

No. 112/26

15th April 2026

To: All Postal Branches

Dear Colleagues,

CWU AND ROYAL MAIL GROUP AGREEMENT

We are pleased to announce that CWU and RMG have reached an agreement for the national deployment of USO Reform and how we move forward the equalisation of new entrants' pay, terms and conditions.

This agreement also confirms Pay 2026 and relaunches the Rebuilding Royal Mail Part 1 & 2 agreements – that will now be delivered in full with the confirmed ongoing involvement and support of the UK Government.

The agreement (full copy attached) has been unanimously endorsed by the CWU's Postal Executive and the key points are set out below.

USO Reform

- It has been agreed to set aside the ODM and in acknowledging the lessons learnt from the pilot sites and feedback from our members – a new delivery model (2026), based on the union's heavier and light delivery model will now be rolled out nationally.
- The new delivery model introduces 3.5k new walks, 10k walks being switched to heavy and light and 6k part time to full time uplifts to support the 4 into 3 structure.
- The agreement reaffirms the importance of job security for our members and there will be no compulsory redundancies from USO Reform and MTSF will apply to support all employees through change.
- The agreement includes comprehensive and very robust processes and safeguards that have been put in place at local level for pre-deployment and post-deployment reviews.
- The new processes are specifically designed to support local employees, representatives and managers being able to have a greater say and influence over how USO Reform will be deployed – with the ability to utilise their local knowledge

- and experience within the overall parameters set. This includes local representatives and employees having a major influence over how to fix any issues that may arise.
- The need to have in place a fully resourced office prior to deployment and to ensure that manageable workload, quality of service and USO coverage is being achieved has been prioritised. This will be supported with strict reviews at various stages and no surplus can be confirmed until this criteria is being met on a regular basis.
 - The company has agreed that critical to the successful deployment of USO Reform is the need to deliver a quality of service improvement plan that delivers on the promise to put postal workers and customers back at the heart of everything we do. The union and the Select Committee (confirmed in writing) will continue to hold Royal Mail to account on these crucial issues.
 - The company has also agreed that critical to the successful deployment of USO Reform will be the reset of Employee and Industrial Relations. A plan for this reset will be published in the next two weeks.
 - The agreement sets out the benefits for employees of the new model which will increase the number of Saturdays off for full time and part time employees as well as the opportunity for earlier finishes on a Saturday, subject to local factors and current duty patterns.
 - A new delivery site incentive scheme will also be introduced for each office in conjunction with the roll out of USO Reform.
 - To move forward the commitment to introduce new ways of working, a pilot will be agreed as part of the roll out of USO Reform and we will encourage offices to participate in this pilot and come forward with ideas that can be of benefit to employees and the company going forward.
 - There is a comprehensive full deployment agreement which covers all aspects of how USO Reform will be deployed and you will find this at Appendix A of the attached agreement. The full agreement will be explained and you will see how it provides comprehensive safeguards and protections for our members.

Equalisation of new entrants' pay, terms and conditions

- The agreement acknowledges the need to refresh our approach to equalisation and confirms a first step and a process that will lead to the next step and the plan to achieving equalisation following the next formal review which will take place no later than January 2027.
- The first step ends the practice of Royal Mail recruiting full time staff on 40 hours per week and commits the company to only employ new full-time staff on 37-hour contracts.
- The first step also reduces the pay differential for new entrants by increasing their pay rise by 1.75% over the 3% for employees on the old contracts.
- The first step also provides additional measures that are designed to support retention of employees.

Pay 2026

- Branches will be aware that we had already agreed a 3-year pay deal with a reopener clause should inflation be above 3% or below 2%. This reopener clause was also due to take into account the financial position of the business at the appropriate time. Therefore, rather than delay a pay rise we have agreed a 3% pay increase to be introduced quickly and backdated to the 1st April and if the actual average CPI for January, February and March 2026 is above 3%, the difference will be considered for payment following successful deployment of USO Reform.

Relaunch of the Rebuilding Royal Mail Part 1 & 2 Agreements

Royal Mail have reaffirmed their commitment to delivering in full all aspects of these agreements and crucially the UK Government has agreed to monitor and support progress going forward. This reflects the assurance the new owners gave to employees and the UK Government at the time of the takeover.

Ongoing Government Involvement and Select Committee Scrutiny

Branches will be aware that because of the support of our members and the influence of the union, the Government intervened through its tripartite meetings and separately the all party Parliamentary Select Committee has scrutinised Royal Mail's quality of service failures. We can all take encouragement from the fact that the ongoing involvement of the Government has been confirmed and the Chair of the Select Committee has also confirmed, in writing, that they will continue to scrutinise the need for Royal Mail to significantly improve quality of service going forward. We will explain the importance of this at today's National Briefing and in our subsequent engagement with reps and members. As a result you will see that the agreement confirms that we will now launch a joint campaign with the company to achieve a fairer regulatory environment and address the exploitative labour models that our competitors utilise to undercut Royal Mail.

We are confident that if this agreement is confirmed it will pave the way for serious discussions with the Government on why it is in national interest for these issues to be properly addressed.

Next Steps

We all know that for a number of years there has been major problems with customer service failures and a managerial ethos that was installed by the previous board and that has never really changed, the combination of which has led to continuing chaos in the majority of our

delivery offices. The Postal Executive is firmly of the view that the best opportunity to significantly improve quality of service and finally change the managerial ethos is by supporting this agreement and move forward with the continuing scrutiny and involvement of the Select Committee and Government.

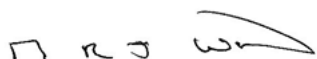
It is now imperative that all Branches, Representatives and members have the opportunity and time to fully consider this agreement properly - not only on the basis of how we have moved the company significantly on all the key issues – but also in its wider context around why USO Reform is necessary and why we must shift our focus to changing the role of Ofcom and create a level playing field with our competitors.

Delivering change will always be difficult but we are clearly in a stronger position to support our members under the terms of this agreement.

Finally, we will ensure full engagement with all of our representatives and members on these issues prior to a membership ballot and the approach and timetable for this will be issued in due course. This commences today with a National Briefing on Wednesday 15th April followed by Local Reps Briefings and direct written communications with our members and at the appropriate point, a CWU Live show.

Any enquiries regarding this LTB should be addressed to the Postal Department, Hayley Ford on hford@cwu.org and General Secretary's Department, Dawn Lynch on dlynch@cwu.org.

Yours sincerely,



Martin Walsh
Deputy General Secretary (Postal)



Dave Ward
General Secretary



Tony Bouch
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Assistant Secretary



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AGREEMENT BETWEEN ROYAL MAIL GROUP LTD (“RMG”) & COMMUNICATIONS WORKERS UNION (“CWU”)

RESOLUTION OF RMG / CWU DISPUTE RESOLUTION PROCESSES – DEPLOYMENT OF USO REFORM AND EQUALISATION OF NEW ENTRANTS’ PAY, TERMS, CONDITIONS.

1. Introduction

RMG and CWU have reached agreement on how we deploy USO reform and move forward the equalisation of new entrants’ terms and conditions.

This agreement also recognises the factors listed below as critical to the successful deployment of USO reform, supporting employees and overcoming the immediate challenges facing the business.

- The need to urgently prioritise and introduce a quality-of-service improvement plan that delivers on the promise to put customers and postal workers at the heart of everything we do. Recognising the challenging timescales, Royal Mail will share their quality-of-service improvement plan with the CWU.
- The need to urgently deliver a positive reset in Employee & Industrial Relations and a fresh start in the way the business is run at all levels and in every workplace. The detailed plan to implement this will be published to all employees, managers and CWU representatives in the next two weeks.

Additionally, this agreement confirms pay 2026 and reaffirms – with the ongoing involvement of the UK Government – RMG and CWU’s commitment to deliver the full terms of the rebuilding Royal Mail agreements Part 1 & 2.

2. The Importance of USO Reform

Both parties recognise that Royal Mail now operates in a permanently changed world of communications and that reform of the USO is necessary to secure the future of the company, respond to changing market conditions and invest in new growth areas.

Furthermore, the status quo is not an option and in July 2025 Ofcom announced changes to the following USO and Access regulations:

- First class letters will continue to be delivered Monday to Saturday
- Second class, DSA and all other non-priority letters will be delivered every other day Monday to Friday
- New headline targets for First class and Second class USO mail with new ‘tail of mail’ targets from April 2026
- New DSA D+3 service to be regulated in the same way Ofcom regulates existing access services
- USO Parcels will continue to be required to be delivered Monday to Friday, noting Royal Mail delivers parcels Monday to Saturday
- Special Delivery will continue to be delivered Monday to Saturday
- Requirement for Collections on Second class USO letters to be Monday to Friday, noting Royal Mail intends to collect mail Monday to Saturday

Therefore, the agreement we have reached is about how we implement this change and this will now be carried out in accordance with the key principles set out below and the detailed full Deployment Agreement at Annex A.

2.1 The Importance of Job Security and Supporting Employees Through and Beyond Change

RMG & CWU reaffirm our commitment to the comprehensive job security package agreed in rebuilding Royal Mail Part 1 and Part 2 and key elements of this are reiterated below:

- There will be no compulsory redundancies from the national deployment of USO reform.
- The full terms of MTSF will apply for all employees for the purposes of USO reform deployment.
- The shared aim is for both parties to ensure that any need for employees to move to another work location is managed on a voluntary basis, during USO reform deployment.
- Where there is a requirement for voluntary redundancy this will be offered at the enhanced rate agreed within the rebuilding Royal Mail Part 2 Agreement.

Both parties also recognise that the successful deployment of USO reform requires us to work together at all levels of our respective organisations, adhere to all of the processes agreed pre and post deployment and maximise support for employees through and beyond this critical period of change.

The joint focus of all RM managers and CWU representatives must be to deliver a workplace culture that trusts and values employees, taking into account their views and local knowledge on the best way to deploy change and fix issues as they arise.

To this end we will ensure that the quality-of-service improvement plan and the reset of employee and industrial relations are designed and communicated in a way that prioritises these objectives.

2.2 The New Delivery Model 2026 – Key Principles

Following joint evaluation of the Pilots, further negotiations, and feedback from employees, a new Delivery Model that embraces lessons learned will be adopted for the National roll-out of USO reform. The new model is called 'Delivery Model 2026 (DM26)' and the key principles are set out below (detailed in full Deployment Agreement).

- c.3,500 walks have been or will be reintroduced as a result of the initial base data verification exercise completed in 2025
- Singleton shared van and High-Capacity Trolley (HCT) Town Walks will be organised in groups of four walks. Two of these 4 walks will deliver 1st class and parcels only Monday to Friday and 2 will deliver all mail Monday to Friday. Three individuals will be allocated to these four walks.
- On Saturday all walks will deliver 1c and parcels only
- Current Inward Primary Sort (IPS) would remain unchanged and current preparation frames would remain unchanged other than colour coding and the implementation of the vertical preparation standard, in the initial phase of DM26 deployment.
- Singleton and Shared Van Town walk workload will be shared across the 3 duties to balance walk distances and help manage the effects of fatigue. This means employees do

not need to learn new walks or rotate in different areas, beyond current van pairs. (Including the planned absorption areas)

- The exact configuration of walk pairings and workload balance between the three duties will be subject to local knowledge, and planning with best practice shared to the RSGs and National Delivery Joint Working Group (NDJW)
- DM26 allows for non-drivers to play an active part in all parts of the plan
- DOs will be able to select one-predominant attendance pattern contained within the full deployment agreement

This USO Agreement will allow local knowledge from Customer Operations Managers (COMs), CWU Reps and all employees in the Delivery Office to influence key decisions to ensure successful deployment, within the framework of principles set out in the full agreement, appendices and via the joint review and governance processes. These include joint Regional Steering Groups consisting of RODs and Divisional Reps, OPL and Area Rep, Regional Programme Manager and Transformation Change Lead. The RSG will report into the National Delivery Joint Working Group.

Further detail on the model can be found within the full USO Deployment Agreement and Appendix.

2.3 Benefits for Employees

Beyond delivering future business and job security for employees, deploying the DM26 enables the following benefits for employees that include:-

- An increase in the number of Saturdays off for Full Time (FT) and Part Time (PT) employees and the opportunity to have earlier finishes on a Saturday, subject to local factors (e.g. Number of drivers. Current Duty Patterns).
- Opportunity for earlier start times against a set criteria contained within the annex.
- Opportunity for c.6,000 PT employees to increase their contracted hours up to FT, where required. This will provide an ongoing opportunity for part time contract employees to increase their contracted hours up to full time, when other employees leave Royal Mail within their Delivery Unit (subject to redeploying surplus requirements).
- Ability for employees to remain in the same delivery areas and on the same delivery walks
- Fairer balance of workload across all walk types by a revised model week baseline
- Greater inclusion of non-driving employees
- DO choice of agreed improved duty patterns
- Improved and structured DO resourcing via weekly resourcing meetings (WRM) including leave cover, day off cover and workload
- Giving employees the opportunity to feedback into the review process
- Improved onboarding experience for new entrants aiding overall retention

2.4 Local Pre-Deployment Support and Involvement

Royal Mail and CWU have agreed the following to ensure improved local involvement is a key principle in our approach to delivering successful change:

- This governance structure will ensure all activity is deployed in line with the principles of this agreement and detail contained in the full USO Deployment agreement, including a formal review process which must be completed in all DO's. This will include a Joint Go/No Go process.

- Each Delivery Office (DO) is different, and both parties recognise the benefit of local knowledge. This agreement will allow local knowledge from Customer Operations Managers (COM), CWU Reps and all employees in the DO to influence key decisions to ensure successful deployment, within the framework of principles laid out in the full Deployment Agreement, appendices and via the joint review and governance processes.
- As part of the planning and deployment process, DOs can recommend localised solutions via the Regional Steering Groups (RSGs) (as outlined in the full Deployment Agreement). All DOs will be assured via a standard process, the purpose of which is to identify non-standard solutions and refer back to the RSGs which will have the autonomy to agree or reject the planned changes.

2.5 Review Process and Safeguards

Royal Mail and CWU agree that a robust review process is crucial to addressing any issues arising from the initial deployment of USO change:

- Both parties agree that for deployment to be successful joint working between all Managers and CWU Reps is paramount. To support USO reform and the deployment of DM26, both parties have agreed to the creation of Regional Steering Groups with attendance from all parties.
- These Steering Groups will hold mandatory weekly meetings to monitor and ensure the plan is operating as agreed, in line with the Review Process detailed in the full Deployment Agreement. If necessary, plans will be amended to support each DOs progress using identified best practice. If a unit is not achieving the key targets set out in the full deployment agreement, the appropriate remedial action will be taken.

USO deployment is a national programme any questions or further guidance should be referred to the NDJWG via the RSGs which will support a fast-track approach for escalation/resolution process.

2.6 Advanced Deployment Approach

Given the delay to USO deployment, both parties recognise the need to swiftly and efficiently deploy and are pleased to confirm the following structured deployment.

- An additional 240 pilot DOs agreed for DM26 which is c.20 per ROD area, in addition to the 35 current pilot DOs.
- Current pilots have the option to deploy DM26 or keep their current solution for Town areas. If not selecting DM26 they must reconfigure non-town walks to align with DM26 principles and also select a Duty Pattern from within the list of 9 contained in the Full Deployment Agreement if they have previously selected an option not contained within the list.
- These additional 240 DOs will deploy as soon as possible from the date of this agreement ahead of the ballot, once the Rapid Base Data Validation, DO Health Checks and Go/No Go steps are complete. Once the formal review is completed for all pilots (35+240) they become BAU in the same way as all other DOs.

Alongside the above activity, the agreed pre-deployment approach outlined within the full Agreement and associated appendices must be urgently completed in all DOs, including the Rapid Base Data Validation, the DO Health Check and the Go/No Go preparation.

Royal Mail and the CWU are jointly committed to completing the deployment of DM26 in readiness for Peak 2026. A deployment plan will be shared with the NDJWG who will then cascade to the RSGs, to review as part of the overall Governance Process below and will be reviewed on a regular basis.

2.7 Delivery Site Incentive Scheme

RMG and CWU will introduce a new Delivery site incentive scheme in Delivery units following each site's USO go-live date.

- The terms of this incentive scheme will be agreed, and self-funded basis on an adjusted cost per item model based on an individual unit-specific cost, to the timelines agreed by the Joint Working Group.
- This scheme will not jeopardise resourcing to workload which is an absolute necessity under the USO reform. Neither will it quicken or change the mandatory review post deployment or change the job security guarantees.
- The Delivery Site Incentive Scheme will be reviewed following USO deployment.
- Further talks on similar schemes in Processing and other parts of RMG will continue with the aim of reaching agreement in line with the commitments set out in section 5.

2.8 New Ways of Working

To move forward the commitment in Rebuilding Royal Mail Part One Agreement, Royal Mail and the CWU will pilot new ways of working including mechanisms to allow postal workers to have more say over day-to-day operations and management of workload. A joint working group will be established and agree the pilot programme by no later than July 2026, for introduction in an agreed number of units alongside USO deployment.

3 Equalisation of New Entrants Pay, Terms & Conditions (CWU graded employees employed on or after 1st December 2022"New Entrant" in delivery and processing)

RMG and CWU reaffirm their commitment in rebuilding Royal Mail Part 1 to deliver a new resourcing model, including the equalisation of New Entrants' pay, terms and conditions through the introduction of a new career pathway – alongside necessary flexibility to grow the business.

Furthermore, both parties recognise that whilst this was a key commitment made by the new owners of Royal Mail, the difficulties and delays associated with the introduction of USO reform has impacted on Royal Mail's finances and our ability to deliver progress to the previously agreed Timeline. Therefore we have agreed the need to refresh the overall approach to equalisation by implementing the first step set out below and giving full consideration to a range of factors that will help inform the subsequent steps.

For the purpose of complete clarity this means that this new career path to equalisation will be based on agreed incremental steps over an agreed period of time.

3.1 The First Step to Equalising New Entrants Terms and Conditions

The first step has been agreed as follows:

- No further new entrants will be employed on 40-hour full time contracts and the standard full-time contract going forward will be 37 hours per week, effective 1st June 2026.
- Existing new entrants with contracted weekly hours of more than 37 hours will retain a fulltime equivalent working week that matches their existing contracted hours (e.g. 38, 39, or 40 hours) for the purposes of pensionable pay, overtime and allowances. The circa 3,000 employees in this category will be ringfenced for the time being and future options will be considered and agreed, always without forcing any employee to a loss of pay per week on one hand, and always giving to the employee the choice to reduce the working hours to 37 hours on a voluntary basis on the other hand.
- All employees on New Entrants' contracts will receive a 4.75 % pay rise (see Appendix 1) flowing through to London Pay ranges and Scottish Distance Island overtime and SA rates and a 3% flow through to pensionable and non-pensionable shift allowances. This represents a first step in closing the differential on pay, and is effective from 1st April 2026.
- As a further alignment step, the overtime rate for all new entrants (including those on a fulltime equivalent working week above 37 hours) shall be x 1 the applicable hourly rate, no later than 1st June 2026.
- Arrangements for equalisation of New Entrant employees in Fleet, Engineering, HR Services will be the subject of a future negotiations and agreement, to be concluded by 1st June 2026
- In advance of the full contract review (referred to below at 3.2), any terms and conditions for New Entrants on 37 hours or less relating to the full-time equivalent working week, including pensionable pay and overtime, and allowances will be varied to 37 hours accordingly. This means that any hours worked above the full-time equivalent working week of 37 hours will no longer be pensionable effective 1 June 2026.

3.2 Additional Mechanisms to Support Retention of Employees

- The current average working hours of new entrants is 31 hours per week. Going forward Royal Mail commit to increase the average hours of new entrants to 35 hours per week, subject to the preferences of the individual employee and USO deployment approach.
- Furthermore, the local manager and local rep can by local agreement agree to increase a new entrant contract to 37 hours per week.
- Recognising that the New Entrants contract was introduced during a period of industrial dispute, and as an important part of any relationship reset, both parties welcome the opportunity to review the contract of employment retaining the necessary elements of flexibility to be effective for the success of the business in the future. This review of the contract will be concluded by the 1st September 2026.

3.3 Delivering the Subsequent Steps of Equalisation

Both parties recognise that further work is required to develop a shared understanding of important factors that will influence the timing and next steps on the equalisation career pathway including the following:

- Analysing the reasons why retention of employees (new and old contracts) has become a major issue and its impact on delivering customer services. To support this work Royal Mail and CWU will develop a new exit survey for all employees that will identify the main reasons for someone choosing to leave the organisation.
- Assessment of the financial benefits of USO reform.

- The financial and commercial challenges facing the business and the market conditions that Royal Mail now operates in a highly competitive environment.
- The cost analysis of equalisation set against the costs of consistently having to recruit and train new entrants.
- Considering ways of aligning the equalisation career pathway with the opportunity to grow the business and expand new products and services.

The above work will commence immediately and will lead to the next formal review of new entrants terms and conditions no later than January 2027 the output of which will be the next step and the plan to achieving equalisation.

4 Pay 2026

With the exception of new entrants as referenced above, RMG and CWU have agreed a 3.0% pay increase for all other RMG employees flowing through to all elements of pay consistent with the application of the pay award in April 2025.

- This has been done to not delay the pay increase and to ensure it is introduced quickly and backdated to the 1st April 2026.
- If the actual average CPI for January, February and March 2026 (announced February, March, April 2026) is above 3%, the difference will be considered for payment following the successful deployment of the USO reform.

5 Applicability

- Any payments set out in this Agreement or section 2 of Rebuilding RM Part Two Agreement will only be payable to those employed by RMG at the time of the payment being made. RMG will aim to make any backdated payments in the next available payroll after this Agreement has been signed by both Parties.

6 Relaunch of the Rebuilding Royal Mail Part 1 & 2 Agreements

RMG and CWU reaffirm our commitment to delivering in full all aspects of the rebuilding Royal Mail Part 1 & Part 2 agreements.

In particular it is recognised that the EP Group / CWU Agreement of the 18th of December 2024 (rebuilding Royal Mail Part 1) is a crucial agreement that set out a new and positive vision of the future under the new owners, including major commitments to employees, new governance structures and assurances from the UK government.

Both parties agree that now we have overcome the difficult issues associated with the delay to USO reform and the first step in equalising new entrants' terms and conditions, it is essential we relaunch the whole agreement through the following actions:

- A joint audit of the agreement will be published, alongside establishing a process with involvement from the UK government to support and monitor progress going forward.
- An effective communications plan for all managers, representatives and employees.

It is also in the interests of employees, customers and the future of the company that RMG and CWU now do everything possible to work together at all levels of our respective organisations to deliver on the following:

- Successful deployment of the agreed USO reform, as one of the key enablers to achieve significant and lasting improvements to quality of service.
- The new plan for growth and investment as set out in the Rebuilding Royal Mail Part 1 Agreement.
- The launch of a joint campaign calling for change to the regulatory environment and a level playing field with our competitors by government tackling the inequitable Labour models that exist across the parcels and logistics sector.
- A business that operates in a financially self-sustainable way, generating value that can be shared between employees, the company, and the shareholder.

Appendix 1

New Entrant Rates of Pay (Summary Table)

	Hourly Rate	Weekly Hours	Annual Salary	Notes
New Entrant Full-time Rate	13.68	37	£26,416	(new New Entrant full-time working week)
New Entrant Full-time Rate (London)	16.24	37	£31,346	(new New Entrant full-time working week with London weighting)
New Entrant Part-time Rate	13.68	32	£22,846	(example illustration for a New Entrant employee working 32 hours per week)
New Entrant Ringfenced Rate	13.68	40	£28,558	(illustration for New Entrant employee already contracted 40 hours per week)

USO Deployment Agreement 2026

USO Reform

USO reform is crucial to the future sustainability of the business and of the one price goes everywhere USO principle.

Ofcom in July 2025 agreed to the following USO and Access regulations:

- First class letters will continue to be delivered Monday to Saturday
- Second class, DSA and all other non-priority letters will be delivered every other day Monday to Friday
- New headline targets for First class and Second class USO mail with new 'tail of mail' targets from April 2026
- New DSA D+3 service to be regulated in the same way Ofcom regulates existing access services
- USO Parcels will continue to be required to be delivered Monday to Friday, noting Royal Mail delivers parcels Monday to Saturday
- Special Delivery will continue to be delivered Monday to Saturday
- Requirement for Collections on Second class USO letters to be Monday to Friday, noting Royal Mail intends to collect mail Monday to Saturday

USO Principles

Detailed below are a number of agreed key principles underpinning the deployment of USO reform.

- As part of deployment c.3,500 walks have been or will be reintroduced as a result of the initial base data verification exercise completed in 2025
- Each Delivery Office (DO) is different, and we recognise the benefit of local knowledge. This USO agreement will allow local knowledge from Customer Operations Managers (COMs), CWU Reps and all employees in the DO to influence key decisions to ensure successful deployment, within the framework of principles laid out in this agreement, appendices and via the joint review and governance processes
- As part of the planning and deployment process, DOs can recommend localised solutions via the Regional Steering Groups (RSGs) [Appendix H]. All DOs will be assured via a standard process, the purpose of which is to identify non-standard solutions and refer back to the RSGs which will have the autonomy to agree or reject the planned changes
- As outlined within Section 5.7 of the 'Rebuilding Royal Mail Part One Agreement between EP Group and CWU' 'there will be no compulsory redundancies throughout the period of implementation and full deployment of any agreed USO reform.'
- Any unresolved surplus will be managed in accordance with MTSF including New Entrants for the purposes of USO reform deployment.
- Suitable release will be provided for Local Reps, or a nominated lead Rep where there is no Local Rep, to ensure the successful planning and launch of USO reform in their DO. Regional Operations Directors (RODs) and Divisional Reps will work with Operational Performance Leads (OPLs) and Area Delivery Reps (ADR) to scope what additional support or release may be necessary and the duration of this release to ensure the required planning process can be undertaken. This will be reviewed regularly
- Any surplus colleagues will remain on site or may be asked to support neighbouring DOs, in line with existing agreements, within their duty time as per current practices, until after the formal review has been completed
- Once all redeployment opportunities have been exhausted voluntary redundancy may be considered and will be offered in line with agreed terms
- Following full deployment, a national study to review and monitor the impact on health and wellbeing will be undertaken in an agreed number of DOs
- The vast majority of changes related to USO reform will be experienced in Delivery, however there will be upstream changes required in Mail Centres (MCs) Mail Processing Units (MPUs) and Local Distribution (LD) [Appendix I]

Delivery Model 2026 – Key Principles

Following negotiations, joint evaluation of the pilots and review of feedback from employees, an updated deployment model which adopts key elements of the respective positions on USO reform has been agreed. An example of this is that c.10,500 rural, firms and HCT routes will be configured in a way that allows them to support the remaining c.44,000 routes in Town areas.

This model will be referred to as 'Delivery Model 2026' (DM26) and the fundamental elements of this agreed model are:

- Singleton Firms and Rural duties, Monday to Friday (M-F) will perform 50% of their route delivering 1c and parcels only, 50% of their route delivering all products and will support Town duties with additional indoor and/or outdoor workload. The respective 50% of each duty will rotate daily M-F
- Singleton, Shared Van and High Capacity Trolley (HCT) Town walks, M-F, will be organised in groups of 4 where 2 will be 1c and parcels only and 2 will be all products. These 4 walks will be covered by 3 duties, consisting of 2 duties in a van share and 1 singleton driving duty, utilising 2 vehicles. Each walk will rotate daily M-F
- Town walks which cannot be completed in current planned outdoor span, will be reviewed locally and addressed by either the reintroduction of Town walks (c3.5k) or the permanent donation of DPs to Rural / Firms walks which have additional capacity having been configured as 50/50.
- We anticipate the vast majority of Town walk outdoor span issues will be resolved utilising the above options. Where a Town walk remains unresolved it can be designated Pink and Delivery Points (DPs) split 50/50.
- Odd numbers of Town walks will be designated Pink and DPs split 50/50 as part of the deployment plan
- On Saturday all walks will be 1c and parcels only
- Current Inward Primary Sort (IPS) would remain unchanged and current preparation frames would remain unchanged other than colour coding and the implementation of the vertical preparation standard, in the initial phase of DM26 deployment.
- Singleton and Shared Van Town walk workload will be shared across the 3 duties to balance walk distances and help manage the effects of fatigue. This means colleagues do not need to learn new walks or rotate in different areas, beyond current van pairs. (Including the planned absorption areas)
- Non-Town duties will have available time as a result of the 50/50 approach and will be given additional indoor and/or outdoor workload supporting the Town walks to effectively fill this time daily
- The exact configuration of walk pairings and workload balance between the three duties will be subject to local knowledge and planning with best practice shared to the RSGs and National Delivery Joint Working Group (NDJW)
- DM26 allows for non-drivers to play an active part in all parts of the plan
- DOs will be able to select one-predominant attendance pattern contained with Appendix E, which in the vast majority of cases should cover 80% of the duties in a DO. However, in exceptional circumstances where options may not be fully compatible, as part of the planning and deployment process, DOs can recommend solutions that may reduce the target percentage for approval and sign off by the RSG.
- These attendance patterns are designed to enable choice for DOs to either improve the number of Saturdays off or reduce the length of Saturday attendance where one of the patterns is already adopted

Deployment Approach

We have agreed an additional 240 pilot DOs for DM26 which is c.20 per ROD area, in addition to the 35 current pilot DOs.

The current pilots have the option to deploy DM26 or keep their current solution for Town areas. If not selecting DM26 they must reconfigure non-town walks to align with DM26 principles. They may also select any Duty Pattern from within the list of 9 contained at Appendix E or may choose to keep the one currently selected.

The additional DOs will deploy as soon as possible from the date of this agreement, once the Rapid Base Data Validation, DO Health Checks and Go/No Go steps are complete. Once the formal review is completed for all pilots (35+240) they become BAU in the same way as all other DOs.

Alongside the above activity, there is an agreed pre-deployment approach which must be urgently completed in all DOs as follows:

- Rapid Base Data Validation utilising the base data captured in 2025 as the start point [Appendix A]
- DO Health Check [Appendix C]
- Scoping Exercise [Appendix D]
- Resourcing flow charts [Appendix F]

Royal Mail and the CWU are jointly committed to completing the deployment of DM26 in readiness for Peak 2026. A deployment plan will be shared with the NDJWG who will then cascade to the RSGs, to review as part of the overall Governance Process below, and will be reviewed on a regular basis.

Governance

Both parties agree that for deployment to be successful joint working between all Managers and CWU Reps is paramount. To support USO reform and the deployment of DM26, both parties have agreed to the creation of RSGs with core attendees being CWU ADR, OPL, CWU Divisional Rep, ROD, Regional Programme Manager (RPM) and Transformation Change Lead (TCL).

The RSG will hold mandatory weekly meetings to monitor and ensure the plan is operating as agreed, in line with the Review Process at Appendix H. If necessary, plans will be amended to support each DOs progress using identified best practice to support others. These groups will jointly send reports into the NDJWG.

The governance structure will ensure all activity is deployed in line with this agreement and the formal review process which must be completed in all DOs as follows:

- Joint Go/No Go process [Appendix G]
- Selection of Attendance Pattern [Appendix E]
- Formal Review Process [Appendix H]

Any points of clarification regarding the principles and appendices to this agreement should be escalated to the RSGs for resolution.

Benefits from this agreement

Beyond delivering future business and job security for all, deploying DM26 enables the following benefits for colleagues:

- Either an increase in the number of Saturdays off for Full Time (FT) and Part Time (PT) colleagues or the option to have earlier finishes on a Saturday subject to local factors (e.g. Number of drivers).
- Opportunity for earlier start times against a set criterion [Appendix J]
- Opportunity for c.6,000 PT colleagues to increase their contracted hours up to FT where required
- Ability for colleagues to remain in the same delivery areas and on the same delivery walks
- Post deployment and review duty holders will deliver to the same areas M-F
- Fairer balance of workload across all walk types by a revised model week baseline
- Greater inclusion of non-driving colleagues
- DO choice of agreed improved duty patterns [Appendix E]
- Improved and structured DO resourcing via weekly resourcing meetings (WRM) including leave cover, day off cover and workload
- Giving employees the opportunity to feedback into the review process
- Improved onboarding experience for new entrants aiding overall retention
- During deployment and before the formal review has been completed both parties will ensure that SISO, My Performance and CameraMatics applications will be managed in a supportive way which reflects the scale of change being deployed

USO deployment is a national programme any questions or further guidance should be referred to the NDJWG via the RSGs which will support a fast-track approach for escalation/resolution process.

Appendix A - Rapid Data Validation

Joint review of the following for each DO:

DO Demand

- Total number of Delivery Routes
 - Delivery span length
 - Delivery Method (Shared van pair, Singleton (CDV or MEV), HCT)
 - Delivery Route Classification (Town, Rural, Firms) using agreed criteria [Appendix B]
- Routes that are unable to complete in planned Delivery span length identify root cause i.e. call rates, attendance calls or other
- Number / type of vehicles and HCT / Trolleys required
- Number of COLLOD boxes per route
- Pressure OT / SA being used to complete Delivery Routes (Min 6 weeks average data)
- Planned indoor hours (IPS, Prep) (IWT - model week WK20 FY25/26 plus/minus planned growth rates for FY 26/27)
- Pressure OT / SA being used to support indoor workplan (Min 6 weeks average data)
- "Out on Delivery" plan vs actual performance
- Yard to yard/Delivery span plan
- Saturday Firm's retention list

Required output = How many routes, by classification and method, are required at deployment

- The following tools/data should be used to support the above exercise:
 - DODR
 - TM1
 - RCS
 - SISO
 - PDAOA
 - Agency Use

DO Supply

- TM1/ Duties (include DPRs/LATs/Sunday)
- Staff in Post – PT and FT- Duty holders – day off covers and reserves
- Employees that do not have a driving licence
- Regular OT / SA being performed indoor / outdoor
- Number / type of vehicles and HCT / Trollies available
- Count of all indoor equipment e.g. IPS frames and RM2000
- Up to date skills matrix

Appendix B - Route Classification

Rural Classification

- Rural duties are normally singleton Van routes/deliveries where there is a level of DP which require OMV travel between DPs and or pockets of DPs
- Rural duties can include elements of 'park and loop' deliveries within the route but will also require OMV travel between DPs
- Routes which have historically been classed as rural locally, but which now exclusively operate a Shared Van pairing based on loop deliveries, would not be classed as rural for the purpose of USO Reform
- Where there remains a difference of opinion locally on rural definition, Royal Mail will review this against the following criteria: 'Any Van duties that have a density of greater than 100m between DP (simple calculation of total walk length, from Pegasus, divided by number of DPs).'
- In the case of routes which are Shared Van pairings, but where the driver is required to deviate to cover a rural area (s), and where the number of DPs (and or pockets of DPs) require OMV travel greater than 50% of the driver's overall DPs total; the driver's duty will remain rural for the purpose of USO Reform
- Minor route adjustments can be undertaken locally, as part of any overall USO compliance activity/walks being added or realigned, to group rural DPs together and separate them from other non-rural routes, (and equally group together non-rural routes) where it makes sense to do so

Firms Classification

- Business DPs should account for minimum 50% of total DPs on route
- Primarily should be single van duty or City Centre HCT only
- If current Firms delivery works out of a Shared Van, then both duties should be Firms duties (if not needs to be separated from Town partner or linked to another firms duty)
- Minor route adjustments can be undertaken locally, as part of any overall USO compliance activity/walks being added or realigned, to group Firms DPs together and separate them from other non-firm DPs, (and equally group together non-firms DPs) where it makes sense to do so, i.e. 4 x duties with 20% Firm DPs each may be combined in to 1 dedicated Firms duty and 3 town routes through local consultation and agreement

The above lists are not exhaustive and are outlined to facilitate the discussions locally as part of any validation exercise which should ensure all parties confirm routes classified as either Rural or Firms duties under DM26 principles. Any DOs unable to agree the route classification locally should raise through to the RSGs for resolution.

Appendix C - DO Health Check

- Are weekly WTL&L / effectively deployed?
- Are Daily Huddles effectively deployed?
- Are WPCs in your DO in place and fully utilised and attending the OPL CC sector networks?
- Can you demonstrate the DOs Route Manager is accurate and maintained on a weekly basis?
- Are you aware of any future delivery point growth in the next 6 months?
- Does the DO have an indoor plan?
 - Is there a Prep plan and IPS plan in place?
 - Do all Duty Holders and Delivery Routes know the planned Go Out on Delivery times and planned Yard to Yard times to ensure they are achieved?
- Is a plan to ensure D2D products are prepped and delivered each week in place?
- Are IPS, Prep and Portering plans created to match Resource to Workload?
- Are variations to the Resourcing to Workload plans effectively managed?
- Are the planned outdoor designs and methods being executed correctly?
- Does the DO have and effectively manage its Manpower Plan?
- Does the managerial plan align to the DO structure?
- Does the DO have resource plans in place to manage annual leave (Manpower plans) applied within the DO, including the calendarisation of leave for 26/27?
- Can you demonstrate that all failures are correctly and accurately recorded in DODR?
- Are USO failures consecutively rotated to comply with the regulatory standards?
- Does the DO have a plan in place to manage on the day absence?
- Does the DO have a skills matrix in place including a list of overtime volunteers?
- Are WRMs taking place and the agreed actions being communicated to employees?

Appendix D– Scoping Exercise

USO Delivery Scoping Exercise 'Draft'

As we progress our joint discussions through the Achieving National Agreement procedure to deploy USO reform, we are keen to have data to factually support our discussions. We are keen to test interest with delivery colleagues about opportunities for PT colleagues to increase their hours and/or to become FT. We are also keen to understand the appetite of colleagues to move DOs – we are aware many of our colleagues live nearer to other DOs and would welcome an opportunity to minimise their commute and this may support some of our resourcing requirements created by USO. To help us jointly understand the level of interest, all frontline delivery colleagues are invited to take part in a national scoping exercise. As part of this process, you can indicate whether you would be interested in any of the available options.

By submitting this form, I confirm that I am expressing an interest in one of the available options. I understand that indicating a preference is not binding for either myself or Royal Mail, and that any opportunity to increase my contracted hours or voluntarily move DOs would be discussed with me as part of the USO deployment planning process. Any final decision will be at Royal Mails discretion.

USO Delivery Scoping Exercise 'Draft' (Preview)

Appendix E - Duty Patterns

2 in 5 (1)

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:12	08:12	08:12	08:12	08:12	07:00
Core	8:20	8:20	8:00	7:55	7:55	7:40
Combined	7:30	7:30	8:50	8:20	8:20	7:40
Rural	7:30	7:30	8:50	8:20	8:20	7:40

DM26	8:00	8:00	8:30	8:00	8:00	7:40
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Notes 2 Saturdays off every 5 weeks
 Saturday & Monday every 5 weeks
 Friday & Saturday every 5 weeks

75%	4:3	Saturday Ratio			
FT		DOC			
23		Days worked over a	5	Week	OK
4.60		Days worked per week over a		Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	32:30	40:10	39:40	40:10	32:30		185:00	37:00
Duty 2	40:10	39:40	40:10	32:30	32:30		185:00	37:00
Duty 3	39:40	40:10	32:30	32:30	40:10		185:00	37:00
Duty 4	40:10	32:30	32:30	40:10	39:40		185:00	37:00
DOC	32:30	32:30	40:10	39:40	40:10		185:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	5	5	5	4		23
Duty 2	5	5	5	4	4		23
Duty 3	5	5	4	4	5		23
Duty 4	5	4	4	5	5		23
DOC	4	4	5	5	5		23

Week 1

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	D/O	1	1	1	D/O	32:30	4
Duty 2	D/O	2	2	2	2	A	40:10	5
Duty 3	3	3	D/O	3	3	B	39:40	5
Duty 4	4	4	4	D/O	4	C	40:10	5
DOC	2	1	3	4	D/O	D/O	32:30	4
							185:00	23

Week 2

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	1	1	1	1	A	40:10	5
Duty 2	2	2	D/O	2	2	B	39:40	5
Duty 3	3	3	3	D/O	3	C	40:10	5
Duty 4	4	4	4	4	D/O	D/O	32:30	4
DOC	1	D/O	2	3	4	D/O	32:30	4
							185:00	23

Week 3

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	39:40	5
Duty 2	2	2	2	D/O	2	B	40:10	5
Duty 3	3	3	3	3	D/O	D/O	32:30	4
Duty 4	4	D/O	4	4	4	D/O	32:30	4
DOC	D/O	4	1	2	3	C	40:10	5
							185:00	23

Week 4

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	40:10	5
Duty 2	2	2	2	2	D/O	D/O	32:30	4
Duty 3	3	D/O	3	3	3	D/O	32:30	4
Duty 4	D/O	4	4	4	4	B	40:10	5
DOC	4	3	D/O	1	2	C	39:40	5
							185:00	23

Week 5

2 in 5 (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	32:30	4
Duty 2	2	D/O	2	2	2	D/O	32:30	4
Duty 3	D/O	3	3	3	3	A	40:10	5
Duty 4	4	4	D/O	4	4	B	39:40	5
DOC	3	2	4	D/O	1	C	40:10	5
							185:00	23

2 in 5 (2) [Existing Banked Units Only]

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:12	08:12	08:12	08:12	08:12	07:00
Core	8:20	8:20	8:00	7:55	7:55	7:40
Combined	7:30	7:30	8:50	8:20	8:20	7:40
Rural	7:30	7:30	8:50	8:20	8:20	7:40

DM26	8:00	8:00	8:30	8:00	8:00	7:40
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Notes 2 Saturdays off every 5 weeks
 Saturday to Saturday off every 5 weeks

75%	4:3	Saturday Ratio			
FT	DOC				
23	Days worked over a		5	Week	OK
4.60	Days worked per week over a			Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	0:00	48:10	48:10	48:10	40:30		185:00	37:00
Duty 2	40:30	0:00	48:10	48:10	48:10		185:00	37:00
Duty 3	48:10	40:30	0:00	48:10	48:10		185:00	37:00
Duty 4	48:10	48:10	40:30	0:00	48:10		185:00	37:00
DOC	48:10	48:10	48:10	40:30	0:00		185:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	0	6	6	6	5		23
Duty 2	5	0	6	6	6		23
Duty 3	6	5	0	6	6		23
Duty 4	6	6	5	0	6		23
DOC	6	6	6	5	0		23

Week 1

2 in 5 (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
Duty 2	2	2	2	2	2	D/O	40:30	5
Duty 3	3	3	3	3	3	A	48:10	6
Duty 4	4	4	4	4	4	B	48:10	6
DOC	1	1	1	1	1	C	48:10	6
							185:00	23

Week 2

2 in 5 (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	A	48:10	6
Duty 2	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
Duty 3	3	3	3	3	3	D/O	40:30	5
Duty 4	4	4	4	4	4	B	48:10	6
DOC	2	2	2	2	2	C	48:10	6
							185:00	23

Week 3

2 in 5 (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	A	48:10	6
Duty 2	2	2	2	2	2	B	48:10	6
Duty 3	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
Duty 4	4	4	4	4	4	D/O	40:30	5
DOC	3	3	3	3	3	C	48:10	6
							185:00	23

Week 4

2 in 5 (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	A	48:10	6
Duty 2	2	2	2	2	2	B	48:10	6
Duty 3	3	3	3	3	3	C	48:10	6
Duty 4	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
DOC	4	4	4	4	4	D/O	40:30	5
							185:00	23

Week 5

2 in 5 (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	1	D/O	40:30	5
Duty 2	2	2	2	2	2	A	48:10	6
Duty 3	3	3	3	3	3	B	48:10	6
Duty 4	4	4	4	4	4	C	48:10	6
DOC	D/O	D/O	D/O	D/O	D/O	D/O	0:00	0
							185:00	23

9 DF (1)

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:28	08:28	08:28	08:28	08:28	07:00
Core	8:40	8:40	8:20	8:00	8:00	7:40
Combined	8:00	8:00	8:40	8:30	8:30	7:40
Rural	8:00	8:00	8:40	8:30	8:30	7:40

DM26	8:15	8:15	8:40	8:15	8:15	7:40
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Notes 1 Saturday off every 4 weeks
 Friday, Saturday, Monday & Tuesday every 4 weeks
Advanced Prep of ALL D2D and non 1c required on a Saturday

100%	3:3	Saturday Ratio			
FT	DOC				
18	Days worked over a	4	Week	OK	
4.50	Days worked per week over a		Cycle		

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	33:25	32:50	40:40	41:05			148:00	37:00
Duty 2	41:05	33:25	32:50	40:40			148:00	37:00
Duty 3	40:40	41:05	33:25	32:50			148:00	37:00
DOC	32:50	40:40	41:05	33:25			148:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5	5			18
Duty 2	5	4	4	5			18
Duty 3	5	5	4	4			18
DOC	4	5	5	4			18

Week 1

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	33:25	4
Duty 2	2	2	2	D/O	2	A	41:05	5
Duty 3	3	3	D/O	3	3	B	40:40	5
DOC	D/O	D/O	3	2	1	B	32:50	4
							148:00	18

Week 2

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	32:50	4
Duty 2	2	2	2	2	D/O	D/O	33:25	4
Duty 3	3	3	3	D/O	3	B	41:05	5
DOC	1	1	D/O	3	2	C	40:40	5
							148:00	18

Week 3

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	40:40	5
Duty 2	D/O	D/O	2	2	2	B	32:50	4
Duty 3	3	3	3	3	D/O	D/O	33:25	4
DOC	3	3	1	D/O	3	C	41:05	5
							148:00	18

Week 4

9 DF (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	41:05	5
Duty 2	2	2	D/O	2	2	B	40:40	5
Duty 3	D/O	D/O	3	3	3	C	32:50	4
DOC	3	3	2	1	D/O	D/O	33:25	4
							148:00	18

9 DF (2)

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:28	08:28	08:28	08:28	08:28	07:00
Core	8:40	8:40	8:20	8:00	8:00	7:40
Combined	8:00	8:00	8:40	8:30	8:30	7:40
Rural	8:00	8:00	8:40	8:30	8:30	7:40

DM26	8:31	8:31	9:16	8:31	8:31	6:00
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Notes 1 Saturday off every 4 weeks
Friday, Saturday, Monday & Tuesday every 4 weeks

100%	3:3	Saturday Ratio			
FT		DOC			
18		Days worked over a	4	Week	OK
4.50		Days worked per week over a		Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	34:49	32:18	40:04	40:49			148:00	37:00
Duty 2	40:49	34:49	32:18	40:04			148:00	37:00
Duty 3	40:04	40:49	34:49	32:18			148:00	37:00
DOC	32:18	40:04	40:49	34:49			148:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5	5			18
Duty 2	5	4	4	5			18
Duty 3	5	5	4	4			18
DOC	4	5	5	4			18

Week 1

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:49	4
Duty 2	2	2	2	D/O	2	A	40:49	5
Duty 3	3	3	D/O	3	3	B	40:04	5
DOC	D/O	D/O	3	2	1	B	32:18	4
							148:00	18

Week 2

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	32:18	4
Duty 2	2	2	2	2	D/O	D/O	34:49	4
Duty 3	3	3	3	D/O	3	B	40:49	5
DOC	1	1	D/O	3	2	C	40:04	5
							148:00	18

Week 3

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	40:04	5
Duty 2	D/O	D/O	2	2	2	B	32:18	4
Duty 3	3	3	3	3	D/O	D/O	34:49	4
DOC	3	3	1	D/O	3	C	40:49	5
							148:00	18

Week 4

9 DF (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	40:49	5
Duty 2	2	2	D/O	2	2	B	40:04	5
Duty 3	D/O	D/O	3	3	3	C	32:18	4
DOC	3	3	2	1	D/O	D/O	34:49	4
							148:00	18

9 DF (3) [100% Drivers Only]

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:28	08:28	08:28	08:28	08:28	07:00
Core	8:40	8:40	8:20	8:00	8:00	7:40
Combined	8:00	8:00	8:40	8:30	8:30	7:40
Rural	8:00	8:00	8:40	8:30	8:30	7:40

DM26	8:30	8:30	8:55	8:30	8:30	7:42
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Notes 3 Saturdays off every 8 weeks
 Friday, Saturday, Monday & Tuesday twice every 8 weeks
Advanced Prep of D2D and non 1c required on a Saturday
Must be deployed across a total of 6 x duties and 2 x DOCs

100%	83%	6:5	Saturday Ratio
	FT		DOC
	35	Days worked over a	8
Group 1	4.38	Days worked per week over a	Week Cycle

OK

OK

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL	AVE
Duty 1	34:25	33:37	34:00	42:07	34:25	33:37	41:42	42:07	296:00	37:00
Duty 2	42:07	34:25	33:37	34:00	42:07	34:25	33:37	41:42	296:00	37:00
Duty 3	34:00	42:07	34:25	33:37	41:42	42:07	34:25	33:37	296:00	37:00
DOC	33:37	34:00	42:07	34:25	33:37	41:42	42:07	34:25	296:00	37:00

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL	AVE
Duty 4	34:25	33:37	41:42	42:07	34:25	33:37	34:00	42:07	296:00	37:00
Duty 5	42:07	34:25	33:37	41:42	42:07	34:25	33:37	34:00	296:00	37:00
Duty 6	41:42	42:07	34:25	33:37	34:00	42:07	34:25	33:37	296:00	37:00
DOC	33:37	41:42	42:07	34:25	33:37	34:00	42:07	34:25	296:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL
Duty 1	4	4	4	5	4	4	5	5	35
Duty 2	5	4	4	4	5	4	4	5	35
Duty 3	4	5	4	4	5	5	4	4	35
DOC	4	4	5	4	4	5	5	4	35

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	TOTAL
Duty 4	4	4	5	5	4	4	4	5	35
Duty 5	5	4	4	5	5	4	4	4	35
Duty 6	5	5	4	4	4	5	4	4	35
DOC	4	5	5	4	4	4	5	4	35

Week 1

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:25	4
Duty 2	2	2	2	D/O	2	A	42:07	5
Duty 3	3	3	D/O	3	3	D/O	34:00	4
DOC	D/O	D/O	3	2	1	B	33:37	4
							144:09	17

Week 1

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	4	D/O	D/O	34:25	4
Duty 5	5	5	5	D/O	5	C	42:07	5
Duty 6	6	6	D/O	6	6	D	41:42	5
DOC	D/O	D/O	6	5	4	E	33:37	4
							151:51	18

Week 2

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	33:37	4
Duty 2	2	2	2	2	D/O	D/O	34:25	4
Duty 3	3	3	3	D/O	3	B	42:07	5
DOC	1	1	D/O	3	2	D/O	34:00	4
							144:09	17

Week 2

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	D/O	D/O	4	4	4	C	33:37	4
Duty 5	5	5	5	5	D/O	D/O	34:25	4
Duty 6	6	6	6	D/O	6	D	42:07	5
DOC	4	4	D/O	6	5	E	41:42	5
							151:51	18

Week 3

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	D/O	34:00	4
Duty 2	D/O	D/O	2	2	2	A	33:37	4
Duty 3	3	3	3	3	D/O	D/O	34:25	4
DOC	3	3	1	D/O	3	B	42:07	5
							144:09	17

Week 3

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	D/O	4	4	C	41:42	5
Duty 5	D/O	D/O	5	5	5	D	33:37	4
Duty 6	6	6	6	6	D/O	D/O	34:25	4
DOC	5	5	4	D/O	6	E	42:07	5
							151:51	18

Week 4

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	42:07	5
Duty 2	2	2	D/O	2	2	D/O	34:00	4
Duty 3	D/O	D/O	3	3	3	B	33:37	4
DOC	3	3	2	1	D/O	D/O	34:25	4
							144:09	17

Week 4

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	D/O	4	C	42:07	5
Duty 5	5	5	D/O	5	5	D	41:42	5
Duty 6	D/O	D/O	6	6	6	E	33:37	4
DOC	6	6	5	4	D/O	D/O	34:25	4
							151:51	18

Week 5

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:25	4
Duty 2	2	2	2	D/O	2	A	42:07	5
Duty 3	3	3	D/O	3	3	B	41:42	5
DOC	D/O	D/O	3	2	1	C	33:37	4
							151:51	18

Week 5

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	4	D/O	D/O	34:25	4
Duty 5	5	5	5	D/O	5	D	42:07	5
Duty 6	6	6	D/O	6	6	D/O	34:00	4
DOC	D/O	D/O	6	5	4	E	33:37	4
							144:09	17

Week 6

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	33:37	4
Duty 2	2	2	2	2	D/O	D/O	34:25	4
Duty 3	3	3	3	D/O	3	B	42:07	5
DOC	1	1	D/O	3	2	C	41:42	5
							151:51	18

Week 6

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	D/O	D/O	4	4	4	C	33:37	4
Duty 5	5	5	5	5	D/O	D/O	34:25	4
Duty 6	6	6	6	D/O	6	E	42:07	5
DOC	4	4	D/O	6	5	D/O	34:00	4
							144:09	17

Week 7

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	1	1	A	41:42	5
Duty 2	D/O	D/O	2	2	2	B	33:37	4
Duty 3	3	3	3	3	D/O	D/O	34:25	4
DOC	3	3	1	D/O	3	C	42:07	5
							151:51	18

Week 7

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	D/O	4	4	D/O	34:00	4
Duty 5	D/O	D/O	5	5	5	D	33:37	4
Duty 6	6	6	6	6	D/O	D/O	34:25	4
DOC	5	5	4	D/O	6	E	42:07	5
							144:09	17

Week 8

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	42:07	5
Duty 2	2	2	D/O	2	2	B	41:42	5
Duty 3	D/O	D/O	3	3	3	C	33:37	4
DOC	3	3	2	1	D/O	D/O	34:25	4
							151:51	18

Week 8

9 DF (3)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 4	4	4	4	D/O	4	D	42:07	5
Duty 5	5	5	D/O	5	5	D/O	34:00	4
Duty 6	D/O	D/O	6	6	6	E	33:37	4
DOC	6	6	5	4	D/O	D/O	34:25	4
							144:09	17

4 DW (1)

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	09:42	09:42	09:42	09:42	09:42	07:00
Core	9:30	9:30	9:20	9:05	9:05	8:30
Combined	8:56	8:56	9:45	9:35	9:35	8:30
Rural	8:56	8:56	9:45	9:35	9:35	8:30

DM26	9:20	9:20	9:45	9:20	9:20	8:25
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Notes 1 Saturday off every 3 weeks
 Friday, Saturday, Monday & Tuesday every 3 weeks
Advanced Prep of ALL D2D and non 1c required on a Saturday

100%	2:2	Saturday Ratio				
FT	DOC					
12	Days worked over a		3	Week		OK
4.00	Days worked per week over a			Cycle		

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	37:45	36:50	36:25				111:00	37:00
Duty 2	36:50	36:25	37:45				111:00	37:00
DOC	36:25	37:45	36:50				111:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	4				12
Duty 2	4	4	4				12
DOC	4	4	4				12

Week 1

4 DW (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	D/O	2	2	2	A	36:50	4
DOC	2	2	D/O	D/O	2	B	36:25	4
							111:00	12

Week 2

4 DW (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	36:50	4
Duty 2	2	2	D/O	D/O	2	B	36:25	4
DOC	1	1	2	2	D/O	D/O	37:45	4
							111:00	12

Week 3

4 DW (1)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	D/O	1	A	36:25	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	D/O	2	2	2	B	36:50	4
							111:00	12

4 DW (2) (100% Drivers Only)

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	09:42	09:42	09:42	09:42	09:42	07:00
Core	9:30	9:30	9:20	9:05	9:05	8:30
Combined	8:56	8:56	9:45	9:35	9:35	8:30
Rural	8:56	8:56	9:45	9:35	9:35	8:30
DM26	9:20	9:20	9:45	9:20	9:20	8:14

Notes
 4 Saturday off every 8 weeks
 Friday, Saturday, Monday & Tuesday twice every 9 weeks
 Friday, Saturday & Monday off every 9 weeks
Advanced Prep of D2D and non 1c required on a Saturday
Must be deployed across a total of 6 x duties and 3 x DOCs

83%	6.5	Saturday Ratio
FT	36	Days worked over a
36	4.00	Week Cycle

Group 1 OK

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL	AVE
Duty 1	37:45	37:45	36:14	37:45	36:39	36:14	37:45	36:39	36:14	333:00	37:00
Duty 2	37:45	36:14	37:45	36:39	36:14	37:45	36:39	36:14	37:45	333:00	37:00
DOC	36:14	37:45	37:45	36:14	37:45	36:39	36:14	37:45	36:39	333:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL
Duty 1	4	4	4	4	4	4	4	4	4	36
Duty 2	4	4	4	4	4	4	4	4	4	36
DOC	4	4	4	4	4	4	4	4	4	36

Week 1

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	2	2	2	2	D/O	37:45	4
DOC	2	SPARE	D/O	D/O	1	A	36:14	4
							111:44	12

Week 2

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	1	1	1	1	D/O	37:45	4
Duty 2	2	SPARE	D/O	D/O	2	A	36:14	4
DOC	1	2	2	2	D/O	D/O	37:45	4
							111:44	12

Week 3

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	2	SPARE	D/O	D/O	1	A	36:14	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	1	1	1	2	D/O	37:45	4
							111:44	12

Week 4

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	D/O	2	2	2	A	36:39	4
DOC	2	2	D/O	D/O	1	B	36:14	4
							110:38	12

Week 5

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	36:39	4
Duty 2	2	2	D/O	D/O	2	B	36:14	4
DOC	1	1	2	2	D/O	D/O	37:45	4
							110:38	12

Week 6

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	D/O	1	A	36:14	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	D/O	1	1	2	B	36:39	4
							110:38	12

Week 7

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	37:45	4
Duty 2	D/O	D/O	2	2	2	A	36:39	4
DOC	2	2	D/O	D/O	1	B	36:14	4
							110:38	12

Week 8

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	36:39	4
Duty 2	2	2	D/O	D/O	2	B	36:14	4
DOC	1	1	2	2	D/O	D/O	37:45	4
							110:38	12

Week 9

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	D/O	D/O	1	A	36:14	4
Duty 2	2	2	2	2	D/O	D/O	37:45	4
DOC	D/O	D/O	1	1	2	B	36:39	4
							110:38	12

Group 2 OK

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL	AVE
Duty 3	37:45	36:39	36:14	37:45	37:45	36:14	37:45	36:39	36:14	333:00	37:00
Duty 4	36:39	36:14	37:45	37:45	36:14	37:45	36:39	36:14	37:45	333:00	37:00
DOC	36:14	37:45	36:39	36:14	37:45	37:45	36:14	37:45	36:39	333:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL
Duty 3	4	4	4	4	4	4	4	4	4	36
Duty 4	4	4	4	4	4	4	4	4	4	36
DOC	4	4	4	4	4	4	4	4	4	36

Week 1

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	3	3	D/O	D/O	37:45	4
Duty 4	D/O	D/O	4	4	2	B	36:39	4
DOC	4	4	D/O	D/O	3	C	36:14	4
							110:38	12

Week 2

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	D/O	D/O	3	3	3	B	36:39	4
Duty 4	4	4	D/O	D/O	4	C	36:14	4
DOC	3	3	4	4	D/O	D/O	37:45	4
							110:38	12

Week 3

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	4	4	4	4	D/O	D/O	37:45	4
Duty 4	4	4	4	4	D/O	D/O	37:45	4
DOC	D/O	D/O	3	3	4	C	36:39	4
							110:38	12

Week 4

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	3	3	D/O	D/O	37:45	4
Duty 4	D/O	4	4	4	4	D/O	37:45	4
DOC	4	SPARE	D/O	D/O	3	C	36:14	4
							111:44	12

Week 5

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	D/O	3	3	3	3	D/O	37:45	4
Duty 4	4	SPARE	D/O	D/O	4	C	36:14	4
DOC	3	4	4	4	D/O	D/O	37:45	4
							111:44	12

Week 6

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	4	SPARE	D/O	D/O	3	B	36:14	4
Duty 4	4	4	4	4	D/O	D/O	37:45	4
DOC	D/O	3	3	3	4	D/O	37:45	4
							111:44	12

Week 7

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	3	3	D/O	D/O	37:45	4
Duty 4	D/O	D/O	4	4	4	C	36:39	4
DOC	4	4	D/O	D/O	3	D	36:14	4
							110:38	12

Week 8

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	D/O	D/O	3	3	3	C	36:39	4
Duty 4	4	4	D/O	D/O	4	D	36:14	4
DOC	3	3	4	4	D/O	D/O	37:45	4
							110:38	12

Week 9

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 3	3	3	D/O	D/O	3	C	36:14	4
Duty 4	4	4	4	4	D/O	D/O	37:45	4
DOC	D/O	D/O	3	3	4	D	36:39	4
							110:38	12

Group 3 OK

Hours	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL	AVE
Duty 5	37:45	36:39	36:14	37:45	36:39	36:14	37:45	37:45	36:14	37:45	37:00
Duty 6	36:39	36:14	37:45	36:39	36:14	37:45	37:45	36:14	37:45	333:00	37:00
DOC	36:14	37:45	36:39	36:14	37:45	36:39	36:14	37:45	37:45	333:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	WK7	WK8	WK9	TOTAL
Duty 5	4	4	4	4	4	4	4	4	4	36
Duty 6	4	4	4	4	4	4	4	4	4	36
DOC	4	4	4	4	4	4	4	4	4	36

Week 1

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 5	5	5	5	5	D/O	D/O	37:45	4
Duty 6	D/O	D/O	6	6	6	D	36:39	4
DOC	6	6	D/O	D/O	5	E	36:14	4
							110:38	12

Week 2

4 DW (2)	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 5	D/O	D/O	5	5	5	D	36:39	4
Duty 6	6	6	D/O	D/O	6	E	36:14	4
DOC	5	5	6	6	D/O	D/O	37:45	4
							110:38	12

13 in 18 [100% Drivers Only]

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:48	08:48	08:48	08:48	08:48	07:00
Core	8:55	8:55	8:40	8:25	8:20	7:55
Combined	8:10	8:10	8:56	8:56	8:55	7:55
Rural	8:10	8:10	8:56	8:56	8:55	7:55

DM26	8:35	8:35	8:56	8:35	8:35	7:46
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Notes 1 Saturday off every 3 weeks
 Friday & Saturday every 3 weeks
 Monday & Tuesday every 3 weeks
Advanced Prep of ALL D2D and non 1c required on a Saturday

100%	2:2	Saturday Ratio			
PT	DOC				
13	Days worked over a	3	Week	OK	
4.33	Days worked per week over a		Cycle		

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	34:41	33:52	42:27				111:00	37:00
Duty 2	33:52	42:27	34:41				111:00	37:00
DOC	33:31	25:45	24:56				84:12	28:04

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5				13
Duty 2	4	5	4				13
DOC	4	3	3				10

Week 1

13 in 18	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	34:41	4
Duty 2	D/O	D/O	2	2	2	A	33:52	4
DOC	2	2	D/O	D/O	2	B	33:31	4
							102:04	12

Week 2

13 in 18	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	D/O	1	1	1	A	33:52	4
Duty 2	2	2	2	D/O	2	B	42:27	5
DOC	1	1	D/O	2	D/O	D/O	25:45	3
							102:04	12

Week 3

13 in 18	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	42:27	5
Duty 2	2	2	2	2	D/O	D/O	34:41	4
DOC	D/O	D/O	D/O	2	2	B	24:56	3
							102:04	12

17 in 24 [100% Drivers Only]

	Mon	Tues	Wed	Thurs	Fri	Sat
FT Duty	08:56	08:56	08:56	08:56	08:56	07:00
Core	8:56	8:56	8:45	8:40	8:40	8:05
Combined	8:20	8:20	9:20	8:58	8:58	8:05
Rural	8:20	8:20	9:20	8:58	8:58	8:05

DM26	8:40	8:40	9:16	8:40	8:40	8:06
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Notes 2 Saturdays off every 4 weeks
 Friday & Saturday every 4 weeks
 Saturday & Monday every 4 weeks

67%	3:2	Saturday Ratio			
FT	DOC				
17	Days worked over a		4	Week	OK
4.25	Days worked per week over a			Cycle	

Hours	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL	AVE
Duty 1	35:16	34:06	43:22	35:16			148:00	37:00
Duty 2	35:16	35:16	34:06	43:22			148:00	37:00
Duty 3	43:22	35:16	35:16	34:06			148:00	37:00
DOC	34:06	43:22	35:16	35:16			148:00	37:00

Days	WK1	WK2	WK3	WK4	WK5	WK6	TOTAL
Duty 1	4	4	5	4			17
Duty 2	4	4	4	5			17
Duty 3	5	4	4	4			17
DOC	4	5	4	4			17

Week 1

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	D/O	1	1	1	D/O	35:16	4
Duty 2	2	2	2	2	D/O	D/O	35:16	4
Duty 3	3	3	3	D/O	3	A	43:22	5
DOC	D/O	1	D/O	3	2	B	34:06	4
							148:00	17

Week 2

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	D/O	1	D/O	1	1	A	34:06	4
Duty 2	2	D/O	2	2	2	D/O	35:16	4
Duty 3	3	3	3	3	D/O	D/O	35:16	4
DOC	1	2	1	D/O	2	B	43:22	5
							148:00	17

Week 3

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	D/O	1	A	43:22	5
Duty 2	D/O	2	D/O	2	2	B	34:06	4
Duty 3	3	D/O	3	3	3	D/O	35:16	4
DOC	3	3	1	1	D/O	D/O	35:16	4
							148:00	17

Week 4

17 in 24	Mon	Tues	Wed	Thurs	Fri	Sat	Hours	Days
Duty 1	1	1	1	1	D/O	D/O	35:16	4
Duty 2	1	1	1	D/O	1	A	43:22	5
Duty 3	D/O	2	D/O	2	2	B	34:06	4
DOC	3	D/O	3	3	3	D/O	35:16	4
							148:00	17

Appendix F - Resourcing Principles and Flow Charts

Resourcing Principles

Duty Patterns

- As outlined above there will be one predominant attendance pattern selected per DO.
- Attendance patterns will be selected from the agreed menu of 9 options as shared in [Appendix E]
- The 2 in 5 Duty pattern remains an option available to all DO's to select, however the 2:5 banked option can only be selected by those DOs that currently have a banked system in place for their predominant duty pattern
- Once the COM and CWU Unit Rep have shortlisted the viable 2 duty patterns for selection, CWU members will vote to agree the selected attendance patterns to be chosen.
- Walks/routes will remain the same (will include any additional routes agreed under the 2025 Data Validation exercise) and no tool-based revisions will be deployed in this first phase of change

DO Resourcing Principles

- A reserve level of 1:6 for FT and PT is the minimum national standard expected, this may be increased in some DOs where the planned level of absence the DO needs to cover exceeds the cover that the national standard would provide
- The FT/PT ratio for reserves must align to the FT/PT ratio in the DO
- Day Off Cover must be calculated based on the predominant duty structure
- Drivers and non-drivers will be treated the same in the context of Saturday working
- Recognised reasonable adjustments are made as appropriate, based on OH advice
- Any Flexible working requests will be managed through the normal procedure including possible job shares
- DOs which undertake Sunday operations will also seek to ensure that Attendance Patterns and Duties will include Sundays commensurate with the number of Sunday duties (where appropriate)
- Where there are more FT roles than FT colleagues, these roles will then be offered to PT colleagues. The intention is to offer to PT colleagues based on seniority alongside jointly reviewing the data gathered during the scoping exercise to ensure where possible employees on New Entrants T&Cs are provided the opportunity to also increase their hours and potential earnings. The data gathered during the scoping exercise will help inform these conversations.
- If DOs need to recruit to roles prior to their repick, the outputs from the scoping exercise across the geographical area will be reviewed in the first instance
- Any unresolved surplus will be managed in accordance with MTSF. Where the option of VR is not selected, ahead of final MTSF redeployment surplus employees will remain in their parent office and will be aligned to meaningful workload. Surplus Employees will be supported by a Redeployment programme the details of which will be discussed Nationally.

Deployment / Selection of Duties Principles

Once DOs have voted on and selected their respective attendance pattern and built the structures relating to the DM26 design principles, they will have the ability to:

1. Decide whether they wish to complete a temporary repick prior to deployment or
2. Wait until the formal reviews have been completed and undertake a permanent repick
3. If DOs opt to wait and undertake a permanent repick they will complete a temporary matching exercise in the interim

Temporary Matching Process Principles

During the temporary matching process the COM and Unit Rep should look to minimise disruption. They should work together using the below during the initial deployment period:

- WRMs will ensure that the COM & Local Rep should seek to ensure that all individuals are matched on attendances/hours similar to their current duties
- Where individuals perform reserve duties or do not have existing duties, those colleagues' preferences will be sought and matched against attendances/hours where possible
- Once matching is complete there may be colleagues who remain unmatched during deployment, suggested other work for colleagues during this time includes:
 - Protection Q of S during the learning curve. All duties should be covered every day
 - Cover short and long-term sick absence

- Once DM26 has stabilised, consider increasing current leave cap (or to reduce any carried over leave) and backfill
- Loan to neighbouring DOs (as per BAU), with particular focus on the next DOs to deploy or backfill trainee manager release

To support the above all DO's should seek to complete a Resourcing Plan for up to 6 weeks (including DPR / LAT / Sunday duties where relevant) in advance of deployment and plan use of surplus resource for the duration of deployment until the repick to avoid on-the-day changes where possible.

Pre-Deployment Temporary Repick Principles

Where DOs agree to complete a temporary repick before deployment takes place the following principles will be adhered to:

- The CWU Rep will be allocated suitable release to complete either the temporary or full repick as soon as possible. This release should consider any immediate resourcing shortfall that may impact quality of service.
- As part of the exercise all individuals due to be on Annual Leave or other absence will be asked to leave their preferred duty selections ranked 1st choice to 5th choice.
- In the vast majority of cases the resign will be completed within 1-2 weeks and before deployment takes place.
- In exceptional circumstances where that is not possible, individuals will be matched on attendances/hours similar to their current duties via the WRM, and planned deployment dates will not be delayed in the event that the repick is not complete
- Where delays to the repick process occur, deployment will progress as planned and the repick process will continue as soon as is practically possible once individuals return to work and those impacted will take up their duty from the start of the next week.

In all options above the COM and Local CWU Rep will ensure that all individuals are trained on the respective duties selected or matched and ensure the DOs skills matrix is utilised to ensure vacant duties have the correct resource in place.

Post Deployment Permanent Repick Principles

Where DOs agree to complete a full repick post deployment the following principles will apply:

- The process will only start once the formal review has been jointly signed off. This should be undertaken once the DO has resolved any surplus
- The repick should be jointly undertaken by the COM and CWU rep(s), with the CWU Rep provided with suitable release to complete the repick as quickly as possible
- The repick must ensure that there are sufficient drivers to cover every duty, every day
- The in-scope population for any repick will be confined to those duties directly affected by the USO change

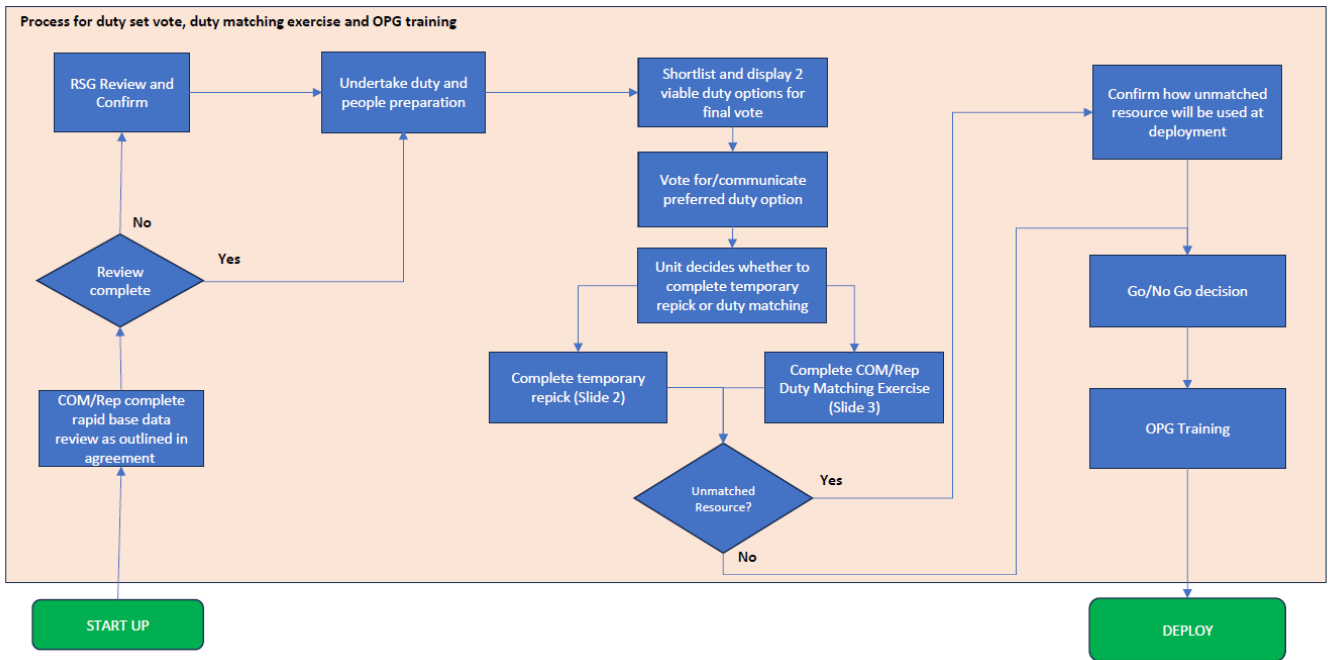
Repick Principles to Consider

- Role requirements should be defined (in line with the desktop planning tool) and displayed for each duty to ensure the repick delivers a solution which covers every duty, every day (e.g. driving, non-driving, FT/PT)
- FT employees can only pick FT duties, unless they wish to voluntarily reduce their hours
- PT employees must pick the duty with the closest match in terms of contracted hours; PT employees may have also indicated an interest to increase their hours or become FT in the scoping exercise and this will be taken into consideration if required within the DO
- DOs should maximise drivers in their reserve and rest day cover pool
- Colleagues absent due to long term sickness, maternity/paternity/shared parental leave should be invited to participate in the repick and be reassured that a suitable duty will be available on their return in line with normal working arrangements
- Colleagues absent due to annual leave will have the opportunity to express their preferences before going on leave and may indicate if they are happy to be contacted whilst away
- If an individual does not participate in the repick, they will be placed into a suitable remaining role
- Any PT colleagues moving into roles with more contracted hours should be updated in PSP via an ECR
- Identify any knowledge gaps on new duties by updating the DO skills matrix and utilise WPCs to upskill where appropriate
- Ensure that suitable duty options are identified for those with reasonable adjustments to pick
- Training and flexible working duties should be clearly identified in the duty list

- Firms and Rurals will be included in the repick process
- DM26 materially changes the importance of driving and there should be sufficient drivers allocated to ensure every duty is covered every day, including Saturday. In every group of 4 town walks/3 duties there should be at least 2 drivers

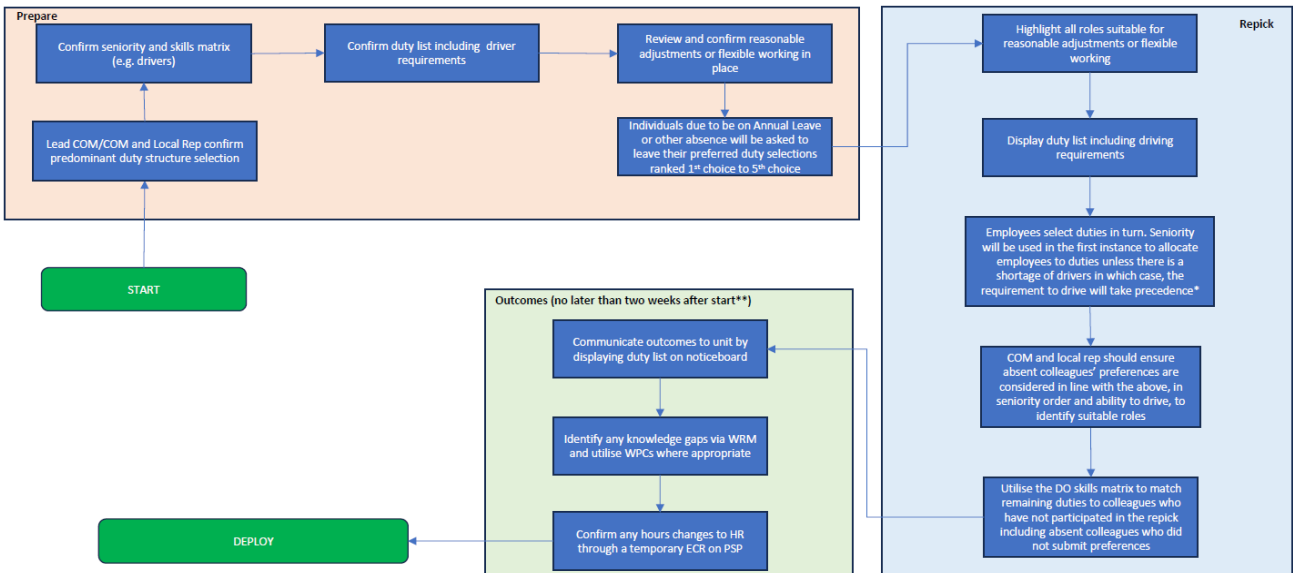
Resourcing Process Flow Charts

USO Reform – FULL Deployment Unit Resourcing Flowchart



Classified: RMG – Internal

Proposed USO Reform –Temporary Repick Flowchart

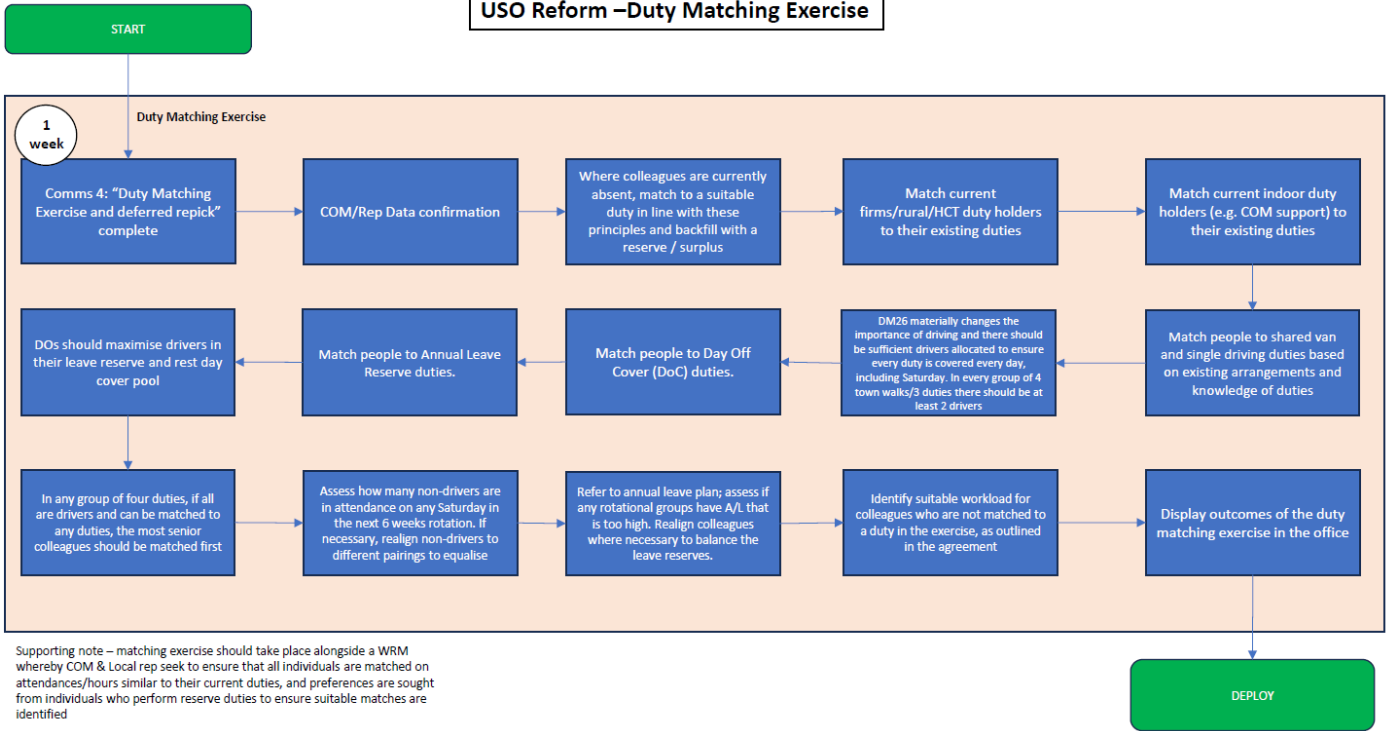


Classified: RMG – Internal

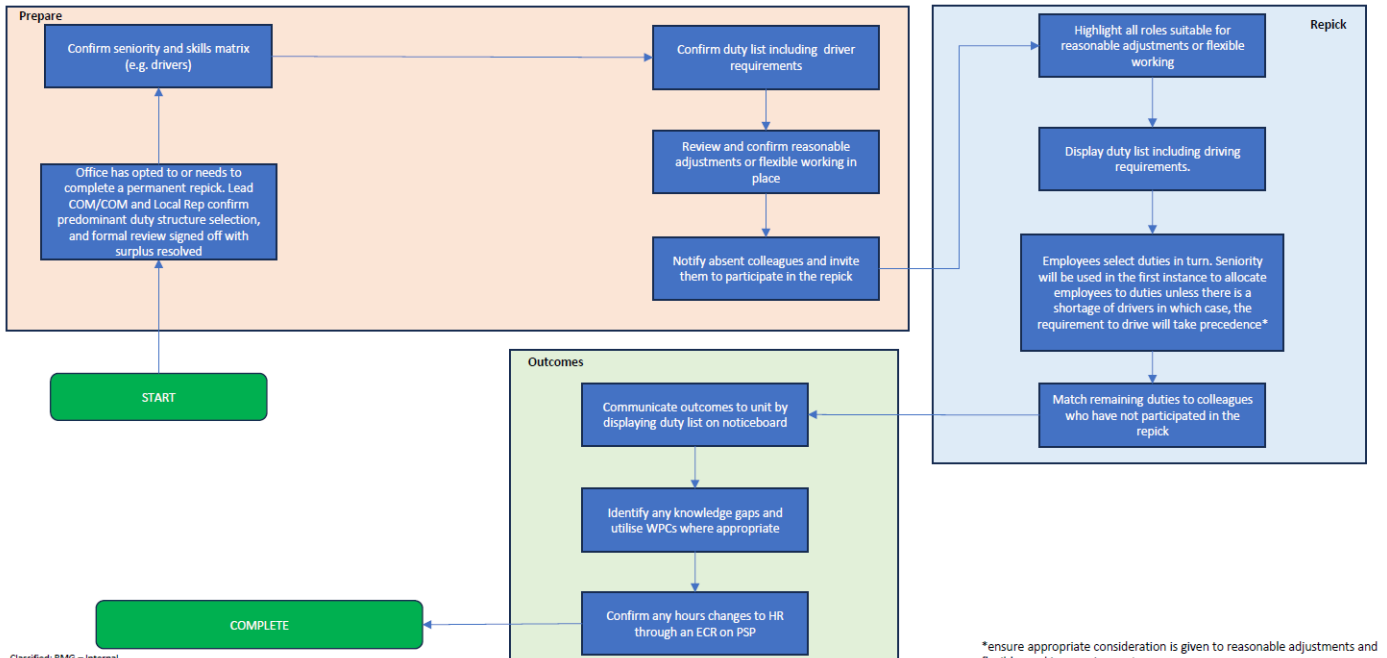
*ensure appropriate consideration is given to reasonable adjustments and flexible working requirements

**Where delays to the repick process occur, deployment will progress as planned and the repick process will continue as soon as is practically possible

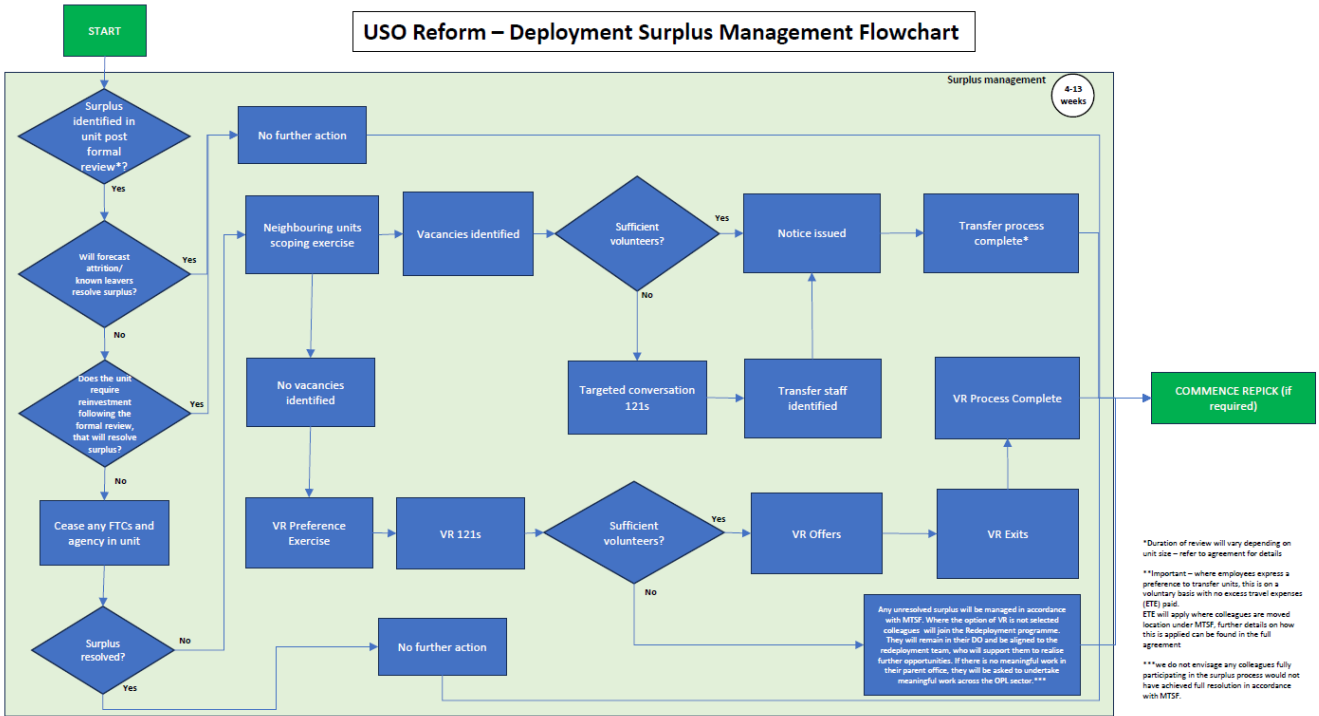
USO Reform –Duty Matching Exercise



Proposed USO Reform –Post-Deployment Permanent Repick Flowchart



USO Reform – Deployment Surplus Management Flowchart



Appendix G - Go/No Go

Joint review of the following criteria:

- Number of routes including Classification and Method (ensure routes agreed during previous data validation exercise are included and classified)
- Town walks are paired and designated Blue or Yellow
- Town walks which cannot be completed in current planned outdoor span, will be reviewed locally and addressed by either the reintroduction of Town walks (c3.5k) or the permanent donation of DPs to Rural / Firms walks which have additional capacity having been configured as 50/50.
- We anticipate the vast majority of Town walk outdoor span issues will be resolved utilising the above options. Where a Town walk remains unresolved it can be designated Pink and Delivery Points (DPs) split 50/50.
- Firm and Rural routes are designated Pink and DPs split 50/50
- IPS Fittings are labelled 1C Pink, 2C and Non-Priority Mails Blue/Yellow/Pink
- Prep frames are colour coded and laid out to support pairings
- Each prep frame carries a summary of its duty (start time, IPS, prep, go out on delivery time and back to depot, COLLOD boxes and finish time)
- Summary indoor work plan displayed in the DO, including allocation of D2D to individual routes
- Outdoor equipment demand e.g. Vehicles, HCTs and LWTs
- Indoor equipment demand e.g. IPS frames, RM2000
- Blue pouch process for Collections updated correctly?
- Consumer collect updated to reflect new routes?
- Special Delivery allocation adjusted to reflect absorption elements of routes?
- Resource is allocated against duty, DOC and all planned absences (holiday, LTS, loans and borrows) covered using reserves (FT and PT)
- PSP Work Schedules Updated
- Mech plans are updated to reflect delivery point assignment and successfully loaded
- Confirmation from Local distribution of Wave 1/Wave 2 arrival times by day
- Confirmation from MPU/MC of the CSS batch plans and MPU run times, T2K buddy sort plans
- Pipeline JWG has given concurrence
- Route manager updates complete and updated walk logs in place for all delivery routes
- Attendance Patterns/Duty Set agreed, and colleagues assigned to new duties including any required reasonable adjustments
- All communications and training delivered to colleagues and skills matrix updated
- Resourcing meeting complete and outputs displayed
- Resourcing Plan in place for up to 6 weeks (including DPR/LAT/Sunday duties where relevant) including review of DO attrition rates and ensuring there is sufficient resource to cover ALL Saturday duties before the formal review takes place
- Ensure the DO has identified a plan for the outdoor routes to be covered when on the day absence occurs
- Ensure the DO has a plan in place if above traffic forecasts which creates pressure on the overall plan, consider if both the indoor and outdoor needs covering or just one aspect
- Clear plan in place for the weekend of change to ensure all routes are clear and all advanced preparation, including advancing preparation of D2D, has been complete ahead of Monday

Appendix H - Review / Governance Process

Throughout deployment the status of all process steps listed in Appendix A – Appendix J (excluding Appendix I) is reported to the RSGs via a RAG tracker.

There will then be a formal review process following deployment in each DO. This review of both the indoor and outdoor operation is to ensure the plan is robust and fit for purpose, with any changes required implemented as soon as possible. This will be undertaken by the COM and CWU Rep on a daily basis but with a documented review at their WRMs.

All DOs will share the outputs from their WRM, utilising a standard template, with their respective OPL/ADR. Ultimately a formal review will be undertaken by the RSG who will hold mandatory weekly meetings to monitor and ensure the plan is operating as agreed. If necessary, plans will be amended to support each DOs progress using identified best practice to support others. The attendees for these Groups will be ADR, OPL, Divisional Rep, ROD, RPM and TCL. These groups will jointly send reports into the NDJWG.

Duration of the review will depend on the size and complexity of the DO as follows:

Size	Complexity	Check Point Review	Formal Review	Actions complete no later than
Small (<40)	Low	n/a	Week 3	Week 6
Medium (<100)	Medium	Week 3	Week 6	Week 9
Large (>100)	High	Week 3 and Week 6	Week 9	Week 12

In exceptional circumstances where a DOs performance has not stabilised within the prescribed periods above, they may be extended by an extra 3 weeks to a maximum of 12 with the agreement of the NDJWG.

The formal review against DM26, will be set against the following key principles and metrics:

- DO is achieving all of the QoS targets
 - Indoor Failures, Outdoor Failures, DP coverage
- Ensure all Duties and colleagues have a fair, manageable and achievable workload
 - Go-out on delivery time
 - Yard to yard time
 - Accidents on duty
 - Sickness levels
 - Route classification and method
- Improved attendance patterns, with fewer Saturdays and/or shorter attendances/earlier finishes
- Start and finish times reviewed against the principles outlined in [Appendix J]
- Deployed model is working in line with plan
 - AWD, average OT, S/A, productivity and absence
 - Any surplus employees resolved or plan in place to resolve

Throughout the deployment timeline we will also jointly review morale, confidence and trust within the workplace via a series of workplace surveys. Outputs will be reviewed jointly locally and as an input to the overall formal review process through the RSGs.

Once the Formal Reviews are complete and the DO has been signed off by the RSG it moves back into BAU. If the RSG is unable to agree within 7 days, it will be escalated to the NDJWG. Once a DO moves back into BAU performance should be reviewed regularly at WRMs and Strategic Involvement meetings with the OPL and ADR.

Appendix I - CSS Operations – MPUs and Mail Centres

CSS Operations – MPUs and Mail Centres

- The requirements of DM26 means that change is required to the current CSS operations (in both MPUs and MCs) and a full national review has taken place to ensure that sufficient CSS machine capacity is available to meet the service requirements
- The overarching principle for revised CSS operations is to ensure that planned Wave 1, Wave 2 specifications and timings are maintained and delivered to ensure that full deferral operations of “not for delivery” traffic can take place on both Wave 1 and Wave 2
- The USO JWG will continue to review the CSS operation
- A joint review of the Weekend CSS operation is underway to ensure that processing and storage capabilities are best utilised to ensure Saturday workplan compliance. This may include a review of large machine and sequencing and deferral arrangements on Friday night for Saturday delivery traffic and confirming the optimum sequencing arrangements for Monday delivery traffic. This may include the potential of daytime sequencing in Plants on Sunday, including all Saturday collection traffic while maintaining the single Monday distribution Wave to delivery offices
- Attendance patterns in MPUs and MCs will be reviewed to align both start and finish times with workload demand and to maximise processing capacities. In Mail Centres this will form part of the Realignment activity. Where there is a need to change duties prior to Mail Centre Realignment to maintain USO compliance, arrangements will be agreed at local level
- The review program for MPU consolidation will continue and further CSS concentration may take place where it supports or improves current service specification
- Distribution Waves timings will remain at current state and any Distribution changes required due to Wave volume or the deferral operation will be progressed as part of the PAD revision activity

Appendix J – Start Time Review

Once the Review period is complete and the DO has been jointly signed off as complete, the following 183 DOs may undertake a joint review of start times:

- The 28 DOs where the start times are currently after the scheduled wave 2 arrival time
- The 155 DOs where start times are currently 0-30 mins prior to the scheduled wave 2 arrival time

Careful consideration must be given to the following criteria, in respect of any proposed changes

- No additional workload can move from Core to LAT
- No deterioration in indoor productivities
- No increase in outdoor service failures
- No deterioration in departure times

The assessment for these 183 DOs should include, as a minimum

- The current Wave 1 / Wave 2 workload splits
- If a meal relief is scheduled before Wave 2 arrives in the DO
- Where quality of service targets are regularly being achieved

Where all of the above criteria is met the decision to implement any changes to start times for these 183 DOs, will be taken by the RSG, supported by the OPLs and ADRs with their local knowledge. Performance will continually be reviewed by the RSGs and in the event that performance deteriorates as a consequence of changes made to start times the change will be reversed.

Further to [Appendix I] regarding CSS operations each MC pipeline will undertake a review of Monday and Saturday start times in all DOs subsequent to the successful deployment of the revised CSS operations workplan. Start times for Monday and Saturday will be reviewed in light of changing workload of sequenced mails arriving on each of the days and additionally in light of indoor workload increase created by D2D preparation requirements. This review will ultimately be overseen by the respective RSGs who will jointly make any final decision on changes to start times.