

No. 058/25

25th March 2025

For the Immediate Attention of All:

Postal Branches
Divisional Representatives
Area Processing Representatives

Dear Colleagues,

THE DEPLOYMENT OF THE 2025 NATIONAL MAIL CENTRE REALIGNMENT REVISIONS

Branches and Representatives are informed that discussions have been taking place with the business in relation to progressing arrangements for the 2025 National Mail Centre Realignment Revision activity 2025.

Unfortunately, due to the ongoing resistance of the business to agree to Joint Statements we have not been able to secure the normal signed Joint Statement covering this activity. However, in line with the approach we have taken on other issues affected by this policy, we do have a letter from the business confirming the dates and the commitments to follow the established Nationally Agreed processes for this activity.

This approach has been endorsed by the Postal Executive and attached for the information of Branches and Representatives is the correspondence from Simon Aris, Operations Programme Director – Processing, confirming Royal Mail's commitment to the established, agreed revision processes along with the detailed processes at Annexes A - F.

As in previous years realignment activity will seek to ensure proper alignment of resource to workload and workplan compliance while creating attractive duty patterns for our members. Additionally, the business has indicated the following projects, all of which are subject to ongoing discussions will also be included or may influence the 2025 realignment activity:

- USO Reform workplan requirements including any changes to the CSS operations, most notably at the weekend. These elements will be influenced by the ongoing USO Pilot activity and will be dependent on any final agreement to deploy the USO Optimised model.
- MPU consolidation. Current CSS activity will run concurrently with realignment activity and where CSS consolidation is agreed this should be included in workload and will be included in Realignment discussions.

- The progression of the Single Large Parcel Network activity, defined in Section 5 of the BRT&G agreement which may entail workload migrating between the PFW and RM Networks in financial year 25/26. Proposals include large items (Format 4+) migrating to PFW through direct injection or sortation from the Outward Mail Centre's. The movement of smaller PFW traffic to RM and the maximising of synergies between RM and PFW Collection operation.
- Branches and Representatives will note as part of the ongoing discussions with EP Group and the business, there is an enhanced focus on the reduction of agency use across the operation. Against this backdrop a key priority in the realignment activity is the reduction in agency use and the creation of robust and fully resourced duty sets.

The document covers the ability to utilise inventive duty patterns, to assist the ability to achieve revision outcomes, which better match the aspirations of our members.

A Joint launch event took place for Plant Managers and Divisional/Area Representatives today online and a further session will be arranged as necessary to update Branches and Representatives as discussions progress.

Attached for the information of Branches is the letter received from Simon Aris confirming the commitment from Royal Mail to the agreed Realignment Process and Annexes, a copy of the Process Documents and a copy of the slides used during the launch call. As in previous years the department believes that the agreed process supported by all relevant national agreements including the IR Framework and MTSF will enable Representatives to achieve the best possible outcome in the realignment activity.

Any enquiries in relation to this LTB should be addressed to Davie Robertson, Assistant Secretary, email: jrodrigues@cwu.org quoting reference LTB 058/25.

Yours sincerely,

Davie Robertson
Assistant Secretary



Davie Robertson
Communication Workers Union
CWU Headquarters
150 The Broadway
Wimbledon
SW19 1RX

17th March 2025

Dear Davie

I write further to our discussions regarding this year's (FY25/26) Mail Centre Realignment activity.

Following the successful deployment of the realignment activity in 2024, we see no reason to deviate from this approach. Therefore, we are proposing for 2025's activity, we mirror these arrangements utilising the agreed processes for the resource realignment revision and Annexes, copies of which are attached.

However, due to current activity there are some additional impacts to this year's revision processes which were not included in last year's arrangements. This includes ongoing projects related to USO Reform and any enabling activity. It also includes the proposed movement of large parcel volumes between Royal Mail and Parcelforce (PFWW). A more detailed overview of each of these activities are outlined below:

- USO Reform workplan requirements including any changes to the CSS operations, most notably at the weekend.
- Transfer in financial year 25/26 up to 14m large items (Format 4+) from the RM network to PFWW, this will be via direct from customer or MC/HUB.
- Reduction of Agency resource in all sites, by reviewing and utilising innovative duty patterns and more flexible reserve levels

As in previous years we would propose that the activity is overseen and supported by our Joint Working Groups with any issue referred to us for resolution as the national leads. The updated details of last years' process are included below. As with last year we look forward to working with you and the team in successfully deploying all Mail Centre Realignment activity.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Simon Aris".

Simon Aris
Operations Programme Director - Processing
Royal Mail

2025 RESOURCE REALIGNMENT IN MAIL CENTRES

Introduction

The Business Recovery Transformation and Growth (BRT&G) Agreement commits both Royal Mail and the CWU to working together to transform business operations, by delivering agreed change at pace. Against this backdrop, in 2024, both parties have reviewed and updated the processes previously agreed within the 2018 Resource Realignment agreement and previously reaffirmed in the 2021 Pathway to Change Agreement. It has been determined that, with the things changed that are no longer applicable, the process by which realignments were successfully planned and deployed last year will be utilised in the 2025 realignment active.

Background

Both parties agree that in the Processing environment the means of delivering this change will be through the deployment of Resource Realignment Revisions. Both parties have committed to implement these changes in early Summer 2025.

Both parties recognise the impact of change on individuals and reaffirm our commitment that where more substantial operational change may be required it will be progressed on the established principle of efficient alignment of duties to workload, whilst striving to minimise employee disruption as much as possible. In all change, due consideration will be given to current attendance patterns. In conjunction with the terms of the Joint Statement on Resolving Displaced Colleagues in Processing, both parties recognise the opportunity the Realignment activity presents to reduce or remove the levels of displaced colleagues and the use of agency resource across plants. This activity will look at creating efficient and inventive duty structures where they meet workplan and service specification across the seven-day operation and reduce surplus or displacement levels across Plants. To assist with this aim, realignment of workload between shifts may be considered where it supports effective alignment to workload delivering agreed performance, by reducing stranded costs and achieving the National Workplan.

Both parties intend to conduct joint activity outlined in **Annex A**, 'A Guide for Mail Centre Resourcing Realignment'.

Resource Realignment

Locally Royal Mail and CWU will review their resourcing structure at pace to meet the summer deployment of Processing Realignments. To facilitate agreed realignment activity a joint approach utilising existing agreed tools and agreements has been developed to deliver the above aims, along with supporting materials and a training plan. Details are outlined in **Annex E**, which provides the required clarification to enable local discussions to take place in relation to resource realignment in Mail Centres. All discussions will be progressed in line with the IR Framework and the MTSF agreement.

Weekly updates on progress at each site will be forwarded to the appropriate Senior team, likely to be the Processing General Manager and the CWU Divisional Representative, who will coordinate activity within their respective areas. Both parties re-affirm that in all revision activity people's issues will be progressed in line with the commitment in section 3.1.3 of the BRT&G agreement.

Further national discussions are underway regarding productivity in relation to the Key Principles: Pathway to Change commitments to a flightpath, the BRT&G Section 2.5 commitments to efficient, fair, and manageable workload and the recommendations of the Joint Productivity Working Group. Discussions will include a review of the Opportunity model and all current tools. The outputs of these national discussions will be factored into revision activity.

The agreed realignment activity will be captured at each plant in a revision deployment which will be in line with national agreements

Any questions of interpretation, implementation or application of this Joint Statement shall be referred to the respective Headquarters for resolution.

A GUIDE FOR MAIL CENTRE RESOURCING REALIGNMENT

In line with the National Joint Statement on Resource Realignment 2024, when conducting joint realignment activity in Mail Centres, using nationally agreed tools, both parties must comply with the following guidelines:

1. Agree joint communication to employees regarding the realignment activity and joint aims and objectives.
2. Agree baseline period (Model Week) i.e., an average week to resource.
3. Agree levels of additional earning opportunities i.e., the level of Scheduled Attendance that meets employee aspirations and achieves workplan clearance.
4. Agree leave reserve ratios. These may be varied by agreement where this supports a reduction in the use of external resource.
5. Verify all work area cut-off and dispatch times.
6. Using the baseline period, jointly projected traffic to be resourced in each work area on all shifts across the full week. If needed, verify traffic with shift managers and CWU representatives as, depending on the agreed baseline period, there may have been changes in the traffic profile since then.
7. Establish total hours required in all work areas of all shifts; by using baseline traffic and agreed throughputs. Where not currently at target performance agreed action, you may seek to improve actual throughputs via agreed process changes; any such change will have to be tested before using the improved throughputs. Ensure all hours are captured including portering etc.
8. Jointly establish traffic arrival profile and review the confirmed network plan.
9. Consider traffic arrival profile, convert hours into AWDs and SAs, in each work area of all shifts.
10. Contingency resource planning (including White Book Staffing) is key to maintaining internal workplan stability. This resource must be aligned to meaningful non time critical work and only used to support workplan clearance in the event of exceptional circumstances.
11. Agree the outputs of the realignment activity, ensuring that any resulting changes accommodate all shifts and duties and are deployed in the most effective manner, while maintaining full operational coverage.
12. Align duties to employees on minimum disruption basis and in line with the national agreements, while at the same time ensuring effective alignment to workload that avoids stranded costs.
13. Once current Staff in Post (SIP) (full time and part time) have been realigned to the duties, any gaps in resourcing to be filled using the following resourcing principles:
 - I. Part Time to Full Time or part time extended contractual hours, ensuring flexibility is in place to support correct alignment of hours against the workload.
 - II. Any subsequent shortfall will be addressed by recruitment.

Process to Establish the Model Week for The Purpose Of Conducting Resource Alignment Activity

When conducting Resource Alignment Activity, to project the model week the use of nationally agreed tools follows the steps below in the given order.

This is a change to the previous process to reflect that (following removal of Production Design Manager (PDM) role), several steps in the production of a Model Week are performed by the Central Production Control Team, prior to joint review in each Mail Centre. The Mail Centre Optimised Production Leader (OPL) remains the custodian of traffic history and accuracy in their plant.

1. Central team will analyse the previous rolling 52-week reference period at unweighted traffic stream level
2. Remove known extremely high and low traffic weeks, i.e., Christmas weeks, Bank Holiday weeks. This will be the same standard peak and bank holiday weeks nationally, unless local holiday applies e.g., Northern Ireland MC.
3. Agree and remove any additional weeks where the traffic was significantly higher/lower for unforeseen reasons when compared to normal forecast, e.g., severe weather, election material and census etc. However, if any such situation has altered the traffic profile of the unit for a longer period than one week, it may have a greater impact on the average/model week.

For the purpose of this calculation local parties will apply a common-sense approach and considering previous years' trends will, generate a jointly agreed forecast traffic figure for these particular weeks.

4. Once the above has been undertaken the total of the remaining weeks' actual traffic will be divided by the number of remaining weeks. This will provide a Historical average week's traffic for the previous base reference period.
5. Once the historical average weeks actual traffic has been established in line with the Bullet Points 1 to 4, both parties will agree and add/delete any known traffic which the unit may have gained or lost since the end of previous reference period, i.e., gained, or lost contracts, long term diversions etc.

If any such gain or loss occurred during the reference, then apply the same traffic gain/loss-to the new base line model week. Once the base historical average week has been established, the Central Team will liaise with the local MC team to correct any daily phasing issues at mail stream level. Any known product or customer changes will also be updated in the base model week, but only if this is not already reflected in the base.

For Mail Centres that concentrate out to Superhubs or other Mail Centres, any anomalies in the base model week will also be corrected to reflect the model week for both the posting Mail Centre and receiving Superhub/Mail Centre.

6. At this point, the jointly projected model week will be presented to the CWU and Royal Mail locally, to validate the model week traffic. This validation process will include validation of traffic of all streams, in all shifts and work areas.

If there are any concerns these need to be agreed locally and fed back to the central production team and the Joint working group (JWG), along with supporting data to be

considered.

7. Once the new model week has been locally agreed, using steps 1 to 6, the economic and business forecast growth and decline will be applied at plant and format level, in order to project the traffic for the resourcing realignment.

For resourcing purpose, the model week traffic is produced at an unweighted traffic level. Once the Model week traffic is imported into the Production Scheduler it is allocated to appropriate work areas on different days and different shifts. Resourcing to this traffic will be conducted in line with the nationally agreed principles contained in Annex A, 'A Guide for Mail Centre Resourcing Realignment'.

Full training 'how to project model week' will be jointly designed and provided to the CWU representatives conducting the above activity.

QUALITY CHECKLIST – PROCESSING

Royal Mail and the CWU recognise that the Weekly Resourcing Meetings provide an opportunity for continuous review of quality using agreed Quality and Resourcing checklists. Units will jointly assess current compliance with all Resourcing Agreements and Quality of Service commitments. Where it is agreed there is non-compliance, an agreed action plan will be worked up locally as a priority.

Both parties will ensure there are resources available and processes in place to support the compliance with the following:

1. Work Area Workplan Completion times are reviewed daily and there is evidence of correct reporting of clearance/failure, Route Cause Analysis conducted (if required) and action points to remedy where there is a slippage against completion times.
2. Operational planning and resource alignment to workload including the correct staffing levels is in line with the National and locally agreed workplan.
3. The standard operational procedures for each work task are in line with the agreed operational standards handbook and national agreements or where they are not an exemption has been agreed.
4. All Machinable DSA and Economy letters are prepped by 1800 and processed to batch level by 22:00.
5. All agreed engineering and operator pre-flight checks are completed on a daily basis across all machines.
6. 100% checks are performed daily on Automation Hazard Boxes.
7. 2c letter selections are flick checked for 1c stamped mail (CFC, IMP, Handstamp).
8. 2c has been tipped to agreed local workplan and prepped to extract any 1c prior to final despatch.
9. 2c Meter and PPI letters are processed through the automation by 22:00 extracting any 1c to achieve final despatch.
10. Collection Hub checks (for 1c in 2c parcels) are carried out on arrival into your Plant and these items are extracted to achieve 1c final despatch at 2200.
11. Cancel all stamps and extract all underpaid stamp and meter mail, other operators' mail, and Access International items for Revenue Protection.
12. Checks are in place that review mail presentation of mail in the pipeline (Collections, Mail Centre, MPU and Delivery Units).
13. Despatches of mail meet all specifications such as maximising interim despatches to the local distribution delivery plans to minimise bulk-outs and maximise despatch of available mails.

RESOURCING CHECKLIST - PROCESSING

Royal Mail and the CWU recognise that the weekly resourcing meetings provide an opportunity for continuous review of quality using agreed Quality and Resourcing checklists. Units will jointly assess current compliance with all Resourcing Agreements and Quality of Service commitments. Where it is agreed there is non-compliance, an agreed action plan will be worked up locally as a priority.

Both parties will ensure there are resources available and processes in place to support the compliance with the following:

1. Are weekly Mail Centre resourcing meetings held every week and on all shifts by the relevant managers and CWU reps?
2. Are the agreed standard resourcing meeting agendas followed for the weekly, monthly, and quarterly resourcing meetings?
3. Have you reviewed the previous quarter's WIPWH performance in line with PTC Productivity flightpath?
4. Have you reviewed any plant changes, machine moves, process changes, floor layouts or are there any agreed projects scheduled that will impact on resource required?
5. Do you have the correct resource alignment to workload with hours in the right place to achieve full clearance, deliver QoS and PTC Productivity Flightpaths?
6. Have you reviewed the resourcing model for the last 12 weeks and does this need to change?
7. Have you reviewed if Part Time staff are consistently working increased hours and if so, do these need to be addressed by offering additional contractual hours to P/T staff in line with the Job Security agreement?
8. Review the supply hour mix of AWD and Variable hours.
9. What has the agency usage been over the last week/month/12 weeks and projected forward – do you need to change the resourcing structure in line with workload to reduce/eliminate reliance on agency hours?
10. Have you discussed any FTCs and have these been reviewed in line with the Job Security agreement?
11. Do you discuss staff changes weekly to understand if there are any known leavers/retirements and if so the appropriate resourcing solution?
12. Have you reviewed skills gaps and if any training is required?
13. Do you review regular 'loans and borrows' and look for permanent solutions?
14. Is there a robust annual leave planning process in place that aligns annual leave to workload and/or annual leave reserve levels, meets employees' aspirations and provides flexibility for ad hoc days for employees? Where workload dips the opportunity to increase annual leave should be reviewed.
15. Are the Working Time Regulations fully complied with as per the Way Forward agreement?

Weekly Resourcing Meetings – Guidance Document

Meeting Guidelines

A Joint Working Group of representatives from Royal Mail and the CWU met to develop and review best practice and materials for weekly resourcing meetings and to establish and reinvigorate the process for holding these meetings. The following guidelines summarise the outputs from this discussion and are to be used to form the basis of the weekly resourcing meetings held in Mail Centres. This document should be used alongside the standard format for capturing and displaying meeting outputs for all employees to see.

Aim and Purpose of the Weekly Resourcing Meeting?

The aim and purpose of the meeting was agreed as a forum where both Royal Mail and the CWU have a shared goal and are speaking a common language and also to have an honest approach even when there may be difficult messages to get across. The focus should be to review past and current resourcing along with clearance to workplan, and to identify what the resourcing needs are for the week/s to come. It was highlighted that there were a number of pre-requisites for this:

- Correct and simple information that is easy to understand for both parties.
- Honest approach even when there are difficult messages.
- Structured agenda – know what to discuss.
- Appropriate attendees:
 - Everyone involved.
 - All reps and all shift managers
 - Each shift to have separate meetings.
- Clear outputs and owners
- Tie into weekly SI meeting with area reps.
- Clear understanding of the tools used in the plant.
- Level of knowledge for attendees to be equal.
- Ownership and governance down to WAM level.
- Way forward even when there's a conflict of views.
- Clear understanding of demand and performance levels.

Meeting Process

Resourcing meetings are mandatory meetings and should take place every week as a minimum and supplemented by daily and quarterly interaction. The recommendation for the attendees and structure of these meetings follows a tiered approach:

- Daily touchdown at the start of every shift –Shift Manager/Shift Rep
- Weekly SI/Plant manager level – Plant Manager/ OPL/PSM /Area Rep/
- Weekly at shift level - Shift Manager/Shift Rep
- Quarterly including a wider audience

Content to be reviewed during the Weekly Resourcing Meeting

There are three specific areas: base data, previous week's performance and the coming week's plan. Within these areas there are a number of topics that should be discussed.

Base data needs to be accurate and known:

- Arrival profile (to be jointly reviewed on a quarterly basis)
- Local workplan

- Production scheduler detail
- Skills register (to be jointly reviewed on a quarterly basis)
- Annual leave agreement
- Scheduled attendances
- Seasonal adjustment requirements

Previous week's data:

- Movement of staff
- Hours spend against the plan
- Traffic actuals v forecast
- Clearances to workplan
- Use of Contingency resource (White book Staffing) – RCA for internal workplan slippage causing usage
- Seasonal trends/requirements

Next week's plan with an overview of the following:

- Traffic forecasting trends and patterns and know bulk postings (e.g., end of month spike)
- Absence and annual leave
- Red dot days
- Hours plan for the week
- Throughputs/efficiency adjustments by shift – if required
- Pre-list overtime (where known) for hours needed
- List of reserve overtime
- Short notice demand solution (local process)
- Any workplan changes
- Rehab integration back on to shifts
- Loans and borrows planned
- Mech plans
- Seasonal trends/requirements

Content to be reviewed during the Quarterly Resourcing Meeting

The quarterly meetings should take place at key points in the year: March, June, September, and December. The following should be discussed and reviewed during these meetings:

- Any known future plant changes
- Previous quarter's performance
- Throughput changes required due to changes
- Machine moves
- Staff changes – known leavers/retirements
- Resourcing mix – 12-week review
- Work plan
- Agreed Projects
- Special events planning/seasonal requirements
- Resource alignment
- Training plans/skills needed
- Review of weekly resourcing meetings and resourcing in line with job security agreement
- Benchmark other plants

Outputs for Sharing with All Staff

Following the meeting, the outputs should be captured in the Weekly Resourcing Meeting template and displayed for staff. Any overtime requirements should also be communicated as early as possible to staff.

Process Guide

Resourcing Meetings

There is a joint recognition that while Weekly Resourcing Meetings have been part of the regular interaction with Managers and CWU Representatives, these may not have always been deployed thoroughly and robustly in all Units. These Meeting are the local forum for jointly reviewing past and current resourcing along with clearance to workplan and identifying what the resourcing needs are for the week/s to come. This will embed the activity set out in the Realignment process and associated guidelines which ensures that a review is carried out in March, June, and September each year. This will include sign off by the Processing General Manager and the CWU Divisional Representative of the quarterly review.

Resource Realignment

This joint approach will operate with a number of key guiding principles as follows:

- Establish the baseline period (Model Week) within agreed parameters.
- Review processing resourcing requirements to achieve the Parameters and ensure maximum connectivity of traffic.
- Activity should ensure compliance with the requirements of National Workplan and Service Level Agreements.
- Review of Sequencing levels and mail presentation across all work streams to ensure quality standard on a consistent basis.
- Review the Resourcing Mix:
 - 1) Duty/Core Attendance
 - 2) Agreed Scheduled Attendances
 - 3) Variable Over Time & AgencyTo ensure that resourcing against workload is robust.
- Reduce the utilisation of agency/casual staff and ensure that the agency/casual usage is in line with the Agenda for Growth principles.
- Review Part Time contracts in line with the principles contained in the 'Resourcing in line with Current agreements' section of the 'Guiding Principles agreement'.
- To ensure robust resourcing against workload review SA agreements and ensure that appropriate SA contracts are in place in line with national agreements.
- Ensure seasonal flexibility in workload is resourced robustly, this may include alignment of overtime, SA, and annual leave where applicable.
- Review workplan to protect quality and consider what workload can be realigned to different shifts, in compliance with the national agreements and USO commitments and the principles reaffirmed in the 2024 Target Condition National Workplan for Mail Centres & Parcel Hubs. Regarding maintenance of early shift workload. *Local discussions should identify and agree how work can be realigned on the early shift to prioritise 2c processing to achieve the revised specifications while maintaining viable workload in the post 10.00 period through the realignment of other work streams.*
- Equality Act, Flexible Working, and adjusted duties to be reviewed in light of realignment activity.
- Review Fixed Term Contracts (FTC) and convert to substantive positions if supported by future workload.
- Review regular loans/borrows requirements and look for permanent solutions.
- Annual leave agreements to be reviewed in order to maximise choice and build in more flexibility for OPGs to take ad hoc leave.

- Fully adhere to the standard process to carry out the realignment activity included in the attached Annex A, '*A Guide for Mail Centre Resourcing Realignment*'.
- Review Contingency resourcing (White Book Staffing) levels and ensure that contingency arrangements are in line with the national agreements
- Agree the outputs of the realignment activity, ensuring that any resulting changes are deployed across all shifts and duties in the most effective manner, while maintaining full operational coverage.

Model Plant Sign Off Sheet

Plant Duty Set Realignment Agreement 2024 For: _____

Background

The BRT&G agreement has committed that Royal Mail and CWU will undertake revision activity in 2024 to rebalance and realign resources to workload reflecting the change in volumes between letters and parcels and to support achievement of a revised network. The key objective of this activity is to capture parcel growth, maintain the USO and improve overall efficiency across the business addressing the changed Network and any changes in volume and traffic mix and diversions to the Parcel hubs.

This processing realignment should have been progressed in line with the terms and principles of the National Realignment Joint Statement aiming to minimise the disruption to employees. Agreed change will be deployed in line with the IR Framework and relevant National agreements, including MTSF. Activity should target maximising a reduction in the reliance on Agency resource, a reduction in surplus/ displaced employees and better alignment to workload, employee aspirations and achieving workplan clearance. At all times internal resource will be prioritised and inventive duty structures will be encouraged where they meet the aims and principles of the National Joint statement on Realignment Activity 2024.

In relation to the required realignment process both parties confirm that the following actions have been jointly undertaken:

Model week

- The agreed model week process has been followed, in line with points 1 and 2 of the Joint Statement: *Key Principles Framework Agreement (Pathway to Change) - Agreed National Guidelines for 2024 Realignment Activity to Rebalance the Operation in Processing Units. (Mail Centre, RDC, WBC)*. Data output to be included in Annex C to reflect revised baseline.
- The 13 Step Realignment process has been followed and signed off through the revision process.
- The National Workplan is being deployed
- That all agreed staffing levels, SSOW and SOPs by work area/task have been reviewed and deployed as appropriate in line with standard working methods.

Outcome

As a result of following the above processes and the joint statement the following outputs have been agreed:

- Actual Throughputs agreed by work area that are being used to realign duty structures can be found at Annex A.

Pre-Realignment - Staffing AWD

Shift	AWD No		Reserve Ratio	AWD no		Reserve Ratio	Hours				Hours	
Early		FT			PT			SA		Average OT hours		Average agency
Late		FT			PT			SA		Average OT hours		Average agency
Night		FT			PT			SA		Average OT hours		Average agency
Weekend		FT			PT			SA		Average OT hours		Average agency
Office reserves		FT			PT							

	People		People	
Plant Supernumerary		FT		PT
Redeployment Surplus		FT		PT

Specific details of duty set up can be found at Annex B detailing contracted hours and number of days worked.

Realignment 2025

As a result of realigning duties, the following has been agreed as the new duty set and earnings package.

	AWD No		Reserve Ratio	AWD no		Reserve Ratio	Hours			
Early		FT			PT			SA		Average OT hours
Late		FT			PT			SA		Average OT hours
Night		FT			PT			SA		Average OT hours
Weekend		FT			PT			SA		Average OT hours
Office reserves		FT			PT					

In line with Annex A, the base AWD reserve ratio has been set at a level to provide operational

coverage against A/L, support earnings opportunities as well as minimising requirement for agency resource, except in exceptional circumstances.

Resign activity.

As a result of the realignment and applying the resourcing jobs during major change a resign is (not) required (delete as agreed locally)

Weighted Items Per Work Hour measure

The WIPWH figure is currently being reported as measured _____, unmeasured. Both parties have agreed that as part of this realignment and over the following 12 months discussions to plan to reach the following measured WIPWH figure of _____ through agreed method change, including the re-alignment activity.

Performance improvement discussions shall take place as part of the weekly resourcing meetings and other scheduled meetings across the shifts to ensure plans are achievable and robust.

Where both parties agree the figure or plans are unachievable the agreed target figure will be revised accordingly.

All performance improvements will be in line with the relevant national agreement.

Any points of disagreement on performance shall be progressed in line with the IR Framework at local level and through the tier system as appropriate.

The following details the requirement for advertisement if increased contractual opportunities for Part time to Full time as follows:

Early		PT		FT
Late		PT		FT
Night		PT		FT
Weekend		PT		FT

The following details the surplus/shortfall of contracts by shift where applicable:

Early		FT		PT
Late		FT		PT
Night		FT		PT
Weekend		FT		PT

Any identified surplus will be dealt with in line with the full terms of the MTSF Agreement.

If recruitment, please detail:

- Agreed contracted hours
- Basis of recruitment, i.e., permanent, or temporary, If temporary detail the period of contract (JSA compliant)

Review of Agency Resource

The use of agency resource shall be kept under constant joint review as part of the weekly and quarterly review sessions and addressed by prioritising internal resource. Where it is identified that there is an ongoing shortfall to meet workload and internal resource is insufficient, urgent local discussions shall take place to establish a resourcing solution with the objective of reducing agency use at every opportunity.

Post Implementation Review

Data will be collected on a weekly basis and discussed as part of the weekly and quarterly resourcing process. Both parties commit to addressing matters that come to light following deployment of the revised realignment project. There will be a formal PIR undertaken on the (insert date)

Resourcing Reviews

To ensure that resourcing is correctly aligned, and the utilisation of agency staff is minimised a formal review shall take place at weekly and quarterly resourcing meetings.

Quarterly resourcing meetings will also factor in the Nationally agreed recommendations from the Productivity Joint Working Group activity. This will support activity in respect of agreed productivity improvement.

Communication Arrangements:

Consistent and effective joint local communications have taken place through the lifespan of the re-alignment process between RM, CWU and frontline employees engaging along the journey to achieve a successful deployment.

Deployment date

The deployment date for the realignment review and associated arrangements have been agreed taking into account all operational issues and the CWU local engagement to achieve successful confirmation. The new duty set will be deployed in early Summer 2025. The review shall be deployed on

Signed copy of this letter must be shared with the JWG at the following email addresses:

RM:

CWU:

Signed

Plant Manager

Area Processing Representative

Date

MAIL CENTRE REALIGNMENT ACTIVITY

Joint Launch Call –Tuesday 25th March 2025

Welcome & Agenda

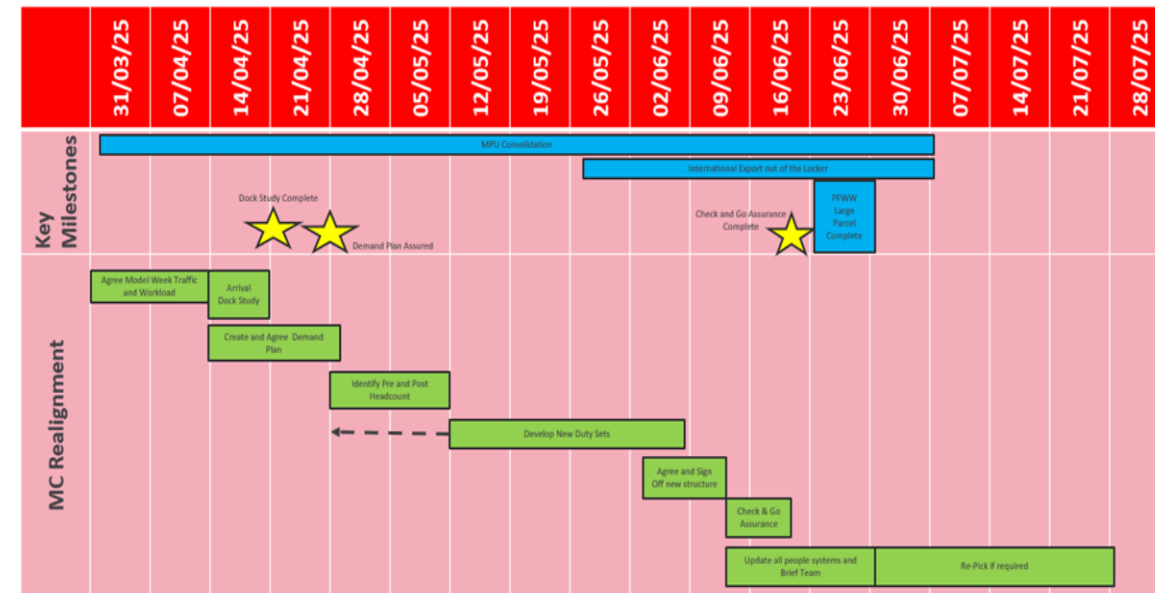


- **Welcome & Introductions**
- **Activities ahead of us and by when**
- **Continued support & communications**
- **Q&A**

Activities & Timeline



- Nationally Agreed Process on MC realignment communicated after this call via LTB
- Working together
- Key aim – Workplan Compliance prepare for potential changes driven by
 - USO Reform
 - RM/PFW Single Large Parcel Network Project
 - MPU Consolidation
 - Reduction of reliance of Agency Resource
- Approach in line with existing agreements –Industrial Relations Framework, Resourcing in WFA & resourcing Jobs as a result of Major Change, MtSF
- Assurance approach to be adopted ensuring all sites are fully supported through process



Roles and Responsibilities



Be available for Discussions throughout re-alignment	CWU Representatives and Plant Management
Be fully Transparent during discussions	CWU Representatives and Plant Management
Nominate a Substitute if Absent	CWU Representatives and Plant Management
Use Data to make decisions	CWU Representatives and Plant Management
Bring Proposals not objections	CWU Representatives and Plant Management
Consult on People Issues	HRBP and CWU Representatives
Provide Clarity on Agreements	National Joint Working Group

Support & Communications



- Organised nationally to interface at least weekly to ensure alignment on joint working, this supports in:
 - Further Q & A Sessions
 - Being available for escalations
 - Cascading WTLL content/briefings on progress
 - Ensuring we adhere to national agreements
 - Keeping us on track to deliver for Early Summer 2025

Q&A