No. 254/25

18th November 2025

For the Immediate Attention of All:

Area Safety Representatives
Area Processing Representatives
Area Distribution Representatives
Area Delivery Representatives
Parcelforce Regional Organisers
Territorial Engineering Representatives
Postal Branches

Dear Colleagues,

Royal Mail, Parcelforce and RM International Peak/Christmas Operations 2025: Temporary Outhouses and Temporary Structures – Health and Safety

As in previous years, the purpose of this LTB is to inform and update Branches and relevant Area Safety Representatives covering Royal Mail, Parcelforce Worldwide and Royal Mail International regarding the dedicated network of temporary outhouses, overflow, and relief sites as part of the 2025 Peak/Christmas operations.

This temporary network of sites will open on a phased basis as of November and is designed to increase overall capacity within the current Mail Centres and Regional Distribution Centres (RDCs) network during the Peak/Christmas period against the significant increase in parcel volumes. From a safety perspective, these sites aim to help to reduce the potential for congestion in Mail Centres and RDCs and will also enable the operation to cope better in the event of any severe weather conditions.

As normal, discussions have taken place with Royal Mail Group in relation to Health and Safety at these temporary Outhouse/structure sites to ensure full access and involvement of CWU ASRs. This is to ensure full access to the sites and involvement of our ASRs to undertake workplace inspections, pre-start and ongoing safety spot-checks, once the outhouses are operational, working jointly with the RMG SHE Team, Property Team and Operational Management, to deal with any health, safety, welfare and working environment issues during the full period these sites are in use. All the relevant Royal Mail Group Central SHE safety, health and environment documents are attached.

CWU: Royal Mail Group Peak/Christmas Temporary Outhouses Health & Safety Guide for ASRs – 2025

Attached to this LTB is a CWU guide which aims to offer relevant ASRs whose area of responsibility covers these temporary Outhouse/temporary structure sites, useful advice on the basic and core aspects of required Safety Inspections and to equally ensure the sites are compliant with Royal Mail's Safety Policy Commitments and SHE Standards and Safe Working Instructions.

It is important to remember that in November of 2020, Health & Safety protections were extended to all so-called 'gig economy' workers. Therefore, all workers are entitled to work in an environment where the risks to their Health and Safety are properly controlled. If you are a gig, agency or temporary worker, your Health and Safety is protected by law and employment businesses/agencies have a duty to make sure that they follow it.

Safety Documents
Attached are several Royal Mail Group SHE documents, which have gone out to Royal Mail Regions and Safety Teams and which they are required to complete for any Outhouses/temporary structures used to support the Peak/Christmas operation.

These are:

(1) Safety Assessment and Concurrence (SAC1) Unit Level Action Plan
(2) Royal Mail Peak Pressure Site Guidance
(3) Royal Mail Peak Pressure Site Compliance Checklist
(4) Temporary Heating: Person in Control Guide and Checklist

SAC1 & Risk Assessments

Completion of the SAC 1 in particular may lead to the requirement to review several risk assessments in light of changes being introduced, for example:

- Yard – Primarily to ensure continued effective vehicle and pedestrian segregation on site, and perimeter site safety and the need for any additional barrier control measures such as 'water filled' crash barriers.
- Workplace – To identify and record any other significant risk issue inside the building.
- First Aid – Some of these sites can be remote and require first aid provision to be made.
- PPE – Potentially a number of risks at the site in terms of vehicle/pedestrian segregation and with adjacent properties who share the yard.
- Work Equipment – Normal work equipment may not suit some premises/environments.
- Fire Risk Assessment – Including fire evacuation plans, which are essential.

Royal Mail will also be ensuring the following points have been considered

- Site induction training – Everyone will be new to the premises.
- Statutory Notices in place – See the new Health and Safety notice board standard.
- Accident reporting procedure – Arrangements in place to allow reporting of accidents and near misses.
- Heating – RMPFS directive followed for temporary heating.
- Housekeeping standards – To minimise the risk of slip and trip accidents.
- Manual handling training – For all the temporary staff.

The above seeks to set out the clear arrangements that are aimed at helping and addressing problems experienced in the past with Peak/Christmas Outhouses and temporary structures, ensuring better Health and Safety standards, joint working and problem solving.

Also attached are the Royal Mail, Parcelforce Worldwide and Royal Mail International locations of the Christmas Outhouses and additional buildings and Marquee accommodation being used for the Peak/Christmas period 2025.

Attachments:

- CWU: Royal Mail Group Peak/Christmas Operation - Temporary Outhouses Health & Safety Guide for ASRs 2023
- Copy of RMG Outhouse/Temporary Site List 2025 (Excel File: RMG Xmas 25 – RM Tracker 311025 – Inc PFW)
- SAC1 Unit Level Action Plan V1.5 (Excel File)
- SHE Instruction 5.3 Change Management Guidance
- Royal Mail Peak Pressure Site Guidance (PFS2 335)
- Royal Mail Peak Pressure Site Compliance Checklist (PFS2_335a)
- Temporary Heating: Person in Control Guide and Checklist

Any enquiries in relation to this LTB should be addressed to:

Processing/Distribution/Parcelforce/Engineering: Davie Robertson, Assistant Secretary, email: jrodrigues@cwu.org; quoting reference LTB 254/25.

Deliveries/Collections: Tony Bouch, Assistant Secretary, email: pharacz@cwu.org; quoting reference LTB 254/25.

Yours sincerely,

Davie Robertson
Assistant Secretary

Tony Bouch
Assistant Secretary

CWU: Royal Mail Group Peak/Christmas Temporary Outhouses Health & Safety Guide for ASRs – 2025

Area Safety Representatives with Outhouse operations in their Branch / Postcodes constituency areas are requested to carry out Health and Safety Inspections of these temporary workplaces to ensure that Royal Mail's Safety Policy Commitments and SHE Standards and Safe Working Instructions are complied with.

Royal Mail are committed to providing and maintaining a safe and healthy workplace, safe work methods and safe equipment for all employees at the temporary outhouse mail processing centres, and to providing the information, training, supervision and equipment needed to achieve this.

Royal Mail operational management, supported by the Safety Technicians, are obligated in law to take responsibility for Health and Safety procedures, working in consultation with CWU ASRs to ensure the following:

- Staff safety training and information, including site induction training and manual handling training
- Statutory health and safety notices put in place
- Full-time, Temporary and Agency Workers, plus visitors to the workplace, understand safety procedures
- Safe systems of work/Safe Working Instructions are provided and followed
- Environmental controls are in place
- Adequate heating and lighting are in place
- Safe place of work - significant risks identified and controls put into place inside the building
- Good housekeeping is in place and monitored
- Safe and suitable machines, plant and equipment in place
- Faults are identified and rectified
- Noise and dust controls are in place
- Fire safety and prevention, and a fire evacuation plan, are in place
- Adequate first aid facilities and welfare are in place
- All accidents and near misses are reported and investigated
- Emergency procedures are in place
- Joint workplace Safety Inspections and monitoring are in place
- Site access and involvement of CWU safety representatives are implemented
- Site perimeter risk identified and any additional measures and barriers put in place
- Workplace transport risk controls in place and effective
- Yard risk controls in place, monitored and managed
- Vehicle and pedestrian segregation on site are in place
- Wearing of PPE and equipment, when required, is implemented
- Cleaning, handwashing and hygiene facilities in place
- Severe Weather Risk Assessments undertaken and key winter health preventative advice communicated to all staff

Version 1 2025.

RM Peak 2025 Summary Report

Project Types	Total	Additions	Scoped	Priced	Awaiting Pricing	No Works	Aborted	Instructed	Awaiting Instruction	Programmed	Status / Comments
Outhouses	5	0	5	5	**0**	0	0	**5**	**0**	5	Livingston - H/O to Ops. Dock Levelles installed. Snags/additiona works being completed. NI OH - cost agreed, site acquired. Asbestos remediation by landlord. Building works on track Yard ongoing. Northampton Outhouse - handed over. Norwich Outhouse - works completed Bristol Outhouse (Cardiff) - handed over
Internals	6	1	7	6	**0**	0	1	**6**	**0**	6	Sheffield, MK, Atherstone, Chelmsford all approved and instructed. Atherstone, MK., Sheffiled completed. Exeter works delivered alongside marquee installation - approved & instructed No works required at ELDC York Parcel Hub added - on site
Marquees	21	3	21	23	**0**	0	3	**21**	**0**	21	Glasgow G15 & Bude added - 19/09. Price/Porgramme issued - approved Patchway added - Accio plan/price issued for approval - not required All other marquees approved, instructed and programmed in South Midlands and Colchester aborted
VOC Sites	9	0	9	6	**0**	3	0	**6**	**0**	6	PRDC, HWDC, SDC, SWDC, Carlisle approved & instructed. Landlord's works at PRDC to be inspected. NI VOC agreed scope approved. 655 Antrim Road only.
PFW	5	0	4	4	**0**	1	0	**3**	**0**	4	Camberley, York and Totenham instructed and on site Glasgow - Renfrew site to be used again. Birmingham - no works, PFW using Relay site, Wednesbury

ROYAL MAIL XMAS 25/26 - OUTHOUSES

REFS	DETAILS					SURVEYOR	RFS / LDS DATES		SCHEDULE OF CONDITION		APPROVALS				PROGRAMME			
	SITE	ADDRESS	RFS Status	Update	Decisions/Actions	PRACTICE	RFS	LDS	INSPECTION	ISSUED	INSPECTED ON	PRICE ISSUED	RM APPROVED	INSTRUCTED	COMMENCEMENT ON SITE	HANDOVER DATE	DILAPS START	DILAPS END
Site 1	**Norwich Outhouse**	Bay 2, Diamond Road, Norwich, NR6 6AN		Accio/Vinci costs received. Vinci costs challenged and updated. Revised cost issued to LG for review/approval.. RFS date brought forward a week to 10/11/25 Vinci cost approved.	Temporary dock and ceiling tile details to be approved by landlord.	RLB	10/11/2025	23/12/2025	07/08/25	23/08/25	07/08/2025	04/09/2025	Accio cost approved - 18/09/25 Vinci cost approved - 25/09/25	25/09/25	03/11/2025 Accio 05/11/25	07/11/2025	05/01/2026	09/01/2026
Site 2	**NI OH**	UNIT22a , KILROOT BUSINESS PARK, CARRICKFERGUS		Build up of parking area - CBR test undertaken results received - original proposal ratified. Contamination of yard (ex fuel store area) - testing undertaken - samples returned results are all within normal levels. No asbestos information for building - survey done by Tetra tech - asbestos identified to pipework. No RAAC info available - survey completed - no RAAC. Kingsway costs for works received. Dock Leveller report& Asbestsos report received - completed by landlord	Works to be completed to building Yard ongoing.	AECOM	24/10/2025	18/01/2026	09/09/25	10/09/25	23/07/25	12/09/25	22/09/25	24/09/25	06/10/2025	24/10/2025		
Site 3	**Livingston**	UNIT 6, ROYSTON ROAD, DEANS INDUSTRIAL ESTATE, DEANS, LIVINGSTON, EH54 8AL		Site has had a break in - considerable reinstatment needed. Asbestos remediation - 2no LARCS engaged to speed up removal Dock Levellers - instruction to install 12no new levellrs, awaiting programme WCs/Welfare provision - required areas identified Peak costs issued for approval 04.09 - approved Costs for temporary power issued 05.09 - approved. Dock Leveller install dates provided. Generator to be installed for power.	Cost allocated & recorded - - ongoing (Asbestos/Peak/Security/Reinstatement) for loss adjuster Finalise external line marking works	RLB	03/11/2025	18/01/2026	N/A	N/A	various dates pre & post break in	Dock Levellers - 28/08/25 Peak - 04/09/25 Temp power - 05/09/25 Reinstatement - ongoing	Dock Levellers - 28/08/25 Temp power - 05/09/25 Peak - 12/09/25	Dock Levellers - 28/08/25 Temp power - 05/09/25 Peak - 12/09/25	08/09/2025	Ops in 27/10 RFS 03/11 Dock levellers - 07/11		
Site 4	**Bristol Outhouse (Cardiff)**	Lakeside, Fountain Lane,St Mellons, Cardiff, CF3 0FB		Site has had a break in - AN has been raising helpdesk requests, intention to get all done by end of the month before Security leave site. Meeting with the SEP on 04/09 to scope Peak works. Scope/costs approved, contractor instructed.	Scope/costs approved - works to be completed.	KKS	10/11/2025	24/12/2025	N/A	N/A	04/09/25	15/09/25	15/09/2025	16/09/2025	22/09/2025	28/10/2025		
Site 5	**Northampton Outhouse**	Unit 1, Panattoni Park, Weedon Road, NN7 4GP		External cladding/signage - planning application submitted 28/08 - decision will be after RFS date - due to landlord consent issue Building control application submitted.	Design for temporary heating to be implemented. Planning consent for signage will not arrive in time - temporary RM signage to be installed.	RLB	03/11/2025	18/01/2026	N/A	N/A				Phase 2 29/08/25	Phase 2 15/09/2025	Phase 2 24/10/2025		

ROYAL MAIL XMAS 25/26 - INTERNALS

REFS	DETAILS					SURVEYOR			APPROVALS				PROGRAMME			
	SITE	ADDRESS	RFS Status	Update	Decisions/Actions	PRACTICE	RFS	LDS	INSPECTED ON	PRICE ISSUED	RM APPROVED	INSTRUCTED	COMMENCEMENT ON SITE	HANDOVER DATE	DILAPS START	DILAPS END
Site 1	Chelmsford MC	Chelmsford Mail Centre, Winsford Way, Chelmsford, CM2 5AA		Quote for temporary floor issued and approved.	Works to proceed	RLB	10/11/25	05/01/26	N/A	19/08/2025	19/08/2025	19/08/2025	07/11/2025	09/11/2025	06/01/2026	08/01/2026
Site 2	Exeter MC	Exeter Mail Centre, Osprey Road, Sowton Industrial Estate, Exeter, EX2 7XX		Works in conjunction with marquee - KKS have in hand	Works included in marquee install and approved alongside marquee proposal	KKS	03/11/25	31/12/25	N/A	29/07/2025	13/08/2025	14/08/2025	30/10/2025	02/11/2025	06/01/2026	09/01/2026
Site 3	Sheffiled Manton Outhouse	Manton 70, Manton Wood Industrial Estate, Worksop S80 2RS		Cost proposal issued for approval. Upadted cost issued and approved	Instruct contractor and complete the works	RLB	27/10/25	10/01/26	12/08/2025	29/08/2025 08/09/25	12/09/2025	15/09/2025	20/10/2025	25/10/2025		
Site 4	Milton Keynes PSC	MK PSC , Magnitude 314, Magna Park, Milton Keynes MK17 8EW		Cost proposal issued for approval Feedback received - costs to be updated and reissued. Approved	Instruct contractor and complete the works	RLB	03/11/25	10/01/26	22/08/2025	29/08/2025	15/09/2025	15/09/2025	13/10/2025	17/10/2025		
Site 5	Atherstone PSC	15 Carlyon Road, Atherstone, CV9 1LQ		Cost proposal issued for approval Feedback received - costs to be updated and reissued.Approved	Instruct contractor and complete the works	RLB	20/10/25	10/01/26	14/08/2025	05/09/2025 08/09/25	12/09/2025	15/09/2025	06/10/2025	10/10/2025		
Site 6	ELDC - dual use with ADM C East	Gardeners way, Oliver Road, Grays, RM20 3ED		Site visit to scope works completed 02/09. SoW reviewed & revised	No works required. No longer a Peak site.	RLB	n/a	n/a	n/a	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Site 7	York Parcel Hub	SILKSTONE HOUSE, EXPRESS WAY, NORMANTON WF6 2XX		New request	Instruct contractor and complete the works	RLB	24/11/25	n/a	13/10/2025	24/10/2025	24/10/2025	24/10/2025	05/11/2025	24/11/2025	N/A	N/A

ROYAL MAIL XMAS 25/26

REFS	DETAILS					SURVEYOR	RFS/LDS DATES		APPROVALS			PROGRAMME			
	SITE	ADDRESS	RFS Status	Update	Decisions/Actions	PRACTICE	RFS	LDS	PRICE ISSUED	RM APPROVED	INSTRUCTED	COMMENCEMENT ON SITE	HANDOVER DATE	DILAPS START	DILAPS END
Site 1	Jubilee MC	Jubilee Mail Centre, Godfrey Way, Hounslow, TW4 5XX		Plan/cost issued for approval Reverting to 2024 option - approved		KKS	10/11/25	16/01/26	08/08/2025 Revised issued - 15/09/25	15/09/25	15/09/25	02/11/2025	09/11/2025		
Site 2	Swansea MC	Swansea Mail Centre, Siemens Way, Swansea. SA1 1AA		Approved		KKS	03/11/25	29/12/25	14/08/25	22/08/25	23/08/25	28/10/2025	31/10/2025		
Site 3	Carlisle Plant	Carlisle Mail Centre, Junction Street, Carlisle , CA1 1AA		Approved		JYM	27/10/25	24/12/25	29/07/25	13/08/25	14/08/25	17/10/2025	24/10/2025	05/01/2026	09/01/2025
Site 4	Tyneside Mail centre	Tyneside Mail Centre, Lindisfarne House, Earlsway, TVTE, Gateshead, NE110YY		Approved		RLB	20/10/2025	25/12/2025	29/07/25	22/08/25	23/08/25	10/10/2025	16/10/2025		
Site 5	Romford MC	Romford Mail Centre Queen, Elizabeth House, Sandgate Close, ROMFORD, RM7 0AB		Approved Revised RFS and Install dates		RLB	21/11/25	05/01/26	25/07/2025 Additional plans/costs to be issued	22/08/25	22/08/25	16/11/2025	20/11/2025		
Site 6	Swindon MC	RM Swindon MC, Rowland Hill Close, Dorcan, SN3 5TQ		Approved		KKS	17/11/25	05/01/26	29/07/25	13/08/25	14/08/25	07/11/2025	14/11/2025		
Site 7	Southampton MC	SOMC - Mitchell Way - SO18 2XX		Approved		KKS	11/11/25	05/01/26	14/08/25	22/08/25	23/08/25	05/11/2025	07/11/2025		
Site 8	Medway MC	1 Knight Road, Rochester, ME2 2EE		Approved Subsequently RM have asked Accio to consider positioing of marquee - to be reviewed on site and positioned accordingly.		RLB	03/11/25	05/01/26	29/07/25	22/08/25	23/08/25	02/11/2025	02/11/2025		
Site 9	Dorset Mail Centre	Dorset Mail Centre, Nuffield Industrial Estate, Poole, Dorset, BH17 0AA		Approved		KKS	03/11/25	03/01/26	25/07/25	13/08/25	14/08/25	26/10/2025	29/10/2025		
Site 10	Exeter Mail Centre	Exeter Mail Centre, Osprey Road, Sowton Industrial Estate, Exeter, EX2 7XX		Approved		KKS	03/11/25	31/12/25	29/07/25	13/08/25	14/08/25	30/10/2025	02/11/2025		
Site 11	Truro Mail Centre	Truro Mail Centre, Newham Road, Truro. TR1 1AA		Approved		KKS	10/11/25	24/12/25	29/07/25	13/08/25	14/08/25	03/11/2025	04/11/2025		
Site 12	Croydon MC	36-40 Factory Lane, Croydon, CR0 3RL		Approved		RLB	11/11/25	05/01/26	25/07/25	13/08/25	14/08/25	30/10/2025	06/11/2025		
Site 13	Nottingham MC	Padge Road, Beeston, Nottingham, NG9 2RR		Incorrect plan issued by Accio 02/09. Reissued on 03/09 - Approved		RLB	03/11/25	05/01/26	03/09/25	08/09/25	08/09/25	23/10/2025	29/10/2025		
Site 14	Inverness MC	Inverness Mail Centre, 50 Seafield Road, Inverness, IV1 1SG		Approved		RLB	03/11/25	05/01/26	25/07/25	26/08/25	26/08/25	26/10/2025	30/10/2025		
Site 16	Bridgend DO	Bridgend DO, Tremains Road, Bridgend, CF31 1ZZ		8m x 10m marquee required - Accio to provide revised plan/quote. Electric heating requested - power to be provided. Plan/cost issued & approved		KKS	27/10/25	03/01/26	08/09/25	10/09/25	10/09/25	24/10/2025	25/10/2025		
Site 17	Cinderford DO	Cinderford DO, Woodside Street, Cinderford, GL14 2NQ		Approved		KKS	03/11/25	24/12/25	29/07/25	22/08/25	23/08/25	01/11/2025	01/11/2025		
Site 18	Buxton DO	Palace Road, Buxton, SK17 6AB		Approved		RLB	17/11/25	04/01/26	19/08/25	20/08/25	20/08/25	13/11/2025	13/11/2025		
Site 19	Huntingdon DO	Huntingdon Delivery Office, Penfold Court, Huntingdon, PE29 7AB		Approved		RLB	27/10/25	05/01/26	11/08/25	26/08/25	26/08/25	23/10/2025	24/10/2025		
Site 21	Oldham DO	21 Hamilton Street, Oldham		Approved		RLB	17/11/25	05/01/26	05/09/25	10/09/25	10/09/25	09/11/2025	09/11/2025		
Site 22	G15	Hecla Avenue, Glasgow, G15 8LY		Approved		RLB	06/11/25	22/01/26	18/09/25	07/10/25	07/10/25	31/10/2025	04/11/2025		
Site 23	Bude DO	Belle Vue, Bude, EX23 8LU		Approved		KKS	03/11/25	06/01/26	24/09/25	07/10/25	07/10/25	03/11/2025	03/11/2025		
Site 24	Patchway DO	Derwent Close, Bristol, BS34 5HZ		No longer required Removed from programme		RLB									
Site 15	South Midlands MC	Royal Mail South Midlands, Swan Valley Way, NORTHAMPTON, NN4 9DR		No longer required Removed from programme		RLB									
Site 20	Colchester DO	Colchester Delivery Office, Moorside, Colchester, CO1 2GB		No longer required Removed from programme		RLB									

ROYAL MAIL XMAS 25/26 - PARKING/VOC'S

REFS	DETAILS					SURVEYOR			SCHEDULE OF CONDITION		APPROVALS				PROGRAMME			
	SITE	ADDRESS	RFS Status	Update	Decisions/Actions	PRACTICE	RFS	LDS	INSPECTION	ISSUED	INSPECTED ON	PRICE ISSUED	RM APPROVED	INSTRUCTED	COMMENCEMENT ON SITE	HANDOVER DATE	DILAPS START	DILAPS END
Site 1	PRDC	Global House, Laxcon Close, Neasden, London NW10 0TG		Site visit undertaken to Global House. Scope issued - awaiting costs from Vinci. Costs issued and approved. Contratcor instructed.	Works to proceed	RLB	27/10/2025	16/01/2026	26/08/25	05/09/25	26/08/2025	10/09/25	15/09/25	17/09/25	20/10/2025	25/10/2025	16/01/2026	30/01/2026
Site 4	NI VOC	Ballycraigy Business Park, 655 Antrim Road, Mallusk, BT36 4RG		Parking plans issued for both sites Scope/cost for lighting approved.	RM to advise on whether cabin needed	AECOM	27/10/2025	23/01/2025	09/09/25		05/06/2025	15/09/25	16/09/25	19/09/25	20/10/2025	25/10/2025	23/01/2026	30/01/2026
Site 5	SDC VOC	M8 Truckstop, Westfield Road, Newhouse Industrial Estate, Motherwell ML1 5TX		SoW /Cost issued & approved. SoC completed.	Works to proceed	RLB	20/10/2025	23/01/2026	04/09/25	08/09/25	07/05/2025	05/08/25	05/08/25	18/09/25	15/10/2025	16/10/2025	23/01/2026	30/01/2026
Site 6	HWDC VOC	Prologis Park, 1 Iron Bridge Rd, Stockley, Uxbridge,UB11 1FP		Cost issued by Vinci but have been challenged by RLB. Revised cost issued for approval. Approved. Contractor instructed.	Works to proceed	KKS	20/10/2025 RFS 10/11 - in line with O Licence	16/01/2026	28/08/25	11/09/25	13/08/2025	08/09/25	18/09/25	18/09/25	13/10/2025	07/11/2025	16/01/2026	23/01/2026
Site 8	SWDC VOC	Plot W3/S8, Severnbanks, Central Avenue, Avonmouth Bristol BS10 7SD		SoC completed and issued. Scoping visit arranged for 08/09. Price issued, reviewed and approved. Contracor /instructed	Works to proceed	KKS	20/10/2025	23/01/2026	04/08/25	12/08/25	08/09/2025	15/09/25	16/09/25	16/09/25	13/10/2025	17/10/2025	23/01/2026	30/01/2026
Site 9	CARLISLE PAR	Apex Electrical Car Park (Former Newsquest), Shaddongate, Carlisle, CA2 5UA		Scope of works agreed. Landlord to provide lighting - included in terms of lease. SoC issued.	Progress works in conjunction with landlord	JYM	20/10/2025	24/12/2025	13/08/25	20/08/25	13/08/2025	13/08/25	20/08/25	22/08/25	17/10/2025	20/10/2025	12/01/2026	12/01/2026
Site 2	COVENTRY VOC	Secland Group, Bedworth Road CV6 6HH		No works required - SoC issued	None	RLB	N/A	N/A	11/08/25	14/08/25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Site 3	MSH VOC	Yard 12, Europark Industrial Estate, A5 Watling Street, Clifton-upon-Dunsmore, Rugby, CV23 0AL		No works required - SoC issued	None	RLB	N/A	N/A	11/08/25	14/08/25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Site 7	MK VOC	Unit 410 Fen Street, Magna Park, MK17 8EW		No works required - SoC issued	None	RLB	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

ROYAL MAIL XMAS 25/26 - FRAMES

REFS	DETAILS				SUPPLIER		Dates to be ready for	
	SITE	ADDRESS	RFS Status	Comments - same as 2024?	Frame Move Company	Contact	RFS	LDS
Site 1	HCN MC	HCN MC, Maylands Avenue, Hemel Hemstead, HP2 7XX		TBC	Askona	Kirsty Cooper Haby Uppal	10/11/2025	05/01/2026
Site 2	Romford MC	Romford MC, Queen Elizabeth House, Sandgate Close, Romford, RM7 0AB		No - possible increase by 3 frames - Frames already in situ, unless an additional 3 frames are required, then all frames will need to be relocated	Askona	Kirsty Cooper Haby Uppal	10/11/2025	05/01/2026
Site 3	Norwich OH	Bay 2 Diamond Road, Norwich, NR6 6AN		No - Reduction	Askona	Kirsty Cooper Haby Uppal	10/11/2025	23/12/2025
Site 4	Greenford MC	Greenford MC, Green Park Way, Greenford, UB6 0GG		No	Askona	Kirsty Cooper Haby Uppal	10/11/2025	24/12/2025
Site 5	Bristol MC	Bristol MC, Gloucester Road North, Filton, Bristol, BS34 7ST		Yes	PH Tech	Kirsty Cooper Haby Uppal	17/11/2025	24/12/2025
Site 6	Dorset MC	Dorset Mail Centre, Nuffield Industrial Estate, Poole, Dorset, BH17 0AA		Yes	PH Tech	Kirsty Cooper Haby Uppal	10/11/2025	24/12/2025
Site 7	Exeter MC	Exeter Mail Centre, Osprey Road, Sowton Industrial Estate, Exeter, EX2 7XX		Yes	PH Tech	Kirsty Cooper Haby Uppal	17/11/2025	24/12/2025
Site 8	Swansea MC	Swansea Mail Centre, Siemens Way, Swansea, SA1 1AA		**Frames to go into the marquee Marquee H/O date 31st Oct.**	PH TECH	Richard Daniels	17/11/2025	24/12/2025
Site 9	Manton OH	Manton 70, Manton Wood Industrial Estate, Worksop S80 2RS		Yes	Askona	Kirsty Cooper Haby Uppal	17/11/2025	24/12/2025
Site 10	Sheffield MC,	Sheffield MC, Brightside, Sheffield, S9 2XX		Yes	Askona	Kirsty Cooper Haby Uppal	17/11/2025	24/12/2025
Site 11	South Midlands MC	Royal Mail Northampton PSC Unit 5 Panattoni Park Weedon Road NORTHAMPTON NN7 4DE		Yes	Askona	Kirsty Cooper Haby Uppal	24/11/2025	03/01/2026
Site 12	South Midlands PSC	Royal Mail South Midlands Swan Valley Way NORTHAMPTON NN4 9DR		Yes	Askona	Kirsty Cooper Haby Uppal	24/11/2025	03/01/2026
Site 13	Chester MC	Chester Mail Centre Jupiter Drive Chester CH70 8DF		Yes	PFS	Andy Swindells	15/11/2025	03/01/2026
Site 14	Tyneside MC	Tyneside Mail Centre, Earlsway, Gateshead NE11 0YY		Yes	Askona	Kirsty Cooper Haby Uppal	24/11/2025	31/12/2025
Site 15	Preston MC	Preston MC 4 Pitman Way Preston PR11 2BS		Yes	PFS	Andy Swindells	24/11/2025	24/12/2025
Site 16	Carlisle MC	Royal Mail Junction Street Carlisle CA1 1AA		**Carlisle only need 4 frames brought into the Plant instead of 10 as 6 are already in situ.**	PFS	Andy Swindells	24/11/2025	24/12/2025
Site 17	Nottingham MC	**Padge Road, Beeston, Nottingham, NG9 2RR**		**Nottingham need frames put into to the side Marquee Marquee H/O 28/10/25**	**Askona**	**Kirsty Cooper Haby Uppal**	**03/11/2025**	**05/01/2026**
Site 18	Plymouth MC	**Breakwater Road, Plymouth, PL9 7XX**		Yes	PH Tech	Kirsty Cooper Haby Uppal	**17/11/2025**	**24/12/2025**

PARCELFORCE XMAS 25/26 - OUTHOUSES

REFS	DETAILS					SURVEYOR	RFS / LDS DATES		SCHEDULE OF CONDITION		APPROVALS				PROGRAMME			
	SITE	ADDRESS	RFS Status	Update	Decisions/Actions	PRACTICE	RFS	LDS	INSPECTION	ISSUED	INSPECTED ON	PRICE ISSUED	PFW APPROVED	INSTRUCTED	COMMENCEMENT ON SITE	HANDOVER DATE	DILAPS START	DILAPS END
Site 1	**NORTH ESSEX CHR LD**	London Tottenham IND, Units 6&7 Segro Park, N17 7RP		Units 1 & 2 required Site visit 16/09 to update SoW & SoC SoW/SoC issued.	Costs issued in line with requirements. Awaiting approval.	RLB	**11/11/2025**	**24/12/25**	**19/08/2025**	**22/09/25**	19/08/25	26/09/25	29/09/25	29/09/25	06/10/2025	31/10/2025	05/01/2026	16/01/2026 (TBC)
Site 2	**GLASGOW CHR LD**	41 Balmoral Street, Scotstoun, Glasgow, G14 0HB		Awaiting costs for fit out SoC issued Landlord wants racking stored (not disposed) and have possibly reoved the cabin.	Update required on Balmoral St & Renfrew	RLB	**31/10/2025**	**24/12/25**	**05/09/2025**	**19/09/25**	02/09/25	22/09/25			13/10/2025	31/10/2025	05/01/2026	16/01/2026
Site 3	**YORK CHR LD**	York 36, Hunter Drive, Airfield BP, Elvington, YO41 4AU		Costs approved Checking on landlords works	Landlord to complete works Legals to be completed Works to proceed	RLB	**11/11/2025**	**24/12/25**	**14/08/2025**	**02/09/25**	14/08/25	01/09/25	16/09/25	19/09/25	13/10/2025	31/10/2025	05/01/2026	16/01/2026
Site 4	**ALDERSHOT CHR LD (CAMBERLEY)**	The Point, Watchmoor Road, Camberley, GU15 3AD		Costs approved Contractor instructed Waiting on legals	Legals to be completed Works to proceed	KKS	**11/11/2025**	**24/12/25**	**18/08/2025**	**26/08/25**	18/08/25	10/09/25	10/09/25	19/09/25	06/10/2025	31/10/2025	05/01/2026	16/01/2026
Site 5	**BIRMINGHAM CHR LD**	Relay - RM Wednesbury, Kings Hill Business Park, Royal Mail, Darlaston Rd, Wednesbury WS10 7DG		Site search aborted PFW to cohabitate with RM	**No actions for RLB**	RLB	**06/10/2025**	**09/01/26**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**

Royal Mail Group Safety, Health and Environment Management System

SHE Instruction 5.3

Change Management

1.0 Introduction

This Safety, Health and Environment (SHE) Instruction outlines the mandatory process for assessing and managing the SHE implications of business change. It applies to changes that have potential impact to SHE such as any introduction, removal, or modification of:

- ways of working (e.g., task changes, shift patterns, staffing levels, work locations)
- work equipment and machinery
- vehicles
- property (e.g., commissioning or decommissioning of sites, property related projects such as office uplifts, building works)

The aim is to ensure that the change does not introduce any new or increased SHE risks into the business or, where risks are identified, they are controlled as far as reasonably practicable.

2.0 Consultation and Stakeholder Engagement

There are two streams of consultation to assess the scope of the change and its potential health and safety impact on people, tasks, equipment, vehicles, and property.

Initial screening of any project will determine if a SAC is required.

National Projects	Other Changes
• Initial consultation with safety for investment projects occurs via the weekly X-BU (Transformation) Triage meeting, facilitated by the Project Management Office. • For non-investment projects or changes, consultation with the safety team may be directly via the Project Manager or Operational Change Control Group facilitated by the Commercial Team or other functional lead. • The Health and Safety Transformation Director will assign a lead to the project.	• Consultation must occur directly with the relevant Health and Safety Advisor/Technician.
• Health and Safety Subject Matter Experts (SMEs) may be consulted as needed.	

2.1 Subject Matter Expert (SME) Consultation

The relevant safety lead on the project will identify the need for SME input (e.g., construction, ergonomics, engineering, fleet, property). External expertise may be procured through an approved supplier if specialist knowledge is not available internally.

Group Property must be consulted for changes that:

- Affect the building fabric or involve building services.
- Impact electrical systems or power supply.

2.2 Trade Union Consultation

- **National projects**: CWU and CMA Unite National Officers must be consulted (or delegated Area Safety Representative).
- **Unit-level projects**: Consultation with Area and Unit Safety Representatives is required.

There is no requirement to obtain their concurrence to proceed but feedback must be considered, and appropriate mitigations proposed where necessary.

2.3 Stakeholder Engagement

Consultation with stakeholders is key in any change programme because it ensures that those affected by the change are informed, engaged, and able to contribute valuable insights. It helps build ownership, reduces resistance, and ensures the change is practical, inclusive, and aligned with operational realities.

As well as the required consults identified in the SAC form, other relevant stakeholders (e.g. a Regional or Functional Director, a Customer/Quality manager, an engineering manager, or an asset owner) should be consulted with throughout the change programme. All consults should be named in the Stakeholder Engagement tab within the full SAC document. The date of the main consultation should be listed as well as the brief detail. Any key issues raised, including support or concerns, should be recorded.

3.0 Risk Assessment

The SAC is a structured risk assessment and governance tool that ensures all SHE risks are identified, evaluated, and controlled. It also signposts the need for additional assessments, such as:

- Provision and Use of Work Equipment Regulations (PUWER)
- Lifting Operations and Lifting Equipment Regulations (LOLER)
- Ergonomic and Wellbeing Screening Assessments

The SAC must consider:

- New safety hazards
- Physical, mental, or sensory demands
- Exposure to health hazards (e.g., noise, vibration, radiation, hazardous substances, ergonomic impacts)
- Environmental impacts (e.g., energy, water, waste, pollution). For national change projects consultation occurs directly with the Environment Team who will advise on any required actions. For locally initiated changes, the Health and Safety Team will consult the Environment Team to ensure any required actions are captured as part of the SAC process.

3.1 Construction (Design and Management) (CDM)

When change involves construction work, new buildings, improvements and alterations to existing buildings, installation or removal of automation, Project Managers must refer to SHE Instruction 7.3 Construction (Design and Management) which sets out the process depending on the type of construction work being done.

Note: Where the work is purely construction, and not part of any wider business change or project, this should be managed through the standard contractor management and monitoring procedures rather than the SAC process (see SHE Instruction 7.1 Contractor and External Supplier Management).

3.2 Equipment, Machinery, and Vehicles

The SAC must address:

- Procurement
- Installation incl. supplier and installer competence
- Suitability for the task
- Operation, controls and access
- Repair and maintenance

When selecting or procuring new machinery, the competency and suitability of suppliers and installers (where applicable) must be assessed (see SHE Instruction 7.3 SHE in Procurement).

Any modification to machinery, vehicles or assets supplied or maintained by RMG Engineering, RMG Fleet, RMG Assets or Property and Facilities Solutions, must be approved by that function.

PUWER assessments are mandatory for:

- Powered work equipment
- Non-powered equipment with moving parts (excluding wheels)
- Lifting equipment

- Vehicles (bespoke PUWER assessments specific to the regulations under which the vehicle is manufactured).

Assessments must be conducted by a certified Machinery Directive assessor who may also determine whether the duties under PUWER can be discharged through a standard risk assessment.

For non-powered equipment PUWER duties are discharged through task risk assessment covering use, maintenance/repair and inspection requirements.

3.3 Unit Deployment

For national projects deployed across multiple units, a **SAC Unit Level Action Plan** is created by the National Project Manager. Units must follow this action plan to ensure safe deployment of the change. They should tailor the action plan to make it site-specific e.g., by assigning action owners and adding specific local actions arising from completion of any site-specific risk assessments.

3.4 Trials

If a SAC supports a trial that later expands to national deployment, it must be updated accordingly, and a unit-level action plan created if applicable.

3.5 Final Sign-Off

Final concurrence must be obtained before deployment from:

- **H&S Transformation Team** (national projects).
- **Engineering and Assets Safety Manager** (national engineering projects or assets changes).
- **Health and Safety Advisor/Technician** (locally led unit-level changes including office mergers and re-locations).

All documentation, consultations, and action plans must be complete and attached. Email sign-off is acceptable.

3.6 Amendments Following Concurrence

Where there are changes to the project scope or new hazards come to light in deployment, the SAC and any associated risks assessment must be reviewed and the relevant stakeholders reconsulted. The SAC must be updated and resubmitted for concurrence and, where relevant, the Unit Level Action Plan re-issued.

3.7 Document Storage

- **National SACs** will be saved in the SHE Knowledge Database.
- **Unit-level SACs** and Action Plans should be kept locally.
- **Fleet** will retain and share vehicle familiarisation materials when new vehicles arrive on site.
- **SHE-owned documents** (e.g. Task Risk Assessments, Safe Work Instructions etc.) will usually be stored on the SHE Knowledge Database. The location of all safety and related non-safety documents (e.g. Standard Operating Procedures or WTLL briefs), must be specified in the SAC.
- **Specialist assessments** will be held on the SHE Knowledge Database or appropriate system e.g. ADST, MHE Portal).

4.0 Integration into the SHE Management System (SHEMS)

To ensure changes are embedded into business-as-usual processes and the SHE governance framework, they must be submitted to the assigned H&S Governance & Assurance Team member. This ensures:

1. Review of all relevant SHE requirements.
2. Planning of how and when to integrate the change into SHEMS.
3. Prioritisation based on risk, impact, and urgency.
4. Communication to key stakeholders, including SHE teams, operational leads, and union

See the Health and Safety Management of National Change Process.

5.0 Roles and Responsibilities

H&S Transformation Team	• Determines required H&S input and consultations for national changes. • Instructs the Project Manager/Programme whether a SAC is required. • Advises and provides guidance on SAC requirements and programme-level change activities. • Consults relevant National Union Safety Officers on behalf of the Project Manager. • Provides final health and safety sign-off for National SACs. • As appropriate, communicates forward view of national programme deployment via the H&S Change Tracker. • Supports managers of national change projects in completing safety documentation such as risk assessments and Safe Working Instructions until movement to business-as-usual. • Updates national SACs and safety documentation to the relevant library or system including subsequent versions following action completion and/or changes to content. • Complete a periodic audit of the change management deployment process through sampling.
H&S Governance and Assurance Team	• Updates the inputs for the H&S Governance and Assurance elements listed on the H&S Change Tracker until conclusion. • Provides a SharePoint library for relevant national change documents. • Reviews the need for amendments or additions to the SHEMS due to change activity. • Communicates changes to BAU to stakeholders including unions. • Complete a periodic audit of the change management process.
National Project Manager	• Seeks input from H&S Transformation Team on whether a SAC is required, who should be consulted and who needs to sign it off before deployment. • Completes and updates the SAC as per the process, amending where the project scope changes or a trial moves to wider deployment. • Ensures that any actions identified in the SAC are completed within the required timescales and, where required, develops, and communicates a Unit Level Action Plan. • Ensures compliance with CDM where applicable (SHE Instruction 7.3). • Ensures no deployment occurs without SAC sign-off (where they have been informed this is a requirement). • Incorporates safety in the project post-implementation review to ensure all safety risks are controlled as intended.
Unit Manager	• Determines if local implementation of change deviates from a national SAC and, if so, informs the Health and Safety Advisor/Technician and completes a local SAC. • Acts as Project Manager for unit-level change. • Completes the Unit Level Action Plan as required by the Project Manager for national change programmes. • Retains all documentation as per the retention schedule.
Health and Safety Advisor/Technician	• Advises Unit Managers on change activities and consults SMEs as needed. • Signs off unit-level SACs.

References

- Safety Assessment and Concurrence (SAC)
- SAC Unit Level Action Plan (held within SAC)
- Health and Safety Management of National Change Process
- PUWER Vehicle Assessment
- Ergonomic and Wellbeing Screening Assessment
- Health and Safety Change Tracker

Property & Facilities Solutions

Royal Mail Peak Pressure Site Compliance Checklist

PFS2_335a_Royal Mail Peak Pressure Site Compliance Checklist

Property Name				BE Number	
Address					
Period of Operation	From		To		
Project Manager			Consultancy		
Date Issued					

Temporary Buildings & Marquees					
Compliance & Commissioning	Notes	Yes	N/A	No	Action Required
Asbestos	Management survey and R&D survey if required				
Aircon F-Gas	Commissioning Certificates				
Auto Pedestrian Doors	Commissioning Certificates				
Compressed Air Systems	Commissioning Certificates				
Dock Levellers	Commissioning Certificates				
Electrics - fixed wire test	Report and confirmation that C1, C2 or FI's have been remediated				
Emergency Lighting	Endurance Certification				
Fire Detection and Alarm System	Commissioning Certificates				
Fire Detection and Alarm System	Zone Plan provided at Fire Alarm Panel				
Firefighting Equipment	Fire Extinguishers, Stands & Signs provided				

Royal Mail Peak Pressure Site Compliance Checklist

Fire Hydrants & Risers	Commissioning Certificates				
Fire Risk Assessment	Report and confirmation of remedial works				
Fixed Ladders & Gantries	Commissioning Certificates				
Gas Systems & Appliances	Commissioning Certificates				
Intruder alarm	Commissioning Certificates				
Lifting Equipment	Commissioning Certificates				
Lifts – Passenger	Commissioning Certificates				
Lifts – Goods	Commissioning Certificates				
Lightning Protection	Commissioning Certificates				
LOLER	Certificates for all items				
Roller Shutter/Panel Doors – Manual	Commissioning Certificates				
Roller Shutter/Panel Doors – Powered	Commissioning Certificates				
Portable Appliance Testing	Record of PAT – all portable electrical equipment (unless new)				
PUWER	Assessments for all equipment				
Sprinkler Systems	Commissioning Certificates				
Temporary heating	Testing and commissioning certificates				
Traffic Barriers/Lifting Gates	Commissioning Certificates				
Water Systems - L8 Survey	Legionella Risk Assessment Report				
Water Systems - L8 Survey	Chlorination Certification				
Water Systems - L8 Survey	Legionella Sample Test Results				

Temporary Heating: Person in Control Guide and Checklist

Purpose

To ensure the safe provision, use, and management of temporary heating appliances in Royal Mail Group premises, minimising fire risk and ensuring compliance with safety standards.

Responsibilities

Supplier

- Conduct a risk assessment and provide appropriate appliances.
- Share risk assessment and control measures with PiC.
- Train PiC and users on safe operation and any shut down procedures.

Person in Control (PiC)

- Ensure all staff are briefed on safe use.
- Complete the checklist below, jointly with the supplier.
- Update the Fire Risk Review Form or Temporary Changes in Condition Fire Risk Review form if less than 14 days and the Premises Fire Evacuation Plan.
- Monitor ongoing use and conditions.
- Ensure heaters are shut down when premises are unoccupied.
- The Temporary Heating Risk Assessment completed by the Supplier should be kept in the Site Log book along with this temporary Heating Checklist.

Safety Guidelines

- Positioning: At least 1.5m from combustibles; not on/near exit routes.
- Surface: Place on a flat, stable surface.
- Barriers: Use physical barriers if needed.
- Trip Hazards: Ensure cables and units do not create hazards.
- Electrical Safety: Supplier to check electrical suitability.
- Shutdown: Turn off heaters when building is unoccupied.
- Training: Only trained personnel may install or operate heaters.
- Fire Safety: Ensure adequate firefighting equipment is available.
- No Personal Heaters: Staff must not bring in personal heaters or use extension leads.

Emergency Procedures

- Review and update emergency plans.
- In case of fire: Do not move the heater, isolate power if safe to do so, follow site evacuation procedures.

Where further information or advice is required, please contact the PFS National Service Centre – 0333 005 0312 where temporary heating has been provided as a result of a building heating fault. They will refer the matter to the appropriate person for further assistance.

Checklist for Use of Temporary Heating Appliances

To be completed jointly by the PiC and Supplier before use. Keep in the Site Log Book.

	Item	Yes / No	Comments
1	PiC and installer have read and understood guidance.	Choose an item.	
2	Appliance is approved and appropriate for location.	Choose an item.	
3	Appliance is 1.5m clear of combustibles.	Choose an item.	
4	Safe position agreed, not obstructing escape routes.	Choose an item.	
5	No trip hazards present.	Choose an item.	
6	Supplier instructions followed and communicated, including shut down procedure for when building is unoccupied.	Choose an item.	
7	Unit placed on level surface, protected from collisions.	Choose an item.	
8	Barriers or securing methods used if necessary.	Choose an item.	
9	Emergency procedures and fire equipment awareness.	Choose an item.	

Sign-Off – I have complied with the requirements.

Name		Signature		Date	Click or tap to enter a date.
(Person installing temporary heating)					

Name		Signature		Date	Click or tap to enter a date.
(Person in Control (PiC) of the Premises)					

Installation Dates

Installed	**Removed**
Click or tap to enter a date.	Click or tap to enter a date.

Royal Mail Peak Pressure Site Guidance

PFS2_335_Royal Mail Peak Pressure Site Guidance

This guidance document has been produced to help uniform the fit out process of peak pressure sites and ensure compliance is met. This is not a definitive list as each building and operation will have differing requirements. If further guidance is required on any additional items, please contact the programme manager in the first instance with escalation available to the Health and Safety Governance and Assurance team.

If a property has a system, equipment, or plant, that is not being used by the operation, this must be isolated, power supply locked off and tagged to stipulate this. Appropriate signage must be provided on the equipment/plant and included in the Site Logbook.

All compliance works, testing and commissioning must be undertaken prior to handover to operations. As such compliance works must be programmed to ensure sufficient time for remedial works prior handover.

A Site Logbook must be provided for all outhouse buildings and marquees on separate sites, this excludes marquess that are built within an existing Royal Mail site. The Site Logbook must be complete and contain a copy of all testing and commissioning certificates, surveys undertaken and site drawings. The site logbook template can be found on the CRD here.

As part of the site handover pack a copy of PFS2_335a_Royal Mail Peak Pressure Site Compliance Checklist must be completed to ensure all required compliance works have been undertaken and certification is in place.

At handover to Royal Mail Operations and Royal Mail Property & Facilities Solutions Limited (RM PFSL) there should not be any compliance items marked as NO. If for any reason an item would be marked as NO then prior authorisation from the Health and Safety Governance and Assurance team must be sought prior to handover.

A copy of the Site Logbook, certificates, reports, drawings and checklist must be sent to the Property Records Team (HS.records@royalmail.com) for upload to the Compliance Records Database (CRD).

Royal Mail Peak Pressure Site Guidance

Peak Pressure Compliance	
Compliance Surveys & Inspections	**Guidance**
Asbestos	• If a management survey is provided by a landlord this should be reviewed by a Royal Mail approved AC to ensure its sufficient for the works being undertaken • If a landlord does not provide an asbestos management survey, then a survey must be undertaken by a Royal Mail approved AC • Where intrusive works are being undertaken an R&D survey must be undertaken
Dock Leveller – Insurance Inspection	• This must be undertaken upon completion of the testing and commissioning and any subsequent remedial works
Electrical – Fixed Wire Test	• A fixed wire electrical test must be undertaken to all areas of the building • All identified C1, C2 & Further Investigations must be remediated
Emergency Lighting	• An endurance and provision check must be undertaken
Fire Alarm	• If a fire alarm system is installed it must be tested and commissioned. If there is no fire alarm fitted a suitable fire alarm must be fitted – Health and Safety Governance and Assurance team can provide support
Fire Risk Assessment	• A fire risk assessment must be undertaken for all areas • Actions identified within the fire risk assessment must be actioned prior to occupation. For long term actions discuss these with the Health and Safety Governance and Assurance team and agree what is required
Gas Safety	• A Gas Safety test and inspection must be undertaken to all gas appliance and pipework that will be used • Identified remedial works must be undertaken
LOLER	• All equipment covered by LOLER must be inspected prior to occupation. This includes equipment relocated from Royal Mail sites
Portable Appliance Testing (PAT)	• Ensure all portable electrical equipment brought to site or provided as part of the set up project is PAT. This includes items from other Royal Mail sites with current PAT as the item has been transported
PUWER	• All work equipment must have a PUWER assessment undertaken prior to occupation. This includes equipment relocated from Royal Mail sites
Water Systems - L8 Survey	• A legionella risk assessment must be undertaken, and all actions identified within the report must be actioned prior to occupation. • If the building has not been recently used, the water system must be chlorinated • Water samples must be taken and analysed for legionella bacteria. Results must be known prior to site being operational. If a positive result is identified remedial works must be undertaken prior to the site being operational

Peak Pressure Guidance	
Element	**Guidance**
Cleaning	• Ensure a cleaning contract is set up with PFSL to commence on the go live date of operation. • The building must be deep cleaned upon completion of fitout works • Confirm with PFSL what equipment they will have onsite and any requirements for this e.g.: ○ Charging area for cleaning machines ○ Water outlet for cleaning machines
Cloak Room	• Provide a room which is lockable for staff to leave jackets and bags whilst working. Coat rails, coat hangers and tables should be provided
Clock	• Battery clocks are provided within work and welfare areas
Drinking water	• Ensure a source of drinking water is provided and signed as such. If no mains fed drinking water, then another means of supply must be provided, and resupply process set up
Electrics	• If a temporary installation is provided obtain a copy of the checklist and ensure electrical housing has an electrical sign indicating it contains electrics • Following the fixed wire test all C1, C2 and further investigations must be remediated • All distribution boards and switching equipment must be in a locked cupboard, boxed in or locked closed to prevent misuse
Emergency Lighting	• Lux levels must be checked internally and externally to ensure walkways and escape routes are sufficiently lit. Emergency lights should be provided internally and externally above all fire exit doors and escape routes • Endurance test to ensure lights provide the required time coverage • Training to be provided to operations staff on how to conduct an emergency lighting test
Equipment Charging Area	• A dedicated charging bay to be formed with Herras fencing for electric equipment charging • All charging units to have a dedicated power supply to the correct power requirements
Fire Detection and Alarm System	• Any repairs required must be undertaken. • Automatic fire detection and manual activation points must be reviewed to ensure sufficient cover for the proposed operation • Ensure a zone plan is provided of the building adjacent to the fire alarm panel • Confirm if the alarm system has an automatic dialler or if a manual call to 999 is required • Training to be provided to the PIC on how to operate the alarm system to allow weekly tests to be undertaken
Firefighting Equipment	• Royal Mail's firefighting equipment supplier will undertake a survey and provided the required equipment, ensure a fire blanket is provided within the welfare area. Red stands and ID signs should be provided
Fire Exits	• Ensure all fire exit doors open freely • If break glass bolts are fitted ensure there is a suitable hammer and signage to direct users • Ensure all ironmongery operates as intended • All fire exit doors should be fitted by door alarms to prevent misuse and to alert management that a door has been opened

	• Proposals/plans to obstruct/temporarily decommission fire exits must only be undertaken in consultation with a Royal Mail field safety. Alternative fire escape routes must be clearly signed and fire risk assessment for the building updated. Fire exit routes including those from marquees must consider the external escape route, it must be possible to reach a place of ultimate safety without requiring an electronic pass or keys etc.
Grit supplies	• Provide site with a ½ pallet of grit and ensure they have a hand push spreader for foot path gritting
Health & Safety at Work Poster	• Provide an A3 copy of the Health & Safety at Work poster. COM to complete
Lighting – Internal	• Ensure there is sufficient lighting to allow operation to be conducted safely. If additional lighting is required it must provide the required Lux levels and be 4000K.
Lighting – Yard	• Ensure there is sufficient lighting within the yard area to allow operations to be conducted safely. Lights should not cause glare to drivers whilst manoeuvring
Lux Levels	• Lux level measurements must be undertaken in all operational areas to ensure sufficient levels are met depending on the operational process being undertaken. Refer to ES 08 – Internal Lighting for lighting standards
Manager's Office/Area	• Provide sufficient numbers of tables and chairs to form a manager's office/area as required by site operations

Marquees - All	• The following items must be supplied with the marquee prior to operations commencing
	  ○ Fire Extinguishers, stands and signs
	  ○ Fire alarm – Battery powered wireless connected system with a call point at each entrance/exit
	  ○ Wind Speed Monitoring Alarm
	  ○ Emergency Lighting
	  ○ Signage – way finding, fire directional, fire actions notices, fire exit keep clear, fire door, fire alarm call point
	  ○ Temporary Heating
	• All electrical outlets and switches must be positioned above the hight of a York or protection provided to protect them from impact damage
	• Temporary electrical distribution equipment must be protected in a lockable cabinet with appropriate signage
	• The marquee must have sufficient fire exits based on the size and occupancy capacity
	• All compliance requirements are applicable where systems or plant are installed this guidance document must be followed
	
	Marquess on Existing Sites – Additional Considerations
	
	• Where a marquee is provided with a direct link into the building utilising a fire escape exit a "pod" must be constructed to maintain the fire exit from the building without the requirement to traverse through the marquee. Please refer to diagrams 1.0 & 1.1 for reference.
	• The existing site fire risk assessment, operational and technical, must be reviewed and updated with the addition of the marquee. The increased number of staff, possible obstruction of existing fire escape routes and inclusion of new fire escape routes must be reviewed and assessed.
	• External directional signage must be provided to the muster point where routes have been altered or new routes provided.
	• Where marquee fire exits exit into operational yards or roadways pedestrian segregation must be provided with suitable barriers to protect users to safe walkways.

Mechanical Mail Movement – Tugs, LLOPS, York Movers	• Chapter 8 barriers with offset feet (anti trip/normal foot) to be provide and laid out as per operational requirements to form mail movement routes
MEWPS – Scissor Lifts (Mail Lifts)	• Ensure training is provided to operations staff who will be using the equipment • Ensure there are no trailing cables from power supplies, where possible these should be dropped down from high level at the position of the MEWP with connects at a suitable hight they can be plugged in from ground level • Ensure HGV spec wheel stops are installed in front of all scissor lifts to protect from damage. Positioning of lifts and wheelstops to be agreed onsite depending on vehicle type • Operations may request line marking to be provided to guide drivers into the bays • Ensure copies of LOLER inspection certificates are provided by the hire company • If the scissor lifts require to be moved as part of the operation ensure an electrically powered mover is provided
Security – Ground Floor Windows	• All ground floor windows with a view of the operation are to be blacked out with a suitable material
Signage	• No smoking signs to be provided at each entrance door into the building • Every fire alarm call point and final exit doors must have a fire action notice • All fire alarm call points must have a fire alarm call point sign • Ensure a muster point sign is fitted at the agreed muster point • Ensure external directional signage is provided to the muster point location • Ensure all final fire exit doors have fire exit keep clear signs on the exterior • Review all fire door and fire directional signage and ensure it is provided where required. Ensure the fire directional signage is of a suitable size as per the British Standards • Confirm with operations if they require any signage for the yard such as directional signs or bay numbering signs • Provide way finding signage internally and externally. Signage to be agreed with operations • All electrical distribution boards and switching equipment and electrical rooms must have an electrical danger sign
Smoking Area	• Ensure a designated smoking area is provided with a metal bin for smoking material and identification signage. Ensure there area is sufficiently lit for use at night. The size and location will be determined by operations
Sorting Frames	• A minimum distance of 1500mm should be provided between sorting frames where back to back working established. In a single row there should be 1000mm between the frame and any obstruction
Temporary Heating	• Emergency contact numbers are provided for heating supplier and codes for fuel deliveries. Information to be included in Site Logbook and stay calm folder • Ensure temporary heating provision is adequate for the building • Herras fence around internal and external units to restrict access • Ensure pipework and power supplies do not introduce trip hazards • No pipework joints to be above fire exit doors or walkways to reduce the risk if a pipe were to leak • All joining clips on pipework to be secured with additional means • Ensure access is suitable for refuelling heating tanks • The use of gas rockets or any type of heating using gas bottles is not permitted on RMG sites
Testing & Commissioning	• The following items must be tested, serviced, and commissioned prior to operational use if the system or item will be required. If the equipment is not required it must be isolated to prevent use. This list is not definitive and should be

	reviewed on a site by site basis. Training must be provided to the operational staff on any system that will be operated by them to ensure safe operation. ◦ Aircon F-Gas ◦ Auto Pedestrian Doors ◦ Compressed Air Systems ◦ Dock Levellers ◦ Electric Gates – including Sliding Gates ◦ Fire Hydrants & Risers ◦ Fixed Ladders & Gantries ◦ Gas Boilers, Heating and Pipework ◦ Intruder Alarm ◦ Lifting Equipment ◦ Lifts – Goods & Passenger ◦ Lightning Protection ◦ Roller Shutter/Panel Doors – Manual and Powered ◦ Sprinkler Systems ◦ Traffic Barriers
Walkways	• Clear walkways around the building must be provided and routes to fire escape exits
Welfare – Kitchen/Canteen	• Provide sufficient numbers of the following items: ◦ Tables and Chairs ◦ Means to refrigerate food ◦ Microwaves to heat food ◦ Boiling Water – Urn or Water Boiler ◦ Hand Washing Facilities
Welfare – Toilets	• Ensure there is sufficient toilets for the peak number of staff and the split between male and female toilets is adequate for the operation. Refer to The Workplace Health Safety and Welfare Approved Code of Practice and Guidance L24: https://www.hse.gov.uk/pubns/priced/l24.pdf • An accessible WC should be provided, this can be utilised as a non-binary toilet if required
Yard Areas	• Segregated pedestrian and vehicle routes must be provided • Pedestrian routes drivers must be clearly marked and ensure they are visible to other yard users • Visitor controls must be in place to prevent unauthorised access to the yard

Diagram 1.0 – Marquee connected to existing building with a Pod to maintain fire exits. All marquees must be connected to buildings utilising this standard as it does not significantly the travel distance to the final fire exit.

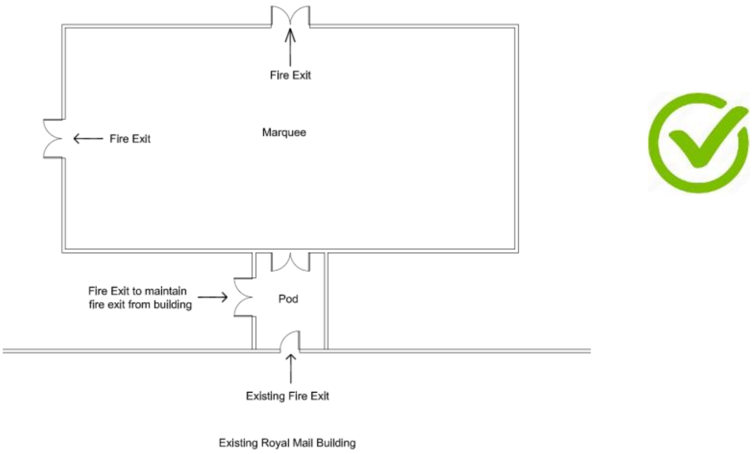
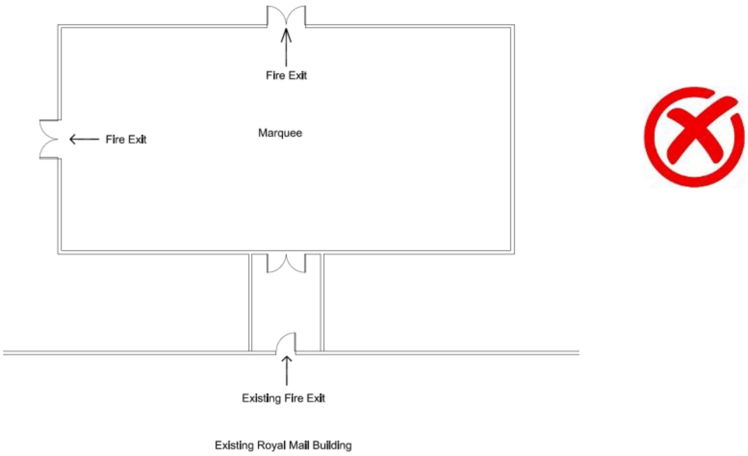
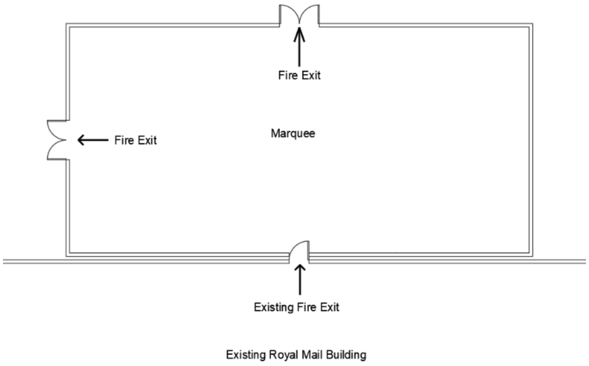


Diagram 1.1 – Marquees connected to existing buildings either with a link corridor or directly to the building with no additional fire exits is not permitted as this greatly increases the travel distance to the final fire exit.




Fire Exit
Fire Exit
Marquee
Existing Fire Exit
Existing Royal Mail Building

Royal Mail Peak Pressure Site Guidance

Version Control Sheet

Detail of version updates – Royal Mail Peak Pressure Site Guidance.				
Version No.	Date	Details of changes	Author	Approver
1	Oct 2021	Version 1	Colin Frew	Clare Brooks
2	Aug 2022	Requirements updated and guidance expanded	Colin Frew /Mike Kelly	
3	Nov 2025	Full review	Alaistair Tolson/ Katharine Bate	Jayne Callaghan-Jarvis

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