

No: 286/24

30th August 2024

Dear Colleagues,

National Network PIR

Please find attached the following:

1. Letter dated 20th August 2024 from Alistair Cochrane regarding commencing the network PIR for week commencing 9th September 2024.
2. A signed copy of the national Joint Statement for the PIR.

In line with the Joint Statement all local Mail Centre Catchment Groups should meet week commencing 9th September to review how the network review has landed for the period 17th June - 1st September 2024. The aim is to conclude the first phase PIR by 11th October 2024.

The Joint Statement provides metrics of what you should review. However, your experience of what has happened within each unit will be invaluable.

The PIR will also allow you to discuss whether there is the potential to review start and finish time across the week. The extent of what you can do will vary unit by unit and within different Mail Centre catchment areas.

The PIR allows for a 3-step process in these discussions as follows:

- Step 1 - Local Mail Centre Catchment Group
- Step 2 - ROD/Divisional Steering Group
- Step 3 - National Joint Working Group

It is also important to recognise that the network change has not yet experienced a peak period, so any change must take this into account.

There will be a further opportunity to have a network PIR (phase 2) week beginning 20th January 2025 that covers the period of 2nd September 2024 to 10th January 2025.

Branches should note that under the proposed USO change workload on Mondays and Tuesdays will potentially look very different from how it is currently. The early modelling suggests that Mondays and Tuesdays will become the heaviest days of the week. It is

therefore important that Branches take this into consideration when reviewing start and finish times.

We would encourage all Branches to ensure that they engage with Royal Mail in line with the terms of the National Joint Statement and the agreed escalation process.

Any enquiries in relation to this LTB should be referred to the DGSP department.

Yours sincerely,

Martin Walsh
Deputy General Secretary (P)

Mark Baulch
Assistant Secretary

Davie Robertson
Assistant Secretary



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London
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Martin Walsh
Communication Workers Union
Headquarters
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SW19 1RX

20th August 2024

Dear Martin,

Network Window: National PIR

I write further to our meeting on the above date, also attended by Tony Bouche and Andrew Smith, during which we discussed several topics. Amongst them was the forthcoming commencement of the National PIR for Network Window, and I committed to confirm the outcome of our discussions below.

In line with the Joint Statement (issued 18th June 2024), the 1st phase of the PIR will commence on 9th September 2024. It will review the period 17th June 2024 through to the 1st September 2024.

We agreed that it was important to follow the process and steps outlined in that document, which should ensure that the PIR achieves the desired objectives and reaches the right outcomes for the business and our employees.

A key early step must be for the local working groups to all meet in that 1st week commencing 9th September 2024. I committed to ensure that my managers understood this, which I will do as a matter of priority. Likewise, you indicated that the CWU would engage similarly with your Reps.

I trust this reflects your recollection and understanding of our discussions, but please let me know if there is anything that I have missed.

Yours sincerely,

Alistair Cochrane
Chief Operating Officer

Copy: Andrew Smith, Industrial Relations Director



Royal Mail/CWU Joint Statement Network Window – Post Implementation Review (PIR)

Introduction

Royal Mail and the CWU have consistently recognised that the revised Network Window changes being deployed in June 2024 represent one of the biggest changes to the operation, associated impacts on employees start and finish times, as well as changes across all functions for many years.

In line with Appendix 2 of the Business Recovery, Transformation and Growth Agreement both parties committed to a joint programme of work designed to achieve the necessary Pipeline, work flow and Mail Centre cycle time improvements required to limit the change to start and finish times up to a maximum of 60 minutes. Where this was not possible delivery start and finish times will move up to a maximum of 90 minutes later as a result of extended network window.

Following considerable, positive joint working the headlines, pending the completion of the PIR, are as follows:

- 1000 Delivery Units below 60 minutes
- 368 Delivery Units will less than 15 minutes change
- 618 Delivery Units with less than 30 minutes change
- 84% of Delivery Units to be finished by 15:30.
- 96% of Delivery Units to be finished by 16:00.

We recognise that the change to start times and finish times had differing impacts for employees and we are committed to closely reviewing the implementation of the Network Window through a Post Implementation Review (PIR).

There will be 2 phases to the PIR:

- The first PIR will begin on the 9th September and conclude by 11th October 2024. It will review the period 17th June 2024 through to the 1st September 2024.

Where required operational changes are identified these can be implemented immediately. Such changes may include structural or design changes, but not those linked to seasonal demand volume. Where changes are required to start and finish times (including making them earlier or later) both parties will discuss the best way to take this forward but changes will remain within the 90-minute limit in line with the Business Recovery, Transformation and Growth Agreement.

- The second PIR will begin on 20th January 2025 and conclude by 21st February 2025. It will review the period 2nd September 2024 through to 10th January 2025.

With regard to the second PIR, both parties recognise the annual requirement to facilitate additional Network capacity during the peak period and anticipate that these arrangements may need to be significantly expanded for 2024 to support the pipeline given the reduction in air capacity during the peak period. Given this the National Parties will meet as a matter of urgency to conclude the necessary Peak Arrangements to fully support the revised Pipeline by no later than the end of September 2024.

The second PIR will review performance both in relation to the Network Window changes and the effectiveness of the Peak Pipeline support arrangements required to address the reduction in Air Capacity during peak.

PIR Process

In line with the ways of working to date on Network Window and given the scale of change the PIR process will be actioned via Local Mail Centre Catchment Groups, Regional Steering Boards and the National Joint Working Group and will be data driven to ensure changes will be made if all parties are aligned and have been signed off.

Metrics

- Quality of service performance (Outward and Inward) for all streams
- Mail centre(s) 1c/T24 and 2c/T48 outward workplan compliance including volumes on the mains despatch.
- Achievement of target inward cycle time/workplan on the final services
- Achievement of Mail Centre departure and arrival times vs plan (Network)
- Actual volume dispatched / received vs plan (Network)
- Collection performance and compliance to quality.
- Distribution vehicle utilisation – including review of Vehicles off Road (VOR)
- Achievement of Wave 0/1 despatch times for all Distribution services to Delivery Offices including the % of mails and total volume of Yorks to be despatched and achievement of arrival time into Delivery Offices, including a review of actual service/stem times
- Achievement of Wave 2 despatch times for all Distribution services to Delivery Offices including the % of mails and total volume of Yorks to be despatched and achievement of arrival time into Delivery Offices, including a review of actual service/stem times
- Review and achievement of planned IPS / Prep times in Delivery Offices (inc use of overtime)
- Review and achievement of total planned indoor time required in Delivery Offices and any downtime between Wave 1 and Wave 2
- Review and achievement of planned departure times from Delivery Offices
- Volume of outdoor service failures by day and root cause
- Conformance to advertised/planned start and finish times in delivery offices on each day of the week.
- Review of meal relief scheduling
- Groups should also consider the impact to mail volume of the General Election

The above list of metrics will be reviewed across the pipeline for each day of the week and will also factor in other issues which might have an impact on the outputs in relation to the day-to-day resourcing issues within offices.

Local Mail Centre Catchment Group - Process

The Local Mail Centre Catchment Group (LMCCG) will consist of the same delegates as the previous phase of Network Window and will meet on a weekly basis to review deployment. They will have access to all of the data for the mail centres within their catchment area.

The LMCCG will submit a joint report to the regional steering board for review which will include any areas of concern or where the group feel further changes are required based on the data review.

Regional Steering Board - Process

The Regional Steering Board (RSB) will consist of the same delegates as the previous phase of Network Window. They will have access to all of the data for the mail centres within their catchment area.

The RSB would meet fortnightly to review the reports and requests for change from the respective LMCCGs. The RSB will be accountable to decide if further changes, requested by any LMCCG, should be supported. The RSB will then provide a joint report to the National Joint Working Group for review which will include any areas of concern or where the group feel further changes are required based on the data review. The RSB will also be accountable to advise the respective LMCCGs where they don't support a change being made and the reasons why.

National JWG – Process

The National Joint Working Group (NJWG) will consist of the same delegates as the previous phase of Network Window and will meet fortnightly to review the RSB outputs. Where the LMCCG and RSB working groups, joint working is not adhering to the process outlined above it will be escalated to the National JWG to ensure the appropriate interventions are put in place.

Any changes identified as a result of the PIR process will be validated and then shared via the Network Window Programme team. This may include adjusting start times earlier or later in line with the Business Recovery, Transformation and Growth Agreement. If any people changes are to be implemented following the PIR, both parties will discuss the best way to take this forward.

The NJWG will also continue to oversee the April 2025 deployments associated with the Exeter and Inverness flight sector removals.

Summary

The National PIR will formally commence w/c 9th September (12th week from deployment) in line with the dates above.

Both parties have agreed that the above process will be jointly launched to the RODs and Divisional Reps to ensure the necessary RSB and LMCCGs are fully in place to participate with the activity outlined. In addition, we have also agreed that a joint session with RODs and Divisional Reps will be arranged by the end of October to review the National & RSB outputs and any lessons learned.

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



Alistair Cochrane
Chief Operations Officer
Royal Mail



Martin Walsh
Deputy General Secretary Postal
CWU

June 2024