



## Royal Mail and CWU National Guidelines/Checklist: Delivery Internal Logistics (Floor Plans)



### Introduction

The following guidelines and checklist have been developed to assist local Delivery Office Managers and CWU Reps when considering a new indoor operational layout, which seeks to maximise space for the increase in parcel workload and further support improvements to the current operational working practices.

These guidelines and checklist are for local parties to use in respect to joint discussions on changes to the indoor operation and floor layout. The aim is to develop practical options which can deliver benefits at pace to support the increase in parcel workload. The reasons for the changes to the indoor layout should be discussed locally and consideration should be given to the impact on the overall office operation, ensuring that frame re-configurations contribute to the overall objectives.

The aim is for the Delivery Office Managers and CWU Unit Reps to jointly consult, identify and introduce as necessary, indoor methods improvements and to do so ,with consideration regarding the full range of Internal Logistics principles (listed below), appropriately applying those that support the overall objectives for the unit.

The primary objective of this exercise is to maximise the space necessary, as a consequence of the changing mail mix and volumetric impact of increased parcels. It is confirmed that Internal Logistics is not about any national Royal Mail plan to accelerate closures or mergers of DOs or SPDOs. Where changes to a layout are required to facilitate Delivery Office or SPDO closures, all parties will be made aware and these will be dealt with separately in line with current relevant National Agreements.

All revised indoor operational layout plans must ensure the current local level Covid-19 social distancing measures and arrangements are maintained and are developed in conjunction with full involvement from Local and Area Safety Reps along with all SSoW and agreed processes.

### Guidelines

All revision activity can consider new indoor operational layouts to implement and improve indoor layout standards and to create space for better parcel flow, sorting and storage solutions (both at the IPS and delivery preparation stages), possible removal of drop bag fittings (DBFs) and the introduction of parcel bullrings. Plans can include:

- Removal of any redundant sorting equipment including IPS/ISS frames.
- Removal of any other unused/redundant equipment within the office.

- The removal of RM 2000 Wings based on an increase in double slots.
- Increase in double slots to free up RM 2000 Wing space for parcels storage on the fitting.
- Dual use of RM2000 frame for more than one delivery where the workplan allows (the dual use of frame where the first delivery is fully prepared and cleared down, the labels turned and then the second delivery prepared).
- RM2000s configured to one Base and 6 Wings (more than one delivery using the same frame).
- Review the current mail flow within the office.
- Direct prep of large parcels to vehicles to avoid congestion at RM2000s.

Equally, and where this has not already been undertaken, consideration should be given on the development of the 'RM/CWU Indoor Work Methods Guidance'.

### **Checklist**

Any changes in floor layout and the indoor operation must be underpinned by the following:

- Fully factor in the local level arrangements to ensure social distancing protocol.
- Improve safety within the office, by applying and maintaining the appropriate space standards, creating a better, cleaner and safer place of work. The current minimum standards recommend aisle distance is 1800mm. Where there is opportunity without compromising the overall objectives of the new layout, the aim should be to increase to 2100mm to support flow of wheeled containers.
- Any plans on changing the floor layout will need to consider, in advance, any impact to the current duty arrangements, resourcing requirements, IWT (Indoor Workload Tool) and indoor workplan. Where changes are identified the local Rep and DOM will discuss these, including any formal changes to duties. Where this cannot be agreed proposals will be subject to resolution through the I.R. Framework.
- Any local change to the office layout and frame configuration should not impact on efficient mail preparation and should ensure that large letters, parcels and letters are sorted separately at the IPS and fed to prep accordingly.
- The extent of the double slotting in any unit should be based on the mail volumes per Delivery Point and any dependency of wing reduction / base removal on achieving the overall layouts objectives for the office. It is not expected that extensive sampling will be required to understand the practicality of double slots in a unit but instead local knowledge and engagement with duty holders should be used to determine the optimum and best local approach.
- Notwithstanding the need to ensure that all local level arrangements on social distancing protocol are in place, any plans must be based on the longer term basis of one person per IPS/Prep frame, including any options around a Base and 6 frames with two deliveries using the

same frame, (however, the Base and 6 Frame configuration does allow for two people to work at the frame at the point of clear down and tie-up once Covid restrictions are lifted.) Where two walks that share a frame are resourced by two full time duties, an indoor workplan should be produced to allocate workload appropriately between the two without requiring to share the frame (other than at the point of clear down and tie-up). It does not implicitly mean that one of the duties is required to become part-time.

- Option to introduce or increase double slots as part of the new office layout, will need to factor in the current local office arrangements around Door to Door, number of average D2D contracts for deliveries and in particular if the office is currently performing some form of warm calling arrangements on D2D items.
- Plans should also factor in delivery point growth and ensure that this is taken into account, based on forecasted growth within the next six months and where possible projected longer-term plans.
- When deploying change, full consideration should be given to any potential impact on task variety, job satisfaction, and the daily impact on the duty holder in terms of the complexity of the prep task.
- Any changes must also factor in all other layout considerations including the impact of main corridors or thoroughfares at the end of rows of frames, minimise mail transportation distances around the office, space and storage needs for HCT, LWT and other necessary equipment, and any revised lighting arrangements for frames.
- Whilst the aim is to seek practical options on a new indoor operational layout which can deliver benefits at pace, any changes to indoor layouts will need to be sent to Royal Mail CAD Services for concurrence. CAD Services will have responsibility to ensure that the floor plans, Computer Aided Design drawing (CAD drawings) produced, are compliant with the relevant space standards which will ultimately determine what change and equipment can or cannot be introduced, including deploying Indoor Work Methods for those offices which have not done so due to previous space constraints.
- All units must ensure advance and full ASR/SHE involvement along with all SSoW and agreed process are followed.
- Any agreed changes that also need to be dealt with should be deployed in conjunction with the following documentation (notwithstanding the guidelines above):
  - RM2000 Planning Guide (version 1.4 dated 8<sup>th</sup> October 2012)
  - Frame Calculator (September 2013)
  - RM/CWU Indoor Work Methods Guidance Version 2 September 2013\*
  - Indoor Work Method Improvement Safety Concurrence (February 2012)
  - Indoor Work Method Improvement Gantt Chart (February 2012)\*

- Delivery Office Indoor Work Methods Improvement Space Standards (version 1.4 dated 1<sup>st</sup> February 2012)
- SAC3 Regional Safety Director Sign off\*
- SAC3 Unit Pre Deployment
- SAC3 Unit Post Deployment (after 3 weeks)
- SSoW IPS Backless Frame Trolley (v1.5 Final)\*
- Training Frame Trolley (v1.1)\*
- York Safe System of Work (version 2.3 dated 9<sup>th</sup> January 2012)

(\*These documents are mainly applicable for offices that have not developed Indoor Work Methods and are seeking to do so.)

### **IWT (Indoor Workload Tool)**

Before deployment, the DOM and Rep will review the office IWT and where changes to the floor plan are introduced, the IWT base information will need to be updated accordingly, in particular frame numbers and floor plan average distances.

### **Planning Values**

Whilst the current indoor PVs (Planning Values) includes prepping to double slots, there are no specific PVs in relation to mail preparation on a Base and 6 frame (two deliveries using the same frame) configuration nor for direct prep of large parcels to vehicles to avoid congestion at RM2000s.

Therefore and as part of these National Guidelines/Checklist both parties will jointly review the need for further Industrial Engineering studies covering both these arrangements, either as part of further talks between the CWU and Royal Mail in relation to Hybrid Delivery Methods/D2D Warm Calling, as standalone activity resulting from the review of these guidelines, or as part of the regular review and maintenance/refresh of PVs.

Offices which deploy a new layout following Internal Logistics principles will undertake a local level review of the operation and time aligned, as part of a Post Implementation Review, between two and four weeks after any change.

### **Deployment**

Local parties are encouraged to look for mutual solutions to improve workplace space to support the processing and storage of increased parcel workload, both within the office and at the individual walk frame. This approach will be best achieved when both parties enter into talks with an open mind and shared local aims.

## Review

A joint review of all aspects contained within the above guidelines will take place no later than 3 months following date of deployment and any issues regarding the application and/or interpretation of this Agreement, will be forwarded to the signatories of this Agreement for urgent resolution.



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