

No. 122/25

23rd June 2025

TO ALL BRANCHES

Dear Colleagues,

CWU RESTRUCTURING CONSULTATION REPORT

As branches will be aware, the results of the branch restructuring consultation were presented at today's national briefing. As was noted during the briefing, we are now sharing the results report with our branches. Please find attached a report of the branch restructuring consultation results.

The report breaks down the results of all three sections of the consultation- our regional structures, our national structures and our branch structures. We encourage all branches to read the results, alongside reading the policy papers in detail.

If you have any questions, please email the General Secretary's Department at dlynch@cwu.org.

Yours Sincerely,



Dave Ward
General Secretary



CWU Restructuring
Consultation Result

CWU Restructuring Consultation

Results Report

Responses

Of the 82 eligible Postal branches, 73 responded to at least one survey.

Of the 34 eligible Telecoms branches, 33 responded to at least one survey.

REGIONAL STRUCTURES

Question 1

The objectives of the Regional Structures are laid out in the CWU Rule Book under Rule 7.1.3 as follows:

- To work under the direction of the NEC and oversee all non-industrial work within the Region.
- To support the development of the union's work within the wider trade union movement, including building stronger links to TUC Regional Structures.
- To support the development of the union's political work, including building stronger links with the relevant Labour Party structures.
- To support the development and delivery of the union's Organising and Recruitment Strategy.
- To support the development and delivery of the union's Education, Learning and Training Strategy.
- To support and oversee the work of our branches and implement strategies such as the CWU measures of success.
- To develop Regional priorities and campaigns that support the general strategies of the union.
- To support the development of the union's Communications and Engagement Strategy.

Do you feel the current Regional Structures are delivering on these objectives? (Y/N)

Results

TELECOMS CONSTITUENCY

YES 54.8

NO 45.2

POSTAL CONSTITUENCY

YES 62.2

NO 37.8

OVERALL

YES 61%

NO 39%

Question 2

If not, why? (space for comment)

Results

The most common answers were:

1. Lack of results from regional structure/work
 - *A phrase used more than once was "talking shop". Some branches said they were unsure of the value of regional structures.*
2. Too focused on Postal issues
 - *This was a common response from Telecoms branches.*
3. Duplication of work of branches
 - *Also referenced duplication of work from HQ*
4. Not delivering due to a lack of support from HQ or workload issues

- Usually branches were supportive of regional structures remaining in place when referencing this answer

Question 3

Please rank the objectives of the Regional Structure, in order of priority for the branch, with #1 being the highest and #9 being the lowest: (rank 1-9).

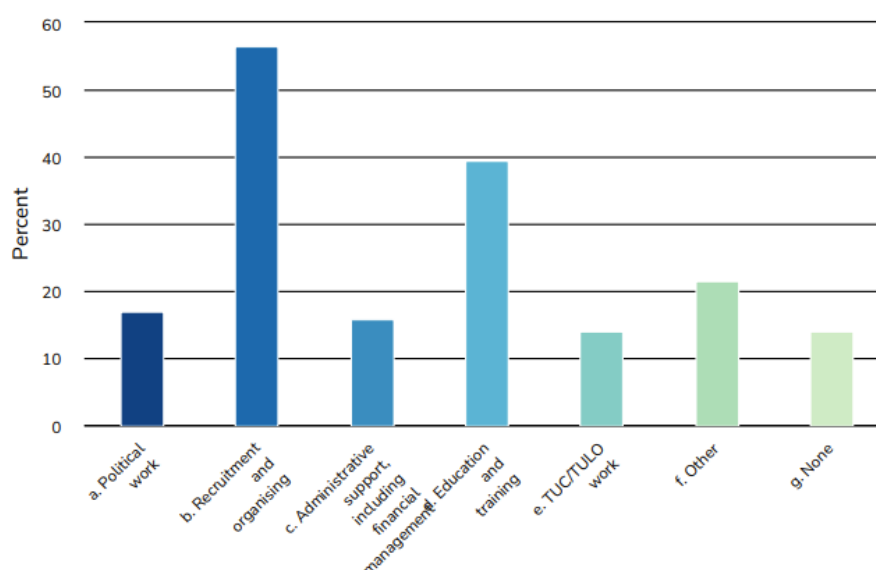
Item	Overall Rank	Rank Distribution	Score	No. of Rankings
d) To support the development and delivery of the union's Organising and Recruitment Strategy.	1		605	107
e) To support the development and delivery of the union's Education, Learning and Training Strategy.	2		542	105
a) To work under the direction of the NEC and oversee all non-industrial work within the Region.	3		484	106
f) To support and oversee the work of our branches and implement strategies such as the CWU measures of success.	4		470	106
g) To develop Regional priorities and campaigns that support the general strategies of the union.	5		466	106
b) To support the development of the union's work within the wider trade union movement, including building stronger links to TUC Regional Structures.	6		435	104
c) To support the development of the union's political work, including building stronger links with the relevant Labour Party structures.	7		420	107
h) To support the development of the union's Communications and Engagement Strategy.	8		388	106



Low est Rank High est Rank

Question 4

What are, if any, the areas that the branch feels there is a lack of support, whether from HQ or the regions? (Select multiple)



Some of the common answers included in 'Other' were:

- Legal/Unionline issues
- Health and Safety
- Tech support

Question 5

Does the branch attend regional meetings on a regular basis? This includes Regional Subcommittee meetings, including meetings of the Equality, Health and Safety, Young Workers, Retired Members, Education, Learning and Training and Political Subcommittee meetings. (Y/N)

YES 92.5%

NO 7.5%

Question 6

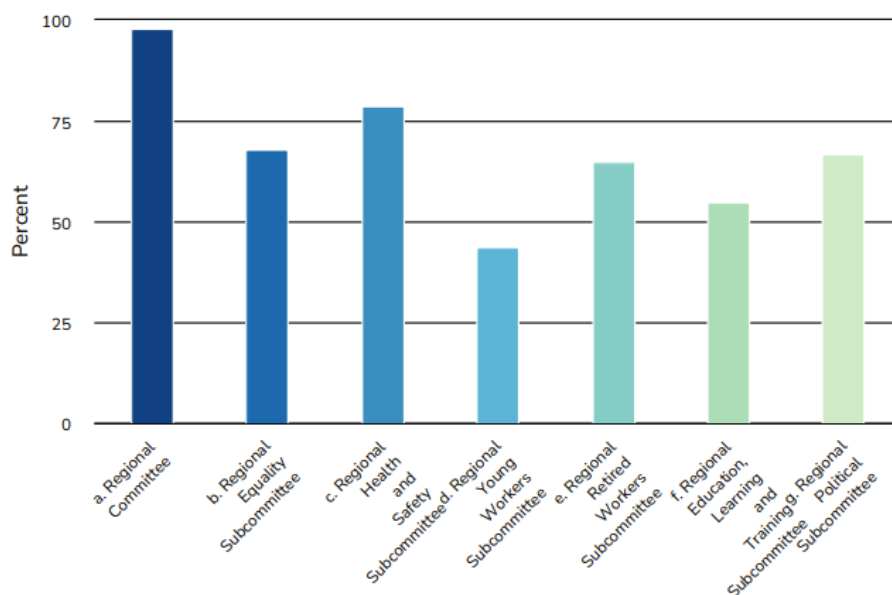
If yes, which branch Officer attends these meetings? (space to comment)

Results

The most common answer was that branches send the 'relevant officers' or the Branch Secretary.

Question 7

If yes, which committees? (Select multiple)



Question 8

Does the branch believe the Regional Committee structure is effective? (Y/N)

TELECOMS CONSTITUENCY

YES 48.4

NO 51.6

POSTAL CONSTITUENCY

YES 58.1

NO 41.9

OVERALL

YES 56%

NO 44%

Question 9

Please explain your answer (space to comment).

Results

The most common answers (positive) were:

1. Allows branches to learn from others in the region/increased communication from branches
2. General comments about the structure functioning well
 - *Branches often stated that their own region was working well while others were not.*

The most common answers (negative) were:

1. Lack of results/value
2. Too many meetings
 - *Many branches said they could not find attendees for all of the meetings nor were they well attended.*
3. Committees too focused on postal issues
 - *Telecoms branches only*

Question 10

How often is the branch in contact with the Regional Secretary or Assistant Regional Secretary? (Select one)

- 43%- Other
- 17%- Multiple times during the week

- 16%- Weekly
- 14%- Monthly
- 10%- Fortnightly

Some of the common answers included in 'Other' were:

- As and when required (most common)
- Quarterly
- Once or twice a year/hardly ever/never (eight branches)

Question 11

Has your Regional Secretary visited the branch or attended any meetings or events in the last six months? (Y/N)

YES 54%

NO 46%

Question 12

Does the branch believe the objectives of the Regional Structure could be better achieved by having appointed officials? (Y/N)

TELECOMS BRANCHES

YES 16.1

NO 83.9

POSTAL BRANCHES

YES 9.5

NO 90.5

OVERALL

YES 11%

NO 89%

Question 13

Please explain your answer (space for comment)

Results

The overwhelming reason in favour of keeping elected officials was the 'democratic principle', i.e. branches want a say in who they elect. This was even the case with branches who reported that they were unhappy with their regional secretary or not in frequent contact with them.

Only a few branches supported appointees and some said they would only support them dependent on more details regarding the role or with strong caveats about the function of the role.

Question 14

Does the branch have any other views on how the CWU could redesign the work currently undertaken within our regional structure? Please make any additional general comments here. (space for comment)

Results

There were a wide variety of suggestions and ideas shared by branches, meaning it is difficult to summarise all suggestions. However, common themes in the answers included:

- Redefining the remit of the regions and the role of the Regional Secretary and overall guidance from HQ
- Offloading some areas of work to HQ (though different branches had different views on which areas of work should be given to HQ)
- Combining roles within regional structures

Several branches suggested reducing the regions but not eliminating them and redrawing the boundaries of regions. In addition, branches in devolved nations expressed concern about their regions being merged with English regions.

NATIONAL STRUCTURES

Question 1

Is the branch satisfied with the current structure and representation on the NEC? (Y/N)

TELECOMS BRANCHES

YES 61.3

NO 38.7

POSTAL BRANCHES

YES 58.6

NO 41.4

OVERALL

YES 58%

NO 42%

Question 2

If no, please explain your answer (space to comment).

Results

It should be noted that branches gave a wide variety of reasons why they were unsatisfied. Also, a few branches said that the new NEC structures had not been in place long enough for them to be evaluated yet.

The most common answers were:

1. The NEC should be reduced/smaller
 - *Some said it should be reflective of constituency size*
2. There's a lack of contact/communication between the NEC and branches
3. Lack of results/effective representation
 - *This comment was often made in conjunction with answer 2*
4. There should be geographical representation on the NEC
5. Each position on the NEC should be directly elected, not appointed
6. Wants Retired Members representative to have voting rights
7. Wants a dedicated Health and Safety representative

Question 3

Is the branch in favour of geographically elected representatives on the NEC? (Y/N)

TELECOMS BRANCHES

YES 51.6

NO 48.4

POSTAL BRANCHES

YES 45.7

NO 54.3

OVERALL

YES 48%

NO 52%

Question 4

Does the branch have any views on how the NEC can improve? (space to comment)

Results

The most common answers were:

1. Improve the communication/contact/visits between NEC and branches
2. Implement geographical representation on NEC
3. Reduce the NEC
4. More transparency, better minutes/feedback from NEC meetings
5. Do not implement geographical representation on NEC

Question 5

Is the branch satisfied with the current structure and representation on the Industrial Executives? (Y/N)

TELECOMS BRANCHES

YES 67.7

NO 32.3

POSTAL BRANCHES

YES 64.3

NO 35.7

OVERALL

YES 64%

NO 36%

Question 6

If no, please explain your answer (space to comment).

Results- Postal branches

There were many reasons branches gave for their dissatisfaction.

The most common answers were:

1. Prefer geographical representation on the PEC/greater integration with divisional structures
2. Little or no contact between the PEC and branches
3. Thinks the seniority system is outdated
4. Concerned about Health and Safety work
5. Thinks the PEC could be reduced
6. Concerns around democracy/election culture
7. General comments

Results- Telecoms branches

The most common answers were:

1. Little or no contact between the TFSE and branches
2. Thinks the TFSE should be reduced
3. The representation is not adequate
4. Unfair disparity between PEC and TFSE

Question 7

POSTAL BRANCHES ONLY: Are you in favour of geographically elected Industrial Executives? (Y/N)

POSTAL BRANCHES

YES 41.4

NO 55.7

Not applicable 2.9

Question 8

Are there any other improvements would you make to ensure the Industrial Executives are more effective? (space to comment)

Results- Postal branches

The most common answers:

1. More communication/visits between the PEC and branches
2. Introduce geographical representation/integration with Divisional structures
3. Improve representation and skills of PEC

Results- Telecoms branches

The most common answers:

1. More communication between branches and TFSE
2. Improve representation and skills of TFSE
3. Thinks TFSE is understaffed/under resourced compared to PEC

Question 9

Does the branch believe that the current constituency structure is fit for purpose? (Y/N)

TELECOMS BRANCHES

YES 83.9

NO 16.1

POSTAL BRANCHES

YES 71.4

NO 28.6

OVERALL

YES 73.5%

NO 26.5%

Question 10

Please explain your answer. (space to comment)

Results

It should be noted that Telecoms branches were mainly against merging constituencies. There were also several contributions where branches stated that they were happy with the constituency structure but believed there should be more cross-constituency and joint working across the union.

The most common answers in favour of merging constituencies were:

1. Merging constituencies will create better unity within the union/prefers a 'one union' approach
2. The constituency structure is outdated
3. The current constituency structure creates duplication of work

The most common answers against merging constituencies were:

1. The constituency structure works well as it is
2. Industrial representation will suffer if the constituencies merge
3. Postal issues will dominate the union's agenda if constituencies are merged
 - *Telecoms branches only*

Question 11

If you have any other comments or suggestions on how to improve our national structures, please tell us here. (space to comment)

Results

The most common answers were:

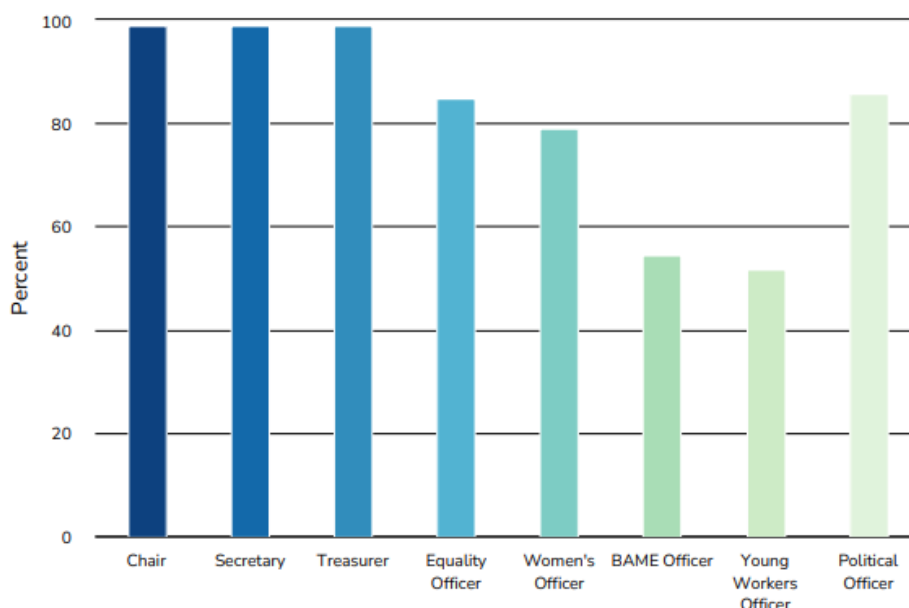
1. National structures should utilise virtual meetings more often
2. National structures should reduce costs by reducing in number or cutting other costs
3. There should be more communication between NEC, PEC and TFSE and branches
4. Ensure all positions are elected/protect elected positions
5. HQ should cut costs

BRANCH STRUCTURES

Question 1

According to the CWU Rulebook, each branch shall elect no less than eight branch Officers and eight other branch committee members. Which of these roles are currently filled on your branch committee? (select all that apply)

- Chair
- Secretary
- Treasurer
- Equality Officer
- Women's Officer
- BAME Officer
- Young Workers Officer
- Political Officer



Question 2

If there are vacant roles, what are the barriers to filling these positions? (space to comment)

Results

The most common answers were:

1. Not enough young people interested/in the branch
 - *This was by far the most common answer. Many branches referenced a lack of young members in their branch, as well as the longevity of young members in the business*
2. Not enough BAME people interested/in the branch
3. Not enough members interested/able to be a Political Officer
4. Not enough interest across the branch in roles generally
 - *Most branches have the roles of Chair, Secretary, Treasurer, Equality Officer and Women's Officer filled.*

Question 3

Does the branch feel the expansion of Officer roles related to equality positions is effective in ensuring a diverse branch and union? (Y/N)

TELECOMS BRANCHES

YES 71

NO 29

POSTAL BRANCHES

YES 57.5

NO 42.5

OVERALL

YES 61%

NO 39%

Question 4

Please explain your answer (space to comment)

Results

There were a mix of responses from branches. Some referenced that the expansion of equality roles within the branch has some merits but the overall approach should be changed/streamlined. Others reported positive developments in their branch due to this expansion. For ease of reference, and accounting for the fact that many branches reported that they were satisfied with the current structure, the common answers for those happy and unhappy with the structure are combined.

The most common answers were:

1. The expansion of equality roles has worked well
2. The Equality Officer either covers the relevant work or should cover it
3. The local reps deal with equalities issues

4. The roles are not very relevant to the members

Question 5

Would you support some branch administration being centralised- including membership administration and some financial administration? (Y/N)

YES 19%

NO 81%

Question 6

Does the branch ever have difficulties securing release from the employer for elected branch Officers? (Y/N)

YES 42%

NO 59%

Question 7

If so, please list your employer and the positions you have issues securing release for (space to comment)

Results

The most commonly referenced employers where release had been an issue were Royal Mail, Openreach and EE. A commonly referenced reason for release being an issue in Royal Mail was a lack of staff on duty or when notice for release was short.

The most commonly referenced positions where release had been an issue were the equality roles, Political Officer and Union Safety Reps. Some branches referenced release as an issue in general, even for the IR representatives.

Question 8

Where does your branch currently operate from? (Select one)

- a. An owned premises (15%)
- b. A rented/leased property (11%)
- c. A rented/leased property (shared with another branch or region) (7%)
- d. An owned premises (with another branch or region) (1%)
- e. Employer-owned premises (66%)

Question 9

If your branch shares a premises with another branch or region, which branch or region?

N/A

Question 10

Does the branch estimate that, for whatever reason (financial, space requirements etc) that they will need to relocate in the next 18 months? (Y/N)

YES 16%

NO 84%

Question 11

Would the branch consider sharing a property with another branch, including branches from a different constituency? (Y/N)

TELECOMS BRANCHES

YES 25.8

NO 74.2

POSTAL BRANCHES

YES 54.8
NO 45.2

OVERALL

YES 47%
NO 53%

Question 12

Would the branch prefer that CWU HQ took a larger role in the procurement of property, equipment and services for branches? (Y/N)

YES 28%
NO 72%

Question 13

Would your branch potentially support merging with another branch, set against an agreed criteria? (Y/N)

TELECOMS BRANCHES

YES 41.9
NO 58.1

POSTAL BRANCHES

YES 37
NO 63

OVERALL

YES 40%

NO 60%

Question 14

If yes, please select the option the branch would consider (select one)

- a. Merging strictly with another branch from your constituency (51%)
- b. Merging with another branch, including those from another constituency (49%)

TELECOMS BRANCHES

Merging strictly with another branch from your constituency	71.4
Merging with another branch, including those from another constituency	28.6

POSTAL BRANCHES

Merging strictly with another branch from your constituency	44.8
Merging with another branch, including those from another constituency	55.2

Question 15

Please explain your answer (space to comment)

Results

It should be said that some branches responded that they were against merger but indicated in this question that they may be open depending on criteria. Some branches who said they were open to merging said they would only be so if the merger was voluntary and this would be dependent on criteria. It should be noted that some branches tended to respond with general thoughts on merger, rather than specifically regarding the choice between merging with a branch from their constituency or cross-constituency.

The most common response from those branches who were open to merging only with their own constituency was that they felt cross-constituency mergers would impede a branch's

ability to represent the members. Some Telecoms branches responded that they felt the Postal industrial agenda would take precedence in a cross-constituency merger.

Considering this, the below answers reflect general attitudes towards merging, regardless of constituency.

The most common answers in favour of merging (either with a branch from the same constituency or with a branch from another) were:

1. Favoured a 'one union' approach
2. Willing to consider if it provided a more stable financial footing for the union

The most common answers against merging (either with a branch from the same constituency or with a branch from another) were:

1. Concerns about geographic/logistical challenges
2. It would impact their ability to serve their members
3. The branch feels they do not need to merge if they are financially sustainable
4. Branch has previously merged/in the process of merging

Question 16

Are Organising and Recruitment matters a standing item on the branch's meeting agenda?
(Y/N)

YES 98%

NO 2%

Question 17

Does the branch have any ideas for improving recruitment and retention within branches?
(space to comment)

Results

There were a wide variety of constructive responses to this question but clear trends in the answers emerged. It should also be noted that some branches commented that recruitment was consistently difficult with the inferior new entrant terms and conditions in Royal Mail. The loss of local representatives was also referenced as a factor that was impacting recruitment.

The most common answers were:

1. New recruitment packs/materials
2. Allocating resources away from HQ organising to directly support branch recruitment
3. More public-facing comms focused on recruitment
4. Following up with new entrants, including more face-to-face interaction and recruitment days
5. Greater use of branch officials as recruitment officers
6. Better use of branch mapping and information from HQ or the employer

Question 18

Are there any other ways in which branches could save money or ease any financial issues?
Please make any additional general comments here (space to comment)

Results

The most common answers were:

1. Increase use of virtual meetings, existing premises and conferences
 - *This was the most common answer*
2. The union should centralise procurement, particularly for hotels, travel and equipment
3. Reduce delegation sizes to conferences and briefings
4. Reduce the number of face-to-face briefings
5. HQ should absorb some costs, including training costs