivery specific issues

We were never under any illusion that deploying the business transformation agreement would not be challenging for our Representatives and as a consequence we gave a commitment to provide you with detailed support.

The delivery section of the agreement makes reference to other agreements, policies, documents and other sections of the Business Transformation Agreement, and in order to fulfil our commitment to you we have put together this PDF file containing reference by hyperlinks to and from the documents referred to within the delivery section of the agreement.

We will continue our support by alerting you as and when updates are made to the document so you always have the most up to date version.

We hope our Delivery reps will find this a useful resource tool.

Bob Gibson  
CWU Assistant Secretary - Outdoor

*Notes on use:*

*Text that is **bold and in red**, denotes a hyperlink to additional information – use your mouse to click the underlined text to take you to the document concerned.*

## **Delivery Framework Agreement Introduction and Key Objectives**

Royal Mail and the CWU recognise that as the Mail market continues to evolve we are faced with significant challenges and opportunities. The mail market is changing, affecting the nature of the mail mix/traffic streams and their volumes, weight and size. New technology, automation and customer driven change are also collectively signalling the need for constructive change in the delivery operation if Royal Mail is to remain a sustainable and profitable company. Working together to transform the delivery operation at the same time as improving efficiency to deal with competition presents a key challenge for everyone.

These same changes in the mail market are also creating commercial growth opportunities in packet volumes (fulfilment) through the growth in on-line shopping, advertising mail, unaddressed mail including D2D and international mail (as well as some more specialist services). Securing this growth is vital to the success of the business and providing a secure future for everyone working in it. Changes in the delivery operation will also be supported by major investment in new equipment and technology, providing an indication of the businesses ambition to succeed in a competitive market, and invest in its workforce. It is jointly accepted that the best way to deliver this change effectively is with the support of the workforce.

Delivering this change requires a radical transformation in delivery, which will include improving safety performance significantly through better equipment, workplace design and a culture of safety embedded in working practices. This will be underpinned by fair and transparent planning systems, processes and revision tools, ensuring that everyone has a productive workload that is safe, fair, and manageable, supported by improved tools for the job.

It means creating a fresh role for Delivery employees through the introduction of flexible working practices, improved attendance patterns (including fewer Saturdays), a better work-life balance, and by continuing to provide reasonable levels of take home pay.

Royal Mail and CWU are both fully committed to this transformation, and welcome the investment in employees, new technology and delivery equipment that will help modernise the role for people in delivery, motivating and equipping them to meet the challenges of the market head on. Creating an environment where all employees are well trained and supported, feel valued and motivated and are better equipped to carry out their role.

To provide the necessary support throughout this transformation process both parties will jointly review and monitor deployment progress and work together to ensure that all learning points are picked up and shared on an area, regional and national basis as revisions are rolled out, to provide support and guidance to locations as they move into revisions and ensure as far as possible a smooth transition as we continue to deploy change, sequencing revisions and the shorter working week.

## Health and safety - working safely

Health & Safety and working safely in the delivery environment is of paramount importance to Royal Mail and CWU and remains the overriding factor in all that we do.

All employees have the right to work in a properly managed, safe and secure environment, and working safely is an essential foundation on which to build a sustainable delivery model. Royal Mail and CWU share a joint agenda and commitment to ensure that safety is at the forefront of everyone's thoughts and intentions at all times. **Compliance with the spirit of and intent of the Royal Mail Group Safety Policy** underpinned by the **Royal Mail Letters Safety and Health Policy** is recognised as the enabler to effective health and safety management, based on the Health & Safety Executive guidance.

- People will be kept safe and secure through the introduction of and compliance with:-
  - All health and safety legislation, and agreed safety standards and policies.
  - Identifying the causes of stress - and working jointly to address them.
  - Safe and Secure working environment (including risk assessment and the provision of information, training, instruction and supervision)
  - Standardised walk logs containing easily identifiable information on hazards
  - Everyone acting in a responsible manner
  - Improved Workplace design
  - Appropriate delivery equipment and tools for the job, including clothing
  - Appropriate Delivery methods.
  - Fatigue – Understanding, Identifying and tackling the causes of fatigue.
  - Sharing and reviewing performance information to improve safety
  - **Appropriately scheduled meal breaks (consistent with relevant working time legislation)**

Note: The above bullet points are NOT in any specific order

## Work Measurement/Standards and Revision Tools

Planning for operational change in delivery units will be done using national planning and measurement systems, and revision tools to ensure that workload is assessed and applied accurately, is fair and manageable, and indoor processes and outdoor delivery routes are optimised, efficient and achievable – recognising any specific local issues that may need to be considered.

To ensure that any assumptions, parameters and inputs are consistent with the paragraph above – a series of structured workshops will be held with the CWU within 4 weeks of signing this agreement. The workshops will include appropriate scenario modelling and data validation, which will include testing areas of concern against a live environment to help clarify any specific issues that may need further investigation or understanding.

The aim of the workshops will be to provide confidence in and understanding of the planning and measurement systems and revision tools in use.

Key areas that will be covered as part of the workshops will include:

- Traffic recording
- Indoor workload tool (and associated issues)
- Pegasus and Georoute (and associated issues e.g. call rate)
- D2D ( and associated issues e.g. call rate)

Ongoing maintenance and future developments of planning and measurement systems, and revision tools will involve the CWU through national consultation that will provide the opportunity for genuine input in advance of rollout – utilising workshops and meetings at the request of either party.

### **Door to Door**

Royal Mail and CWU recognise that the unaddressed Door to Door market provides an opportunity to grow volume which will potentially help to protect jobs and bring additional revenue into the business. It will also provide some protection against future threats from by pass networks.

To make the most of this opportunity, and fulfil employee aspirations both parties accept that Royal Mail needs to be able to realistically compete by being flexible with its pricing, providing the best quality of service and being innovative with its product development.

In order to provide the foundation for this approach and ensure customer confidence in the core product, Door to Door will become a 52 weeks a year product. There will be no change to the current D2D work plan and all items will continue to be available for delivery from Monday onwards. Whilst the planned workload will be spread across the 6 days, delivery employees will have the ability to manage the delivery of the items themselves on the proviso that all items are delivered within the week and the delivery specification is not affected.

**D2D traffic will be placed into measured workload both indoor and outdoor.** This move into workload will require delivery duties to be adjusted and allowances to be made in order to provide sufficient time to 'prep' the items and deliver them. The appropriate delivery planning and measurement systems and revision tools (IWT, Pegasus Georoute etc) will need to be adjusted accordingly to bring this about. D2D will now need to be accounted for in the agreed Delivery Revision Process. This move will enable the quality of service associated with Door to Door to be driven to 100% - which is crucial to building customer confidence.

The growth ambitions for Door to Door will be managed responsibly, and will be supported in the medium term by the roll out of delivery methods across units nationwide.

In the interim to ensure that D2D workload is covered effectively in line with this agreement, and in advance of units realigning duties through full revision activity to take account of D2D, resourcing of hours associated with the workload linked to D2D will be dealt with through locally agreed interim arrangements and reviewed through the weekly resourcing meetings in all delivery units. To aid the transition, offices that have not deployed delivery methods revisions will have to provide genuine and demonstrable solutions to any weight or volumetric issues.

In addition to the above special attention will need to be given to Bank Holiday weeks through the weekly resourcing meetings, units will also need to have agreed contingency arrangements in place for late arrivals.

It is important that we create a positive culture that supports our joint growth ambitions. In future D2D will become the responsibility of the OPG performing the delivery route and as such treated exactly the same as all other traffic streams. Managers, CWU reps and employees will all play a part in driving up the perception, awareness and importance of the Door to Door product.

Furthermore it is equally important that the process of moving D2D to the delivery/prep frame needs to become more professional and reliable. Particular attention will need to be paid to the correct presentation of Door to Door material to each delivery route in line with other mail items/products.

The CWU will be involved in quarterly review meetings, which will provide an opportunity for the CWU and Royal Mail to review operational challenges, product developments, and work together to identify new products and further growth opportunities, including the potential for automation which will be driven by commercial viability linked to volume.

Both parties also recognise that in addition to growth in the core D2D product further commercial opportunities are likely to exist particularly for named/specific day(s) products and/or Saturdays which may provide Royal Mail with additional scope for increased revenue. In order to take advantage of any potential in this area any further commercial opportunities will remain subject to ongoing dialogue, joint monitoring and review and will also be discussed and agreed with the CWU nationally at the quarterly review meetings with a view to capturing any viable opportunities for the mutual benefit of Royal Mail and its employees and to also deal with any workload issues.

To coincide with the introduction of the national agreement unit payments will cease and the 3 items per week cap will be removed. D2D Monies will be turned into a delivery supplement paid 52 weeks a year for all delivery employees (OPG and ORR) pro rata for part time employees.

## Delivery Methods

Royal Mail is making a large investment in new Delivery Methods. This creates an operational solution to secure growth in the market. It will also improve efficiency through reduced reliance on dedicated delivery support duties/activities (acceleration, replenishment and some packet/bulk deliveries).

This new investment is welcomed by Royal Mail and CWU – and represents a significant step forward in delivery. It underpins a number of long standing joint objectives, all of which form an integral part of Delivery Methods revisions:

- Improving safety in delivery.
- Improving customer service.
- Reducing the impact of weight on delivery.
- Providing capability and capacity on delivery routes for future packet growth.
- Providing modern and fit for purpose equipment for delivery people.

The Delivery Methods/equipment that currently fit into this category is:

- Lightweight Trolley (LWT)
- High Capacity Trolley (HCT)
- Electric High Capacity Trolley (EHCT)
- Motor Vehicles (CDV \*, Panel Vans, Compact etc)
- Delivery pouch
- Cycles

The CWU will be fully involved in the development of all Delivery Methods equipment including SSOW prior to introduction into the operation. All Delivery Methods equipment will support the objectives of working safely, reducing fatigue and removing where possible weight off the shoulder. The overriding objective is to facilitate a safe, fair, manageable and productive workload.

The introduction of new delivery methods equipment will follow the agreed delivery revisions process and will need to take account of D2D. **Once assigned the use of equipment specified for the route will be mandatory.** Specific issues such as DDA cases will be examined and accommodated in line with relevant legislation.

All delivery revisions will be planned on the basis of no use of private cars. **Private cars on delivery will cease upon the deployment of a Delivery Methods revision in a unit.** Individuals will always be trained on the correct use of equipment prior to use. This will also apply to the introduction of and best use of new technology on delivery routes e.g. PDA, Telemetry.

### **\*Car Derived Vans (CDVs) / Shared Van delivery Routes**

**Guidelines have been developed with input from the CWU and are available to support Managers and CWU reps with advice and direction during the planning and introduction of local delivery methods revisions.** Any future updates to guidelines will be developed with input from the CWU prior to being issued.

## Delivery Spans

Royal Mail and CWU agree that the length of the delivery span can be an enabler in bringing about mutual benefits. From now on, within the process of duty revision negotiations, spans must be looked at in the context of an enabler rather than a fixed amount of time to be aimed at.

In essence, the span will no longer be an objective in itself. Instead office revisions should look to define a set of revision objectives in line with the Delivery Revision Process and then negotiate and agree a duty span/structure that best meets these objectives, taking into account local factors and safety issues in route design.

This approach represents a fundamental change to the way delivery duties are constructed.

Viewing spans as an enabler makes it essential that local negotiations reflect this step change and pay particular attention to the following factors when determining the length of delivery spans:

- Safety and security
- Delivery specification
- Full time jobs
- Optimised efficiency
- Delivery methods and tools (including protective clothing)
- Welfare facilities
- Weight and volumetric capacity (including D2D)
- **Housing density and type e.g. stairs**
- Terrain and equipment

Each delivery route should have an associated risk assessment.

Employees will have a range of abilities and capabilities and consideration should be given to individuals on this point in line with relevant legislation.

Delivery methods and equipment are key enablers to providing a span length which is realistic and achievable.

In units where agreement for change is required in advance of local deployment of the transformation project/delivery methods, consideration can be given to varying the span length provided that genuine and demonstrable solutions to weight and fatigue are introduced.

The Delivery Span is defined as the time between the first and last letter inclusive of all related tasks such as replenishment, welfare etc.

## Attendance Patterns and Duty Structures

It is jointly recognised that the end product of duty revisions and their successful deployment are paramount to the success of this agreement, employee and customer satisfaction and the future success of Royal Mail. This will be achieved where duty structures and attendance patterns are innovative and meet the aspirations and needs of both employees and the company. Both parties accept that attendance patterns and duty structures must efficiently and cost effectively align hours to workload, meet the delivery specification and USO, and provide a real incentive for change. In addition to this both parties re-affirm their commitment to a maximum 5 day week attendance/duty pattern for all employees.

Whilst the emphasis will be on local parties to develop and agree duty structures and attendance patterns that meet the requirements above and remain consistent with all aspects of this agreement; **a menu of options has been provided nationally to enable constructive**, structured and progressive talks to take place locally that will assist in bringing this to fruition. Units are also encouraged to develop more innovative and imaginative attendance patterns fully utilising the available workload, and any options that deliver the requirements above and below.

Best practice in this area will be jointly discussed and shared at regional and national level and will be used as a source of information to assist others.

As part of the operational transformation the vast majority of full time delivery duties will start no later than 0700. The majority of delivery routes will be designed to start and finish at the workplace; however there will be some duties where it is more beneficial for both parties to agree alternative arrangements. **In addition pouching off arrangements will remain where it is practical and efficient to do so.** Employees who wish to retain their current contracted hours will have the option to do so, however all employees will need to recognise that in order to provide innovative attendance patterns and duty structures they will need to embrace change which may mean an alteration to attendance times.

Delivery spans will be a key component of delivery duty structures and a pragmatic and flexible approach to this consistent with the sections of this agreement covering spans and delivery methods will be essential in securing attendances which meet the aspirations of employees and provides a reliable and consistent service to customers in line with the new work plan detailed in the generic section of this agreement. In addition to normal / traditional delivery duty structures there is scope for securing full-time working through the effective use of technology (units with CSS machines) and different methods of delivery for example linking business and residential deliveries, the introduction of new products and services (particularly in the fulfilment market), as well as through cross functional working e.g. collections.

Family friendly duties and attendance patterns including religious holidays and requirements for time off will also form part of local discussions at the weekly resourcing meetings and during the revisions process.

## Saturday Attendances

In addition to the above it is jointly recognised that Saturday attendances and in particular the number of Saturdays worked require special attention in order to meet the aspirations of employees and the needs of the business.

In recognition of this Royal Mail and CWU commit to providing more Saturday off options as part of improved attendance patterns for delivery employees. We have jointly explored and identified a number of options/opportunities to maximise the number of Saturdays off.

**Whilst the precise number of Saturdays off and the aspirations of employees will vary from unit to unit, both parties believe we can deliver cost effective and reliable options that will maximise the number of Saturdays off for those who wish them.** Royal Mail and CWU commit to achieving at least 1 in 4 Saturdays off for the majority of employees (including reserves) during the roll out of the operational transformation programme. In some circumstances this may be exceeded utilising jointly identified options to provide 1 Saturday off in 2 or 3.

Progress on all the issues/objectives above will be jointly monitored and reviewed at national level on an ongoing basis.

## Delivery Revisions Process

Both Royal Mail and CWU recognise that successful change needs full and meaningful involvement of all key parties. It is therefore critical that both local management and CWU are positively and actively involved in the revisions process right at the very start, throughout the planning, negotiation, implementation and review. As part of this involvement, input will be taken and ideas brought forward, and where appropriate implemented. Where ideas are not implemented – clear explanations of the reasons / rationale will be given supported by relevant information. To support this - the following involvement process will form a key part of the revisions process. Royal Mail and the CWU are committed to bringing this about and believe it is essential therefore that the following is put in place to underpin the process and improve working relationships:-

- Positive engagement between the CWU and Royal Mail and a firm commitment to appropriate negotiation, consultation and communication on all delivery revision issues.
- Early CWU involvement at all levels
- Joint training on the relevant parts of this agreement
- CWU reps and Royal Mail managers playing an active part in any involvement process and the deployment of agreements.
- CWU reps being able to play an active role in Work Time Listening and Learning sessions.
- Appropriate release will be given to allow CWU reps to fulfil their role in the process and consult with members.
- Royal Mail and the CWU commit to the sharing of all information/data.

1. Following the signing of this agreement the Delivery Revisions Guidelines will be reviewed with input from the CWU to ensure that it aligns to the objectives contained in this agreement. Updated guidelines will then be issued to all key stakeholders.
2. Delivery revision guidelines will be shared in advance with the local CWU Representative and Manager at a local training workshop prior to the start of the revisions process. The CWU will be involved in working up the content of the workshop. Both parties will have the opportunity at the workshop to clarify any issues in advance and set out a timetable to complete each step of the process.
3. It is recognised that some senior CWU representatives will need further up-skilling in order to effectively support, coach and mentor unit reps throughout the process. The approach for this will be developed as quickly as possible, with involvement from the CWU and priority given to early deployment areas to allow reps to fully participate in line with this agreement.
4. To ensure ongoing and full involvement in the process, the local Manager and CWU representative will meet weekly as part of the planning, implementation and review process. Each meeting will be diarised at the start of the revisions process. Information and updates will be shared with the CWU Representative and Manager in advance of the meeting. Outputs, actions and relevant information will be shared with the colleagues in the delivery unit and displayed on a weekly basis.
5. In order to inform the revision discussions and provide a reference for employee aspirations, including options around Saturday attendances in line with the paragraph on attendances and duty structures an informal non binding preference exercise (provided nationally) will be carried out prior to the commencement of the 6 step revision process.

The following phases will take place with full and systematic involvement, including the sharing of all relevant information, with the CWU Representative at each step of the process.

### **Objectives, targets and plans**

- The aim must be wherever possible to establish joint objectives and parameters.
- Current state is established including full and part time mix, the office turnover and identification of any 'leavers' prior to the target date for the revision should also take place at this stage.
- Initial planning work is carried out and the ground ahead is prepared taking full account of Saturday Options.

### **Foundations – data gathering & checking**

- Key data including base data, overall traffic levels including D2D, and breakdown to delivery routes for the revision is gathered, checked and confirmed.
- Accuracy of the data to be reviewed before detailed duty changes developed.

### **Revise office deliveries**

- Outdoor work is developed into a set of fair and equitable delivery duties.
- Local factors considered-e.g. one way streets

- Output of the phase is a new set of outdoor delivery blocks.

**Agree the office duties**

- All work undertaken by the delivery office (including travelling time. Replenishment and conveyance) is accounted for in a full set of duties.
- Modifications to indoor sorting and preparation workload are considered in this phase.
- Implication of changes, in terms of finances, manpower and resources, are understood.
- Reach local agreement in line with the IR Framework on new duty proposals

**Deploy the new duties**

- Pre-deployment tasks are undertaken including training requirements to prepare the office, staff, (including re-signs in line with the Way Forward Agreement), customers and other teams for the new duties and working arrangements.

**Post- revision management**

- Review of new duties and working arrangements after implementation.
- Potential tweaks to duties or allocation of resource to duties agreed and implemented as necessary.
- Reviews range from weekly, monthly and final PIR at 12 weeks.

*End.*

## Royal Mail Group Safety Policy, Organisation and Arrangements

### Introduction

The Health and Safety Policy is divided into two distinct parts:

- The Royal Mail Group (RMG) Safety Policy (statement of intent) which provides the general direction for the management of health and safety within the RMG; and
- The RMG Safety 'Organisation and Arrangements'. This explains the roles and responsibilities of individuals, specific specialist functions and Trade Union Safety Representatives. It describes the allocation of responsibility across the Organisation, and the detailed arrangements for RMG corporate safety performance. This provides a model for other areas of the organisation to follow.

Where appropriate, and if further information and details are required, standards and guidance will be issued to support these requirements either as an appendix to this document or by the issue of supporting documentation by the Group Head of Safety.

Copies of the separate health and safety policies of Business Units and function areas will be kept and form part of the information for assurance purposes.

The following directive marks are used throughout the policy and guidance:

'MUST' denotes compulsory action

'SHOULD' denotes action that is strongly recommended and will normally be complied with but is left to the discretion of the individual

**Note:** Where non-compliance is being considered the Group Head of Safety must be consulted.

Directors and Managers must make themselves familiar with the health and safety policy and guidance notes and also ensure that their staff are aware of the policy which can be accessed on the RMG intranet, under health and safety.

Enquiries regarding this policy should be addressed to the Group Head of Safety.



## Royal Mail Group Safety Policy (statement of intent)

Royal Mail Group sits at the heart of communications within the United Kingdom, uniquely positioned to have a broad impact on the community, environment and marketplace. We accept the responsibilities that are required with this position and will seek to do the right thing in all our work activities to make our impact positive. Compliance with the law is the minimum acceptable standard.

The policy of Royal Mail Group Ltd on health and safety at work is therefore to take all reasonably practicable steps to safeguard the health and safety at work of all our people and safety of our customers, suppliers and all others who are affected by our activities.

Each Business and Support Function within Royal Mail Group Ltd is responsible for the preparation and maintenance of a safety policy covering its activities, including the organisation and arrangements for carrying out the policy with detailed responsibilities and accountabilities. The Royal Mail Group minimum safety standards are set out in the RMG Safety Organisation, Arrangements and Group Safety Standards.

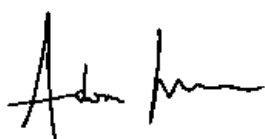
Every employee is responsible for their own health and safety and that of the people they impact. Every manager is accountable for the health and safety of those under their control.

It is the policy of Royal Mail Group Ltd to consult and work with our trade unions, the CWU and Unite/CMA, to maintain and enhance working practices and conditions in order to further this policy and foster continuous improvement in health and safety at work.

We will:

- enhance the safety and health of our customers and suppliers, and the community and environment in which we work.
- protect our people, value their diversity and support their personal safety and health
- openly report on our safety and health performance and give recognition to positive performance.
- Review this policy annually

This safety policy has the full support of the Board.



Signed  
Adam Crozier

Date; 9th March 2010



## **Royal Mail Group Safety Organisation and Arrangements**

### **Division of Responsibility**

Whilst the Chief Executive has overall responsibility, the geographical and functional diversity of the work means that the responsibility for implementing the organisation and arrangements of the Safety Policy statement is delegated to Directors and Senior Managers.

### **Organisational Scope**

The safety policy 'statement', signed by the Chief Executive encompasses all businesses areas covered by Royal Mail Group Ltd. (RMG).

### **Chief Executive**

The Chief Executive has overall responsibility for the health and safety performance and statutory compliance. He ensures that there is an effective Health and Safety Policy, Organisation and Arrangements. These set out the designated responsibilities and arrangements within RMG for the deployment and implementation of the Safety Policy. He is supported in this by Directors and senior managers responsible for the management of Health & Safety at Executive Board level and the Directors of Business Units and Group Centre Executive Board Members.

Specialist advice is provided by the RMG Human Resources Director, RMG Director Corporate Responsibility and Group Head of Safety.

### **Executive Board Members**

These Directors have individual responsibility for ensuring that the health and safety policy is deployed within their area of responsibility and will hold their Business Unit Managing Directors and Group Centre Directors accountable for policy deployment in individual Business Units and Group Functions respectively.

The Executive Board has collective, as well as individual responsibility for providing health and safety leadership within the RMG. Members must ensure that all Board decisions reflect the RMG's health and safety intentions (as detailed in the policy statement) and recognise the Board's role in engaging the active participation of senior managers and employees in improving health and safety.

The Board will be kept informed of and alert to, relevant health and safety risk management issues by:

- reviewing health and safety performance annually.
- ensuring that management systems provide for effective monitoring and reporting of RMG health and safety performance.
- ensuring that the health and safety implications of Board decisions are addressed and
- ensuring that health and safety risk management systems are in place and remain effective in their respective areas of responsibility.

### **Human Resources Director**

The RMG Human Resources Director is the designated Executive Board member with specific responsibility, as the safety champion, for supporting the Chief Executive by ensuring:

- The provision of adequate resource to ensure effective safety assistance within RMG.
- The implementation of the safety policy including actions and initiatives to fulfil the requirements of the Health and Safety at Work etc. Act 1974 and all regulations enabled through that act.
- The provision of the RMG Safety Policy and the circulation of guidance to staff and line managers.
- The production of an annual safety report and assurance to the Chief Executive.

In this role, the Group Human Resources Director will be supported by the:

- Executive Management Board Members
- Group Director Corporate Responsibility
- Group Head of Safety
- Group Head of People Development
- Head of Corporate Responsibility Services
- Trade Union Safety Representatives
- Specialists from function areas as required

### **Group Director Corporate Responsibility**

The Safety Policy falls under the remit of the RMG Corporate Social Responsibility Policy Framework and Expectations. As such the RMG Director for Corporate Responsibility (CR) supports the Human Resources Director and coordinates the CR support services in relation to all aspects of safety provision across the RMG of businesses. In addition they manage the central team of experts who provide strategic and higher technical advice to the Business Units via the CR service provision.

The Group Director Corporate Responsibility includes safety in the annual RMG CSR report. In addition he supports the development of a positive safety culture by:

- Supporting and reporting to the CSR Committee.
- Providing annual safety reports via the CSR framework.
- Ensuring that safety (competent) advisers are in place and
- Considering options to give recognition for positive safety performance.

The RMG Director for Corporate Responsibility is supported by:

- The Group Head of Safety;
- The Head of Corporate Responsibility Services; and CSR Development Manager;
- Heads of Safety; and
- Safety 'competent person(s)' within each business and function area.

### **Business Unit Managing Directors and Group Centre Executive Board Members**

Each Business Unit Managing Director and Group Centre Executive Board Member is responsible for the preparation and maintenance of a safety policy covering their activities, including the organisation and arrangements for carrying out the policy and setting clearly defined responsibilities and accountabilities.

They must ensure that the Safety Policy, Organisation and Arrangements are implemented and documented. They must ensure that the Business Unit Safety Policy, Organisation and Arrangements are brought to the notice of all staff under their jurisdiction. The policy statement must comply fully with relevant legislation and must be monitored and revised as necessary. Assurance reports are required to be provided to the CSR Committee at the end of each financial year.

To help them with these safety responsibilities they must appoint a safety 'competent person(s)' to provide health and safety assistance. These are safety professionals who have sufficient safety training and experience, or knowledge and other qualities to be able to advise on safety related matters.

Advice and guidance on safety professional competency must be sought from the RMG Director of Corporate Responsibility and Group Head of Safety.

### **CSR Committee**

The CSR Committee monitors performance for CSR function areas, including safety.

The CSR Committee acts on behalf of the Royal Mail Holdings Ltd Board, meeting on a quarterly basis. It's responsible for confirming our long-term strategic Safety direction and goals, identifying emerging issues and making recommendations on minimum standards to be achieved across the RMG. The Committee also prioritises safety activities, including those requiring legislative compliance.

### **Assurance**

Each Executive Board Member, Director, Business Unit Managing Directors and Group Centre Executive Board Member must provide annual assurance to the CSR Committee that the safety organisation and arrangements within their area of operation comply with the RMG Safety Policy. In addition they must ensure that the H&S management systems in use within their areas of responsibility are suitable and sufficient, audited and reviewed appropriate to the level of risk. Confirmation of suitability is required from the Group Head of Safety.

### **Group Head of Safety**

The Group Head of Safety advises on RMG Group Safety Strategy, providing expert advice as necessary for Group wide safety issues. This role fulfils the requirement of 'Competent person' with regard to safety assistance provided to the Executive Board. This includes advising Group and Business Units on all aspects of safety at work. The Group Head of Safety's objective is to encourage the development and maintenance of a positive safety culture across RMG by promoting:

- Positive Health and Safety leadership;
- Continuous improvement of health and safety management systems;
- Consultation with employee's and stakeholders;
- Cooperation between health and safety professionals;
- The efficiency of preventative measures

In addition the role leads on fatal and serious incident investigations from across the RMG, liaising with external agencies and supporting Corporate Responsibility Services Serious Incident Investigation Officers.

The Group Head of Safety must prepare an annual assurance report for the Executive Board each May, covering corporate arrangements and assurances from Business Units and RMG Functional areas from the preceding financial year. The objective being to assess the level of compliance against the safety management system implemented. A process of safety management system audits are used to test levels of compliance.

The Group Head of Safety is supported by:

- Legal Services;
- Group Head of People Development;
- The Head of Corporate Responsibility Services; and CSR Development Manager;
- Members of the Senior Safety Professionals Forum;
- Trade Union Safety Representatives;

### **Group Head of People Development**

The Group Head of People Development has responsibility for providing advice to the Group Head of Safety on how the learning and development needs of the RMG Safety Strategy might be met, working with internal and external suppliers to identify and meet the learning and development needs. Where the learning and development needs may be more effectively managed with each Business Unit, the Group Head of People Development will work with nominated BU contacts to ensure that any learning and development is in line with RMG Safety Strategy.

The Group Head of People Development is supported by:

- Head of Learning Services;
- Learning Services Safety expert;
- Heads of learning and Development in BU's (or nominated contact as above);

### **Head of Corporate Responsibility Services**

The Head of Corporate Responsibility Services manages service provision of:

- Independent Business Unit safety auditing and assurance;
- Independent fatal & serious accident investigation;
- Accident/ Incident recording through ERICA system;
- Legislative reporting of RIDDOR's to HSE;
- Safety reporting, MI and analysis;
- Managing personal injury claims.

In addition, they provide central support to the Group Head of Safety on the development of Group Policies, Standards & Guidance and Group safety improvement programs.

**Note: Any variation in the provision of the above services will be detailed in Business Units own safety policies and arrangements.**

### **CSR Development Manager**

Working to the Head of Corporate Responsibility Services the CSR Development Manager manages the specific service provision of:

- Support to the Group Head of Safety acting as Deputy Group Head of Safety when required;
- Expertise and resources for Group verification and Assurance of Business Unit Safety Management; systems and improvement programmes
- Development and implementation of Group Safety Policies, Standards and Guidance;
- Deployment of Independent Serious Investigation Officers to support the implementation of the Serious & Fatal Investigation Protocol
- Defining and designing proposed changes to Group Policy;
- Coordinating and verifying the Group monthly safety performance report;

### **Health and Safety Professionals (Competent persons)**

Each Executive Board Member, Director, Business Unit Managing Directors and Group Centre Executive Board Member for each operational area must appoint a 'competent person(s)' as defined in, and in accordance with, Regulation 7 of the Management of Health and Safety at Work Regulations 1999. A person shall be regarded as competent where they have sufficient health and safety training and experience or knowledge to enable them to properly advise on health and safety related matters. The competent person shall advise on statutory compliance, and will provide guidance on the suitability of the health and safety management system within their remit. This includes the planning, implementing, monitoring auditing and reviewing of the health and safety management system in their area of responsibility.

The Business Unit or Function Area competent person is required to provide details and copies of the health and safety policies, arrangements and audits, as described above, to the Head of Group Safety no later than the 30<sup>th</sup> April each year.

### **Royal Mail Group Property**

Royal Mail Group Property is responsible for acquiring, designing and developing property assets required for operational and support use across the Group. It will undertake these functions through the employment of competent contractors and other suppliers and has responsibility for monitoring the performance of those parties. Premises acquired or otherwise provided for business use shall be fit for purpose and comply with relevant legislation.

### **Royal Mail Group Facilities Management**

Royal Mail Group Facilities Management (FM) is responsible for maintaining all premises used by Business Units across the Group in a safe and healthy condition. This responsibility is delivered by external contractors and other suppliers of goods and services and FM are responsible for ensuring competence and monitoring the performance of these parties.

Responsibilities include:

- Formulation of safety standards for the provision and maintenance of premises
- Coordination and cooperation with premises users and others in the Group Safety Community.
- Monitoring the performance of all suppliers of facilities services

### **Person in Control (PIC) of Royal Mail Premises**

The Person in Control is responsible for leading by example, demonstrating commitment and providing clear direction on the importance of good health and safety performance.

The PIC will identify who within his facility, area of control, is responsible for providing health and safety competence and oversight to ensure effective risk management and the identification of designated persons such as fork lift drivers as an example.

In addition the PIC will ensure that the personnel working at his site understand their health and safety responsibilities and that sufficient time and resources are made available to enable these responsibilities to be enacted.

Further the PIC should set the appropriate health and safety targets to drive safety performance improvement for their site.

The PIC should promote effective health and safety communications and support consultation with the safety representatives at his site. Further guidance on specific PIC duties are set out in the RMG PIC Safety Standard.

### **Royal Mail Assets**

RM Assets are responsible for procurement and management of all physical assets used in Royal Mail Group excluding property and letters sorting equipment.

RM Assets undertake risk assessment procedures to ensure that all hazards associated with the asset are removed by design or suitably controlled before procurement and introduction for use within RMG.

### **Royal Mail Group Procurement**

Group Procurement (GP) drives the procurement process, negotiates commercial arrangements, and governs the means by which Procurement solutions are delivered. It will support the management of safety risks relating to procurement projects through deployment of safety schedules to appropriate contracts (including where necessary the requirement for compliance with Royal Mail's Safety Standards for contractors working on Royal Mail Group premises). GP will work with business stakeholders to determine suitable safety standards for goods purchased and integrate these into the tendering process, and support quality assurance checks and monitoring of compliance with these standards. It will also work to promote high safety standards through the supply chain, including the use of site audits for locations where products are manufactured for Royal Mail Group. Governance of safety is at Procurement Leadership Team (PLT) level and is managed through the GP risk process with monthly reviews of risks and mitigating actions.

### **General Counsel/Legal Services**

Provides compliance and legal advisory support.

### **Internal Audit & Risk Management (IA&RM)**

IA&RM is an independent, objective, assurance and risk management function that assists the Holdings Board to discharge its responsibility to establish and monitor an effective system of risk management and internal control. IA&RM prepares an annual plan providing for the review of significant operations and activities in Royal Mail Group. The purpose of each review is to provide assurance on business unit/function activities to ensure that corporate governance is effective, and that risks and controls are being properly managed.

The Holdings Board or Group Head of Safety may seek, on a periodic basis, independent assurance from IA&RM on the effectiveness of the Group's safety management system.

### **Royal Mail Group Security**

The overarching objective of the Group and Business Unit Security teams is to create a secure environment for Royal Mail Group's people, customers, assets and products. They deliver this by understanding how crime impacts on Royal Mail Group and work collaboratively within business units to develop and deliver pro-active and reactive responses to crime threats.

Safety management and robust risk assessment is integral to their way of working due to the nature of their roles.

Specifically, Royal Mail Group Security teams will:

- Ensure that the Safety theme runs through all Group and Business Unit security policies, wherever this is appropriate.
- Ensure the Group's safety management principles and standards are explicit in all Security activities.
- Establish safe systems of work for those work activities.
- Report all security-related health and safety incidents in accordance with standard business practice.
- Maintain a Group wide 'Near Miss' reporting database for Security and ensure all 'Near Misses' are considered when reviewing Security specific safe systems of work.
- Provide an AVSEC environment which meets the requirements of the DFT, thus mitigating, wherever possible, the potential threat posed by International Terrorism.

### **Group Safety Forum**

Reporting into the CSR Committee, the Group Safety Forum is the consultation vehicle for all Group (Corporate) safety related issues, including consultation regarding Group Safety Policy, Organisation, Arrangements, Standards and Guidelines.

The Group Safety Forum membership comprises of Senior Health and Safety Practitioners, Trade Union Safety Representative and Functional Officers, such as HR or Facilities Management and Property Group. The constitution, objectives and terms of reference of this forum will be published and available to all employees. The Forum is chaired by the RMG Director for Corporate Responsibility and will meet at least twice annually.

### **Health and Safety Management System**

The RMG Safety Policy sets out the requirement to manage safety and to aid those responsible for delivery, The Health and Safety Executive (HSE) management system (HSG65) has been identified as the minimum standard within RMG for safety management systems.

Details of the health and safety management system are provided in '*Successful Health and Safety Management*' (HSG65) (ISBN 0-7176-1276-7) available from HSE books.

It provides guidance for Directors, managers, health and safety professionals and employee representatives who want to improve health and safety in their organisations. It sets out the management system components to ensure that continuous improvements are made in health and safety delivery. These include details of;

- Effective health and safety policies;
- Organising for health and safety;
- Planning and implementing;
- Measuring performance;
- Auditing and reviewing performance.

A diagram is produced showing the links in this safety management system in Appendix 1.

### **Group Safety Standards**

Group Safety Standards are produced to address corporate safety issues where it is appropriate to have a single standard that applies across all Business Units. The Group Head of Safety will work in conjunction with the senior safety professionals to produce Group Safety Standards and will advise on suitability for purpose. They will consist of a higher level 'policy' statement on the subject and may be subject to further guidance if necessary, in the form of Group Safety Guidance Notes.

Group Safety Standards will be circulated for consultation via the Group Safety Forum. Group Safety Standards are endorsed by the CSR Committee.

### **Group Safety Guidance Notes**

Group Safety Guidance Notes provide detailed information and instruction on a specific topic. They may be stand alone documents or linked to a Group Safety Standard. They may include background information or specific instructions in relation to process or procedure in relation to any safety issue.

Groups Safety Guidance Notes are meant to provide topic specific, easily digestible information useful for all employees, managers and safety professionals. The Group Head of Safety will work in conjunction with the senior safety professionals and other Stake holders to produce Group Safety Guidance Notes.

Group Safety Guidance Notes will be circulated for consultation via the Group Safety Forum.

### **Trade Union Safety Representatives**

The role of the trade union safety representatives is crucial to the delivery of a safe working environment, high standards of safe working practice and a positive safety culture. It is recognised that they must be involved in health and safety issues and will engage at all levels of the organisation and provide information and assistance to the staff they represent and to safety practitioners and managers in safety related matters.

To ensure that this working relationship is engaged to consider corporate wide issues the (joint Royal Mail/Trade Unions) Group Safety Forum has been established to ensure employee engagement on Group wide safety issues at the strategic level.

### **RMG Senior Safety Professional's Forum**

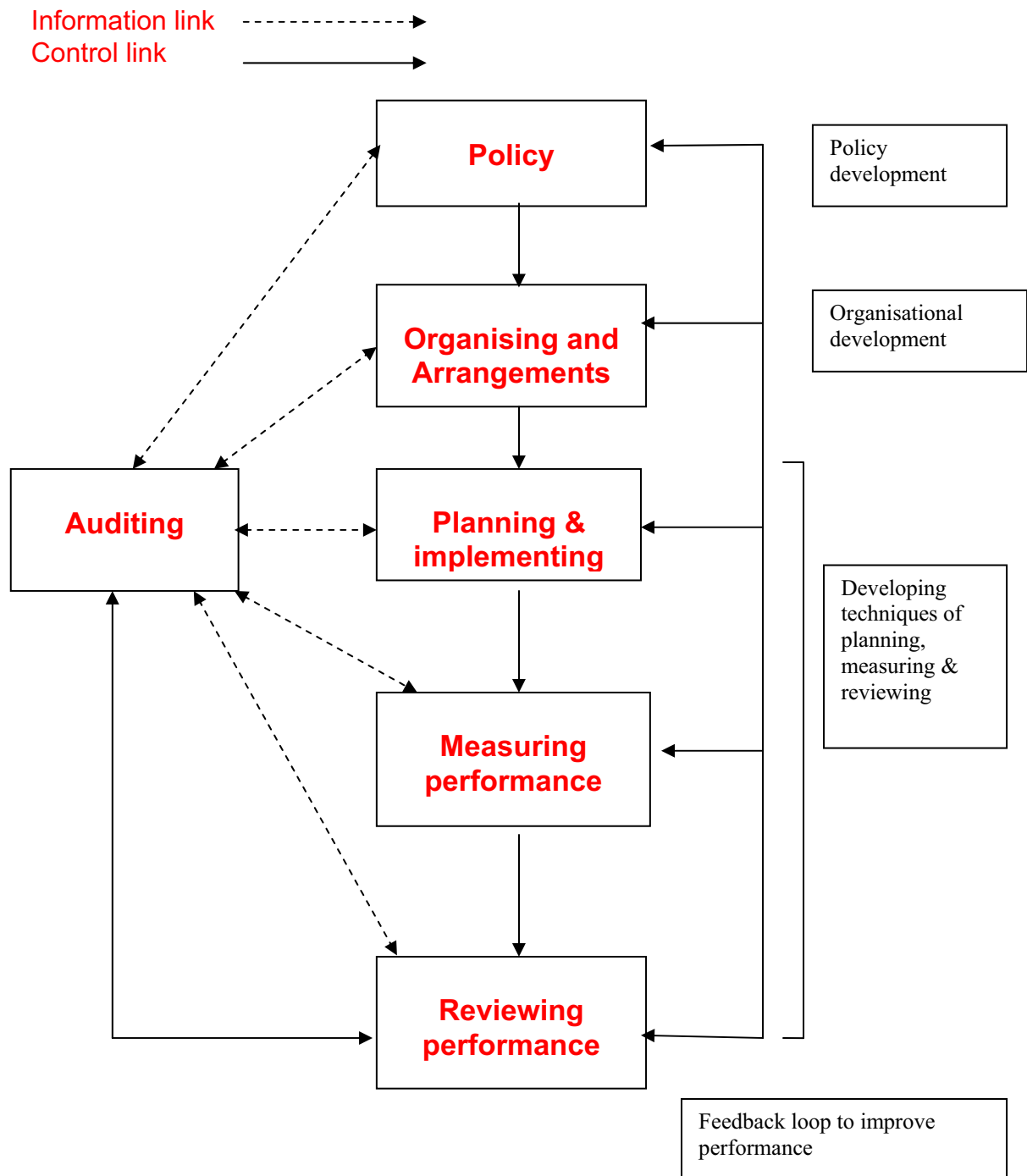
Chaired by the Group Head of Safety this forum includes the safety 'competent' persons of the Business Units and the Head of Corporate Responsibility Services. It will include representatives from the function areas mentioned in the Group Safety Organisation and Arrangements. The primary function of this forum is to lead the safety professional community within the RMG. This will include;

- Formulating Group Safety Standards and Group Safety Guidance Notes.
- Sharing best safety practise.
- Cooperating and coordinating on safety assurance matters
- Supporting other safety professionals within the RMG safety community.
- Horizon scanning for legal, standards or guidance changes.

In addition it will be an access point for quest speakers from external sources to enhance learning and development, bench marking and best practice.

## Appendix 1

### RMG Health and Safety Management System from Successful Health and Safety Management (HSG65) (HSE)



Full details of the management actions required can be found in Successful Health and Safety Management, available from HSE books (ISBN 0-7176-1276-7).

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# Royal Mail Letters safety & health policy

As part of the Royal Mail Group of companies, Royal Mail Letters is committed to supporting and maintaining the requirements of the Royal Mail Group Safety Policy (16/01/09). Royal Mail Letters will ensure that safety and health remain core values and is committed to achieving and maintaining an incident-free work environment everywhere at all times, with no damage to property and equipment and where everyone is safe, healthy and secure.

## We require everyone:

- to promote and comply with this safety & health policy and lead through personal example
- to be responsible for their personal safety and health, and for those they work with, and impact through their activities
- whether directly employed by Royal Mail Letters or working in our facilities, to work responsibly to our safety and health standards while complying with applicable laws, regulations and good industry practice
- to identify hazards and assess and manage risks so that we perform our work safely
- to report every incident which causes, or near-miss event which could have caused, an injury, occupational illness or damage to equipment
- to share good practice and safety alert information, and support continual improvement.

## This policy is maintained through:

- safety and health being the responsibility of line management, supported by all employees and the safety function
- an effective safety management system containing the appropriate safety tools, procedures and framework for setting and reviewing safety objectives
- the monitoring, development and review of safety and health performance indicators, and regular audit of the safety management system
- the provision of the necessary resources, time, information, instruction, training and effective communication to ensure the appropriate level of attention and competence is available to enable safe operations
- consultation with our employees and their representatives.



### **Mark Higson**

Managing Director, Royal Mail Letters  
June 2009

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# MEAL BREAKS

## Introduction

This agreement commences from 3 April 2000, and establishes a new national standard in relation to meal relief entitlements, together with a process for all offices to achieve it. This agreement replaces all existing national and local agreements on meal relief entitlements and provision. The new entitlements will be introduced alongside SWW as part of the performance improvement programme agreed within the context of PBS.

## Full-time meal break entitlements

All full-time employees working in delivery offices on a 40-hour gross week over five or six days will generally have a standard entitlement to 40 minutes meal break per day and 30 minutes on the shorter day (normally Saturday) of a six day attendance, exclusive of any grace breaks (see below).

All full-time employees working in Mail Centres on a 40-hour gross week, generally over five days, will have a standard entitlement to 40 minutes meal break per day (this means that up to 60 minutes per day total breaks can be provided by scheduling Relaxation Breaks by joint local agreement – see below).

Other full-time employees on standard attendance patterns will have the same entitlements as in delivery.

Where there are unusual duty patterns (e.g. long or short attendance patterns, or jobs with fewer than five attendances per week) the meal break entitlement will be determined on a daily basis for each attendance from the table of entitlements below.

Where the proper entitlement (i.e. based on the national standard and the table below) is currently exceeded, meal breaks in the offices concerned will be harmonised with the standard over the three-year life of the Performance Bonus Scheme. This will be implemented in equal stages up to April 2002 as part of the joint revision programme.

## Meal breaks for non-standard, part-time and extended attendances

Part-time jobs, and full-time jobs with non-standard attendance patterns, will attract meal breaks for each daily attendance as follows, reflecting a generally pro-rata entitlement to the national weekly standard:

<b>Attendance length</b>	<b>total breaks</b>	<b>probable pattern</b>
<i>less than 2 hours 30 minutes</i>	<i>none (a 10 min grace break should be provided if work permits)</i>	
<i>2 hours 30 to 3 hours</i>	<i>10 mins</i>	<i>10</i>
<i>3 hours 1 to 3 hours 30</i>	<i>15 mins</i>	<i>15</i>
<i>3 hours 31 to 4 hours 59</i>	<i>20 mins</i>	<i>20</i>
<i>5 hours to 7 hours</i>	<i>30 mins</i>	<i>30</i>
<i>7 hours 1 to 8 hours 59</i>	<i>40 mins</i>	<i>40 or 20 + 20</i>
<i>9 hours to 10 hours 59</i>	<i>50 mins</i>	<i>30 + 20</i>
<i>11 hours to 12 hours 59</i>	<i>60 mins</i>	<i>40 + 20 or 30 + 30</i>
<i>13 hours or longer</i>	<i>70 mins</i>	<i>40 + 30</i>

*Pending completion of the discussions intended to conform with the requirements of the Working Time Regulations, any exceptional attendances of 15 hours or longer will attract an entitlement of 80 minutes.*

The actual pattern of breaks within these rules will be agreed locally

## **Overtime and Scheduled Attendance**

Attendances consisting wholly of overtime, or of Scheduled Attendance on Sunday, should attract paid breaks based on the length of the attendance as in the table above. Attendances consisting wholly of weekday SA should attract unpaid breaks on the same basis, at least one of which must be scheduled within the attendance rather than at the beginning or end. Where there is a gap of up to 59 minutes between duty and overtime (but not Scheduled Attendance, except on Sunday) that cannot be filled with useful work, this will be considered booked through time and paid for at normal overtime rates.

Conditioned attendances extended by overtime (or by SA on Sunday) consecutive with the beginning or end will attract additional breaks if the entitlement for the *total* attendance (overtime *plus* conditioned hours), in the table above, is greater than the breaks already scheduled during the conditioned attendance. For example, an 8 hour conditioned attendance with 4 hours overtime would attract an extra 20 minutes (i.e. 60 minus 40). In most cases, particularly if the additional break is for only 10 minutes, it should be taken between the period of overtime and the normal conditioned attendance.

## **Young employees**

Meal breaks for employees aged under 18 should be arranged to provide at least a 30 minute meal break on any attendance of four and a half hours or more in length.

## **Breaks at the beginning or end of attendance**

Where an attendance is provided with more than one break, the second break may be scheduled at the beginning or end, in which case attendance is not required solely for booking on or off. A single break should not be scheduled at the beginning or end of the attendance.

## **Grace breaks**

When work permits a grace break of 10 minutes, over and above the standard entitlements, should be allowed on all indoor and outdoor jobs. In no circumstances should this be scheduled. Where it is not possible to provide a grace break before going out on first delivery the employee should be given the chance to have a cup of tea before leaving the office.

## **Relaxation Allowance**

Relaxation Allowance is built in to delivery work standards through DPMS, and outdoor employees are able to manage their own workload and pace within these standards whilst out on delivery.

For indoor employees covered by workload measurement but not in Mails Centres (e.g. all-night inward sorting or ASAP work in delivery offices), there will be joint review of the issues relating to Relaxation Allowance.

## **Meal break absorption and the Performance Bonus Scheme**

In those delivery offices where the new meal break entitlements represent an increase over a current 30 minute daily break, the bonus scheme will need to be adjusted to reflect the additional costs involved. It has been agreed to aim to absorb 70% of the additional hours,

with the value of the remaining 30% credited to scheme baselines from the point at which SWW and the new meal breaks are implemented.

Any absorption of the additional breaks over and above the nationally agreed 70% will be bonus-worthy under the terms of the PBS agreement. In those offices where the implementation of the new standard entitlements results in the progressive removal during the life of the PBS scheme of previously unwarranted breaks (as above), there will be no adjustment to scheme baselines. Therefore the savings involved will be bonus-worthy under PBS.

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# Introducing Door to Door into workload Planning Guidelines

V1.0

**Document Control Information**

**Version History**

<b>Version</b>	<b>Date</b>	<b>Change Details</b>	<b>RFC Number</b>
1.0	29/5/10	Final version signed off with CWU	

## Background

As a result of the "Business Transformation 2010 and Beyond" agreement Door to Door (D2D) will now be placed into measured workload both indoor and outdoor. This move into workload will require delivery duties to be adjusted and allowances to be made in order to provide sufficient time to 'prep' the items and deliver them. To support this the appropriate delivery planning and measurement systems have been adjusted to bring this about (i.e. Indoor Workload Tool and the call rate calculator). D2D will now be accounted for in the agreed delivery revision process. This move will enable the quality of service associated with Door to Door to be driven to 100% - which is crucial in building customer confidence.

The growth ambitions for Door to Door will be managed responsibly and will be supported in the medium term by the roll out of delivery methods across units nationwide.

In the interim to ensure that D2D workload is covered effectively in line with this agreement and in advance of units realigning duties through full revision activity to take account of D2D resourcing of hours associated with the workload linked to D2D will be dealt with through locally agreed interim arrangements and reviewed through the weekly resourcing meetings in all delivery units. To aid the transition offices that have not deployed delivery methods revisions will provide genuine and demonstrable solutions to any weight or volumetric issues.

This paper helps unit managers, revision planners and CWU reps to understand how to plan Door to Door into workload and how best to manage the interim period prior to a full revision.

### **Note\***

The current throughputs associated with the delivery preparation of D2D are considered to be interim until the appropriate scenario modelling and data validation, which will include testing areas of concern against a live environment has been carried out to help clarify this specific issue, and to provide confidence in the door to door data/throughputs, in line with the national agreement.

## Section One: Interim arrangements prior to revision

### Managing Changeover

The following guidelines should be used to form the basis of discussions when managing the changeover of D2D into workload, including any interim arrangements which are agreed and put in place with effect from 7<sup>th</sup> June 2010 when the weekly delivery supplement will commence.

1. Unit payments to staff will cease on 7<sup>th</sup> June 2010 in line with implementation of the national agreement on D2D and D2D monies will be turned into a weekly supplement.
2. D2D sales are expected to ramp up as follows: 4 items from 7 June, 5 items from 12<sup>th</sup> July (to be confirmed) 6 items from 3<sup>rd</sup> January 2011 and thereafter greater volumes as delivery methods roll out continues and D2D automation comes on stream. The actual number of D2D contracts will vary by delivery unit depending on customer demand. To aid transition, offices that have not deployed delivery methods revisions will have to provide genuine and demonstrable solutions to any weight or volumetric issues.
3. In the interim period, prior to a structural revision you should establish from the guidelines beneath what interim arrangements need to be put into place to deal with D2D workload. These interim arrangements should be agreed locally with the CWU and be reviewed at the normal weekly resourcing meetings. Special attention will need to be paid to bank holiday weeks in the weekly resourcing meetings and contingency arrangements for late arrivals should also be agreed and put in place.
4. Clear briefings to all staff should emphasise the need to treat D2D as normal mail from the date of the implementation of the national agreement. Communication to staff should also explain the standard operating procedure (see attached flowchart) for Prep and delivery of D2D items.
5. In the interim period, prior to a formal revision, delivery colleagues must deliver at least 1/6<sup>th</sup> of all their door to door items each working day along with ordinary addressed mail. In line with the national agreement.
6. The unit manager should ensure that D2D items are presented to each delivery frame in a professional and reliable manner. D2D materials should be correctly presented to each delivery route in line with other mail items and products. Items should be neatly stored prior to sorting within their original boxes or in trays positioned to avoid obstruction

or tipping and tripping hazards. (Note: the task of distributing D2D to delivery frames is not included in IWT so sufficient allowance should be agreed locally for this activity).

7. The Unit manager should continue to confirm delivery through Contract Status. This process provides customers with Door to Door information on delivery quality of service. At a route level delivery colleagues should continue to complete a paper signature control sheet confirming delivery.
8. Notification of traffic and weight will continue to be made available through Contract Status. This will also continue to allow items to be checked off as they arrive and walk holders to be notified of any opt outs.
9. The Unit manager should check through Contract Status two weeks prior to changeover and on an ongoing basis to see if your unit is likely to be affected by increased D2D volumes. As an indicator the attached map (Appendix 2) and Excel file (Appendix 3) gives a quick view profile of the most popular D2D postcode areas.
10. Unit managers should review the workload for your unit with the CWU representative based on your notified D2D volumes and determine how best to allow for this workload in terms of both prep and delivery time. To calculate the impact on workload you should use the Delivery Productivity Tool (DPT) / Indoor Workload Tool (IWT). These tools will calculate the total hours required compared to scheduled hours from which decisions can be taken about how best to flex hours to match workload. This information should be discussed and reviewed with the CWU at the local weekly resourcing meeting.  
\*Please see note at foot of Background paragraph
11. As D2D volumes begin to ramp up in your unit you should ensure that weight on delivery issues are kept under review and all maximum weight limits are strictly adhered to. New delivery methods will not be widely available outside the scheduled deployment dates for any Delivery Methods revisions. However, the projected ramp up of D2D volumes is not expected to pose a weight on delivery issue for most offices. The table below based on average weights shows that 3 contracts represent 4.2 kg per day or approximately 1/3rd of a pouch. Particular attention will need to be made of any above average weight contracts.

**Example of potential impact on weight for 500 delivery point walks**

Current national average item weight (g) = 16.8g  
Current average number of items per delivery point = 2.2

Items	Weight (kg) per wk @500 DP's	Weight per day @ 6 days	Pouch/ bundle equivalent
1	8.4	1.4	1 bundle
2	16.8	2.8	1 to 2 bundles
3	25.1	4.2	1/3 pouch
4	33.5	5.6	1/2 pouch
5	41.9	7	2/3 pouch
6	50.3	8.4	3/4 pouch
<b>Todays Average</b>	<b>2.2</b>	<b>18.4</b>	<b>3.1 2 bundles</b>

(Based on 11kg max pouch weight)

12. The returns process will cease one week after the national agreement comes into force, giving time to remove any undelivered items remaining from the pre-agreement period. Steps have been taken to stop surplus items being provided to delivery offices, so there should be no sizeable volumes remaining undelivered in the office. Any surpluses should be investigated as the system is not able to provide additional labels and therefore boxes of items. All delivery points (except opt outs) should be delivered so that any occasional surplus materials may be disposed of locally.
  
13. In preparing for changeover you should consider if any individuals are likely to be disproportionately affected. Typically this will be in units where D2D has previously been delivered by just a few staff rather than the majority. From the date of the changeover D2D should be delivered by all staff including reserve duties. Some staff may need individual counselling on the changes to ensure that they deliver D2D as part of normal mail. Staff briefings should emphasise that D2D payments have moved into a weekly allowance and the benefits to the business in terms of increased revenues of removing the three items a week cap. Where staff refuse to cooperate this should be discussed with the CWU and any ongoing issues brought to the early attention of DSMs/CWU Area reps.

## Supporting Materials Available on Intranet

- Managing Change - A Managers Guide
- Managing D2D - WTLL
- Managing D2D - Display Material

## Section 2 Revision Planning

### Moving D2D into workload in a revision

- Door to Door will be planned on the basis of prepping and delivering 1/6<sup>th</sup> of the items each day of the week, Monday to Saturday.
- D2D should be the last items prepped to a frame after address mail unless there is available down time such as waiting for missorts or late arrivals.
- Whilst D2D workload will be planned on the basis of spreading it across six days a week delivery employees will have the ability to manage the delivery of the items themselves on the proviso that all items are delivered and the delivery specification is not compromised
- Whilst this may involve cold calling at some address points for which there are no other items it is the best approach overall as it is easy to understand, communicate and monitor
- D2D traffic volumes will now be entered into the Indoor Workload Tool (IWT) to calculate the workload associated with D2D.
- The standard procedure for collating and sorting D2D items varies as follows according to number of contracts:

#### **1 or 2 Contracts**

- Obtain D2D items for contract and place on bench
- Pick up handful and place one item in slot for each delivery point on that day's schedule
- Tidy away D2D
- Repeat for second contract
- Clear down D2D with ordinary mail from slots containing live mail

#### **3 or more contracts**

- Position one pile of D2D on bench for each contract
- Take item from top of each pile and place collated items in slot for each delivery point on that day's schedule
- Tidy away D2D
- Clear down D2D with ordinary mail from slots containing live mail

- A new updated call rate calculator has been issued which adjusts the call rate to take account of delivering 1/6<sup>th</sup> of D2D items each day.
- The frame should be clearly marked into 6<sup>ths</sup> (approx) so that both the regular OPG and any reserve duty can quickly identify the daily D2D requirement by road(s)
- Where delivery is performed in pairs (shared van delivery) the delivery loop or burst will constitute the most appropriate volume of delivery points to cover daily but the principle of 1/6<sup>th</sup> should be maintained.
- Dual prep roles should ensure that they prep D2D for both routes

- Clear down is as per normal process

## Outdoor Operation

- Where delivery is performed in pairs (shared van delivery) both OPGs must adopt the same way of working at all times
- Whilst D2D volumes are likely to increase this could be offset by declining volumes of addressed mail. When planning a revision it is essential to ensure that the most appropriate delivery method is selected and that weight limits are adhered to at all times.
- Note: D2D items should not be merged with other mails at the doorstep.

## Supporting Principles

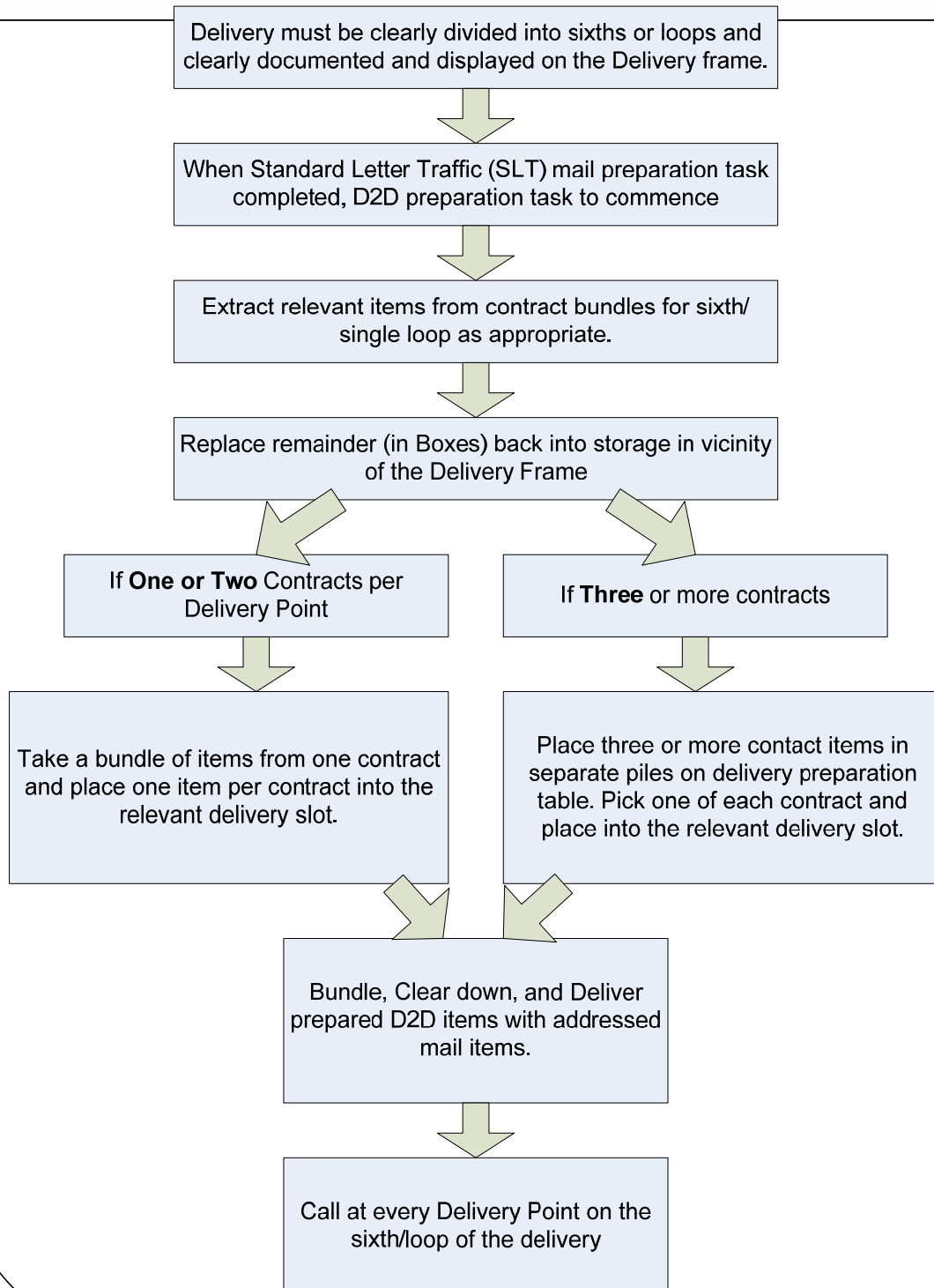
- When a revision is planned the task of professionally presenting D2D items to each delivery frame should be allocated to an individual, or individuals, with the objective of ensuring that all items are available at the delivery prep frames on Monday prior to all delivery OPGs starting work. Time for this should be agreed locally as it is not part of the measured workload in IWT.
- Good house-keeping should be in place including the storage of D2D items in boxes or trays at the frame
- Delivery colleagues should continue to complete a paper signature control sheet as a quality control measure confirming delivery
- Contract Status will continue to be used as a forecasting and management system advising DOMs of D2D mailings one week ahead

## Good Practice

- On Mondays in addition to sorting to 1/6<sup>th</sup> of delivery points OPGs may also wish to sort D2D items to any delivery points which are known to receive mail infrequently. This will reduce the need for cold calling during the week.

# Appendix 1

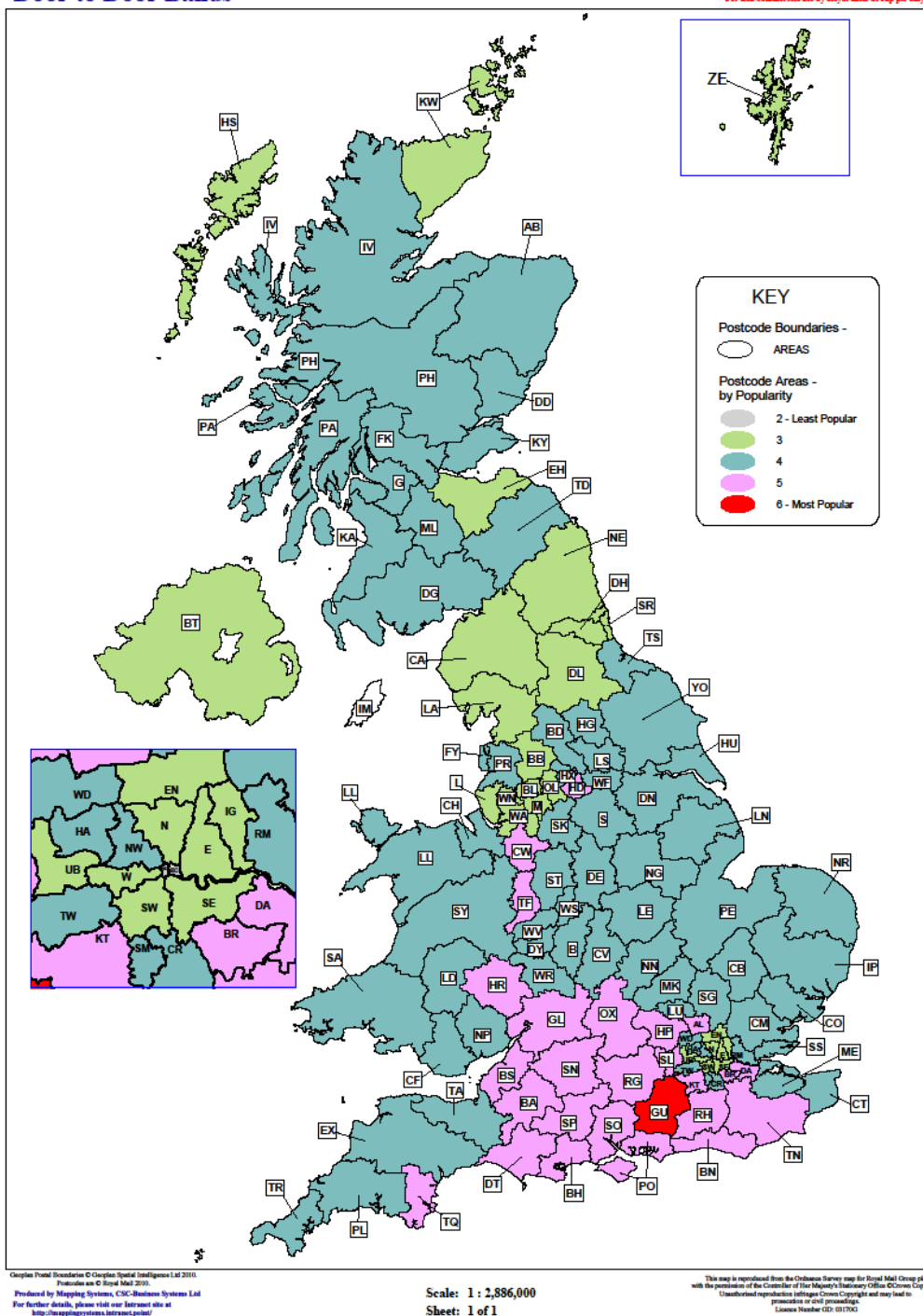
## Revised Door to Door Process Flow: Delivery Office (Daily Task: Monday to Saturday)



## Appendix 2

The map shown here illustrates potential customer demand based on average number of items per walk across each postcode area. Individual units within each postcode may still experience lower or higher demand. Customer demand in certain postcodes marked in pink will mean that some units could in practice have 6 items but not before January 2011. Similarly, if we achieve improvements to delivery quality in some inner London areas this could result in increasing demand in these areas.

### Door to Door Bands



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# **WTL : Mandatory Use Of Assigned Delivery Methods**

## **For delivery post men and women using the new delivery methods**

The aim of this communication is to reinforce the importance of the use of the correct delivery method for a delivery route. Managers must reinforce these safety messages with their people and explain the reasons why the equipment use is mandatory.

Failure to use the correct equipment in the first instance will result in counselling, and further breaches may result in disciplinary action.

## **Message**

Royal Mail is making a large investment in new Delivery Methods. The new investment represents a significant step forward in delivery and underpins a number of long standing joint objectives for Royal Mail and the CWU:-

- Improving safety in delivery
- Improving customer service
- Reducing the impact of weight on the shoulder
- Providing capability and capacity on delivery routes for future packet growth
- Providing modern and fit for purpose equipment for delivery people

Royal Mail is committed to the safety of all its employees. Please remember that in addition to Royal Mail's legal responsibilities, it is the legal responsibility of every employee at work to take reasonable care for the health & safety of themselves and others.

I would like to remind you, and I know that your CWU representatives will support me in this, that as stated in the Business Transformation 2010 and Beyond agreement once assigned the use of new delivery methods equipment, as specified for an individual route, is mandatory.

For example where a Light Weight Trolley (LWT) has been assigned as the piece of equipment for the delivery route then the post person assigned to this route must use this piece of equipment.

**Please be aware that the equipment is assigned for your delivery route based on terrain, delivery type (town or rural), distance from the office, efficiency and safety. Failure to use correctly the equipment assigned to you may unfortunately**

**lead to personal injury. Training will be given on the correct use of new delivery equipment before deployment.**

**The delivery method assigned to your route will be recorded in your walk log.**

Failure to use the correct equipment in the first instance will result in counselling, and further breaches may result in disciplinary action.

As stated within the Business Transformation Agreement 2010 post revision reviews will take place culminating in a final post implementation review at 12 weeks after the revision. If after using your new delivery method you believe that it is not the most efficient and safe method on your route or you have other concerns with your route please contact your DOM and local CWU rep who will review your concerns and make sure that the delivery revision has been effectively deployed.

[\*\*Click here to go back to your place in main document\*\*](#)

# Removing private cars on delivery

Manager's guide

July 2010



Royal Mail

The aim of  
this discussion  
is to

- **Talk** about the correct process for removing private cars on delivery
- **Support** you in the cascading of information to your team
- **Answer** any questions you may have



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## **Why do we need to remove private cars?**

- **Not equipped for delivering mail**
- **Do not look professional to customers**
- **Make it easier to maintain the fleet of vehicles**
- **The introduction of new delivery methods such as car derived vans will also remove the need for private cars**



## **When do we remove private cars?**

- **The use of private cars on delivery will stop on the day you deploy your delivery methods revision**
- **For offices that have a phased deployment the use of private cars should be phased out and stopped in areas as they deploy**
- **All private cars need to be removed once all revisions have been completed**



## **What do I need to tell my people?**

- **The reasons why we need to remove the use of private cars**
- **The date that they must stop using private cars**
- **The use of private cars on delivery once the date has passed could have serious consequences such as disciplinary action**
- **People will not be covered by Royal Mail insurance if they use a private vehicle on delivery**
- **Use the huddle brief to explain the process of removing private cars from delivery**



## **Help**

- **If you are unsure about the process or require further guidance please contact the HRSC Contact Centre 0845 6060603 or post line 5456 7100**



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# **Reducing the impact of weight on Delivery: A guide for managers and reps**

March 2010

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## Introduction

The introduction of new methods into delivery offices is a significant change, both operationally and culturally. The new equipment will require new ways of working which may create staff challenges previously not encountered in a delivery revision. The purpose of this guide is to provide Delivery Office Managers and CWU representatives with the solutions and information sources to help them plan and implement successful revisions which include new delivery methods.

To be able to deploy a delivery methods revision it is important to understand a few factors on how delivery methods will work. Whilst there will be a few exceptions, the general high-level planning principles are as follows:

1. Deliveries within 1 mile of the Office would be completed using a HCT, where steep a Powered HCT.
2. Deliveries more than 1 mile from the Office will be completed by two delivery employees using a van and lightweight trolleys.
3. Most rural and firms van deliveries will remain unchanged.

The changes to equipment and methods may create issues. This guide will:

- Identify the most common people issues that may arise through the introduction of new delivery methods
- Provide you with possible solutions and identify sources of additional guidance should you need it

Delivery methods will be deployed in a planned and structured way with regard for safety and health, proper use of equipment and security. It is crucial that delivery employees follow the prescribed methods and plans.

The expectation is that managers and CWU representatives will work together, listen to and engage people locally to resolve the personal challenges that new methods may bring.

Employee engagement is a key component of managing this cultural change. You can find engagement tools for every phase of the delivery revision on line (Appendix 1).

Throughout the delivery revision process (DRP) issues may arise. Please use this guide to help you resolve the most common issues.

If, exceptionally, further advice is required, please contact either the HR Service Centre (0845 6060603 or postline 5456 7100) or your manager.

This document has been designed to be regularly updated and jointly reviewed as more experience is captured from the Delivery Methods deployment programme.

## Gathering information to help you understand and resolve people issues

The introduction of new equipment and working practices will have an impact on delivery employees in a variety of ways, and people in your office will have different views on whether delivery methods are good for them or not. Storage of new equipment might displace some private cars from the car park, which may affect how people travel to work; new equipment will mean that people will no longer be able to use their private cars on delivery; and new equipment might mean changes to the way people perform their delivery.

During a revision, office base data and route data will be collected which will be used to construct routes and duties. In the same way, you will benefit from gathering key people-based data to help you to understand and manage the changes in line with the agreed revision process.

A survey within the delivery revision process will help data collection and allow peoples' views regarding the introduction of new delivery methods into the office to be documented. The best way to ensure the success of the survey is for the manager and the CWU rep encourage everyone to participate.

The survey captures, amongst other things:

1. Home addresses of employees
2. Current use of private cars on delivery
3. Current travel to work arrangements of employees
4. Any disability or other significant need of individuals
5. Whether individuals hold a driving licence
6. Whether individuals are willing to drive a Royal Mail vehicle

It will work best if returns are collected via a one-to-one session with each employee. One-to-ones should be a key component of the office engagement plan.

In addition to the people-based data collected in the survey, it will also be useful if you can find out some of the detail listed below:

7. Current availability of private parking at the office
8. Public transport arrangements to the office
9. Parking availability near to the office
10. Future availability of private parking on Royal Mail premises

The above information should allow you to develop a view of where the changes will affect each person, as well as informing discussions and planning for potential solutions.

The survey is contained within the communications pack available as part of the Delivery Methods Manager Guide. You can access this online in the Delivery Methods section of the delivery revision process.

## Allocating people to duties and equipment

The delivery revisions process will produce a new duty set with new routes, methods and equipment. The Way Forward Agreement (Appendix 2) explains how and when a re-pick of duties should be used (resourcing jobs during major change). Because a delivery method will be prescribed for each route in the office, for Delivery Methods revisions, re-picks assume greater significance. Re-picks give the opportunity for people to select a duty that uses the equipment they prefer.

The following headline principles should be applied to your re-pick (but for fuller guidance, consult the Delivery Methods Repick Guidance paper, available in phase four of the Delivery Revisions Process online:

1. Staff will need to be trained on the equipment they will be using
2. Duties should be divided between driving and non-driving duties
3. In line with existing guidelines seniority applies to duty allocation. The only exception to this will be where it has been agreed that there are personal circumstances that need to be taken into account. For example people with a disability need to be offered suitable duties. (See section 16.4 para 3 of Ways of Working within Way Forward Agreement and Section 2.2 in Resourcing Jobs as a result of Major Change)
4. Driving duties will be restricted to existing and volunteer new drivers and non-driving duties will be restricted to non-drivers
5. A driver is needed for every shared van pair. Only one non-driver can pick into a shared van duty pair
6. Non-driving shared van partners should be restricted to 50% or less of the total number of shared van partners. The exact ratio will be determined by you, but the balance you must strike is between creating a duty set:
  - a. With enough options to match your peoples' skills
  - b. With enough flexibility to give you adequate cover in cases of people failure and unplanned absence
7. The non-driving duties can be allocated to any of the shared vans, up to the agreed ratio
8. The cover and the leave reserve duties need to adequately cover the driving requirements of the shared van duty to ensure that the van can be taken out each day

You need to understand the driving requirements and be confident in having sufficient drivers at the planning stage

## Matching people to job requirements

The delivery revisions process defines the route, delivery method, and equipment for duties. Once a revision is deployed, employees will be trained to complete duties safely and securely. The delivery method will not be a case of personal choice or preference.

In some cases, existing employees may not welcome the change of equipment and method. Managers should understand the potential different reasons for this, as well as the best responses.

Good communication and training will minimise issues. Below are key principles to apply to the delivery revision:

- Communicate to employees as early as possible the likely equipment mix in the office resulting from the Delivery Methods revision
- Talk with employees about the benefits of this equipment to them: weight off the shoulder and better security; and stress the business rationale for introducing this equipment: a more efficient delivery operation which will enable investment in more suitable delivery equipment for our workforce
- Ensure that the right equipment is allocated to the right route
- Ensure that the deliveries are designed in accordance with the equipment planning principles. Well designed routes will minimise employees' resistance to change.
- Employee involvement in checking & planning deliveries is very important. An office re-pick will give employees the opportunity to pick into a duty. Since specific equipment will be attached to specific duties, this gives employees some degree of opportunity to pick the right equipment for them.
- After the revision is completed, one of your roles is to ensure that the prescribed delivery method for a route is continually used by the employee allocated to that route.
- Everyone who is expected to use specified equipment as part of their job must be given the appropriate training to do so. Further coaching and support should be available if required. If an individual is not using the equipment as required, you should, in the first instance, discuss the issue with them to establish why.

## Removal of support duties

A 'support' duty is defined as a duty which supports a walk-holder to complete their delivery. An example would be a driver who accelerates a postman / woman to delivery, replenishes them with mail and delivers their packets. The Delivery Methods revision will reduce the number of these support drivers by supplying equipment to the walk-holders which removes the need for acceleration to delivery, replenishment, and allows them to carry out their own packets.

Employees who perform this support activity will need to be included in the re-pick for the new duties.

You need to consider that some people may have driving allowances and these will be managed in line with MTSF 2. Appendix 3 (Managing the Surplus Framework 2 (MTSF 2) pay protection policy) gives more information.

## Dealing with drivers who invalidate themselves from driving

This is not a new problem for Royal Mail, but the increased numbers of vans in your operation may make the problems associated with this more acute. Guidance on how to deal with this situation will vary, depending on the nature of how the licence has been invalidated.

However, as a principle, all reasonable steps will be made to find alternative duties within the parent unit for people who can no longer perform a driving duty.

Licences may be invalidated for many reasons – common situations include:

1. **Alcohol & Drugs**
2. **Medical condition**
3. **Driving offences, e.g. civil speeding points.**

Cases can be complicated, and there will be situations which occur that are not covered in the list above. Contact the People Contact Services (0845 6060603, postline 5456 7100) for expert advice in these cases.

Appendix 6 provides the relevant policies and guidance related to the above (Alcohol/Drugs policy and Ill Health Severance, Conduct Code).

Line managers should have contingency arrangements in place in response to instances of people being unable to complete a driving duty on a given day. This may include:

- The partner taking on the driving responsibility
- Moving the invalidated person to a trolley route, with the person on the trolley route swapping to the van. NB. Both of the above solutions rely on people in the office being trained on multiple equipment types.
- Line managers should capture UK driving licence holders in the office through the People Survey.

## Shared vans: people conflicts

Shared van working is based on two employees sharing a vehicle to deliver the mail for two routes. This method will be new to many people, appealing to some, but possibly unattractive to some. Whilst we do not envisage this should be a common occurrence there is the potential for clashes of personality to arise and, these issues will have to be dealt with sensitively.

The best way of resolving these will be to talk with the individuals (separately if necessary) in an effort to get the bottom of the issue and find a mutually acceptable solution. In some cases it may have to be accepted that the only way forward is to find another pair who are willing to swap one person into a paired route.

## Leave arrangements

The transition to new delivery methods brings with it the need to think through your leave cover arrangements more carefully. The need to cover more van duties in the office, combined with possible instances where individuals retain a Royal Mail vehicle at home, will complicate the situation. Ultimately, it is the line manager's responsibility to ensure that there is a local agreed leave framework in place. Below are some basic principles, which you will want to consider:

- Training as many people as possible on as many methods as possible will give the DOM greater flexibility when it comes to covering leave
- Clear and comprehensive walk logs and frame guidance will make it easier for cover duties to step into a role. This is particularly important for shared van duties. See the Delivery Methods Georoute paper for guidance on how to do this
- Leave cover for shared van duties must ensure the van can go out every day
- Rest days and leave periods should be staggered so that covers and reserves are paired up with regular shared van duty holders, as far as it is practically possible.
- In the first year of the switch to new methods, the office is unlikely to have in place a leave set up which supports the new resource structure. The DOM will need to ensure that after the repick any gaps in the operation are understood. The DOM will need to have a plan in place to ensure that all duties and vans can be resourced for these periods. This will be discussed at weekly resourcing meetings.
- It may also be of use to group your drivers into pools to ensure that there are always sufficient drivers in the office

## Retained van recovery and leave

Vehicles which are retained overnight at an employee's home will need to be recovered for use in the operation in the event of that employee's absence from work. You will need to have a local framework in place to plan for this.

As a starting point, for every van which is retained overnight by employees off-site, document the recovery arrangements in the event of planned and unplanned leave. Below are some options which may be of use in the event of planned and unplanned absence.

### Unplanned absence

- A pre-agreed contingency driver would collect the vehicle on their way into the office. This person would live as close, as possible, to the person retaining the vehicle, or would pass their home en-route into work
- As a last resort, 2 drivers in a van would need to recover the vehicle during inward sortation

### Planned absence

For planned absence, managers would have a menu of options:

- The original retainer could take the vehicle home, with the same contingency arrangements applied as for unplanned absence
- The shared van partner could take the vehicle home if they were due in the next day (subject to security arrangements being checked at their home)
- If neither of the shared van pair were in the next day due to rest days (an arrangement best avoided for the reasons outlined above), then the van could be returned to office for retention by another individual

A suggested contingency control sheet is included in Appendix 7.

In support of the practical arrangements, there must be an effective engagement approach with employees up front about this way of working. A specific WTL&L brief in the Delivery Revision Process is available for use with employees interested in this arrangement. The purpose of this brief is to ensure that employees understand their obligations to the business and their colleagues when retaining Royal Mail vehicles at home overnight.

## Shared vans: vehicle accountability

### Principles of Shared Van working

- Typically one of the shared van pair is nominated as the driver each day to minimize inefficiency as a result of driver changes during the duty
- A set of keys may be held by both OPGs within the pair

### Driver Responsibility

While using shared vans, drivers must follow instructions (contained in the Overnight Retention of Vehicles policy, located on the 6 phase intranet site) by completing the logbook as described. Under Section 172 of the Road Traffic Act 1988 Royal Mail has a legal obligation to provide, when required, details on the identity of any driver using a vehicle at a particular time. In order to fulfil this obligation, the Vehicle Condition & Mileage Logbook (the logbook) will be used as the primary day-to-day control record.

For the purposes of the Road Traffic Act 1988, the driver whose name is last recorded in the logbook will be considered responsible for the roadworthiness and security of the vehicle until responsibility is transferred to the next driver by signature in the logbook. Only the driver whose name is recorded in the logbook may drive the vehicle until responsibility is transferred. Subsequent drivers must carry out at least a “duty” level (roadworthiness) vehicle check before driving and the vehicle logbook must be completed in line with the example used in the Overnight Retention of Vehicles Policy, located in the 6 phase intranet site).

Drivers must be able to provide a detailed and accurate record of vehicle transfer between themselves and another driver/s via the logbook.

It is a very serious offence to drive a vehicle without the appropriate driving licence and necessary permission. Any breach of this condition will be treated under the Royal Mail Conduct Code.

### Key Holders

Shared van working will work best if both employees sharing the vehicle have key access to the mail compartment so as to minimize waiting time at the van.

Key control processes therefore need to be communicated to employees, and managed, more effectively than ever before.

All sets of vehicle keys must be signed for, i.e.: where two sets of keys are used on a shared van duty then both OPGs must sign separately for each set. The person signing for keys will be considered responsible for their security until responsibility is transferred and details have been recorded on the local office key control record.

Managers must periodically confirm availability of all sets of keys issued for any shared vehicle under their control. Checks should be carried out at the same time as licence checks are conducted (whether the subsequent key holder has a driving licence or not).

When not in use, all vehicle keys must be kept on the person at all times - they must never be left in the vehicle or in any delivery trolley or delivery pouch.

Responsibility for the security of any mail left on board a vehicle which is unattended will be shared jointly between any key holders working from the vehicle. Mail left in unattended vehicles must always be secured within the load area.

Failure to adhere to these principles may lead to disciplinary action being taken under the Conduct Code and could result in dismissal.

## Allocating employees to vehicles to be retained overnight

In a small number of instances, the only way offices will be able to accommodate the additional vehicles needed to cover the operation is for some employees to retain the vehicles at home overnight. This will be done on a voluntary basis.

This arrangement can be of benefit to the office and the individual and there is no tax liability for either provided that the terms and conditions of the policy are signed up to by both parties.

Retention of vans at home by employees requires considerable fleet management responsibility by the DOM, and security checks of the parking arrangements at the individual's home (the Overnight Retention of Vehicles Policy provides guidance). The policy should only be used in instances where parking at the Delivery Office cannot accommodate all of the operational vehicles. Before applying the policy, a DOM should look to make best use of existing space on site by exploring some of the following options:

- Tidying up
- Removal of redundant bike sheds
- Removal of unnecessary skips & storage
- Remarking and development of parking plan
- Restricting parking of employees cars on site where there are reasonable alternatives

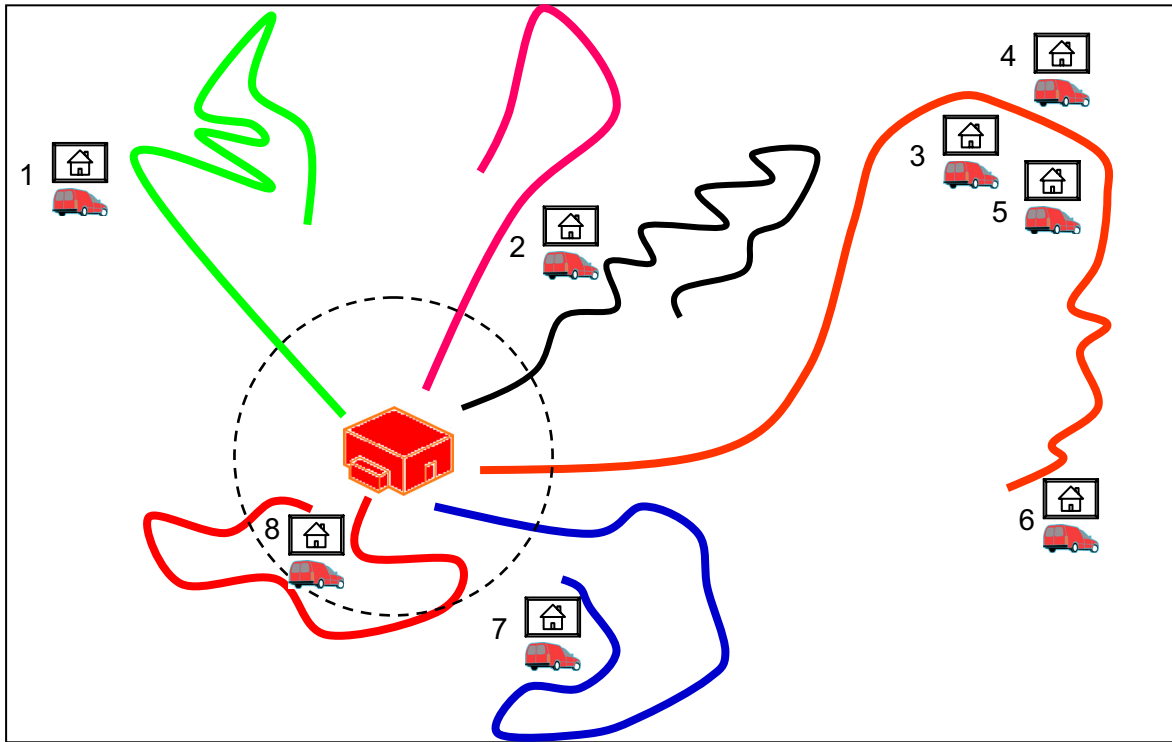
Staff would need to volunteer for this arrangement and sign up to the associated terms and conditions. It may be possible that more employees volunteer to take vans home than are needed for the operation to run. You may need to consider sharing the benefits of vans retained amongst a number of employees. This may assist and give some incentive to employees being available to return vans to the office in cases of unplanned absence

DOMs will need to allocate the vans to be retained at home amongst the employees, ensuring that arrangements are in place so that the van can be parked off site every night (see the "Shared Vans: leave arrangements" section)

You will also need to ensure that the employees are able to park the vehicle near to the office during the indoor element of their duty.

In the example below the office has six new van routes, but on-site parking for another four vehicles only. In order to accommodate the two further vehicles it therefore asks employees for volunteers who will be willing to retain vehicles overnight at their private homes. Eight volunteers come forward. The potential overnight location points have been plotted below in relation to the routes; their distance from the delivery office can also be plotted.

The optimum locations for overnight parking of the 2 vehicles are at 7 & 8 because these minimise travel costs to the office.



## Staff no longer able to park private cars on site

Introducing new delivery methods is likely to increase the number of Royal Mail vehicles which need to be parked on-site. This might result in the displacement of employees' cars from Royal Mail parking spaces. It is important to remember that - whilst there is no contractual obligation (or any policy or guidelines) to provide employees parking for private vehicles - for some this will be an unwelcome change and will need addressing. Local public transport services may not provide a viable alternative, and in some town centres there may not be any alternative parking within a reasonable distance.

In instances where employees' cars are displaced, possible solutions to explore are:

1. The potential for people to car share with other delivery employees
2. The potential of free off-site parking close to the delivery office (many Mail Centre employees walk over 200 yards from the car park to their signing on point).
3. The possibility of public transport to get to work
4. The possibility of hiring a brand new cycle from Royal Mail's 'Cycles 2 Work' scheme. This scheme provides you with a new cycle and cycling safety equipment. Providing the main use of the bicycle is for commuting to and from work you will incur no income tax or national insurance on the benefit (Appendix 4 gives details on how to apply)
5. The possibility of a colleague who retains a Royal Mail vehicle at home overnight collecting them on the way into work
6. The possibility of offering overnight retention of a Royal Mail vehicle (subject to conditions with in the Overnight Retention of vehicle Policy being met) to a wider group of employees.
7. If arrangements cannot be made to secure free off-site parking locally to the office, then the possibility of using a crew bus for shuttling employees to and from designated pick up points could be considered.

## Appendix I

You should survey your employees to capture key data from them which will enable you to understand their views regarding the change, and any practical concerns you may need to resolve. You can find this survey, together with a wealth of other engagement material on the delivery revision process site on the Royal Mail Intranet

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Royal Mail Information

# Fatigue study for deliveries with stairs

9<sup>th</sup> July 2010

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## Change History

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# Summary

A study to understand the physical demands of longer delivery spans in areas with flats and tenement buildings with high numbers of steps was requested by Charles Weston, Collections & Delivery Programmes Manager, Scotland, to assist in decisions to be made for delivery revisions.

The objective of the study was to recommend maximum delivery spans for deliveries involving climbing high numbers of steps, without causing the development of excessive fatigue or creating an excessive risk of musculoskeletal disorders.

The study was carried out at Glasgow G11/12 and Dundee Central Delivery offices. There were 22 participants altogether, three of these were women. The routes included pouch on shoulder, eHCT, HCT and shared vehicle delivery methods.

The deliveries were evaluated using measurement of subjective fatigue and discomfort levels, heart rate monitoring, observation and discussion. The times taken to complete the routes were compared to Pegasus estimates.

The deliveries monitored in Dundee and Glasgow have shown higher levels of subjective fatigue and discomfort than recorded in previous studies in Royal Mail. The peak and average heart rates are also higher, with an overall average during the delivery of 112 beats/min. Almost 40% of participants delivering in areas with tenements had heart rates above acceptable levels for working during a 4 hour period. Most, but not all, of the individuals exceeding recommended work rates completed their deliveries quicker than predicted by Pegasus, others worked close to recommended maximum workloads despite taking longer to complete their deliveries than predicted.

Neither office had canteen facilities, both had self messing facilities and vending machines. Taking breaks was not enforced. The majority of staff did not appear to take a break before going out on delivery and few of the participants took a break during the delivery either. This is likely to have contributed to fatigue.

19<sup>th</sup> Century four and five storey tenement blocks are the most physically demanding type of building to deliver to due to the high ceilings and the dense concentration of the dwellings. Three storey, modern tenements and tenements with shops on the ground floor are significantly less demanding and flats with lifts have similar physical demands to delivering to ground floor dwellings. In addition 19<sup>th</sup> century tenements don't have lifts, rarely have ground floor posting boxes and frequently have worn and dimly lit staircases.

An analysis of health data over a two year period for offices with and without tenements showed that although overall there was a lower number of individuals taking sick leave and less days lost for musculoskeletal disorders in areas with tenements than without, there was an increase in sick leave as a result of knee and leg problems in areas with tenements. Seven of the participants had suffered from knee or ankle problems that they attributed to stairs. Three of these found that their symptoms improved with the introduction of the new delivery methods allowing them to carry lighter weights, two improved when they were transferred to deliveries with fewer stairs.

Areas with high proportions of tenements by their nature are relatively compact and lend themselves to a park and loop approach with a van or secure trolley. Use of a light weight delivery trolley in these areas is not likely to be suitable because it would be necessary to take the trolley in through the front door at each property, which would be awkward, in addition many of the 19<sup>th</sup> century tenements have several steps up to the front doors and modern developments often have different exits to the entrance.

Very few of the 19 century tenements have ground floor posting boxes. Their introduction would greatly reduce the physical workload for these walks and would be welcomed by the postmen/women provided:-

- The workload took into account posting into several boxes rather than a single delivery point
- The workload took into account the need to climb the stairs to deliver packets and collect signatures
- The boxes were an adequate size and design to accommodate C4 letters and small packets
- The security of the mail was adequate

## Summary of recommendations

- Delivery spans for deliveries with a high proportion of “old style tenements” should not be extended beyond 3:30 hrs.
- The potential to mitigate the impact on delivery span through a reduction in walk speed or the addition of a stair climbing allowance should be investigated as an alternative solution when planning deliveries with old style tenements.
- Where possible areas with high proportions of stairs should be split between staff; this is likely to be easier to achieve with shared vehicle deliveries than with traditional delivery methods.
- New delivery methods should be introduced in order to reduce the weights carried; shared vehicles with light pouches, no heavier than 5kg, individual bundles or secure trolleys are the most suitable options.
- For shared vehicle deliveries ideally individuals should choose to work together or their capability should be matched to ensure that one individual does not feel under pressure to work faster to keep up with the other.
- Where a break is scheduled before delivery, managers should ensure that this is taken prior to leaving the office.
- Managers should ensure that staff are properly briefed on the importance of eating snacks and drinking fluids during their deliveries. Due to the high effort levels it is particularly important to drink during warm or hot weather to prevent dehydration.
- In the long term efforts should be made to introduce ground floor posting boxes in tenement buildings.
- Delivery staff should wear shoes with good shock absorption cushioning to reduce the impact forces when descending stairs.
- Where the number of steps cannot be reduced individuals should be given guidance about the number of steps on routes before choosing walks so that they can consider their capability for the high physical demands of stair climbing. New delivery staff and those returning to work after illness or injury are likely to require a period of acclimatisation.
- A long term health and fatigue study should be carried out in areas with high proportions of tenements. Musculoskeletal disorders should be monitored over a broader sample of offices to incorporate all offices with a high proportion of tenements.

# 1 Introduction

A study to understand the physical demands of longer delivery spans in areas with flats and tenement buildings with high numbers of steps was requested by Charles Weston, Collections & Delivery Programmes Manager, Scotland, to assist in decisions to be made for delivery revisions.

The objective of the study was to recommend maximum delivery spans for deliveries involving climbing high numbers of steps, without causing the development of excessive fatigue or creating an excessive risk of musculoskeletal disorders. The study was carried out in the spring of 2010 at Glasgow 11/12 and Dundee Central delivery offices.

## 2 Method

The evaluation included:-

- Analysis of health data relating to musculoskeletal injuries from the HR Database
- Field study

The field study took place during March and April at Glasgow 11/12 and Dundee Central delivery offices. Data were collected Wednesday and Thursday of the study week at each site following a briefing and practice day on Tuesday.

Pegasus timings and printouts for the routes were provided by the Delivery Deployment Team.

The following data was collected:-

- Monitoring heart rate throughout the delivery and for part of delivery preparation to determine energy expenditure
- Time taken to complete the delivery was compared to the Pegasus workload and traffic measures
- Subjective measures of fatigue including discomfort assessment, fatigue scores and views of walk-holders.
- Personal details of participants (age; sex; fitness; health, injuries)
- Participants were accompanied on a sample of the routes to develop a first hand understanding of the deliveries. Photographs and timings were recorded.

## 3 Health data

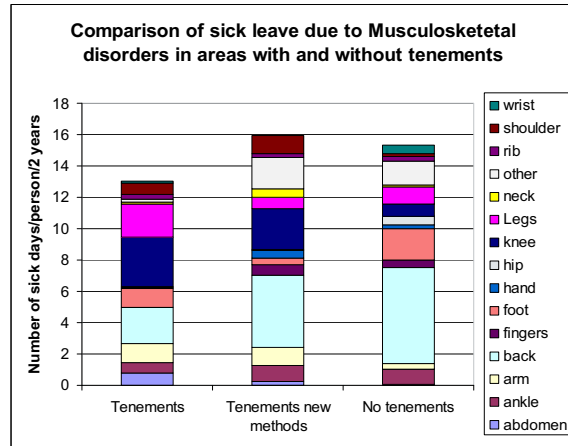
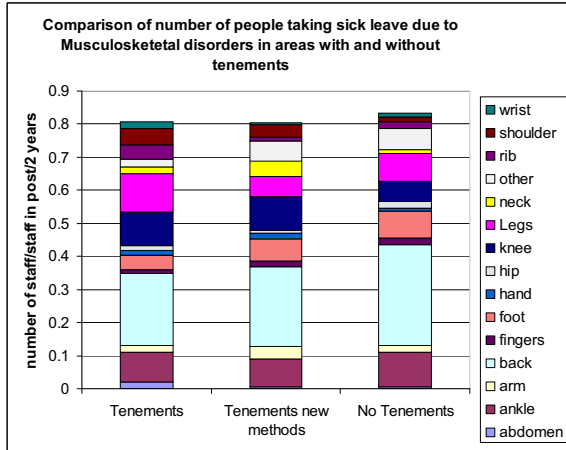
Sick absence data for Scotland for the past two financial years was provided by the Human Resources team in Glasgow. The data was analysed to identify sick absence as a result of musculoskeletal disorders in seven offices representing:-

- areas with high proportions of tenements and pouch on the shoulder walks;
- high proportions of tenements and new delivery methods
- low proportions of tenements.

The offices were Edinburgh Leith, Edinburgh East Central, Glasgow 11/12 (pouch on the shoulder), Dundee Central and Edinburgh West (new delivery methods) and Livingston and Prestonpans (few tenements). This gave a total number of staff in post of 206 in tenements with current delivery methods,

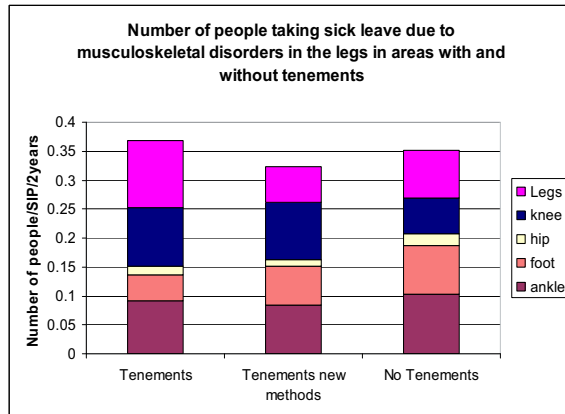
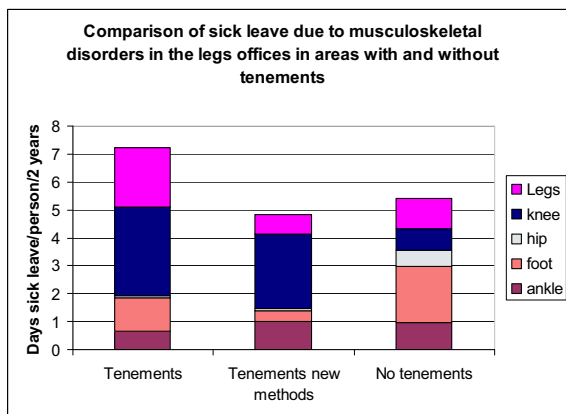
179 with tenements who changed to new delivery methods 9 or 13 months before the end of the period and 145 in areas without tenements

The results showed that overall there were fewer sick days and slightly fewer people taking time off due to musculoskeletal disorders in offices with tenements than without. This was largely due to a reduction in the time taken off for back problems. The offices where new delivery methods had been implemented did not show lower levels of sick leave than offices with pouches on the shoulder, and the sick rate did not reduce when new delivery methods were introduced. The results are summarised in Graphs 1& 2.



Graphs 1& 2 comparison of the number of people and number of sick days for deliveries in areas with and without tenements

Comparing only sick leave resulting from lower limb disorders, as would be expected, more problems were reported in areas with tenements than without, and the levels were lower in offices with the new delivery methods. Knee problems, in particular were higher in areas with tenements. See Graphs 3 & 4. The numbers in this study are relatively small and so it is recommended that this study is extended to include more offices.



Graphs 3 & 4 Comparison of the number of people and number of days sick leave due to musculoskeletal disorders in the legs in areas with and without tenements

# 4 Findings of field study

## 4.1 Types of building

### 4.1.1 Old tenements

Glasgow, Edinburgh and Dundee all have high concentrations of tenement buildings (often called “closes”) built during a time of industrial growth in the late 19<sup>th</sup> century. Typically these buildings are terraces with four floors, (sometimes three or five), and extend the length of the street. There are normally two flats on each floor, with end terrace properties often having three flats per floor, and a few only having one.



Tenements in Glasgow

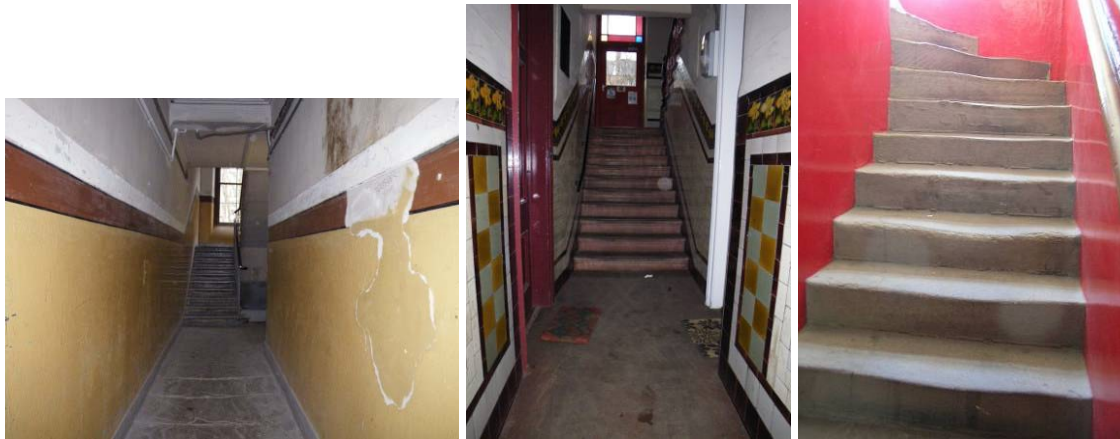


Tenements in Dundee

They typically have concrete stairways with 21 or 22 steps between each floor. Stairways vary from well maintained and bright, to dim, dirty and uncared for with worn stairs, discarded needles were reported to have been found in some stairways.



Stairways in typical tenement buildings



Halls and stairways

Very few of the buildings have letter boxes in the exterior front door or internal boxes on the ground floor.



Rare examples of letter boxes in the front doors, (unfortunately at low heights)

The buildings all have controlled entry using buzzers beside the external door, some have a trade button which allows entry before a certain time, in other cases it is necessary for the postman/woman to ring all of the bells to be let in, or to carry an entry key

In some areas the ground floor is occupied by shops. Some of the upper floors are used for housing, others are used by the businesses operating below.



## Tenements with shops below

### 4.1.2 Modern tenements

Like the older tenement buildings the modern buildings (built in the last 50 years) tend to have only two or three residences on each floor and no lifts. They have a much greater variation in style and concentration than the older buildings and are often arranged in individual blocks rather than terraces.



Examples of modern tenements

Typically the ceilings are lower than in the older buildings resulting in 14 – 17 steps between each floor compared to 21 – 22. Exceptions to this are converted industrial buildings which tend to have the same height between floors as the older tenements. The stairways tend to be in better condition and have better lighting than the older buildings. More of the modern tenements have letter boxes downstairs, occasionally there is a single shared letter box through the front door, more commonly individual boxes in the hall.

### 4.1.3 Blocks of flats

These differ from the tenement buildings by having more dwellings on each floor, normally 5 – 20+. Most have lifts which allow the postman/woman to go up in the lift and walk down the stairs.



Blocks of flats

Inside the blocks of flats the postman/woman can walk along level landings or around foyers to the front doors and then descend to the next level.

Stairways normally have around 14 steps split into two or more levels with 5 – 9 steps on each level. Although the stairways were even and not particularly worn, excrement and discarded needles were found in some of the less desirable blocks.

The main building type judged to pose a risk of fatigue to delivery people is the “old style tenement” where these appear in concentrated numbers on any one route. This report’s recommendations therefore focus on this building type, but also apply to more modern blocks with a similar design, with no lift or ground floor posting box.

## 4.2 Delivery routes, methods and participants

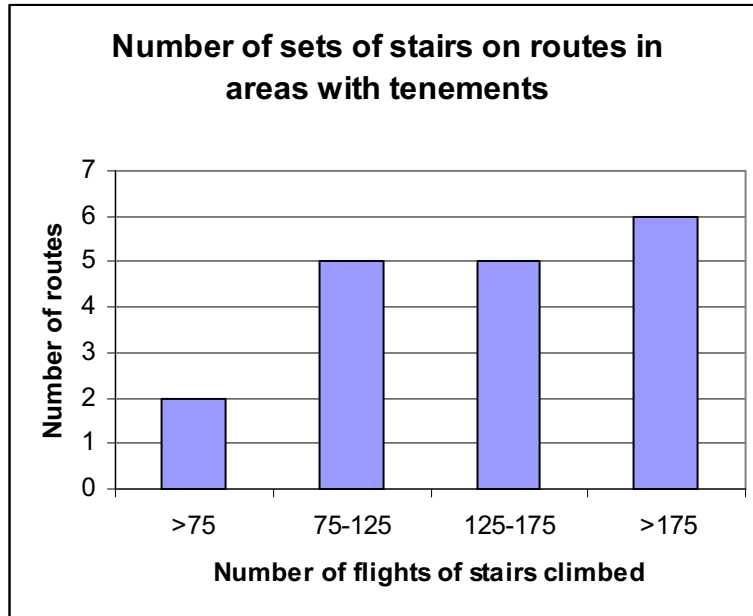
There were 7 participants in Glasgow 11/12 and 15 participants in Dundee. The age range was 21 – 61 years with an average of 42. All had at least 3 years of service in Royal Mail Deliveries, with an average of 8 years in Glasgow and 14.5 years in Dundee. The maximum service in Glasgow was 13 years and 36 years in Dundee. Three women participated at Dundee, the other participants were all male.

All of the deliveries in Glasgow were carried out as pouch on the shoulder walks with travel out methods including walking, public transport and private cars. At Dundee new delivery methods were introduced in January 2009 and so the walks were carried out using HCT, eHCT or shared vehicles.

In Glasgow the actual delivery spans, excluding travel, varied from 3:08 – 4:09 hours with an average of 3:41 hours. The predicted delivery spans from Pegasus were 3:07 – 4:10 hours, with an average of 3:41. However, five of the deliveries recorded were carried out more quickly than planned and five took longer. Deliveries on average were 6 mins quicker on Wednesday than Thursday.

In Dundee the actual delivery spans, excluding travel, varied from 2:42 – 4:21 hours with an average of 3:34. The predicted delivery spans from Pegasus were 2:32 – 4:35 hours, with an average of 3:34. Ten of the deliveries recorded were carried out more quickly than planned and twelve took longer. Deliveries on average were 17 mins quicker on Wednesday than Thursday. The traffic figures on the days of the study were typical of those normally expected for those days.

The number of flights of stairs that had to be climbed (excluding stairs where there was a lift) on the walks in Glasgow had a range of 118 to 222 and an average of 160. At Dundee the range excluding Newport was from 9 – 197 with an average of 109. This equates to an average of approximately 53 tenement buildings in Glasgow and 36 in Dundee. The breakdown is shown in Graph 5.



Graph 5: Number of flights of stairs climbed on routes in areas with tenements

Average mail weight for Dundee was 53kg, at Glasgow it was 45kg. In Glasgow the average pouch weight was 7.5 kg with a maximum of 14kg and a minimum 2.5kg. Although these pouch weights were lighter than previously measured on delivery studies in Royal Mail only around 25% of the pouches were at or below the recommended weight of 5kg for carrying on stairs. In Dundee participants normally carried either individual bundles or very light pouches containing not more than two bundles.

Two participants in Glasgow and five in Dundee had suffered from knee or ankle injuries that they attributed to climbing stairs. Two improved when they moved to a delivery with less stairs. Several noted that they frequently tripped, stumbled or stubbed their toes on the stairs, these incidents were considered “part and parcel of the work”. Three participants were observed stumbling on stairs when accompanied on the walks, in all cases this was on the lower part of the stairs in dimly lit hallways when coming in from bright daylight outside.

## 4.3 Heart rate data

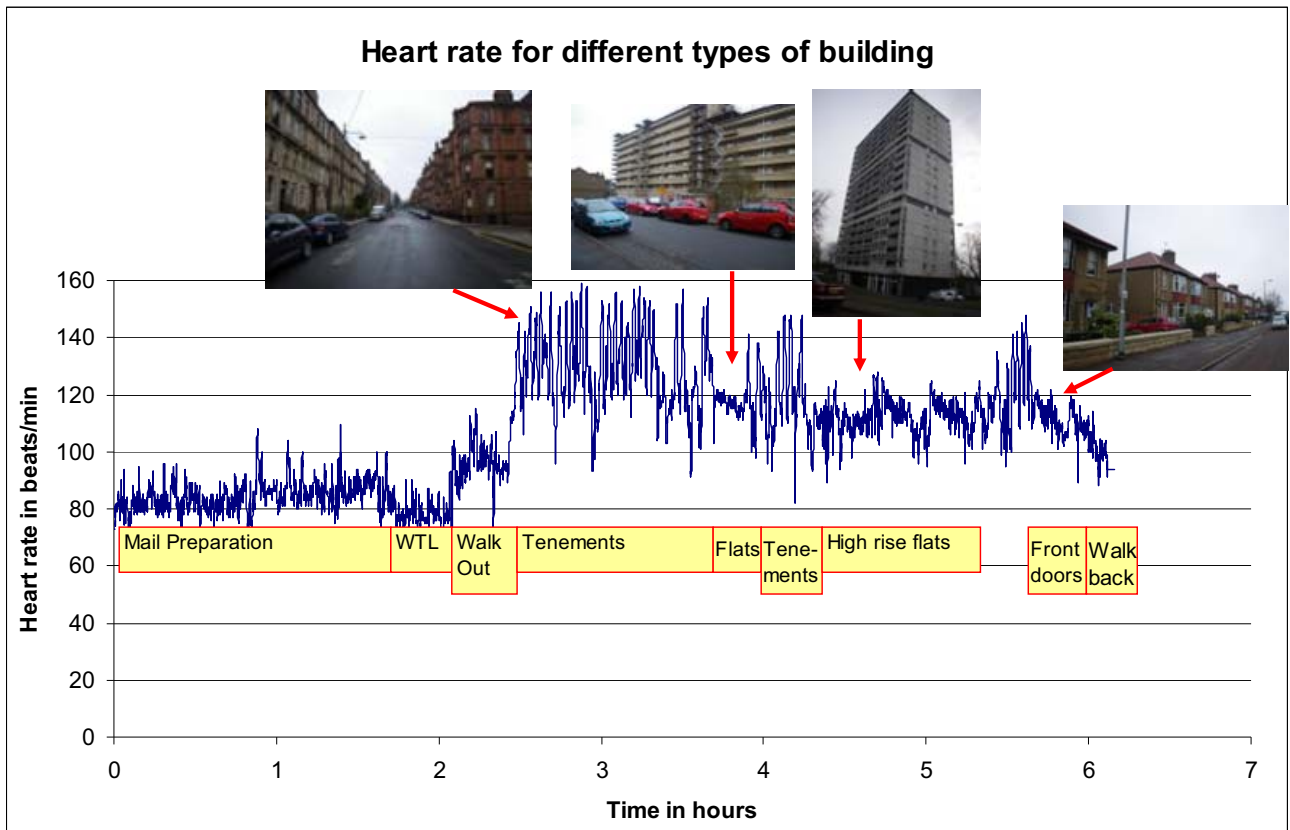
The average heart rate across the whole group during the delivery was 112 beats/min. This is higher than recorded previously in similar studies. During the TDS pilot sites the overall average heart rates for half of the offices was between 100 and 110 beats/min, the other half had average heart rates of less than 100 beats/min.

Almost all of the shared vehicles were used in the Newport area of Dundee that was steep with steps up to houses but few tenements/flats. Only one of the participants using shared vehicles in this area exceeded 40% of their heart rate reserve and had an average heart rate above 120 beat/min. The results are summarised in Table 2.

Delivery Method	Average heart rate beats/min	Maximum Heart rate Beats/min	% of traces with average above 120 beats/min	% of traces above 40% of heart rate reserve	Number of traces
Delivery pouch on shoulder	Avg 114 Range 105-123	Avg 153 Range 134-163	33	41	12
eHCT	Avg 119 Range 108-130	Avg 151 Range 140-161	40	40	5
HCT	Avg 112 Range 108-128	Avg 152 Range 142-163	40	20	5
Shared van	Avg 106 Range 79 - 123	Avg 137 Range 117-157	16	8	12

**Table 2: Summary of heart rate data**

For individuals there was a noticeable difference in their heart rate traces depending upon the type of property that they were delivering to. Each tenement building typically showed as a spike on the trace with the maximum heart rate depending upon the number of floors climbed. Maximum heart rates for deliveries with four floor tenements blocks were typically around 150 beats/min. For individuals who had long enough consistent sections of different building types heart rates were determined for each type. This showed that typically, compared to 4 storey tenements average heart rates for a mixture of shops and tenements above or 3 storey tenements were 10-15 beats/min lower. Similarly for flats with lifts, boxes downstairs or “front doors” average heart rates were 20-30 beats/min lower. This is illustrated on the heart rate trace below in Graph 7.



Graph 7: Heart rate for different building types

## 4.4 Discomfort and fatigue

The data has been analysed to show the relative discomfort measures for the different delivery methods and number of steps on the routes, breaking the data down in this way means that in most cases there are only around 5 participants in each group and so individual variation may influence the results.

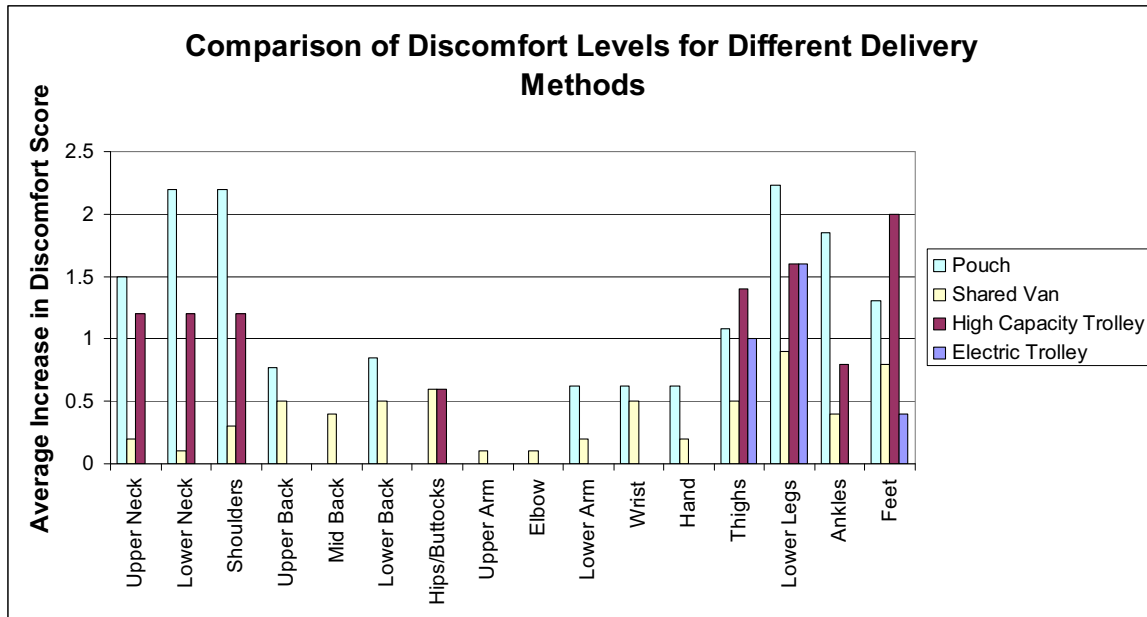
Participants recorded discomfort levels before and at the end of their delivery on body map diagrams (see Appendix 2) with any aches or pains reported on a five point scale with the following anchors:

- 1 = Just noticeable [discomfort]
- 3 = Moderate [discomfort]
- 5 = Extreme [discomfort]

The scores have been analysed according to equipment type, as there are only around 5 participants in each group individual variations will influence the patterns. Overall the discomfort scores reported in the upper body and legs are higher than reported in previous studies in Royal Mail. The discomfort reported was highest for the pouch on the shoulder walks, notably in the shoulders, neck, back and legs, this is despite pouch weights generally being relatively low compared to previous studies, (max 14kg, average 7.5kg). The legs and feet were the highest areas of discomfort for the other delivery methods. The results are shown in Graph 9.

Participants in Dundee commented that the introduction of the new delivery methods had reduced their aches and pains. In general participants carried no more than two bundles at a time, preferring to loop

back to their van or trolley than to carry more on the stairs. Participants carried single bundles whenever practical.

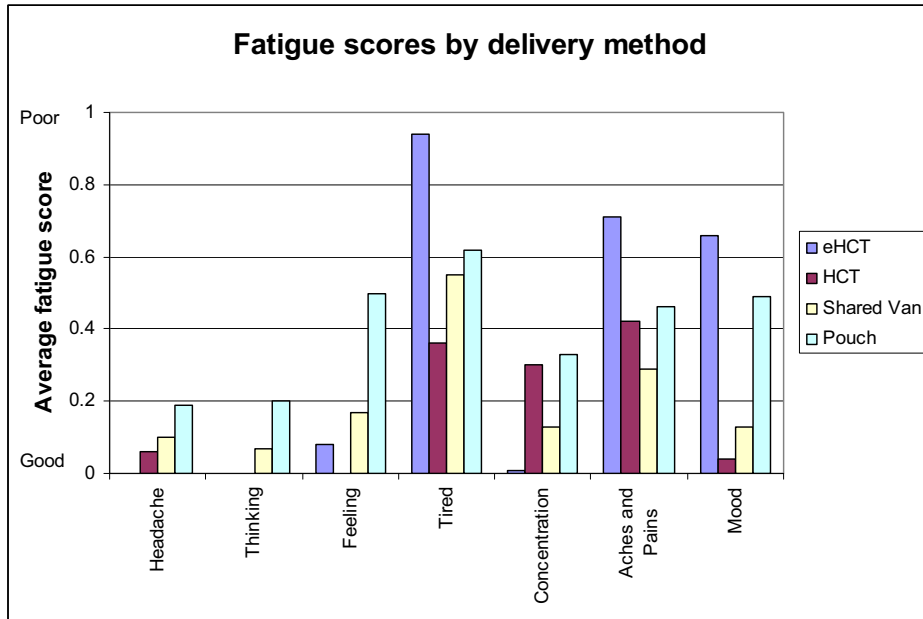


Graph 9: Reported discomfort for different delivery methods

Average discomfort scores were also compared for the legs in relation to the number of stairs climbed on the route. This showed that discomfort levels in the legs are generally high for deliveries with more than 75 sets of stairs and are lower for deliveries in steep areas and those with less than 75 sets of stairs.

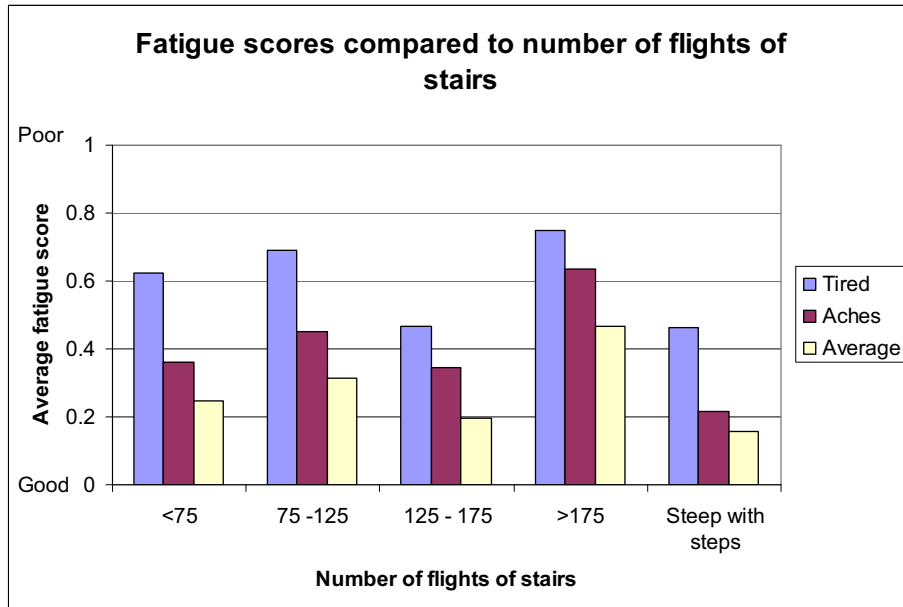
Fatigue scores were taken at the end of the delivery. Participants marked a point on a line to represent how they felt for a number of symptoms likely to occur as a result of fatigue, for example: *headache, ability to think, feeling good/bad, tiredness, ability to concentrate, aches and pains* and general *mood* (positive/negative feelings). The scores are expressed on a scale of 0 to 1, where 0 represents no symptoms and 1 represents the worst fatigue score e.g. *tired* or *severe aches and pains*.

The reported levels of fatigue were higher than recorded in previous studies carried out on Royal Mail deliveries. The tiredness scores and aches and pains scores were highest for the eHCT, in contrast to the discomfort scores which apart from the thighs and lower legs were relatively low. They also had the highest score for negative mood. These deliveries appeared to be perceived as the hardest routes in the Dundee due to the high concentration of four floor 19<sup>th</sup> century tenements on these walks. Overall the fatigue scores were highest for the delivery pouch walks with all aspects of fatigue being given relatively high scores. The results are shown on Graph 11.



Graph 11: Fatigue scores by delivery method

The fatigue scores for tiredness and aches and pains were compared to the number of steps on the route. The highest fatigue was reported for deliveries with more than 175 flights of stairs. The scores were lowest for the shared van deliveries, which were mainly in areas with steep ground but few tenements. The results are displayed in Graph 12.



Graph 12: Fatigue scores in relation to the number of flights of stairs

## 4.5 Breaks

None of the participants at Glasgow took a break before they went out on delivery, only one took a break (of 10 mins) during the delivery. At Dundee six (of 15) participants took a break before going out on delivery, only two took a break whilst out on delivery of around 10 mins, several others paused for a few

minutes for a cigarette. Several took breaks either back at the delivery office, or at their alternative finishing point prior to returning home. Three of the shared vehicle delivery participants had one or more enforced breaks of 10 or more minutes whilst waiting for the other postman/woman to return.

Neither delivery office had a canteen, both had self messing facilities, vending machines and an area of seating with a television. Few of the staff appeared to sit in the rest area or take formal breaks, although a number did eat snacks or drink at their frames during prep.

## 5 Conclusions

“Old style tenements” (19<sup>th</sup> Century four and five storey blocks) are the most physically demanding to deliver to due to the high ceilings and the dense concentration of dwellings. Three storey, modern tenements and tenements with shops on the ground floor are significantly less demanding, and flats with lifts have similar physical demands to delivering to ground floor dwellings. In addition 19<sup>th</sup> century tenements don't have lifts, rarely have ground floor posting boxes and frequently have worn and dimly lit staircases.

The deliveries monitored in Dundee and Glasgow have shown higher levels of subjective fatigue and discomfort than recorded in previous studies in Royal Mail. The peak and average heart rates were also higher, with an overall average during the delivery of 112 beats/min. Almost 40% of participants delivering in areas with tenements had heart rates above acceptable levels for working during a 4 hour period. Most, but not all, of the individuals exceeding recommended heart rates completed their deliveries quicker than predicted by Pegasus, others worked close to recommended maximum workloads despite taking longer to complete their deliveries than predicted.

Neither office had canteen facilities, both had self messing facilities and vending machines. Taking breaks was not enforced. The majority of staff did not appear to take a break before going out on delivery and few of the participants took a break during the delivery either. This is likely to have contributed to fatigue.

The analysis of health data over a two year period for offices with and without tenements showed that there was a lower level of sick absence for musculoskeletal problems overall for areas with tenements but a higher level of sick leave as a result of knee and leg problems. Seven of the participants in the study had suffered from knee or ankle problems that they attributed to stairs. Three of these found that their symptoms improved with the introduction of new delivery methods allowing them to carry lighter weights. Two improved when they were transferred to deliveries with fewer stairs. One was waiting for an operation on his toe after stubbing it on a step.

Areas with high proportions of tenements by their nature are relatively compact and lend themselves to a park and loop approach with a van or secure trolley. Use of a light weight delivery trolley in these areas is not likely to be suitable because it would be necessary to take the trolley in through the front door at each property, which would be awkward. In addition many of the 19<sup>th</sup> century tenements have several steps up to the front doors and modern developments often have different exits to the entrance.

Very few of the 19<sup>th</sup> century tenements have ground floor posting boxes. Their introduction would greatly reduce the physical workload for these walks and will be welcomed by the postmen/women provided:-

- The workload takes into account posting into several boxes rather than a single delivery point
- The workload takes into account the need climb the stairs to deliver packets and collect signatures
- The boxes are an adequate size and design to accommodate C4 letters and small packets

- The boxes are at a convenient height
- The security of the mail is adequate

## 5.1 Recommendations

- Delivery spans for deliveries with a high proportion of “old style tenements” should not be extended beyond 3:30 hrs.
- The potential to mitigate the impact on delivery span through a reduction in walk speed or the addition of a stair climbing allowance should be investigated as an alternative solution when planning deliveries with old style tenements.
- Where possible areas with high proportions of stairs should be split between staff; this is likely to be easier to achieve with shared vehicle deliveries than with traditional delivery methods.
- New delivery methods should be introduced in order to reduce the weights carried; shared vehicles with light pouches, no heavier than 5kg, individual bundles or secure trolleys are the most suitable options.
- For shared vehicle deliveries ideally individuals should choose to work together or their capability should be matched to ensure that one individual does not feel under pressure to work faster to keep up with the other.
- Where a break is scheduled before delivery, managers should ensure that this is taken prior to leaving the office.
- Managers should ensure that staff are properly briefed on the importance of eating snacks and drinking fluids during their deliveries. Due to the high effort levels it is particularly important to drink during warm or hot weather to prevent dehydration.
- In the long term efforts should be made to introduce ground floor posting boxes in tenement buildings.
- Delivery staff should wear shoes with good shock absorption cushioning to reduce the impact forces when descending stairs.
- Where the number of steps cannot be reduced individuals should be given guidance about the number of steps on routes before choosing walks so that they can consider their capability for the high physical demands of stair climbing. New delivery staff and those returning to work after illness or injury are likely to require a period of acclimatisation.
- A long term health and fatigue study should be carried out in areas with high proportions of tenements. Musculoskeletal disorders should be monitored over a broader sample of offices to incorporate all offices with a high proportion of tenements.

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# Menu of Duty Options

Version 1.0

27 May 2010

## **Purpose**

This document is intended to provide some examples of new and innovative attendance patterns to achieve at least 1 in 4 Saturday's off work for the majority of employees in line with the 2010 Business Transformation agreement. These examples are not exhaustive and others may be developed locally that meet the objectives contained within the agreement. Full details can be found on pages 24 and 25 of the Business Transformation Agreement 2010 and beyond.

## **Some Examples to achieve at least 1 in 4 Saturdays off**

Here are a number of examples of how at least one Saturday off in four can be achieved. The suitability of each of these options will vary from one unit to another.

- 9 day fortnights, 1 in 4 Saturdays off several variations of this
- 9 day fortnight, 2 in 4 Saturdays off, with weekend part time colleagues
- 2 in 6 rotating day off supported by Saturday part time colleagues
- 4 day weeks on 3 week rotation
- 2 week rotate, 1 in 2 Saturdays off, weekend part time colleagues
- Collapsing bulk routes on a Saturday

The availability of each of these options shown in this menu will depend on local circumstances. There will no doubt be a mixture of options to achieve the objectives of the agreement and this will vary from unit to unit. No one size fits all. Also within the process of the duty revision negotiations spans must be looked at in the context of an enabler rather than as a fixed amount of time to be aimed at. Generally as the working day increases then the delivery span will increase consistent with the units mail arrival pattern and delivery specification.

Units are also encouraged to develop more innovative and imaginative attendance patterns fully utilising the available workload, and any options that deliver the requirements of the 2010 Business Transformation Agreement.

## Example 1: 9 Day Fortnights (6 + 3)

The first example below illustrates how one Saturday off in every four weeks worked can be achieved. This involves working 9 days then taking the next 6 days off (7 including Sundays). For this solution to work it requires 4 people for every 3 routes working 8 hours 40 minutes each day (equivalent to a 39 hour week).

A normal 5 day attendance pattern would provide 8 days off over 4 weeks (20 days worked). This pattern gives 10 days off over same period (18 days worked). Taking 4 weeks leave into consideration the normal attendance pattern equates to 240 days worked per year = 125 days off. Of this 12 days are Saturdays.

### Duty 1

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.40	8.40	8.40	8.40	8.40	8.40	52:00
2	8.40	8.40	8.40				26:00
3				8.40	8.40	8.40	26:00
4	8.40	8.40	8.40	8.40	8.40	8.40	52:00
							156

### Duty 2

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1				8.40	8.40	8.40	26:00
2	8.40	8.40	8.40	8.40	8.40	8.40	52:00
3	8.40	8.40	8.40	8.40	8.40	8.40	52:00
4	8.40	8.40	8.40				26:00
							156

### Duty 3

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.40	8.40	8.40				26:00
2				8.40	8.40	8.40	26:00
3	8.40	8.40	8.40	8.40	8.40	8.40	52:00
4	8.40	8.40	8.40	8.40	8.40	8.40	52:00
							156

**Floater**

Week	Mon	Tues	Wed	Thurs	Fri.	Sat	Total
1	8.40	8.40	8.40	8.40	8.40	8.40	52.00
2	8.40	8.40	8.40	8.40	8.40	8.40	52.00
3	8.40	8.40	8.40				26.00
4				8.40	8.40	8.40	26.00
							156

**Float Walk Cover**

Week	Mon	Tues	Wed	Thurs	Fri	Sat
1	Duty 2	Duty 2	Duty 2	Duty 3	Duty 3	Duty 3
2	Duty 3	Duty 3	Duty 3	Duty 1	Duty 1	Duty 1
3	Duty 1	Duty 1	Duty 1			
4				Duty 2	Duty 2	Duty 2

## Example 2: 9 Day Fortnights (Shorter Tuesday Attendance)

The next example is similar to the first in that it achieves one Saturday off in every four weeks worked based on working 9 days followed by 6 days off. However the length of day may be adjusted to match workload. For instance, a shorter attendance is shown on Tuesday to reflect lower traffic volume on this day.

### Duty 1

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.45	8.15	8.45	8.45	8.45	8.45	52.00
2	8.45	8.15	8.45				25.45
3				8.45	8.45	8.45	26.15
4	8.45	8.15	8.45	8.45	8.45	8.45	52.00
							156

### Duty 2

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1				8.45	8.45	8.45	26.15
2	8.45	8.15	8.45	8.45	8.45	8.45	52.00
3	8.45	8.15	8.45	8.45	8.45	8.45	52.00
4	8.45	8.15	8.45				25.45
							156

### Duty 3

Week	Mon	Tues	Wed	Thurs	Fri	Sat	Total
1	8.45	8.15	8.45				25.45
2				8.45	8.45	8.45	26.15
3	8.45	8.15	8.45	8.45	8.45	8.45	52.00
4	8.45	8.15	8.45	8.45	8.45	8.45	52.00
							156

### Floater

Week	Mon	Tues	Wed	Thurs	Fri.	Sat	Total
1	8.45	8.15	8.45	8.45	8.45	8.45	52.00
2	8.45	8.15	8.45	8.45	8.45	8.45	52.00
3	8.45	8.15	8.45				25.45
4				8.45	8.45	8.45	26.15
							156

### Float Walk Cover

Week	Mon	Tues	Wed	Thurs	Fri	Sat
1	Duty 2	Duty 2	Duty 2	Duty 3	Duty 3	Duty 3
2	Duty 3	Duty 3	Duty 3	Duty 1	Duty 1	Duty 1
3	Duty 1	Duty 1	Duty 1			
4				Duty 2	Duty 2	Duty 2

### Example 3: 9 Day Fortnights (5 + 4)

The third example delivers one Saturday off in every four weeks worked based on a 9 day fortnight with between 4 and 5 days attendance per week. It also delivers a long weekend (Fri/Sat/Sun/Mon) every 4 weeks). This gives 12 Saturdays off per year, add to this 4 weeks leave = 16 Saturdays off and 18 Saturdays off with 6 weeks leave. Hours can be arranged to suit local circumstances.

#### Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8.45	8.15			8.45	8.45	34.30
2	8.45		8.45	8.45	8.45	8.45	43.45
3	8.45	8.15	8.45	8.45			34.30
4		8.15	8.45	8.45	8.45	8.45	43.15
							156

#### Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8.45		8.45	8.45	8.45	8.45	43.45
2	8.45	8.15	8.45	8.45			34.30
3		8.15	8.45	8.45	8.45	8.45	43.15
4	8.45	8.15			8.45	8.45	34.30
							156

#### Duty 3

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8.45	8.15	8.45	8.45			34.30
2		8.15	8.45	8.45	8.45	8.45	43.15
3	8.45	8.15			8.45	8.45	34.30
4	8.45		8.45	8.45	8.45	8.45	43.45
							156

#### Floater

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1		8.15	8.45	8.45	8.45	8.45	43.15
2	8.45	8.15			8.45	8.45	34.30
3	8.45		8.45	8.45	8.45	8.45	43.45
4	8.45	8.15	8.45	8.45			34.30
							156

#### Floater Walk Cover

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1		Walk 2	Walk 1	Walk 1	Walk 3	Walk 3
2	Walk 3	Walk 1			Walk 2	Walk 2
3	Walk 2		Walk 3	Walk 3	Walk 1	Walk 1
4	Walk 1	Walk 3	Walk 2	Walk 2		

## Example 4: 9 Day Fortnights (with weekend part time 3 day attendance)

The final example combines a 9 day fortnight with weekend part time working and delivers one Saturday off in two. It requires one part timer person to work every Friday, Saturday and Monday to cover for 2 deliveries. This is likely to be attractive where there is a high vacancy level or existing part time people are prepared to convert to weekend attendances.

### Duty 1

Week	Mon	Tue	Wed	Thu	Fri	Sat	Total
1	8:45	8:22	8:45	8:45			34.37
2		8:23	8:45	8:45	8:45	8:45	43.23
3		8:23	8:45	8:45	8:45	8:45	43.23
4	8:45	8:22	8:45	8:45			34.37
							156

### Duty 2

Week	Mon	Tue	Wed	Thu	Fri	Sat	Total
1		8:23	8:45	8:45	8:45	8:45	43.23
2	8:45	8:22	8:45	8:45			34.37
3	8:45	8:22	8:45	8:45			34.37
4		8:23	8:45	8:45	8:45	8:45	43.23
							156

### Weekend Duty

Week	Mon	Tue	Wed	Thu	Fri	Sat
1	Walk 2				Walk 1	Walk 1
2	Walk 1				Walk 2	Walk 2
3	Walk 1				Walk 2	Walk 2
4	Walk 2				Walk 1	Walk 1

The weekend duty works 8:45 per day giving a weekly total of 26:15 hours per week.

## Example 5: 2 in 6 Saturdays off in 5 day rotating day off system

This system also provides 1 four day week. = 8 four day's week per year.  
 17 Saturdays off compared to 8 or 9 under current rotating system.  
 Hours can be adjusted locally to suit local circumstances.

Instead of 30 attendances each duty works 29 attendances totalling 234 hours over the 6 week period to get the additional Saturday off. This requires a Saturday part time person to provide cover.

### Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1		7:36	8:10	8:10	8:10		32.06
2	8:10		8:10	8:10	8:10	8:10	40.50
3	8:10	7:36		8:10	8:10	8:10	40.16
4	8:10	7:36	8:10		8:10	8:10	40.16
5	8:10	7:36	8:10	8:10		8:10	40.16
6	8:10	7:36	8:10	8:10	8:10		40.16
							234

### Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10		8:10	8:10	8:10	8:10	40.50
2	8:10	7:36		8:10	8:10		32.06
3	8:10	7:36	8:10		8:20	8:20	40.16
4	8:10	7:36	8:10	8:10		8:20	40.16
5	8:10	7:36	8:10	8:10	8:10		40.16
6		7:36	8:10	8:10	8:10	8:10	40.16
							234

### Duty 3

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36		8:10	8:10	8:10	40.16
2	8:10	7:36	8:10		8:10	8:10	40.16
3	8:10	7:36	8:10	8:10			32.06
4	8:10	7:36	8:10	8:10	8:10		40.16
5		7:36	8:10	8:10	8:10	8:10	40.16
6	8:10		8:10	8:10	8:10	8:10	40.50
							234

### Duty 4

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36	8:10		8:10	8:10	40.16
2	8:10	7:36	8:10	8:10		8:10	40.16
3	8:10	7:36	8:10	8:10	8:10		40.16
4		7:36	8:10	8:10	8:10		32.06
5	8:10		8:10	8:10	8:10	8:10	40.50
6	8:10	7:36		8:10	8:10	8:10	40.16
							234

### Duty 5

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36	8:10	8:10		8:10	40.16
2	8:10	7:36	8:10	8:10	8:10		40.16
3		7:36	8:10	8:10	8:10	8:10	40.16
4	8:10		8:10	8:10	8:10	8:10	40.50
5	8:10	7:36		8:20	8:10		32.06
6	8:10	7:36	8:10		8:10	8:10	40.16
							234

### Floater

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:10	7:36	8:10	8:10	8:10		40.16
2		7:36	8:10	8:10	8:10	8:10	40.16
3	8:10		8:10	8:10	8:10	8:10	40.50
4	8:10	7:36		8:10	8:10	8:10	40.16
5	8:10	7:36	8:10		8:10	8:10	40.16
6	8:10	7:36	8:10	8:10			32.06
							234

### Floater Walk Cover

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	Walk 1	Walk 2	Walk 3	Walk 4	Walk 5		40.16
2		Walk1	Walk 2	Walk 3	Walk 4	Walk 5	40.16
3	Walk 5		Walk1	Walk 2	Walk 3	Walk 4	40.50
4	Walk 4	Walk 5		Walk1	Walk 2	Walk 3	40.16
5	Walk 3	Walk 4	Walk 5		Walk1	Walk 2	40.16
6	Walk 2	Walk 3	Walk 4	Walk 5			32.06
							234

### Saturday Person

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1						Walk 1	8:10
2						Walk 2	8:10
3						Walk 3	8:10
4						Walk 4	8:10
5						Walk 5	8:10
6						Walk 1	8:10
							49

## Example 6: 4 Day weeks on 3 week rotation

The next example demonstrates how working a 4 day week can achieve 1 in 3 Saturdays off. This provides 17 Saturdays off per year rising to 21 Saturdays off with 4 weeks leave and 23 Saturdays off with 6 weeks leave. The longer span reduces the number of deliveries – hence 3 covering 2. The part time floater could also cover days off.

To achieve this requires working a 9 hour 45 minute working day (equivalent to a 39 hour week). Given the length of the working day, combined with the need to cost effectively align hours to workload, meet the delivery specification, and USO, this type of attendance would be ideally suited to CSS machine operators and combined delivery and collection jobs. There may be other situations where these duties are also feasible where they cost effectively align hours to workload, meet the delivery specification and USO and provide a real incentive for change.

### Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	9.45	9.45	9.45	9.45			39.00
2			9.45	9.45	9.45	9.45	39.00
3	9.45	9.45			9.45	9.45	39.00
							117.00

### Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1			9.45	9.45	9.45	9.45	39.00
2	9.45	9.45			9.45	9.45	39.00
3	9.45	9.45	9.45	9.45			39.00
							117.00

### Floater

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	9.45	9.45			9.45	9.45	39.00
2	9.45	9.45	9.45	9.45			39.00
3			9.45	9.45	9.45	9.45	39.00
							117.00

### Float Cover

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	Duty 2	Duty 2			Duty 1	Duty1	39.00
2	Duty 1	Duty 1	Duty 2	Duty 2			39.00
3			Duty 1	Duty1	Duty 2	Duty 2	39.00
							117.00

## Example 7: One in Two Saturdays off

### Duty 1

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1	8:00	7:00	8:00	8:00	8:00		39.00
2		7:00	8:00	8:00	8:00	8:00	39.00
							78.00

### Duty 2

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1		7:00	8:00	8:00	8:00	8:00	39.00
2	8:00	7:00	8:00	8:00	8:00		39.00
							78.00

### Weekend Part Time Duty

Week	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total
1 + 2	8:00					8:00	16:00
Week1	Duty 2					Duty 1	
Week 2	Duty 1					Duty 2	
							32.00

Every other weekend off for FT Duties providing 26 Saturdays off per year

Can be used for (Van Sharing) CDV duties.

Requires two day weekend part time Saturday Monday attendance

When completing an office revision full consideration has to be given to the impact this option will have on generating additional surplus staff and the associated costs of dealing with this surplus.

## **Example 9: Collapsing routes on a Saturday**

The final example is an existing practice. This will generally apply to Bulk (Firms) routes where, because of the high number of business closures on a Saturday, there is the opportunity to collapse such routes, thereby creating some Monday to Friday only jobs. This reduces the number of required Saturday attendances within the office and where this can be achieved then, where practicable the Saturday off, can be rotated with other attendances to facilitate more individuals achieving fewer Saturdays at work.

## **Sustainability**

The options outlined above demonstrate that there are a range of solutions available for achieving more flexible patterns of attendance. Units should arrive at the option which best meets the aspirations of staff and which is sustainable given the constraints within which the unit operates. It is quite likely that what is right for one unit may not be right for another.

As with any new approach units should aim to review the changes following implementation and learn from their experiences taking feedback from all stakeholders as appropriate. Best practice in this area will be jointly discussed and shared at regional and national level and will be used as a source of information to assist others.

Current duty structures may continue where they efficiently and cost effectively align hours to workload, meet the delivery specification and USO, and provide real incentive for change.

## **Absence Management**

Given the move to a consistent work-plan across 6 days of the week it is important we achieve and sustain reliable Saturday coverage and this should be reviewed at the weekly resourcing meeting. Unit managers will need to make effective use of manpower tools to enable them to schedule resource effectively and deal with the complexity of differing attendance patterns of staff across the unit. In particular it will be necessary to manage absence in a fair and equitable manner.

## **Part Time Colleagues**

It should be noted that there maybe opportunities for existing part time employees to work fewer days, whilst maintaining their existing contracted hours, to support the new innovative attendance patterns. For example in option four, within this pack, it may be possible for some existing part time employees to convert their attendance to a regular Friday, Saturday, Monday attendance, working fewer days albeit for longer hours.

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**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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## Business Transformation 2010 and Beyond

To provide ongoing confidence, the roll-out of the new workplan and associated changes will be the subject of joint national reviews to establish that the operational assumptions within the workplan support the criteria detailed below. As part of these reviews both parties commit to make such improvements/adjustments as are necessary.

That mail arrivals are consistent with the transformation workplan and support and enable the attendance patterns and duty structures contained in the functional sections of this agreement to be delivered at local level.

That the operational transformation programme and associated workplan support the nationally planned staffing mix of around 75 percent full time/25 per cent part time.

The maintenance and potential improvement in quality of service.

The need to provide capacity for new products and services.

The need to provide a cost effective operation.

Ensures safety for employees.

That CSS machines are in the best locations to improve mail arrivals and quality of service.

Arrival and despatch times in mail centres will continue to support the needs of the pipeline.

The new workplan standardises service delivery times Monday to Saturday. Letter delivery completion times will be up to 1500 hours for residential areas and up to 1600 hours for rural. The vast majority of letter deliveries are planned to be completed by 1430 hours and most by 1400 hours. (The relevant principles on attendance patterns and resourcing arrangements are covered in the delivery section of this agreement).

We will jointly look to continuously improve what we do and ensure any ongoing learning is captured and any alterations to the deployment approach are systematically built in to the post implementation review processes in each function and all units. It is also acknowledged that completion of the roll-out programme may present the opportunity for a final workplan review in the best interest of our customers, employees and business.

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