



# LETTER TO BRANCHES

@CWUNews The Communications Union [www.cwu.org](http://www.cwu.org)

No 017/24

15<sup>th</sup> January 2024

Dear Colleagues,

## **BRT&G Agreement – RM/CWU Joint Statement - Section 2.5 (Improving Quality of Service) and RM/CWU Joint Communication on Seasonal Variation**

Branches and members will be aware of the commitments contained in the Business Transformation, Recovery and Growth Agreement and the fact that despite the agreement, actions by the business has seen a number of joint commitments stagnate and progress in relation to a number of Joint Statements had not been forthcoming.

As part of recent communications I have issued, I made it clear that in my role as the DGS(P) I would hold the business to account and provide a different style of leadership.

As such, last week a RM/CWU National IR meeting took place in which all outstanding issues were jointly discussed and a progressive foundation was put in place to make progress on all those areas. Following intense meetings and exchanges of drafts, we have now agreed a Joint Statement in relation to Section 2.5 Improving Quality of Service and a Joint Communication on Changes to Seasonal Variation.

Branches, representatives, and members will no doubt note the positive progress with caution. This is entirely understandable. My style of leadership will be to never overplay a moment. That said, there does feel like there has been a noticeable shift in how we are working together and changes in leadership on both sides has given us a chance for a fresh start. I know this is irrelevant to members unless it is felt locally. That has to happen off the back of these statements or the company has no prospect of rebuilding.

Attached to the LTB are full copies of the Joint Statement/Communication, the salient points are as follows:

### **RESTORING QUALITY OF SERVICE – Key areas of progress and change**

- A key principle in reaching this Joint Statement is that both RMG and CWU agree it's in everybody's interest to move forward in the spirit of joint problem solving and a revised way of working in 2024 which reaffirms that adherence to Joint Statements will be honoured across all levels.
- We have agreed to cease 250 planned table top revisions in Delivery Offices to focus on restoring quality of service and overall unit performance.

- We have agreed a far more robust process for solving quality issues with engagement at every level of the company and CWU and regular meetings with the signatories of the statement.
- There will now be far more focus on local, area and divisional interventions and resolutions.
- We have identified 24 units for national support. We will use the outputs from this work to improve all offices.

## **SEASONAL VARIATIONS – Key areas of progress and change**

- FT Members will work 5 weeks at 35 hours from 22<sup>nd</sup> January 2024 until 25<sup>th</sup> February 2024. This will mean Delivery employees will start 14 minutes later and finish 10 minutes earlier during this period. This will return 2 hours of owed annual leave from the high period in 2023 to employees prior to the end of the financial year (end of March) and pro-rata for PT members.
- The 15 weeks of 35 hours in the summer will mean members will finish 10 minutes earlier each day. This will help to partially mitigate any later starts that are being deployed as a result of network changes. At this point our members will owe Royal Mail hours for the first time.
- We have managed to reduce the peak increased hours from 15 weeks to just 5 weeks in late November 2024. Both parties will jointly agree the dates for the 5-week period by 31<sup>st</sup> January 2024.
- Both parties also recognise the initial 15-week period for high and low seasons can be a reduced number of weeks going forwards as such we will finalise this reduction for seasonal variation to be applied in 2025/2026 by no later than 31<sup>st</sup> March 2024.
- It has been agreed that Seasonal Variation will have no impact on annual leave deductions in the financial year 2023/24. As a result of Seasonal Variation commencing in the 'high-period' of its cycle, there is a need to address the misalignment of hours in the PSP system during the 2023 High Season period (from 4<sup>th</sup> September to 17<sup>th</sup> December 2023)
- Accordingly, Royal Mail (Human Resource Services) will make adjustments to the PSP system to issue back the extra hours worked for all employees whose attendance patterns were varied under Seasonal Variation. Employees should see the realignment in hours to their personal leave entitlement before the end of the Annual Leave year (24<sup>th</sup> March).

## **SUMMARY**

Concluding the above position has only been possible due to the positive talks with the business and I want to thank Postal Officers, Davie Robertson and Mark Baulch in helping to secure the Joint Statements.

In the next few days, we will fully brief our representatives on these developments and Davie Robertson and Mark Baulch will continue discussions with the business on finalising the activity linked to the future revision activity in Upstream Areas and future revision activity & indoor preparation methods in Delivery as well as issuing additional communications as required to support the Joint Statements.

In addition, wider negotiations with the company continue and we now believe we have the platform to speedily resolve several outstanding issues including:

1. Fleet
2. Supernumeraries
3. Sick Pay Calculations
4. The outstanding issues from the Lord Falconer review
5. Revisiting the Dispute Resolution Process and gaining absolute commitment to the Industrial Relations Framework and the agreed achieving agreement process.

Thank you for your support and we will issue wider communications later this week which will hopefully further signal a new relationship is being developed and that 2024 will bring about a tangible change in Industrial Relations, culture and actions in the workplace.

Any enquiries in relation to the content of this LTB should be addressed to the DGS(P) Department.

Yours sincerely,



Martin Walsh  
**Deputy General Secretary (Postal)**



## **Royal Mail/CWU Joint Communication Covering Seasonal Variation (RMG/CWU Business Recovery, Transformation and Growth Agreement – Appendix 1)**

This Joint Communication has been agreed to confirm ongoing arrangements on Seasonal Variation as set out in the RMG/CWU Business Recovery, Transformation and Growth Agreement, Appendix 1, this joint communication sits alongside the relaunch of section 2.5 Joint Statement Working together to Improve Quality of Service (Annex B).

Since the introduction of Seasonal Variation, Royal Mail and the CWU have identified an opportunity to adjust the agreed design to meet an evolving set of business and employee objectives. After commencing the scheme in the High Season 2023 (from 4<sup>th</sup> September to 17<sup>th</sup> December 2023) there is now an immediate opportunity to take advantage of lower forecast workload in the lead up to March 2024.

Royal Mail and CWU have agreed the following:

- That between weeks 44 - 48 (22<sup>nd</sup> January 2024 until 25<sup>th</sup> February 2024 – 5 weeks) full time employees will typically reduce their attendance to 35 hours per week. This will mean Delivery employees will start 14 minutes later and finish 10 minutes earlier during this period. For part time employees their attendances will reduce by 10 minutes. The decision to introduce this reduction is an attempt to better align work hours to traffic during the period, and to give some hours back to employees prior to the end of the financial year
- During the Summer 2024 period during weeks 9 – 23 (27<sup>th</sup> May 2024 until 8<sup>th</sup> September 2024) full time employees will typically work at 35 hours, in line with the agreement, for 15 weeks. This will mean that full time employees will start 14 minutes later and finish 10 minutes earlier, and part time employees will work 10 minutes less per day
- It is also agreed that the peak period for 2024, where full time employees will typically increase their hours to 39 hours, will be reduced to a period of 5 weeks. Both parties will jointly agree the dates for the 5 week period by 31<sup>st</sup> January 2024
- The signatories to this joint communication recognise the initial 15 week period for high and low season can be reduced to a reduced number of weeks and will finalise this reduction for seasonal variation to be applied in 2025/2026 by no later than 31<sup>st</sup> March 2024, considering lessons learnt from the initial stages of Seasonal Variation implementation.
- In line with Appendix 1, Seasonal Variation, Section 1.2.4 of the National Agreement, the impact of the flex time being applied to the start of the duty in the 2024 High Season will be assessed. Specifically, it will be reviewed to assess if it creates issues such as instances of running out of work between wave 1 and wave 2 arrivals, impacting indoor productivity. This review will also take into account that the Network Window impact would have been deployed and associated changes to move start times.

This adjustment to the Seasonal Variation design means that by the end of the 2024/25 Annual leave year, employee's planned working hours after the effect of Seasonal Variation will have been balanced up.

As part of this approach, both parties have reviewed the associated impact on annual leave arrangements for 2023/24. This has been a difficult and complex matter, and both parties have acknowledged that talks have been prolonged accordingly. However, we have now reached a joint position and can confirm the following:

- It has been agreed that given Seasonal Variation will have no impact on annual leave deductions in the financial year 2023/24. Annual Leave will effectively be deducted at the Mid Season rate
- This means that, firstly, because Seasonal Variation commenced in the 'high-period' of its cycle, there is a need to address the misalignment of hours in the PSP system during the 2023 High Season period (from 4<sup>th</sup> September to 17<sup>th</sup> December 2023)
- Accordingly, Royal Mail (Human Resource Services) will run an exercise in the New Year of 2024 to make adjustments to the PSP system to issue back the extra hours worked for all employees whose attendance patterns were varied under Seasonal Variation, which will address the higher daily deduction of hours used for annual leave in the high-period
- Employees should see the realignment in hours to their personal leave entitlement before the end of the Annual leave year (24<sup>th</sup> March)
- In the meantime, employees will be able to continue to book future leave as normal because the negative leave balance tolerance has been temporarily increased to cater for this scenario
- In the new Mini Low Period, annual leave will also be deducted at the Mid Season rate. No exercise will be necessary by HR Services to 'true-up' employee annual leave balances because PSP is already configured accurately in this regard
- From the start of the leave year 2024/2025 (April 2024), annual leave taken during the Seasonal Variation periods will be deducted in line with the low and high periods. This will mean that a reduced level of leave will be used during the low-period (Summer) but a higher daily deduction of hours in the high-period (Autumn), in line with the differing scheduled hours of attendance through the seasons

Both parties have agreed to jointly launch the contents of the above Joint Communication with the RM Regional Operations Directors and CWU Divisional Reps on Monday 15<sup>th</sup> January 2024

Where there are local level issues or questions in terms of the application of the above these should be raised as a matter of priority by the relevant COMs and local CWU Reps to OPL/ADR level for resolution. Any errors in terms of the realignment of employees' hours will be corrected, and Royal Mail commits to do so at pace without undue delay.

Any issues or enquiries regarding this Joint Communication should be raised with the appropriate national signatories from both Royal Mail and the CWU.



.....  
**Martin Walsh**  
Deputy General Secretary Postal  
CWU



**Mark Baulch**  
Assistant Secretary  
CWU



.....  
**Alistair Cochrane**  
Chief Operations Officer  
Royal Mail



**Ricky McAulay**  
Customer & Quality Director  
Royal Mail

January 2024

## Quality of Service – Unit Operational Checklist

1. Is the office work plan effectively managed to ensure all mail receives its due delivery?
2. Does the COM/s & Unit Rep have in place a good understanding of the units planned for workload in terms of traffic and traffic streams?
3. Does the COM/s & Unit Rep have in place a good and joint understanding of the office work plan, including indoor and outdoor arrangements? Is the indoor plan broken down to IPS and Prep requirement by day?
4. Is there evidence that the work plan is supported by an up-to-date Service Level Agreement with the Mail Centre confirming service levels, presentation standards, arrival times, the expected wave 1 / wave 2 %s being received daily into the unit. Wave 1 %s need to be maximised, agreed locally and maintained daily. When there are defects impacting the delivery operation do they get reported and acted upon?
5. Is the Delivery Point Sequenced mail accurate across delivery routes and do defects get reported? To maximise the level of sequenced mail is A-Plus maintained and up to date for the delivery unit? Has the local Route Manager system been updated locally to reflect the current outdoor delivery arrangements and numbers? If not, when is this planned to be completed?
6. Is Delivery Office Daily Report (DODR) completed and submitted correctly and accurately each day?
7. Can the Office demonstrate that the USO performance is achieved and all failures are correctly and accurately recorded (including USO part/full failures occurring out on delivery)?
8. Are there contingency arrangements in place to ensure USO coverage and due delivery of all mails against unforeseen events such as a spike in sick absence or traffic increases? (Note: Lapsing can be used to support unforeseen events “on the day” if workload is lower than planned.)
9. Are D2D Products managed and delivered in line with specification and checked daily to ensure delivery protocols are being met? Do any returns in excess of target reviewed and discussed as per the agreed guidelines?
10. In relation to Customer Complaints is the information being reviewed during weekly resource meetings and are WPCs afforded suitable release time to support rectifying the issues identified around Quality of Service?
11. Have all frontline OPGs and Managers received the mandatory Mail Integrity and Security Procedures briefs and are they aware of the agreed process to be followed when an OPG reports that they are unable to complete their delivery in duty time?
12. Are frontline OPGs aware of the process to follow when they are unable to complete their delivery routes and is there a log/record kept for when these events take place?
13. Is COLOD performance monitored daily and does all COLOD mail connect with Mail Centre Distribution runs Monday to Saturday?
14. Are a combination of daily huddles and weekly WTLL sessions held and used to jointly highlight relevant local issues around quality of service & improvements required?

General Comments: Are there any other points or comments you would wish to capture that may be impacting on Q of S within the unit and require action?

## Quality of Service - Resourcing Checklist

1. Are weekly resourcing meetings scheduled weekly and held jointly with the COM/s and CWU Rep in attendance? Is the relevant release time scheduled and put in place for these meetings?
2. Are the agreed standard agendas for the annual, 12 week and weekly resourcing meetings followed and actions recorded?
3. Are the agreed decisions arising from all resourcing meetings communicated and displayed to colleagues (12 weeks, 2 weeks and 1 week ahead)?
4. Is the traffic forecast in Auto IWT (Indoor Workload Tool) reviewed and adjustments made based on recent trends for your unit to balance indoor resource against workload?
5. Are IPS, Prep and indoor plans created to match Resource to Workload on a regular basis and where necessary and displayed in the unit for staff to reference?
6. Are actual traffic arrivals into the unit each day sense checked and are 'on the day' COM/s and Unit Rep discussions held and decisions taken jointly to account for any variations to the forecasted traffic?
7. Where the weekly resourcing meeting continually determines the unit is over or under resourced are changes to the agreed duty structure discussed including both flexing up and down?
8. Does the COM/s and Unit Rep have an accurate understanding of their unit's current TM1, any vacancies / known leavers and planned workload? Is this detail used to decide what recruitment requests need to be submitted?
9. Is the unit using Agency staff and if so, what plans are in place to reduce/remove the use of Agency?
10. Are the contractual hours of attendance of people on less than full time reviewed on a regular basis in line with the Job Security Agreement? (twice per year)?
11. Do resource meetings ensure that the role of Workplace Coaches have been discussed and that coaching requirements (in particular support for new entrants in line with the agreed process) have been factored into the units plans?
12. Do all colleagues sign in/out at the start and end of their shift using the SISO system?
13. Is the Annual Leave meeting held in September, or before, every year following the Annual Leave guidelines? Is this plan reviewed in February after people have purchased additional annual leave?
14. Are the number of annual leave slots aligned to workload, noting the number of unit reserves, and the unit's total annual requirement against contractual entitlement allocated (including reducing any outstanding/carried over leave), across the year using the Calendarisation tool as a guide? Is the unit's annual leave plan displayed in the unit and supported with individual Leave Cards.
15. Does the unit operate the nationally agreed 30-minute flexing arrangement over a rolling five-day period, and is there a local record kept of this?

General Comments: Are there any other points or comments you would wish to capture that may be impacting resourcing within the Unit?

## Quality of Service - Productivity Checklist

1. Has the unit Auto IWT (Indoor Workload Tool) been jointly reviewed and recently updated to ensure that all local inputs are correct (including internal distances/secondary handling levels/town and rural mix etc)?
2. Are all used hours both indoor and outdoor recorded correctly within RCS and do the COM/s and Unit Rep understand which RCS codes are classed as measured hours or unmeasured hours in terms of productivity reporting?
3. Are weekly resourcing meetings used to review and discuss reported WIPWH (Weighted Items Per Work Hour) productivity?
4. Is the purpose of the Resource Calculator jointly understood and used at the weekly resourcing meeting to review WIPWH (Weighted Items Per Work Hour) local productivity against forecasted traffic and the outlined target WIPWH Productivity?
5. Is the unit using Agency staff and if so, is this impacting on the unit's current recorded and reported WIPWH productivity level?
6. Have the COM/s and Unit Rep established any local factors that could impact on reported productivity (both positive/negative) and has this been noted?



## Section 2.5 – Working together to improve Quality of Service – Joint Statement

### Introduction

The Negotiators' agreement, Section 2.5, committed Royal Mail and CWU to improve Quality of Service for all products, including achieving our USO obligations.

RMG and CWU recognise that restoring Quality of Service is critical to Royal Mail's future success and our ability to retain customers and grow the business. Both parties equally recognise that through Joint Working and problem solving at all levels we will find agreed solutions at local level to improve quality of service.

A key principle in reaching this Joint Statement is that both RMG and CWU agree it's in everybody's interest to move forward in the spirit of joint problem solving and a revised way of working in 2024 which reaffirms that adherence to Joint Statements will be honoured across all levels.

Royal Mail and CWU recognise that the relaunch of section 2.5 in improving quality of service, will be effective only if both parties show by their actions that we are jointly determined to make progress.

To emphasise the above commitment, the signatories of the Joint Statement are committed to reviewing and speedily agreeing recommendations to resolve two units per ROD/Divisional Rep area, to bring some tangible outputs and impetus to the Joint Statement.

Therefore, in accordance with Section 2.5, building on the activity late summer of 2023 the following measures and processes have been agreed and will be jointly deployed in all workplaces.

The joint activities set out in this statement are also seen as an important step in improving industrial and employee relations and to improve the overall workplace environment.

### Next Steps

Both parties recognise there has been a sustained period of instability in the operation, and as we enter 2024 there is a perfect opportunity to focus on greater joint working aimed at improving Q of S for customers. The underlying financial health of the business requires careful management along with seeking to find the balance between improving Q of S and overall the financial position.

Over the last two years, in part due to the prolonged dispute, there has been significant deployment of change in delivery units without the benefit of the joint working that would normally take place. Both parties recognise there are a number of units requiring remedial action to improve Quality and USO performance.

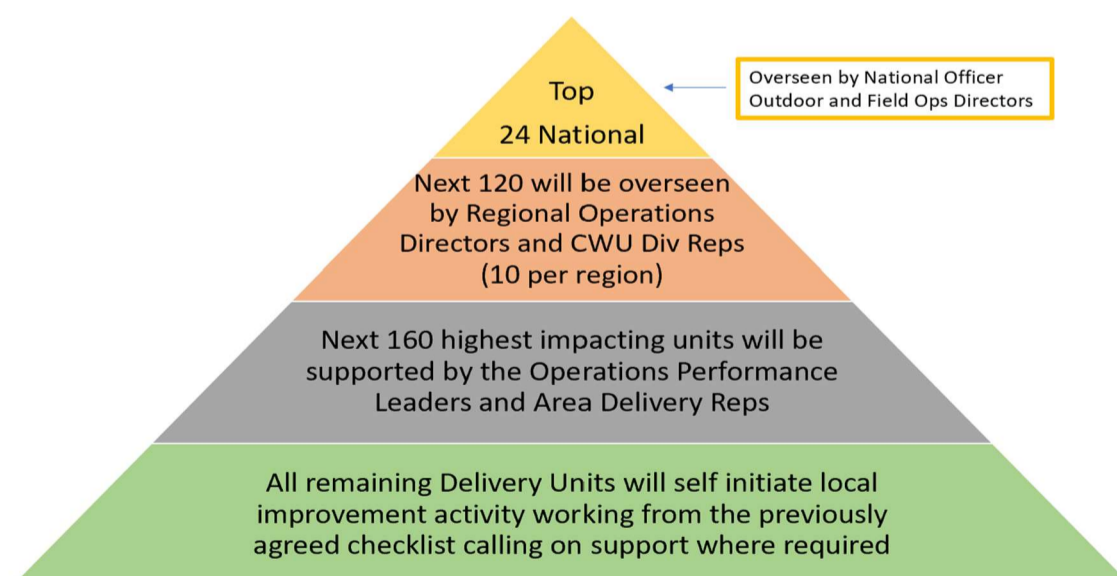
Therefore the following plan has been agreed:

### Joint Programme of activity – Delivery & Collections

Both parties are committed to working across all levels of the organisation at national, regional, area and local levels to improve Q of S, capitalising on our local teams' expertise and on the ground insight and experience to find pragmatic solutions to the operational and resourcing challenges they face. The following activities will form the basis of joint working;

- Establish joint working groups in all units lead by the Local Manager and CWU Rep (ADR where no local Rep is in place). Both parties recognise in many units input from the wider workforce, who have both the experience and knowledge to help solve local problems, is required.
- Units will be categorised on the basis of the national impact on Q of S and Productivity with a joint tiered support structure activated.
- National Officer – Outdoor & Field Operations Directors will jointly oversee the top 24 impacting units nationally.
- Divisional Reps - RODs will then jointly oversee the next top 10 Delivery Units in each of their regions, 120 units in total across the UK.
- A further c200 units that will be supported by the Area Delivery Reps and OPLs to ensure remedial action is in place to improve performance.
- All other units will be able to call on support where required, however, given their relative stronger performance they will be asked to self-initiate local joint working as and if necessary.
- All relevant information and data relating to Q of S and USO performance will be shared with the CWU at all levels.

### Joint tiered support structure



RM/CWU Governance Board – There will be a weekly meeting of the signatories to ensure progress in line with the above joint statement.

## Quality of Service checklists

During summer of 2023 all operational sites completed a Quality of Service checklist (Appendix 1), this checklist lays out all the core standards and ways of working that we know underpin strong unit performance. Initial activity will therefore focus on revisiting those checklists to build an updated local action plan to improve Unit performance. We believe this will be best done via the creation of the local joint problem-solving groups as outlined above. In parallel to this activity both parties will work together to ensure any interim contingency arrangements minimise the delay to customers. These should be considered exceptional measures whilst joint problem-solving activity takes place.

- Where a delivery route or part of a route is not covered on any given day it must be covered the next working day to ensure any delay in delivery is for the maximum of 1 day. To enact this process both parties need a plan as part of weekly resourcing to ensure walks never fail x 2 days in a row. Clearly we should first ensure all resourcing options have been explored, including and not limited to possibly move someone from one duty to another, using rest day cover, reserve and overtime coverage.
- It is the aim of both parties to ensure workplans enable offices to clear all mails, in circumstances where any indoor workplan failures at the Inward Primary Sort occur these will be strictly controlled with first in first out principles in place (FIFO controls). This ensures whatever fails one day goes front of queue next day – it should never fail again at the IPS.

## Approach in Upstream Areas – Network/Processing Distribution

Both parties recognise that the quality of service loss we see in the upstream part of the network is less impactful than in the delivery operation. However, it is recognised that joint working on the Section 2.5 activity was inconsistent across Mail Centres. The service the network and our Mail Centres provide to delivery can have a major impact on a unit performance and it is therefore imperative that the section 2.5 activity is reviewed to maximise performance.

A joint national review will take place on Section 2.5 Activity at all Mail Centre/ RDC sites. This will be led by the CWU National Officer and Processing and Field Operations Directors and will include a review on the deployment of Resourcing Meetings and Resourcing and Quality Checklists in Processing Units and agreed improvement plans.

This review which will be completed at pace will provide recommendations on key measures for local activity to ensure the maximum support is in place for Delivery Offices within each Mail Centre Catchment Area.

These will focus on ensuring:

- That the Move to Time policy is consistently applied in National and Local Distribution.
- That Workplan and Service Level Agreements are adhered to at all times.
- The reduction of Agency/Casual Resource through the application of agreed resourcing practice.

Area Processing Distribution reps, Plant Managers & Collection and Distribution Managers will meet fortnightly to review collection, processing and pipeline performance with a view to agreeing an action plan that drives improvement against the above criteria alongside the Q of S performance (RFID loss) for their immediate pipeline area.

## Future revision activity & indoor preparation methods – Delivery

The activity outlined above will be the primary focus of the operation as we continue to work together to prepare for the network window change from April – June 2024.

During this period Table top revision activity will cease and the emphasis will be on structural revisions moving forward.

Both parties have agreed the exception to this will be where units have agreed to deploy revisions that have been jointly developed and are agreed locally to improve performance, as well as those that have been agreed as part of resolutions to the IR Framework.

This is to allow a period of stability and focus on deployment of section 2.5 of the agreement. This also creates a window of opportunity for all units to make sure their base data is correct, route manager fully updated in readiness for any future geo-route revisions.

In parallel there will be a smaller number of units that will go through a full geo-route structural revisions or indoor method trial activity during Q4. Both parties will meet W/C 15th Jan 2024 to review the proposed plan and approach for this activity.

## Future Revision Activity in Upstream Areas

In line with the commitments in Section 2.5 of the BRT&G agreement, Revision activity in upstream areas will be progressed in line with national agreements, including the IR Framework, and activity and timings will be aligned to the Network Window changes. Processing Realignment Revision activity, Distribution PAD Revisions and the national Network/LineHaul Review will be scheduled and coordinated to enable the Network Window changes and the aim of both parties is to conclude discussions by 11<sup>th</sup> February.

All Business as Usual (BAU) change ahead of this revision activity in line with the Quality Improvement plans will be progressed in line with national agreements.

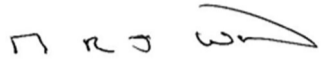
## Deployment

National, Divisional/Regional and Area parties commit to meet fortnightly to review progress with the tiered units within their area of responsibility.

## Industrial Relations

Both parties are committed to relaunching section 3 of the IR Framework, achieving local agreement to encourage pragmatic discussions at local, area and Divisional level to maximise the benefits of this joint statement.

The signatories to this agreement will act as a point of escalation to review and resolve escalated issues.



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**Martin Walsh**  
Deputy General Secretary Postal  
CWU



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**Alistair Cochrane**  
Chief Operations Officer  
Royal Mail



**Mark Baulch**  
Assistant Secretary  
CWU



**Ricky McAulay**  
UK Operations Director  
Royal Mail



**Davie Robertson**  
Assistant Secretary  
CWU

January 2024

**Title:** Seasonal Variation - Introduction of Spring 2024 Low Season & Annual Leave Reconciliation for FY 2023/24 supporting RM/CWU Joint Communication

**Date:** January 2024

**Audience:** All Delivery Colleagues

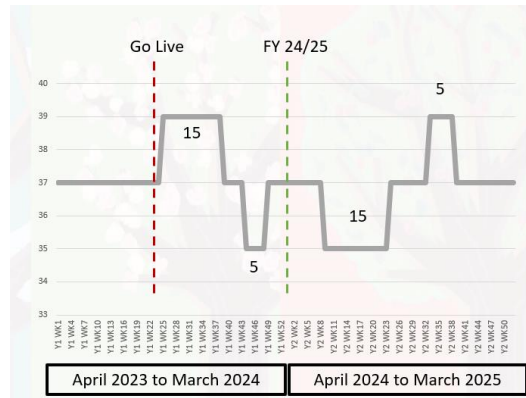
## Seasonal Variation Going Forward

Since the introduction of Seasonal Variation, in line with the Business Transformation Agreement, Royal Mail and the CWU have been discussing various aspects of the arrangement, including the on-going design, its timescale and how it has impacted on annual leave during its initial rollout.

### Bring forward the introduction of a Spring Low Season 2024

In line with the joint review of Seasonal Variation, an opportunity to adjust the agreed design to meet an evolving set of business and employee objectives has been identified. After commencing the arrangements in the High Season 2023 (from 4th September to 17th December 2023) there is now an immediate opportunity to take advantage of lower forecast workload in the lead up to March 2024. Consequently, it has been agreed jointly between Royal Mail and the CWU, to introduce a 5 Week Low Season running from 22nd Jan to 25th Feb. Additionally, a modification to the 2024 / 25 annual leave year Seasonal Variation design has been agreed, building on lessons learnt from the initial implementation and addressing how it has impacted and changed individual Annual Leave entitlements both in the PSP system and the Royal Mail PeopleApp. In summary: -

- Between weeks 44 - 48 (22nd January 2024 until 25th February 2024 – 5 weeks) full time employees will typically reduce their attendance to 35 hours per week. This will mean Delivery employees will start 14 minutes later and finish 10 minutes earlier during this period. For part time employees their attendances will reduce by 10 minutes, again finishing 10 minutes earlier
- During the Summer 2024 period, weeks 9 – 23 (27th May 2024 until 8th September 2024), full time employees will typically work at 35 hours, in line with the agreement, for 15 weeks. This will mean that full time employees will work 24 minutes less by starting 14 minutes later and finish 10 minutes earlier, and part time employees will work 10 minutes less per day, again finishing 10 minutes earlier
- The peak period for 2024, where full time employees will typically increase their hours to 39 hours, will be reduced to a period of 5 weeks with the flex time being applied to the start of the duty. This aspect will be reviewed after the 2024 High Season. Specifically, it will be reviewed to assess if it creates issues such as instances of running out of work between wave 1 and wave 2 arrivals, impacting indoor productivity. This review will also take into account that the Network Window impact would have been deployed and associated changes to move start times.



Some outlined mutual aims for Frontline Colleagues are:

- Returns some owed time to employees before the previously next planned summer Low season
- May support some reduction in walk lapsing during the 5-week Spring Low Season when latest workload is forecast to be low
- Maintains Summer Low Season at 15 weeks
- Reduces duration of the High Season (at 39 hours for full timers) in Peak 2024
- Balances time owed between employee and business under Seasonal Variation by the end of Peak 2024

To confirm, any duties and individuals who were exempt from Seasonal Variation will remain so during this outlined period.

### Impact of Seasonal Variation on Annual Leave

- The Business Transformation Agreement included the principle of seasonalisation of annual leave under the Seasonal Variation arrangement. That is: employee's daily hours' deductions of annual leave would vary in line with the prevailing seasons through the year
- However, in recognition of the fact the arrangement was launched part way through an annual leave year, Royal Mail and the CWU have agreed that this principle will not commence until the start of the 2024 / 25 annual leave year on 1 April 2024
- This means that anyone who took annual leave in the recent 2023 Autumn High period will be credited back with any time owed to them. This will be visible in the PSP system and People App in the coming weeks

### Discussion

- Does anyone have any thoughts, concerns, or issues they would like to raise regarding Seasonal Variation Season Changes and have any issues with working Low Season Hours from 22<sup>nd</sup> January 2024?
- Does everyone know their Start and Finish Times from the 22<sup>nd</sup> January? Please speak to your line manager if you have any doubts**
- Please remember to continue to Scan In Scan Out as you currently do. Just SCAN IN at your Low Season Start Times as well as remember to SCAN OUT.

## Links & resources

- Poster Templates for displaying Low Season Start/Finish have been supplied to the delivery office for display.
- ***COM/CWU rep to reiterate location of posters as well as the Joint Communications if any OPGs wish to view.***

If you have any further questions or queries, please speak to your manager or CWU rep or email:  
[seasonalworking@royalmail.com](mailto:seasonalworking@royalmail.com)