



Annex 2 - Consultation / Detailed Design



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The consultation / detailed design phase will take place when a potential DO closure or merger has been through scoping and is considered as a scheme the business wishes to pursue further or must progress due to force majeure circumstances. In the majority of cases the potential scheme will have already been raised at specific estate related Strategic Involvement sessions.

Prior to consultation beginning the Delivery Estate Design Team will have completed the initial scoping work which will include:-

- High Level Financial Summary to outline potential investment and benefits
- A compliant indoor layout for further discussion
- A view on how red fleet and private parking will be managed
- A proposed customer solution
- An authorised Project Start Up Document
- Compliance with national agreements and standards

The Project Start Up Document is required prior to consultation / detailed design in order to secure a placeholder for funding should the decision be to progress the scheme at the end of the consultation / detailed design process. It also secures scoping funding to complete any feasibility studies, site searches or consultancy fees required during the consultation process to ensure any alternative options can be fully scoped and that final business case numbers are as accurate as possible.

The aim of the consultation / detailed design phase will be to discuss the proposed closure / merger with key operational stakeholders (Ops Manager and SDL or equivalent), appropriate CWU representatives (Area and Divisional Reps or equivalent) and subject matter experts where required. The discussions will take input on all aspects of the proposed closure / merger including the end state layouts, benefits assumptions, parking solutions, customer solution and operational design. During the consultation / detailed design phase there will be opportunity for alternative ideas to be proposed from all parties, scoped and discussed before a final decision is made.

The timescales and key milestones for the consultation / detailed design phase will be agreed at the outset of the process and will be specific to each scheme

It should be noted that whilst a jointly agreed way forward at the end of the consultation / detailed design phase is desired, it is not required. At the end of the consultation, all parties will be informed of the business decision and the reasons for it and will be advised of the exact proposal moving forward to business case authority where this is applicable.

The consultation / detailed design phase will be conducted under the appropriate agreed Non-Disclosure Agreement pertinent to each scheme.

Governance and Process

The appropriate Divisional CWU Rep will be informed by RM Operations of the potential DO closure / merger and this will trigger the beginning of consultation. The Divisional CWU Rep will then be asked to nominate the appropriate number of CWU Representatives to join the consultation group alongside themselves. This may be the affected Area Reps or Branch Secretary but can be decided on an individual basis for each scheme. Where a scheme involves several offices or covers different CWU areas, a separate CWU sub-group may be formed in order to ensure the consultation group is an appropriate size for effective discussion and decision-making.

Consultation Group Attendees

Delivery Estate Design Team Lead

Infrastructure Team Lead

Ops Manager or equivalent

SDL Manager or equivalent

Divisional Rep

The appropriate number of CWU representatives (if more than 2 this may lead to a sub-group)

Group Property Solutions Designer

Subject Matter Experts by invite as required (including ASRs / SHE advisors)

Each member will be asked to nominate a deputy in the event of absence

The meeting structure below and frequencies represents a minimum expectation and should not prevent more meetings being scheduled and held where it is believed necessary by either party. It is agreed that both parties will try and conclude as expediently as possible.

Meeting 1 – Information Share & Activity Required Agreed

Nature & content of NDA agreed as per framework. If applicable will be discussed, agreed and signed

Sharing of RM initial proposal for the closure / merger of a Delivery Office

Explanation of the reasons why, the investment required and potential benefits

Sharing of the benefits assumptions

Sharing of the initial ideas for indoor layout, parking solutions and customer solutions

Sharing of any environmental impact

Agree timeline for consultation activity

Understand any further information requirements from all parties

Understand next steps and timelines

Meeting 2 – (aim for within 2 weeks of Meeting 1)

RM to provide any further information requested

CWU to table initial thoughts on any counter proposals

Agree timeline and activity to fully scope all options – including feasibility studies

N.B. It is not intended that the counter proposals are worked up at this point – this is a point to get everything on the table in order to work through the different scenarios jointly during consultations

Meeting 3 – (to be timed to meet completion of detailed design work, suggest within 6-8 weeks)

RM & CWU Representatives as appropriate to present back on all options

Aim to resolve which options remain on the table and which are dropped

Identify any next steps required to finalise details for business case of any remaining options

Identify any input required from subject matter experts to resolve / input to any areas of concern

Agree timeline to bring consultation to a close

Meeting 4 – (aim for 3-4 weeks after Meeting 3)

RM & CWU to outline position on all options that remain under consideration

Consultation Group to document areas of agreement – i.e. options agreed or discounted

Consultation Group to document areas of disagreement – i.e. one party has a preferred option but the other has concerns in certain areas

Final position on the scheme to be jointly outlined reflecting the content of the consultation

The above timetable is indicative and additional meetings can be scheduled as required.

Decision &-Outcomes

Following the final meeting of the consultation group and the outlining of respective positions on each of the options discussed, RM Operations will formally notify the CWU Divisional Rep of the outcome of consultation. This will be one of the following outcomes –

- Decision to proceed to business case on a jointly supported closure / merger scheme
- Decision to proceed to business case on an opposed closure / merger scheme
- Decision to proceed to business case presenting a range of supported & opposed schemes
- Decision not to proceed any further with the proposed DO closure / merger proposal

It should be noted that the decision to proceed to business case authority will not necessarily mean that a scheme is deployed. This will only be confirmed once business case authority has been received and the appropriate funding allocated to the case.

Following the outcome of the business case authority boards, RM Operations SDL or equivalent will notify the CWU Divisional Rep in writing of the outcome and then share the outcome with the wider consultation group in person. This will be one of the following outcomes –

- Authority and funding received and scheme now ready to announce
- Authority received but funding decision delayed so scheme on hold awaiting funding
- Authority declined so the scheme will not progress at this time

It should be noted that depending on investment planning cycles, there can sometimes be a considerable delay between the business case authority and the funding allocation. Therefore, there will be occasions where consultation group members are aware of an impending closure for a period of time before the official announcement is made. Where it is felt that this may be the case, the reasons and rationale for it will be fully discussed with the CWU.

In line with the decision outcomes above once funding is allocated and the scheme is cleared for announcement, the scheme will be considered in deployment.

Once an announcement is due any NDA that may be in place will be reviewed, as to its pertinence, with a view to any restrictions deemed unnecessary lifted and the remaining restrictions communicated to all consultation group members.