

No. 041/26

10th February 2026

Dear Colleague

ROYAL MAIL: RAISING CONCERNS AGREEMENT – CASE STATISTICS

Branches will recall that LTB 166/2025 issued on 8th August 2025 contained the statistics in relation to the six-month review period for Raising Concerns. At that time, the PTCS Department asked for feedback on the application of the Raising Concerns Agreement, and in particular examples of where the process wasn't being adhered to by managers. This information was required to assist us with further discussions moving forward into the 12-month review of the Agreement. The PTCS Department received a number of enquiries along with some cases that Branches and Representatives wished for us to review and consequently we undertook this activity and provided feedback where appropriate.

Bobby Weatherall, Acting Assistant Secretary, Alan Tate, PE Member, and Peter Donaghy, Policy Advisor, met with Royal Mail on 19th November 2025 to discuss the latest statistics (attached). Following this meeting, we shared this information with the Postal Executive and subsequently presented to the Senior Field Officials (SFO) at their meeting in Cardiff on 4th December 2025.

For ease of reference and for the benefit of Branches and members, below is a summarised overview and analysis of the attached statistics:

- 4,866 cases (as at 7th October 2025) raised since the launch of Raising Concerns
- Cases raised under the previous procedures 23/24 = 2,681. The cases raised under the new procedure for 24/25 = 4,275, which is an increase of 59%
- 67% of the outcomes are informally resolved, upheld or partially upheld
- 578 concerns have been resolved informally, including through mediation
- 1,293 concerns have been taken through the formal process of which 52% have been upheld or partially upheld
- 505 appeals raised since launch. Out of 403 concluded, 28% of appeals are either upheld or partially upheld
- Informal cases - 88% have met the 14-day meeting status. 86.9% completed
- Formal cases - 95.2% have met the 14-day meeting status. 86.9% completed.

All the above statistics apply to UK operations. There are also statistics for Parcelforce, National Distribution, Fleet Maintenance, PFSL, and Central Functions.

Further to the above, and following feedback from the field, we have made a couple of improvements to the Raising Concerns Agreement and these can be seen in the

attached presentation on pages 7, 8 and 9. These are as follows:

- Firstly, ‘Where a case is raised against a CWU Representative, the case manager must record this in a drop-down box and ticking ‘Yes’ before they can move forward. **They must also inform the Divisional Representative of a case involving a CWU Representative’.**
- Secondly, the previous wording in the agreement was, ‘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.’

The new wording in the agreement is, ‘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’.

We are naturally aware and recognise there are frustrations coming from some of our Reps and members whereby they are unhappy with the outcomes of their Raising Concerns case, or the way the manager has dealt with the case. However, these concerns do not indicate there are any underlying problems with the Raising Concerns Agreement itself, and the feedback into the Department is that the process is generally fit for purpose and is in the main working for our members, particularly in comparison to the former arrangements. Crucially, the stats demonstrate that cases are being heard and dealt with in significant numbers and a high number of these cases are completed within the 14-day period. Bobby Weatherall, Postal Executive member, will continue to monitor and review the cases coming into the Department and respond on my behalf.

Lastly, Branches are reminded of the following clause within the Agreement – “**Any concerns regarding the interpretation or application of these principles should be referred to the signatories for resolution**”.

Any enquiries in relation to this LTB should be sent to snicholas@cwu.org or hmaughan@cwu.org

Yours sincerely,



Andy Furey
Assistant Secretary



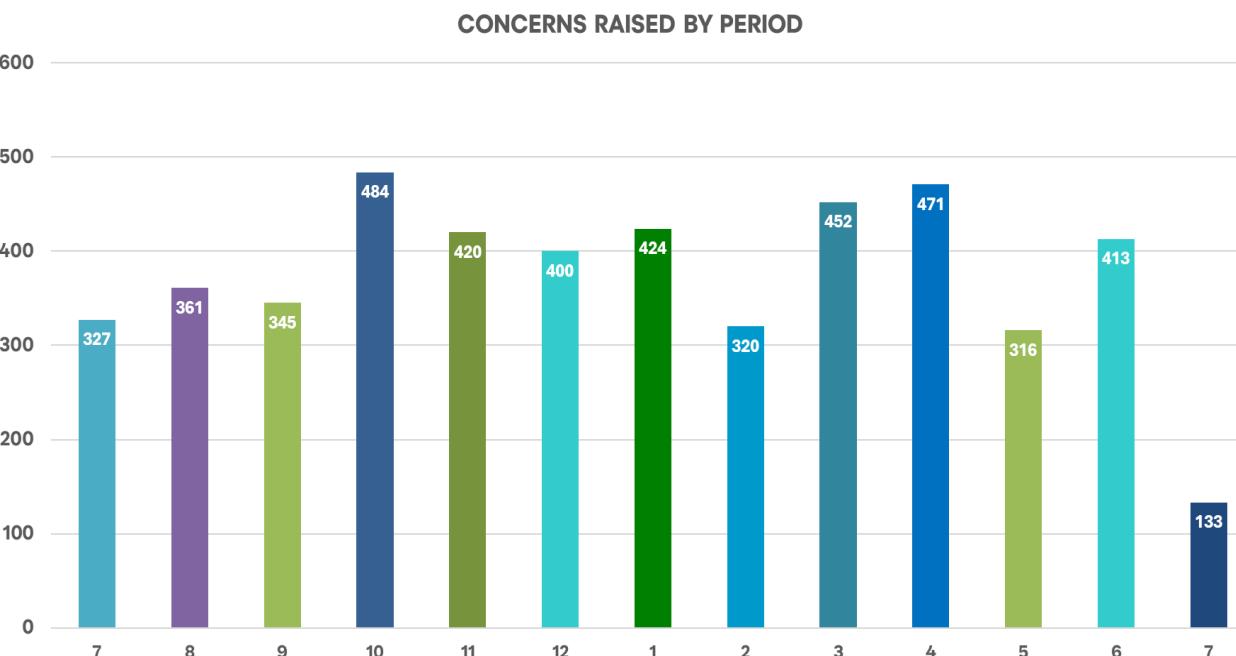
RAISING CONCERNS

November 2025

Raising Concerns – Overview of cases

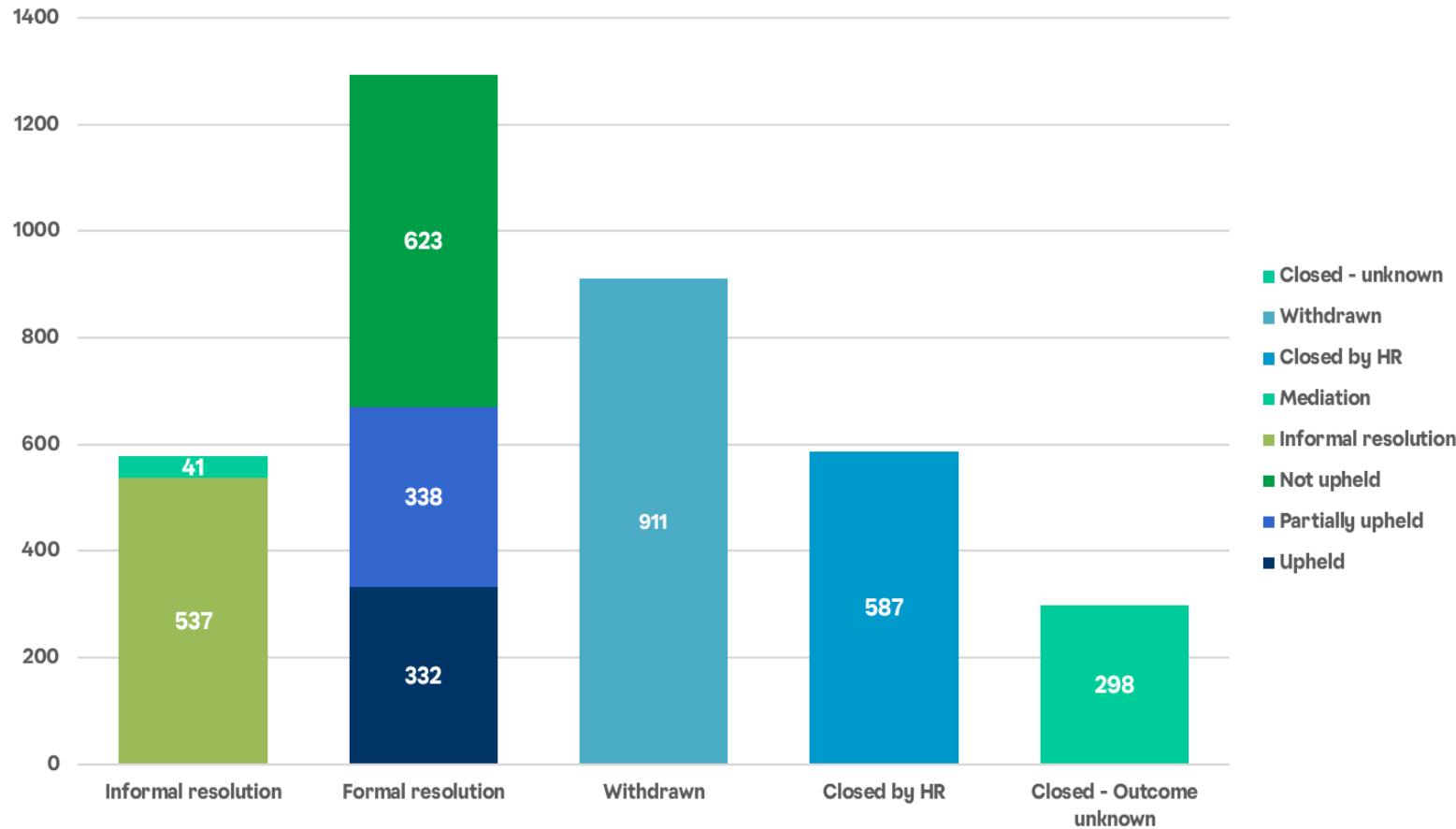
Overview of cases raised:

- 4866 concerns raised since launch*
 - 15% cases currently open (734)
 - 85% cases concluded (4132)
- Year on year, excluding cases closed by HR, concerns have increased by 59% (4275 TY vs. 2681 LY)



Reason for concern	Number	%
Poor behaviour or treatment	1345	28%
Category not yet confirmed	817	17%
Pay or benefits	533	11%
Working hours or allocation of work	420	9%
Bullying	281	6%
Work conditions	262	5%
Harassment	224	4%
Discrimination	196	4%
Time off work	162	3%
Failure to follow policy or procedure	154	3%
Sexual harassment	97	2%
Transformational change	42	1%
Inappropriate use of data	35	1%
Trade Union activities	10	0%
No category recorded (closed cases)	288	6%
Grand Total	4866	100%

Case outcomes



N.B. Cases closed by HR are normally a result of duplicate or multiple concerns raised by the same employee, or cases created in error by managers.

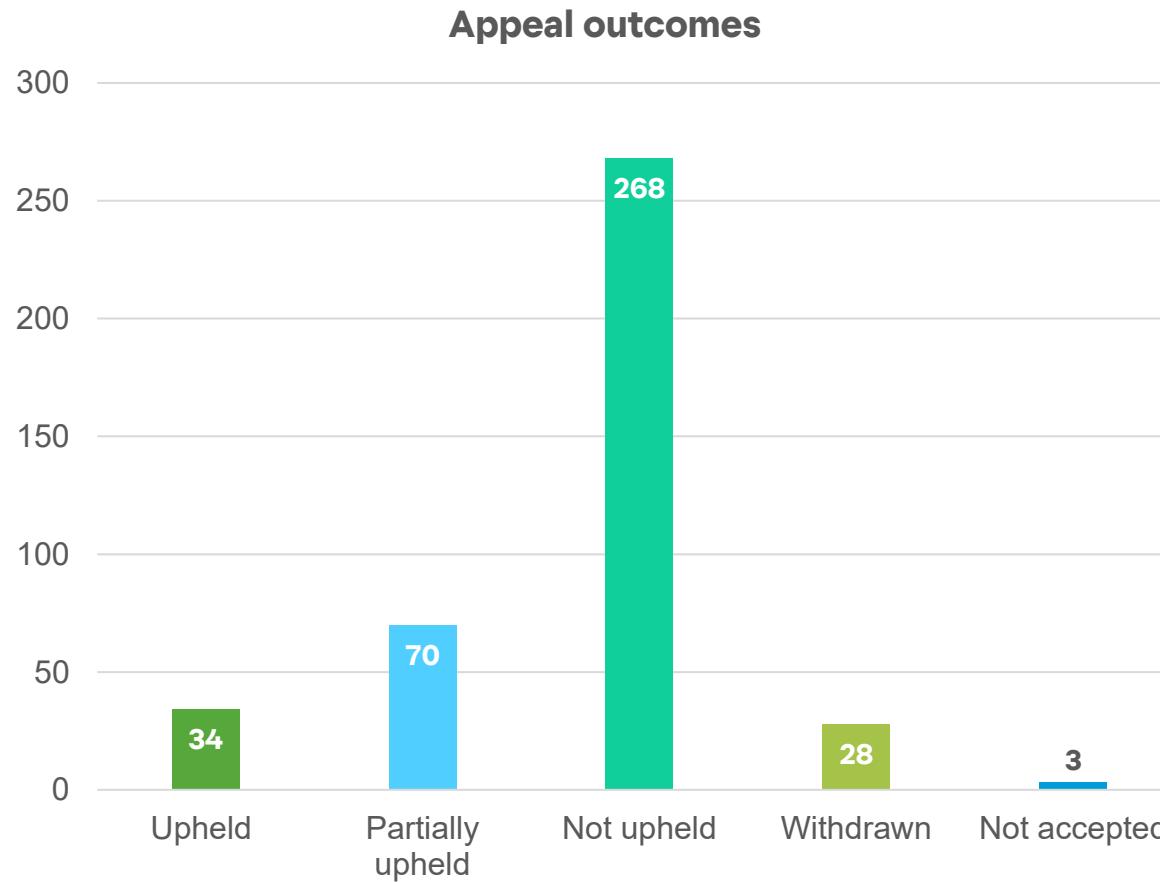
Key takeaways:

- 67% of the outcomes are informally resolved, upheld or partially upheld.
 - Most concerns (1293) have been taken through the formal process; 52% of which have been upheld or partially upheld
 - 578 concerns have been resolved informally (including through mediation)
- Concerns withdrawn are often a result of cases being referred to manager and resolved informally (i.e. recorded incorrectly)
- 298 cases are closed with an outcome in the PCM system however due to an error, the outcome is not showing on our report – these cases are likely to be informally resolved having reviewed a sample of cases
- **To note:** Outcomes on the bar chart do not include cases at appeal stage (i.e. the total number of outcomes will not equal the total number of cases closed on slide 2)

Appeals



- 505 appeals raised since new approach launched; 403 concluded as follows:



Key takeaways:

- 28% of appeals are upheld or partially upheld
- Not upheld figures suggest that formal investigation is being carried out robustly
- Appeals are heard independently, outside of the line, to avoid bias/influence

Case progress – GUIDANCE

(Note: This is not current data)

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														89.2%
ROD NORTH WEST														90.6%
ROD SCOTLAND														90.5%
ROD WALES AND THE MARCHES														84.6%
ROD YORKSHIRE														83.6%
FIELD OPERATIONS DIRECTOR SOUTH														83.7%
ROD ANGLIA	182	21	81	70.7%	21	81	70.7%	178	18	158	84.8%	20	118	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	31	71.1%	140	8	132	94.3%	23	117	83.6%
ROD SOUTH MIDLANDS	115	27	88	76.5%	15	30	75.0%	141	8	133	94.3%	22	110	84.4%
ROD SOUTH WEST														80.8%
NETWORK PROCESSING DIRECTOR														76.0%
GM NORTH														84.4%
GM SOUTH														71.7%
GM NORTH WEST SUPER HUB														50.0%
GM MIDLANDS SUPER HUB														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	61.2%	47	69	59.5%	51	7	46	86.3%	15	36	70.6%
NATIONAL DISTRIBUTION	90	30	60	77.8%	23	67	74.4%	29	3	26	89.3%	6	23	79.3%
HEAD OF FLEET MAINTENANCE	34	13	21	82.4%	7	27	79.4%	13	0	13	100.0%	3	10	76.9%
PROPERTY & FACILITIES SOLUTIONS	25	10	15	72.0%	9	16	64.0%	19	3	16	88.9%	6	12	63.2%
CENTRAL FUNCTIONS	10	5	5	60.0%	5	5	50.0%	12	2	10	83.3%	9	3	25.0%

Guidance slide
(Current data is on the next slide)

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

UK Operations Raising Concerns status summary as at 07/10/2025	CASES	INFORMAL						FORMAL						
		Day 14 meeting status			Case completion status			Day 14 meeting status			Case completion status			
		OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE	OPEN	COMPLETE	% COMPLETE	
FIELD OPERATIONS DIRECTOR NORTH	961	86	875	91.1%	97	864	89.9%	826	32	794	96.1%	88	738	89.3%
ROD MIDLANDS	163	37	126	77.3%	38	125	76.7%	165	5	160	97.0%	16	149	90.3%
ROD N IRELAND AND N EAST	123	9	114	92.7%	11	112	91.1%	141	9	132	93.6%	15	126	89.4%
ROD NORTH WEST	159	11	148	93.1%	15	144	90.6%	177	6	171	96.6%	10	167	94.4%
ROD SCOTLAND	222	10	212	95.5%	10	212	95.5%	106	5	101	95.3%	13	93	87.7%
ROD WALES AND THE MARCHES	114	9	105	92.1%	12	102	89.5%	85	2	83	97.6%	10	75	88.2%
ROD YORKSHIRE	180	10	170	94.4%	11	169	93.9%	152	5	147	96.7%	24	128	84.2%
FIELD OPERATIONS DIRECTOR SOUTH	991	131	860	86.8%	139	852	86.0%	1235	58	1177	95.3%	167	1068	86.5%
ROD ANGLIA	115	16	99	86.1%	17	98	85.2%	241	7	234	97.1%	21	220	91.3%
ROD GREATER LONDON	199	27	172	86.4%	31	168	84.4%	241	17	224	92.9%	49	192	79.7%
ROD SOUTH CENTRAL	185	15	170	91.9%	17	168	90.8%	198	6	192	97.0%	21	177	89.4%
ROD SOUTH EAST	145	29	116	80.0%	30	115	79.3%	178	12	166	93.3%	28	150	84.3%
ROD SOUTH MIDLANDS	132	21	111	84.1%	21	111	84.1%	175	7	168	96.0%	21	154	88.0%
ROD SOUTH WEST	215	23	192	89.3%	23	192	89.3%	202	9	193	95.5%	27	175	86.6%
NETWORK PROCESSING DIRECTOR	475	74	401	84.4%	81	394	82.9%	176	18	158	89.8%	37	139	79.0%
GM NORTH	225	29	196	87.1%	32	193	85.8%	75	6	69	92.0%	13	62	82.7%
GM SOUTH	194	34	160	82.5%	35	159	82.0%	79	9	70	88.6%	19	60	75.9%
GM NORTH WEST SUPER HUB	9	2	7	77.8%	2	7	77.8%	4	1	3	75.0%	1	3	75.0%
GM MIDLANDS SUPER HUB	47	9	38	80.9%	12	35	74.5%	18	2	16	88.9%	4	14	77.8%
UK OPERATIONS DIRECTOR	2427	291	2136	88.0%	317	2110	86.9%	2237	108	2129	95.2%	292	1945	86.9%

PARCELFORCE	148	53	95	64.2%	56	92	62.2%	58	9	49	84.5%	21	37	63.8%
NATIONAL DISTRIBUTION	102	9	93	91.2%	13	89	87.3%	45	5	40	88.9%	12	33	73.3%
HEAD OF FLEET MAINTENANCE	48	8	40	83.3%	9	39	81.3%	17	2	15	88.2%	3	14	82.4%
PROPERTY & FACILITIES SOLUTIONS	36	3	33	91.7%	5	31	86.1%	23	1	22	95.7%	4	19	82.6%
CENTRAL FUNCTIONS	27	4	23	85.2%	5	22	81.5%	11	2	9	81.8%	4	7	63.6%

Update to agreement wording

Relating to outcome correspondence



- **Agreed and will be updated in relevant documents:**

Old bullet point

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.

Suggested new bullet point

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.

Not the right procedure approach



##employee full name## ##address line one## ##address line two## ##address line three## ##address line four## ##postcode ##	##date of letter##	##case owner full name## ##Office Address Line 1## ##Office Address Line 2## ##Office Address Line 3## ##Office Address Line 4## ##Office Postcode## ##contact number## ##case owner email address##
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Subject: Raising Concerns is not the right procedure

In confidence

Dear ##employee first name##

I am writing with regards to the concern you recently raised under the Raising Concerns Procedure.

Having reviewed the information you provided, I want to inform you that Raising Concerns is not the right procedure for this particular matter to be investigated and therefore no further action will be taken under this process.

##Provide specific guidance on the correct way to raise their concern – e.g. signpost to the correct procedure or channel or speak with their line manager##

I recognise that this can be a worrying or stressful time. I would like to remind you of the support available through Help@hand, including the wellbeing Employee Assistance Programme helpline (0345 266 5060), which is available 24/7. You can download the Help@hand app from the Apple or Google play store and register using the code: 164003. Additionally, you can access further support and resources on our Wellbeing Hub which you can access via www.myroyalmail.com/wellbeing or through the "Your Wellbeing" tile on the People App.

Yours sincerely

##case owner full name##
##job title##

- If a concern is raised incorrectly under this procedure, the manager must send a letter to the employee. This letter is automatically generated as part of the PCM workflow.
- The letter instructs the manager to include guidance on how the employee can address the issue outside the Raising Concerns process.

Concerns involving trade union representatives



- For any concerns involving trade union representatives, investigating managers are advised to inform the relevant divisional representative as part of the PCM workflow

Trade Union Representatives

Formal: Is the concern about a Trade Union Representative?

If the concern relates to the behaviour of a Trade Union representative, you must inform their Divisional Representative that they have been named in this concern.

Please exit the case and complete this action.

Once you have informed the Divisional Representative, please select option 'YES' in the drop down options and then select 'NEXT' to progress the case.

If the concern does not relate to the behaviour of a Trade Union Representative, please select 'NO' in the drop down options and select 'NEXT' to progress the case.

Is the concern about a Trade Union Representative? *

Is the concern about a Trade Union Representative?

Please Select

PREVIOUS

NEXT