

No. 166/2025

8 August 2025

Dear Colleagues,

Latest Data for Raising Concerns Agreement

Attached to this document is the latest data from Royal Mail associated with the Raising Concerns Agreement/process.

Included in this data are the figures up to and including 22nd of July 2025 and are the:

- Total number of cases raised since the launch last October
- The main reasons for the concern being raised
- The outcomes of the concerns
- The number of appeals
- The results of whether the Business are meeting timescale targets as set out in the agreement.

Clearly in sharing this data with everyone we realise this may generate further questions on how the Agreement/process is being applied and we would welcome feedback in advance of the 12 monthly review in October.

We are also aware of a system issue which needs to be addressed as part of that review including a substantial number of cases which were concluded but were not closed down properly from the system. These figures keep recurring in the monthly statistics and will not drop off until the end of the 12 months.

There are a number of cases which have been entered by individuals but have not had a category recorded yet. Whilst recognising there is room for improvement, we are encouraged by the figures for the targets on timescales. So, up to July the 22nd there is a 79% completion rate for cases which are being dealt with informally, with an 84.5% completion rate for cases being dealt with formally. In terms of the 14-day meeting target 80% of cases being dealt with informally have met this target with 94.5% of cases being dealt with formally meeting this target.

There is still room for improvement as detailed, however we do believe we are now getting a greater level of visibility on how cases are progressing which we have not had in the past.

In relation to correspondence sent in to the Department on this issue we have had a number which have highlighted Management's misinterpretation of other agreements, for example Trimble, which are being raised by our members through this process. We have brought these to the attention of Royal Mail and they are being dealt with accordingly.

We do need to advise Branches of a change of wording in the investigation section of the formal stage bullet point 7.

The current wording is:

Following the formal investigation, the investigating manager will communicate the outcome to the employee raising the concern and to the employee responding to the concern giving their rationale for the decision. This will be set out clearly in a decision report which includes reference to how the evidence they gathered throughout the investigation supports their decision.

Which we have changed to this wording:

Following the formal investigation, the investigating manager will communicate the outcome to both the employee who raised the concern and the employee responding to the concern, providing the rationale for the decision. The employee who raised the concern will receive an outcome letter and a decision report outlining the rationale for the outcome. The employee responding to the concern will receive an outcome letter that includes the rationale relevant to their involvement. In both cases, the rationale should reference how the evidence gathered during the investigation supports the decision.

The reason for this change was because the individual responding to the concern only received an outcome letter, whereas in future they will receive a full rationale for the decision reached. This was especially important should cases move to discipline.

This anomaly was brought to our attention from a Branch and we are grateful to them for pointing this out to us in order for us to rectify.

In conclusion we believe the process is generally working well. We have recognised areas for improvement as we move towards the first 12 monthly review and as such, we would welcome feedback from Branches.

Any enquiries in relation to this LTB should be addressed to Bobby Weatherall Acting Assistant Secretary email hmaughan@cwu.org or lpietrzykowska@cwu.org.

Yours sincerely

Bobby Weatherall
Acting Assistant Secretary

We deliver
MORE



Raising Concerns

July 2025

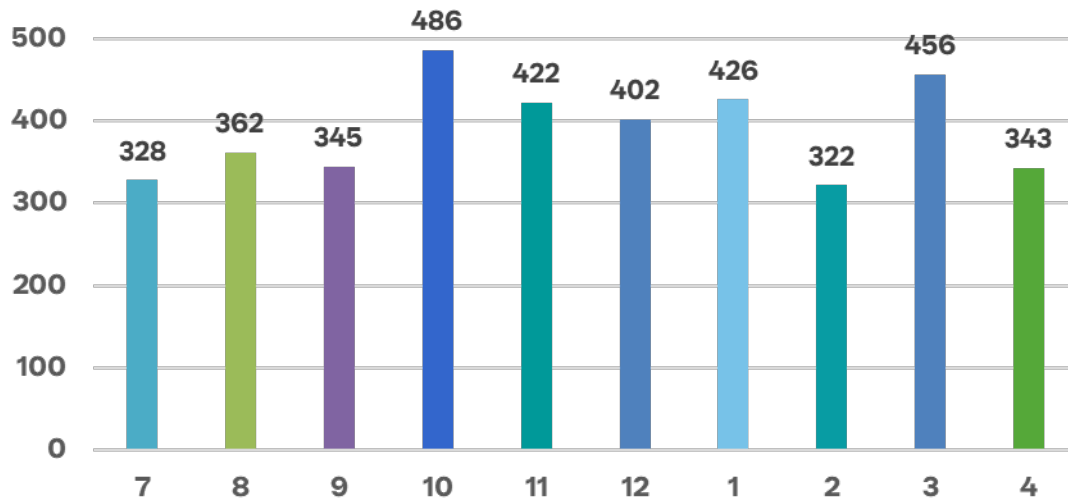


Raising Concerns – Overview of cases

Overview of cases raised:

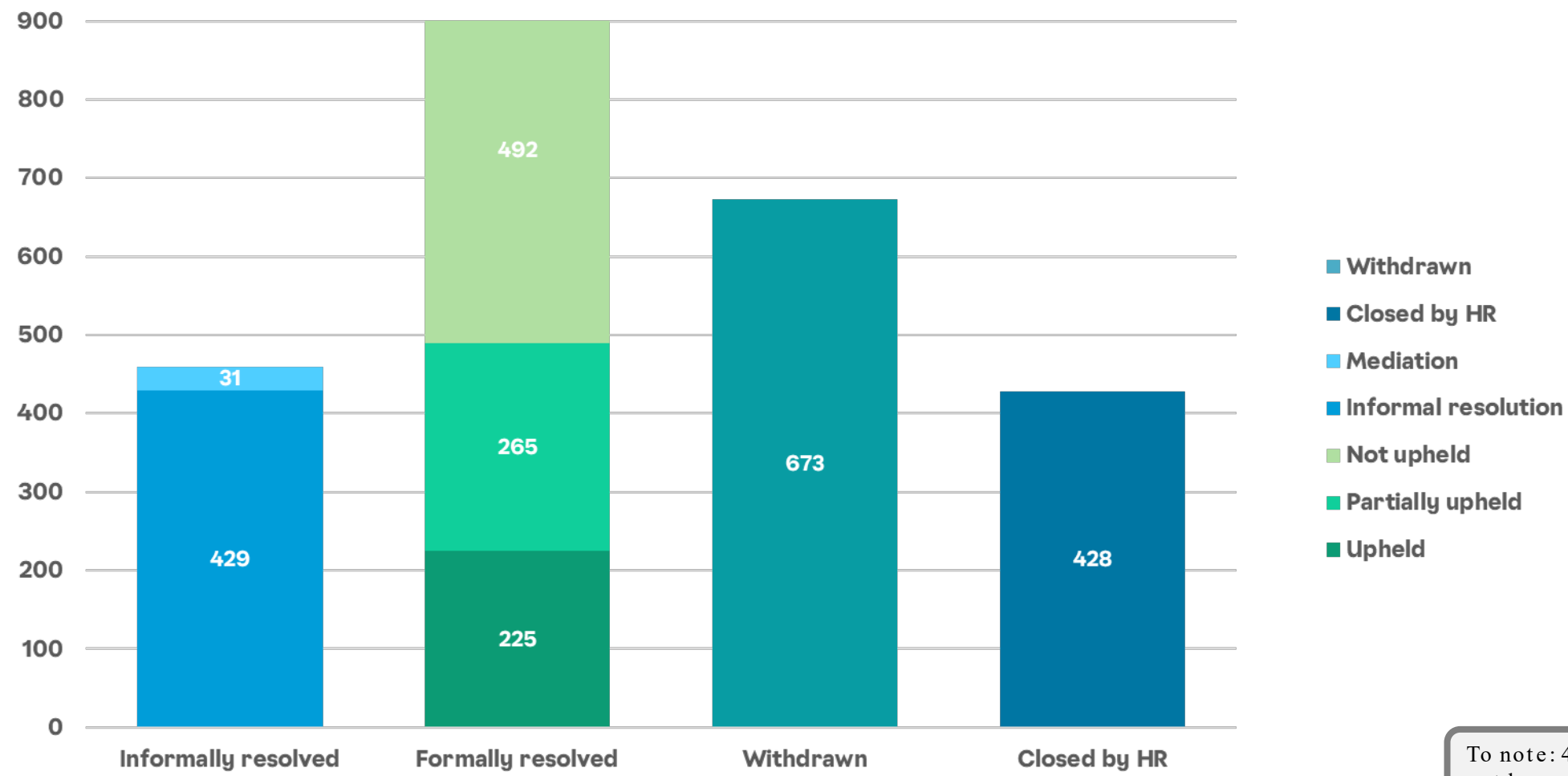
- 3892 concerns raised since launch*
 - 22% cases currently open (853)
 - 78% cases concluded (3039)

Concerns raised by period



Reason for concern	Number	%
Poor behaviour or treatment	10 08	26 %
Category not yet confirmed	422	11%
Pay or benefits	405	10 %
Working hours or allocation of work	331	9 %
Bullying	218	6 %
Work conditions	191	5 %
Harassment	182	5 %
Discrimination	151	4 %
Time off work	137	4 %
Failure to follow policy or procedure	122	3 %
Sexual harassment	78	2 %
Transformational change	29	1 %
Inappropriate use of data	26	1 %
Trade Union activities	8	0 %
No category recorded (closed cases)	584	15 %
Grand Total	3892	100%

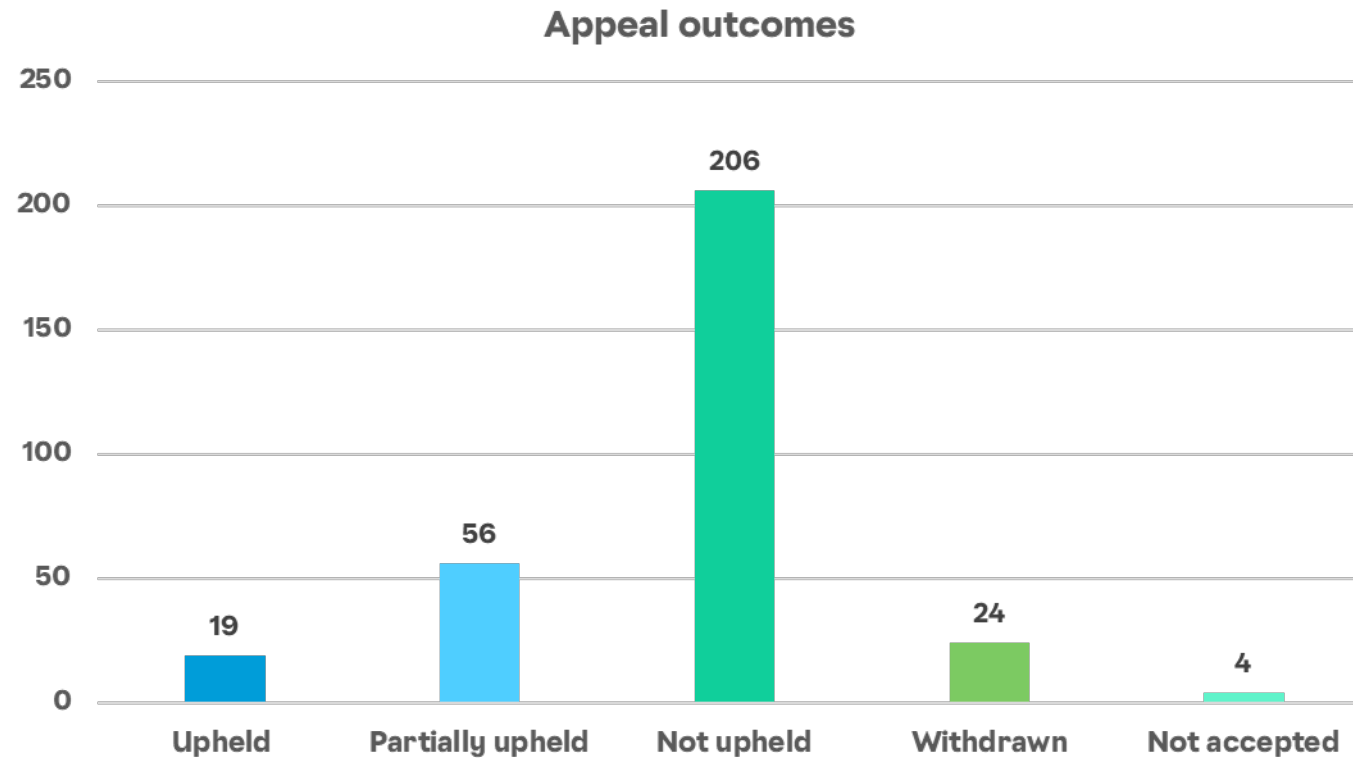
Raising Concerns – Case outcomes



To note: 496 outcomes have not been captured in the MI

Raising Concerns – Appeals

- 309 appeals raised since new approach launched



Activity since our last update

- Operations data being shared as part of weekly KPI reporting
- HRBP briefing packs cascaded:
 - a reminder for managers on the new approach including local case progress data and embedded resources
- Focus group – to understand manager feedback from those who have used the new approach
- Manager survey – to understand experience of those who have concluded a Raising Concerns case

Raising Concerns cases in your area Action required



UK Operations Raising Concerns status summary as at 17/04/2023	INFORMAL								FORMAL									
	Day 14 meeting status				Case completion status (Completed in 50 days)				Day 14 meeting status				Case completion status (Completed in 50 days)					
	CASES	DUE	OVERDUE	% COMPLETE	% OVERDUE	CASES	DUE	OVERDUE	% COMPLETE	% OVERDUE	CASES	DUE	OVERDUE	% COMPLETE	% OVERDUE			
NO SOUTH CENTRAL	55	5	11	32	20.0%	11	5	18	9.3%	17	9	1	14	83%	2	1	14	53%
ORL GREENFORD	7	3	1	3	14.3%	3	2	2	28.6%	3	0	0	3	0.0%	0	0	2	0.0%
ORL READING	2	0	2	0	0.0%	0	2	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
ORL SOUTH HAMPTON	0	0	1	4	20.0%	1	0	4	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
ORL BANBURY	4	0	0	4	0.0%	0	0	4	0.0%	1	0	0	1	0.0%	0	0	0	0.0%
ORL OXFORD	12	0	3	9	25.0%	1	2	0	16.7%	6	0	0	6	0.0%	1	2	0	0.0%
ORL PORTSMOUTH	3	0	2	1	66.7%	2	0	1	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
COM SOUTH CENTRAL DPT	14	1	0	13	0.0%	1	0	13	0.0%	4	0	1	3	25.0%	1	0	3	0.0%
COM SOUTH CENTRAL COLLS	2	0	0	2	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
GREENFORD MC	3	0	1	1	50.0%	1	0	1	0.0%	2	0	0	2	0.0%	0	0	0	0.0%
SOUTHAMPTON MC	0	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0	0.0%	0	0	0	0.0%
BRIMCOMB MC	4	1	1	2	25.0%	2	0	2	0.0%	2	0	0	2	0.0%	0	0	0	0.0%

- Informal cases: 11 cases overdue for day 14 meeting and 6 overdue for case completion vs. 50-day timescale
- Formal cases: 1 case overdue for day 14 meeting and 1 overdue for case completion vs 50 day timescale

If you're assigned a Raising Concerns case in PCM:



- You will receive a **PCM notification** informing you that you that a Raising Concerns case has been assigned to you for investigation
- Access PCM and review details of the concern via the Communications tab:
 1. Is Raising Concerns the right procedure?
 2. Acknowledge the concern (by day 5)
 3. Meet with the employee who raised the concern (by day 14)
 4. Conclude the case as quickly as possible
- Seek advice from the People Case Advice Team (PCAT) if you are unsure at any point
- Use manager resources to support you through the new approach – eLearning & manager toolkit



Support and resources for managers

Click the buttons below to access the resources:



Raising Concerns Procedure

A detailed overview of the Raising Concerns process

Raising Concerns Manager toolkit

Guidance to support managers through the process alongside PCM

eLearning modules

30-minute SuccessFactor modules on each stage – Informal, formal & appeal

Raising Concerns webinar

Recording of the launch webinar explaining the new approach

NEW Informal resolution virtual classroom

New interactive Teams session designed to support you to address concerns informally – next session: 14th May – sign up on SuccessFactors



Case progress – What is this telling us?

UK Operations Raising Concerns status summary as at 22/07/2025	INFORMAL							FORMAL						
	CASES	Day 14 meeting status			Case completion status			CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
FIELD OPERATIONS DIRECTOR NORTH	819	98	721	88.0%	106	713	87.1%	663	26	637	96.1%	80	583	87.9%
ROD MIDLANDS	128	29	99	77.3%	29	99	77.3%	133	7	126	94.7%	17	116	87.2%
ROD N IRELAND AND N EAST	113	15	98	86.7%	17	96	85.0%	111	6	105	94.6%	12	99	89.2%
ROD NORTH WEST	124	9	115	92.7%	10	114	91.9%	160	6	154	96.3%	15	145	90.6%
ROD SCOTLAND	191	11	180	94.2%	12	179	93.7%	84	3	81	96.4%	8	76	90.5%
ROD WALES AND THE MARCHES	107	18	89	83.2%	21	86	80.4%	65	1	64	98.5%	10	55	84.6%
ROD YORKSHIRE	156	16	140	89.7%	17	139	89.1%	110	3	107	97.3%	18	92	83.6%
FIELD OPERATIONS DIRECTOR SOUTH	852	214	638	74.9%	221	631	74.1%	929	52	877	94.4%	151	778	83.7%
ROD ANGLIA	102	21	81	79.4%	21	81	79.4%	176	10	166	94.3%	28	148	84.1%
ROD GREATER LONDON	171	50	121	70.8%	54	117	68.4%	165	12	153	92.7%	29	136	82.4%
ROD SOUTH CENTRAL	161	29	132	82.0%	31	130	80.7%	156	4	152	97.4%	20	136	87.2%
ROD SOUTH EAST	121	34	87	71.9%			11.1%	140	8	132	94.3%	23	117	83.6%
ROD SOUTH MIDLANDS	115	27	88	76.5%			5.5%	141	8	133	94.3%	22	119	84.4%
ROD SOUTH WEST			129	70.9%			9.9%			141	93.4%			80.8%
NETWORK PROCESSING DIRECTOR			302	74.4%			9.9%			129	88.4%			76.0%
GM NORTH			150	77.7%			6.6%			60	93.8%			84.4%
GM SOUTH			115	69.3%			5.7%			50	83.3%			71.7%
GM NORTH WEST SUPER HUB		3	6	66.7%	3		66.7%		1	3	75.0%	2		50.0%
GM MIDLANDS SUPER HUB	38	7	31	81.6%	8	30	78.9%	18	2	16	88.9%	6	12	66.7%
UK OPERATIONS DIRECTOR	2077	416	1661	80.0%	437	1640	79.0%	1738	95	1643	94.5%	266	1472	84.7%
PARCELFORCE	116	45		61.2%	47	69	59.5%	51	7		86.3%	15	36	70.6%
NATIONAL DISTRIBUTION	90			77.8%	23	67	74.4%	29	3			6	23	79.3%
HEAD OF FLEET MAINTENANCE	34			82.4%	7	27	79.4%	13	0			3	10	76.9%
PROPERTY & FACILITIES SOLUTIONS	25			72.0%	9	16	64.0%	19	3			7	12	63.2%
CENTRAL FUNCTIONS	10			60.0%	5	5	50.0%	12	2			9	3	25.0%

Number of concerns at the informal stage

1640 cases have been concluded at the informal stage

Number of concerns at the formal stage

1640 cases have been concluded at the formal stage

Initial meeting has taken place for 1661 informal cases

Initial meeting has taken place for 1643 formal cases

Case progress

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PROPERTY & FACILITIES SOLUTIONS	25	7	18	72.0%	9	16	64.0%
CENTRAL FUNCTIONS	10	4	6	60.0%	5	5	50.0%

	FORMAL						
	CASES	Day 14 meeting status			Case completion status		
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE
	663	26	637	96.1%	80	583	87.9%
	133	7	126	94.7%	17	116	87.2%
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	146	17	129	88.4%	35	111	76.0%
	64	4	60	93.8%	10	54	84.4%
	60	10	50	83.3%	17	43	71.7%
	4	1	3	75.0%	2	2	50.0%
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