

# **AGREEMENT BETWEEN ROYAL MAIL LOGISTICS AND THE CWU ON RESOURCING GUIDELINES FOR THE DEPLOYMENT OF THE NETWORK REVISION 2018**

## **Introduction**

The Guiding Principles of Employment Security and Approach to Future Challenges Agreement commits both Royal Mail and the CWU to working together to transform business operations, building on the mutual interest processes developed through the Agenda for Growth and Business Transformation agreements. Equally the new agreement reaffirms the commitment to an annual Network Review.

## **Background**

The data provided is the most extensive and detailed review of the National Data undertaken jointly with the most up to date information available. This data now includes one 7 day RSL incorporating all weekday and weekend workload.

In line with Stage 2 of our agreed process the "First Cut" Paragon outputs were shared with the joint Network Working Group (NWG) where the potential impact was assessed, problem sites identified and potential solutions sought. Following this initial analysis both parties agree that the outputs may present some challenges in regard to duty construction and historic resourcing practices.

As such both parties reaffirm our joint commitments to job security, maximising internal resourcing options and a reduction in the reliance on agency or external resource. To avail this, the following clarification on resourcing guidelines are agreed to assist in ensuring that Stage 3 local duty construction can maximise internal resource and mitigate any potential impact of the revision on job numbers and earning opportunities.

## **Guidelines**

Duties should be constructed using Paragon outputs. Resourcing solutions may not necessarily be restricted by individual unit boundaries but will always seek to balance optimum business efficiency against reconciling job and standard of living security and acceptable attendance patterns offering work-life balance on a mutual interest basis.

To ensure stability between reviews and whilst understanding BAU changes will occur in individual VOC's, it is agreed that any further future revision activity not specifically classified as BAU will come through the Network Working Group prior to any approaches at local level.

Duties will be constructed having considered all available workload including agreed exceptions. As part of local discussions current levels of regular ad hoc work (CPC, CCR, ad hoc Collections) at each site across the week will be reviewed and where regular patterns can be identified this workload will be included within the duty sets.

Equally, all workload across the week/weekends will wherever reasonable be incorporated into the duty sets/rotations, whilst recognising our joint commitments to work life balance, especially at weekends, attendance patterns, the avoidance of extremely short attendances and additional earnings opportunities.

Once the duties are agreed the reserve levels will be set in line with the process below. This process will establish both the duty set for the unit in line with the agreed workload and the overall number of jobs, including reserves.

Where it is anticipated that product or volume growth will necessitate additional road services at any VOC, any local recommendations on additional duties will be referred to the NWG for review. To deter any ambiguity, where it is agreed to deploy such additional duties these will be identified as Growth not as flexing duties and will be included in the agreed duty structures with defined attendance patterns and resourced in line with our agreed processes.

### **Reserve Driver Levels**

To maximise internal employment opportunities, agreed Reserve Driver levels will be reviewed at each VOC to ensure the right number of drivers are available to provide cover, i.e. leave/absence, in line with agreed duty numbers without adversely impacting earning aspirations. This should be considered against historic leave/absence figures and where justified may exceed the agreed 1:7 ratio where both parties agree locally that it is prudent to do so.

### **Use of “As Directed” in Construction of Duties**

It is recognised that in the creation of all driving duties, driving time will always be maximised to support the creation of an efficient duty set in all VOCs. To facilitate this and to reduce the reliance on agency resource to cover short elements of workload, both parties agree that the use of “as directed” time can be used where this is necessary to join together elements of workload in the creation of viable duties or duty sets.

### **Area Solutions**

As in previous revisions, opportunities may exist to create Area Solutions. In such circumstances the movement of workload between VOCs will be considered where it may help mitigate potential surplus situations or reduce reliance on agency resource. This could be the movement of full duties or the combination of single day, part day or weekend workload across a number of VOCs.

Area solutions may be considered as appropriate when the detail of the Paragon outputs have been analysed locally.

All sites will be afforded the same time and level of involvement in completing a final duty set suitable for agreed deployment with no pre-conceptions or reference back to activity that has taken place as part of the data gathering exercise. Where a site identifies a potential surplus due to difficulties in completing a balanced duty set in line with the aspirations outlined in the guidance paragraph and the PDA, they will be given the ability to seek additional workload prior to utilising the MTSF agreement.

### **Next Steps – Stage 3 Discussions**

A non-binding preference exercise will be run in all units where it is anticipated that there may be a surplus of staff following the revision activity. This exercise will assess the ability to progress proposals in line with the MTSF agreement, including through the application of

Voluntary Redundancy where necessary. The format for the Preference Exercise will be agreed by the NWG.

In line with the National Network Revision Deployment Framework, local negotiations will commence on 4<sup>th</sup> April 2018 in line with this agreed revision process and the IR Framework. The NWG will support this process and be available to help conclude any required solutions.

A traffic light process will be deployed to monitor progress and identify at the earliest opportunity potential problem sites. Implementation of the revisions at all sites will only take place on the same day coordinated by the NWG after all sites declare themselves as green under the traffic light system. The NWG will review progress and a National deployment date will be agreed and communicated in advance.

This negotiation process should be concluded at pace in line with the IR Framework. Given the complexity of the discussions in this revision, duty construction should be targeted to conclude by early June. As stated above progress will be monitored continuously by the NWG and a final National implementation date will be agreed and communicated. Re-signs/duty selection will then commence at all sites to be concluded by the National implementation date.

Once the duties have been agreed and the correct level of reserves are confirmed, any vacancies identified will be shared with the NWG who will then agree the process for recruiting to these vacancies.

As part of the Post Implementation Review defined at Stage 4 of the Deployment Framework both parties commit to jointly review the impact on agency usage levels to ensure that we can continue to maximise the use of internal resource. This aspect will continue to be monitored on an ongoing basis going forward as a core activity of the Driver Career Path initiative.

Any questions of interpretation, implementation or application of this agreed way forward shall be referred to the signatories of this agreement for resolution.



**Wayne Jay**  
National Network Director  
Royal Mail Logistics



**Davie Robertson**  
Assistant Secretary  
Communications Workers Union

Date: 28<sup>th</sup> March 2018

### **Network Revision 'Programme of Works' – Re-sign Process**

When Stage 3 of this Joint Statement has been achieved, arrangements should be made where necessary to commence a re-sign of duties.

Where agreed duty structures at any site have resulted in a surplus being declared and people's processes at such sites have identified transferees or where a transfer to another VOC has been agreed, then these individuals should be included in re-signs at the receiving office, even if this is in advance of their substantive move.

Where the re-sign process can be completed in full, prior to the National implementation date, all individuals will take up their new duty/rotation from that date.

### **Contingency Arrangements**

While it is anticipated that the National implementation date will allow sufficient time to conclude the re-sign process, past experience has indicated that circumstances can occur where re-signs run past the implementation date. In such circumstances the following contingency arrangements should apply.

Where due to annual leave a full re-sign cannot be completed prior to the National implementation date the following process should apply.

- Normal re-sign arrangements should progress until process stalls due to leave commitments. On the National implementation date those individuals who have successfully selected a duty/rotation as part of the re-sign will take it up.
- All remaining individuals should participate in a temporary resourcing process. This may take the form of either a best match exercise placing individuals on attendances similar to their current duties

Or

by individuals selecting from the remaining available duties following the implementation of the revision and thereafter on a weekly basis in seniority order until the conclusion of the full re-sign.

- The exact nature and application of the temporary resourcing process should be agreed locally.
- The re-sign process will continue as individuals return to work with subsequent successful applicants taking up their duty/rotation from the start of the next week prior to the next temporary resourcing process.

The temporary resourcing process should be progressed as a joint initiative to enable re-signs to be completed in the most expedient manner and to fully assist in the temporary resourcing process.

Notwithstanding the contingencies detailed above, the efforts of all parties should be focused upon completing the re-sign in advance of the new duty structures being deployed.