

BUSINESS RECOVERY AGREEMENT

In our last joint communication on 3 July we announced that we had reached agreement on the conversion to permanent status of temporary contract staff who joined before 24 December 2001 (subject to suitability), the recruitment of owner drivers up to an agreed national level of 475, and the recommencement of preparatory work on the revisions. Since then we have had further intensive talks and we are now able to announce agreement on the revisions and people processed to be applied to the current round of revision activity. Details are attached. Further talks are taking place on the review of how the mixed resourcing model is working and on depot profitability and employee reward share from the savings.

Our aim is to brief/train all managers and CWU representatives on the new processes as soon as possible. This will begin with briefings for regional managers and organisers early next week. Our aim is that later in the week regional briefing/training sessions will be set up to ensure that unit managers and representatives are fully up to speed. Further briefings and training will be delivered as appropriate throughout the process.

As a result of progress so far, it is agreed that formal unit level consultations on the revisions process can commence immediately, with a view to being concluded as quickly as possible consistent with the spirit and intent of these agreed processes being observed. Any issues that cannot be resolved locally will be quickly identified and progressed in line with the Procedural Agreement.

Your local manager and CWU representative will be able to explain what this means for your unit.

We are all committed to these changes, which form an essential part of the Parcelforce Recovery Plan.

Terry Pullinger

17 July 2003

Dale Haddon

17 July 2003

AGREEMENT BETWEEN PARCELFORCE WORLDWIDE AND THE CWU ON THE
REVIEW AND ONGOING APPLICATION OF THE AGREED BUSINESS
RECOVERY PROCESSES

AGREED PROCESSES FOR THE RESOURCING STRAND

1. INTRODUCTION

This agreement has been reached through the strand activity developed as part of the agreement reached on the review and ongoing application of the business recovery process. The document details how the people aspects, which may arise from the business recovery activity, will be progressed.

The terms of reference for this strand are as follows:

- Future resourcing policy and practices including the use of temporary contracts, maintaining agreed ratios and the annex 7 redraft etc. The strand will also review the use of people processes i.e. surpluses, implementation of local plans.

2. PROCESSES COVERED

- Terms to be used
- Order of release
- Support for staff
- Duty Selection Criteria
- Manpower Planning Process

- Approach to preference exercises etc.
- Approach to resourcing
- Management of surpluses
- Approach to temporary contract staff
- Managing employee/owner driver ratio
- Moves of Home
- Pay Protection

3. TERMS TO BE USED

The terms that apply for the compensation of staff made surplus and changing duty, business or leaving Royal Mail Group will be the current agreed terms.

4. ORDER OF RELEASE

1. Cease agency staff
2. Cease casual staff
3. Cease STT and fixed event staff by calling for volunteers. If more than sufficient volunteers, the release of staff, and therefore the making of loyalty payments, will be in seniority order. If there are fewer volunteers than needed, any shortfall will be made up by selecting STT's and fixed event staff

in juniority order. Temporary staff released in this way will qualify for a loyalty payment if they are eligible: i.e. if they joined the business before 25 March 2002 and leave at a time of the business's choosing, they will receive a payment of £1000.

4. Where there remains a surplus of staff to currently available work after these measures have been taken, long term staff who have requested voluntary redundancy will be released up to the extent of the remaining surplus at that time.

Once all jobs have been filled (i.e. duties have been signed for) staff who wish to take VR will be given notice.

Exceptionally, where it is evident that there are more than enough people expressing interest in the available posts at the preference exercise stage to eliminate the risk that jobs in a particular work area will not be filled by people opting for this choice, a given number of VR's may be agreed and authorised, provided that there remains no risk that having authorised VR's, jobs in the restructured depot remain unallocated.

Before VR's are granted all temporary staff contracts will have been terminated, unless they are needed to undertake duties for which there are no applicants or where it would be unreasonable to redeploy long term staff.

At any office where it appears likely that there are too many volunteers for redundancy (or indeed transfer out) as identified at the conclusion of the preference exercise or as soon as possible thereafter, there will be joint local discussions between managers and CWU in order to agree a way forward.

This approach will include:

1. Full discussions with the individuals concerned.
2. Opportunity to revisit personal preferences.
3. Steps to revisit transfer options for the people at units within reasonable travelling distance.
4. Review whether duty structure can be altered to make attendance times more attractive.
5. If these steps fail to resolve the problem, VR will only be authorised once necessary allocations/selections of duties have been made. Normally the most junior long-term staff wishing for redundancy will be so allocated to a duty. Any staff allocated a duty in this way who consider the allocation unreasonable will have the right of appeal inline with the appropriate process.

6. SUPPORT FOR STAFF

Recognising the scale of the change facing people from within Parcelforce through these changes, the following support is envisaged for people leaving, or thinking of leaving the business.

1. Outplacement support through Jobshop/DBM, involving assistance with interviewing skills and job applications.
2. Bipartite arrangements with other companies currently recruiting.
3. Once voluntary release has been agreed, reimbursement of invoices for a recognised training programme aimed at assisting the process of acquiring another job, up to a level of £500.

This support will be provided either on site, or for smaller locations, at an adjacent depot. Appropriate release and where necessary travelling expenses will be given.

6. DUTY SELECTION CRITERIA

Duties will be allocated within seniority order but local negotiations will identify the need for any requirements resulting from disability discrimination, skills issues, and no driving licence or welfare issues.

7. MANPOWER PLANNING PROCESS

The detailed process to be followed is attached at Annex 1.

8. APPROACH TO PREFERENCE EXERCISES

The need for and extent of preference exercises will vary, and local discussions will determine the approach in any given unit. The factors to be considered are the extent of any change, the amount of disruption it will cause, and the need to strike a balance between enabling people to express their preferred options and raising expectations to a level where people are likely to be disappointed whatever the outcome. Where it is known that the number of senior staff who wish to be registered as surplus meets or exceeds the number of duties to be saved within a work area. A preference exercise will not normally be necessary.

Where it is agreed to be appropriate, preferencing will be carried out in the work area (indoor drivers, admin) where surpluses are forecast, and all preference exercises will be accompanied by a full listing of available jobs.

The preference exercise and preference forms will be carried out inline with the principles set out in the joint letter and Code of Practice dated April 2002 between CWU and Management.

9. APPROACH TO RESOURCING

The following approach applies to existing holders of jobs attracting skills allowances (i.e. ex-level 3-5) Any vacant skills allowance jobs requiring filling after the existing holders or those with the appropriate skills, have been considered, will be filled according to the process to be separately agreed.

Where there are only minor changes, a full resign in the work area or unit will not take place. The surplus individual will pick up a vacant duty, and will be able to use his or her seniority when there is a future vacancy to secure another duty if

he or she chooses. Any such vacancies will be advertised together at intervals of three months.

Where it is agreed that the scale of change in a work area and/or whole depot is substantial, there will be a resign in that work area or depot. Jobs will be filled in the following order:

Indoor and Admin:

First £40 skills allowance holders/those with the skill, will pick the skills allowance duties for which they are suitable in seniority order. Any vacancies within this section will then be placed into the remaining job vacancies and be selected in seniority order. Any £40 skills allowance duty holders who are displaced will carry their seniority into the next level of selection. Any individual losing skill allowance as a consequence of this exercise will receive pay protection in line with agreed terms. The same process will operate for £20 skills allowance holders/those with the skill. Following which remaining jobs will be filled in seniority order.

Outdoor:

On completion of an outdoor revision a resign will take place and carried out on a seniority basis.

Where someone who is displaced from a skill allowance job as a result of these revisions picks up a job attracting no or a lesser allowance, he or she will be eligible for pay protection in line with agreed terms.

10. MANAGEMENT OF SURPLUSES

All employees will be considered for a suitable job within their work area/depot in any revision process. Employees who do not pick up one of the new duties will be treated in line with our existing agreements. Management and union will work hard to find the right role match for the individual in Parcelforce or another part of Royal Mail Group. For the purposes of these revisions there will be no forced matching of individuals into other parts of Royal Mail group. Individuals will need to be flexible about the duties they are prepared to undertake in order to make this work; equally, managers and union representatives will also need to be flexible and creative in order to resolve such situations.

11. APPROACH TO TEMPORARY CONTRACT STAFF

In England, Wales and Scotland, all staff on temporary contracts who were in post prior to 24 December 2001 will subject to suitability and an appeals process, be offered permanent contracts with effect from 30 June 2003. Northern Ireland is subject to a separate agreement in this regard.

Temporary staff employed between 25 December 2001 and 30 June 2003 will be made permanent, subject to suitability and appeal, upon the introduction of the agreed end state structure for indoor, admin and outdoor duties for a depot

where this achieves the locally agreed unit manpower plan in line with existing national agreements.

Any temporary contract staff employed from 1 July 2003 will be considered for permanent status once all existing temporary contract staff have been made permanent, or when the agreed end state as defined above has been reached, whichever is the later. Thereafter, it is the intention of Parcelforce Worldwide, subject to the need to accommodate any current or imminent surpluses from within Royal Mail, that future recruitment against vacancies (but not absence) will be to permanent contracts. The business reserves the right to review this in the light of prevailing commercial circumstances, in which case further talks will take place. These talks will also consider the position with regard to the filling of any vacant owner driver positions.

11. MANAGING OWNER DRIVER/EMPLOYEE RATIO

In order to reach and maintain owner driver numbers at a national maximum total of 475, a monitor will be produced and shared monthly between PFW and CWU Headquarters and between regional P&OD managers and Regional Organisers. The monitor will show the number of actual owner drivers per depot, the number of permitted ODs within the agreement, and the number of ODs in the pipeline. The monitor will form the basis for discussions at regional level about the progress of OD resourcing. It is agreed that the revision process being carried out will include all routes. This will enable the office to ensure depot efficiency and maintain and enhance earnings opportunities for all.

12. MOVES OF HOME

It is recognised that, because of the distances involved between Parcelforce Worldwide units in the new structure, some staff may decide to relocate rather than travel daily. It is also recognised that some staff may wish to move beyond normal daily travelling distance to remain in Royal Mail employment.

Support for such a move of home will be granted provided the following conditions are met:

- The employee is surplus at his or her present location, and a move directly and demonstrably contributes to reducing the number of unplaced surplus staff overall.
- The employee is successful in being placed in a job in the new location either in Parcelforce or elsewhere in Royal Mail according to the selection criteria agreed.
- The location of the new home must be within easy daily access of the new office.

Subject to the above, a payment of £10000 will be made, unless the cost of three years' excess fares to a location with an available vacancy within reasonable daily travelling distance is lower, in which case payment will be capped at this level. Payment will be against receipts for expenditure directly associated with the move, with any balance being payable as a grant towards

general expenses. Payments against receipts which are allowable by the Inland Revenue up to an absolute maximum of £8000 will be paid tax free; all other payments will be subject to deduction for tax.

Where an individual lodges at, or travels to the new location prior to moving home, any expenses claimed for this will be offset against the above limits.

13. PAY PROTECTION

Pay protection in line with existing agreements will be afforded to staff whose earnings reduce as a result of changes arising from this business recovery programme.

Dale Haddon

17 July 2003

Terry Pullinger

17 July 2003

Annex 1

AGREEMENT ON THE APPROACH TO DEPOT MANPOWER PLANNING AND REVISIONS

Parcelforce Worldwide and the CWU are committed to ensuring that duties are organised as optimally as possible in order to secure and maintain profitability and provide effective customer service. It is appropriate to use all available information, including – but not exclusively – that from scheduling, routing and agreed work assessment software, in identifying the optimum duty structure. It is our joint belief that this process will be made more effective by the full sharing of available information and regular discussion of the issues, and the following process is designed to facilitate this.

A resourcing plan will be prepared for each unit. This plan will be reviewed at a monthly meeting between management and the CWU to identify improvement opportunities from the period just past and the robustness of the future plan. Additionally there will be a joint weekly meeting at which short term changes to the manpower plan will be jointly reviewed and agreed. To facilitate the joint approach to manpower planning, it is agreed to train all those involved in the processes that input into the manpower plan and in any improved systems that may become available hereafter.

The manpower Plan will be jointly developed to fully achieve service specification and the aims of the Mixed Resourcing Agreement.

To this end, the Manpower Plan for the office will be based on a traffic forecast, which dictated the resource requirements. The plan will take account of the seasonal traffic trends and identify what flexibility it gives to the resourcing mix required. To resource all office operations effectively the Manpower Plan will explore and utilise the agreed mix of resourcing opportunities.

The Manpower Plan for the office will be drawn up in accordance with all existing agreements, such as the Mixed Resourcing Agreement, Use of M.O.S.T. Agreement, Depot Revisions Agreement, Technical Planning Tools and Techniques Agreement, and any relevant local agreements.

Projected workload, based on accurate daily/weekly forecast traffic levels, together with historic data will be used to establish realistic resourcing requirements across a 13-week period, This information will be available on an 'open book' basis to the CWU Unit Representative.

The Resourcing Plan will be discussed with the CWU in advance of deployment.

Hours of operation and the staffing levels of the Unit will be aligned to the workload requirements of the unit itself, using agreed procedures.

Once the necessary information has been fully shared, and where duty changes are envisaged, resourcing discussions will be dealt with using the processes defined in the current procedural agreement.

It is recognised by both Parcelforce Worldwide and the CWU that it is of paramount importance that the office resourcing base places it in the best possible position to be capable of handling all traffic on a daily basis, at an acceptable cost.

The Unit Manager will have the overall responsibility for ensuring that the office staffing profile and contingency staffing plans are such that the use of agency and casual resource is kept to a minimum..

Should the resourcing mix fail to achieve its objective, local management and the CWU will jointly establish the reasons for the failure and what remedies need to be introduced, if any, to avoid their service being jeopardised in the future. This will be done on a weekly basis and ad-hoc where necessary.

A record will be established of the daily resourcing methods and performance, containing the details of the decisions taken and why. This will be available to the CWU representative on an 'open book' basis.

The integral role of the CWU Representatives in this Agreement and associated processes is fully recognised, as is the requirement for appropriate release in order for them to meaningfully prepare and participate.

The effectiveness of this agreement will be reviewed at quarterly Strategic Involvement meetings between the Regional General Manager and the Regional Organiser, with the object of identifying and implementing improvement opportunities.

Additionally, for the purposes of achieving the 2003 Business Recovery programme of revisions, a central monitor of progress will be compiled and maintained for monthly review between the P&OD Director and the Assistant Secretary CWU. The object will be to ensure appropriate progress is made and identify solutions to overcome local difficulties.

Any questions of interpretation, implementation or application of this Agreement shall be referred to the Regional Organiser and the relevant Manager as a matter of urgency and will be dealt with inside the provisions of the Procedural Agreement.

Agreement regarding the use of technical planning tools and techniques in revision
Operational units in Parcelforce Worldwide.

Collection & Delivery operation

Background

During 2001/2002 PRW & CWU jointly evaluated Paragon software as an alternative to the existing method (Route Builder).

Following extensive trials and review, it was agreed that Paragon fully met the identified Business requirements. It was also agreed that the system should be adopted for the evaluation of all C&D Routing within PFW.

Application of Paragon

Both parties are committed to using Paragon as the agreed route construction tool as an aid in all C&D revisions. However it is jointly accepted that ongoing improvement is required on the quality of the Poise information. To this end Parcelforce Worldwide commit to the completion of initiatives, which will improve the information accuracy on International traffic by the end of July 2003 and for all domestic traffic by the end of March 2004. Progress on these initiatives will be jointly monitored to ensure compliance within the agreed timescales.

It is further agreed that a review of the relevant I.E. database is required as a matter of urgency. Therefore, it is agreed that a review will take place by 30th October 2003. The parameters of the review and the levels of CWU involvement will be agreed in advance, in line with the terms of the M.O.S.T. Agreement.

- The review will encompass the following:
- Traffic Speeds
- Drop Time including the adjustment of load on vehicles.
- Use of C&DM 2 device.

This list is not exhaustive and is subject to discussions between both parties.

On completion of the review discussions will take place between both at National Level to agree the new I.E. values assess the likely impact and agree any further processes required to implement route alterations, based on the new values.

To facilitate further improvement in the financial performance of the business and reduce the risks associated with undue delay, both parties agree to progress C&D, Paragon based, revisions ahead of completion of the review on the following interim basis.

- 1) The average utilisation level for all routes in the revised Depots will be 80%

Driving speeds as shown in the table below based on the national statistic report (sb03180), and are a guide. The exceptions are A & B Class Rural speeds which in accordance with Paragon information are considered to be on average between the values shown. It is accepted that these are only notional values and subject to local agreed variation.

	Speeds	
	Urban	Rural
Motorway	41.3	41.3
Dual Carriageway	34	41.3
A Class Roads	21	27.6 - 33.7
B Class Roads	21	27.6 - 33.7
Unclassified Roads	21	
Off Map Journeys	15	15

Local discussions between management and CWU will explore a further adjustment of driving speeds in particular areas where it can be established the speeds are inappropriate.

Local discussions between management and CWU will identify any particular issues, which may affect performance on a route or routes and assess any changes that are required.

- Only people that are fully trained to the standards set by the PFW HQ/CWU will be able to use Paragon software.
- Reviews will be undertaken with the full involvement of the CWU industrial engineers or CWU nominated liaison officers.
- The method of operation as described and tested with the CWU outlined in the joint report on Paragon will be the method by which route revisions will be carried out in Depots.
- Any proposed changes to the method as described in the report will be evaluated and agreed, prior to implemented after full consultation/negotiation with the CWU at National Level.
- Traffic flex on International Traffic will be on applied on a Postcode/Sector basis based on fall to ground information gathered locally.
- Fall to ground traffic will be sourced from the Post Office Information System Environment (P.O.I.S.E.) This traffic will be validated against existing depot K.P.Is taking account of local conditions. Data collected from POISE will be monitored and compared against the KPI figures for the depot. Where a variance of +/-5% is identified, an immediate joint investigation will commence, locally between management and the CWU Unit Rep to establish the reason for the discrepancy. Where established the base data is fundamentally flawed and cannot be addressed locally, the matter will be progressed in line with the Procedural Agreement and or the M.O.S.T. Agreement.

- Monthly meetings at a national level will be undertaken between the PFW and CWU Industrial Engineers to ensure that the deployment is consistently applied in all Depots.
- Checks against the Paragon outputs will take place every 4 weeks as a minimum or at every major change in traffic levels. As a result of these reviews any proposals for ad hoc adjustments to affected routes will be discussed between the manager, CWU rep and staff concerned in order to ensure minimum disruption. Any adjustments either ad hoc or major would be carried out in line with existing national agreements.
- All technical information held on the system will be made available to the qualified CWU Industrial Engineers of nominated liaison officers.
- All C&D driving values will be sourced from the most appropriate database be that the Maynard Operating System Technology (M.O.S.T.) database of existing I.E. databases once verified, in line with the M.O.S.T National Agreement.
- In line with the Strategic Involvement Agreement, Parcelforce Worldwide are willing to train CWU, HQ nominated Representatives on all aspects of Paragon software package and its application.

Indoor and Admin Revisions

Introduction

This agreement is an Annex to the agreement on processes to be applied to Depot Revision Activity document.

It is agreed that revisions of the indoor and Admin functions are dependant on the quality of the information gathered and used. Both parties recognise that the base data used would be insufficient for accurate Indoor and Admin duty construction.

Therefore the existing approaches used under Apollo will be adopted as an interim measure to progress savings in both strands.

Both sides recognise that for the future to be secure, a joint approach is needed to place Parcelforce Worldwide in the position to be a market leader in the Parcels delivery industry.

Indoor

Both parties agree that the Indoor Unloading, Loading and Sorting value will be re-measured using M.O.S.T. techniques. This will be completed by 31st October 2003 or sooner where practical. As an interim measure duties will be constructed to a maximum utilisation of 70%.

Admin

It is agreed that current utilisation rates on many Admin duties appear unacceptably low. However it is recognised that significant difficulties exist in assessing work content, due to local variances. It is also agreed that due to the introduction of new technology, the current values are no longer fit for purpose.

Both parties agree to jointly review the Admin values and the processes used to measure Admin operations. This will be re-measured using M.O.S.T. technique and completed by 31st October or sooner where practical. As an interim measure duties will be constructed to a maximum utilisation of 70%.

Where the assessment of Admin work content may involve the interviewing of front line staff, this will be done in with the full consent of the staff concerned. Staff will be made aware of their right to be accompanied by the CWU Unit Rep.

Recognising the need for this work to be developed at a reasonable pace and given the commitment for both sides to be involved. Both parties will give consideration to developing the M.O.S.T. agreement for another CWU representative to be trained in the technique to aid in the revision process.

Agreement between Parcelforce Worldwide and the Communications Workers Union (CWU) on the processes to be applied to all Depot revisions activity

1. This agreement sets out the agreed process, to be implemented and applied for all Depot revision activities. This includes proposals concerning routes, indoor duties and admin duties. CWU are recognised as an essential participant in the research, development, consultation and negotiation process associated with all revisions.
2. We recognise that the future of the business depends upon our ability to improve commercial, competitive viability. The value, which all employees provide to the industry and its customers, is equally recognised. This agreement is based on those balanced interests and provides the opportunity to create a motivated, rewarding and professional operation within Parcelforce Worldwide.
3. The processes for depot revision activity form the foundation for improving on positive and constructive working relationships. Its success is dependent on encouraging constructive dialogue and open and honest exchange of views. Relevant information, including any costings requested, will be shared with the CWU at the revision development stage allowing them to have input and possibly shape potential initiatives and proposals.
4. It is agreed that joint local workshops for managers and local CWU representatives will be held to establish a common understanding and commitment to the rationale, provisions, spirit and intent of this agreement and its associated processes. Such training will include the use and familiarisation of hardware and software revision aids and tools etc, to be utilised both now and in the future.
5. Any further changes to this agreement will be the subject of further national consultation, negotiation and agreement.

Objectives

1. Improve competitive labour costs and performance as part of the recovery plan to return packages and express to a sustainable level of profitability.
2. Optimise the deployment of efficient directly employed labour whilst providing the facility to exercise a more flexible and cost effective resourcing plan.
3. Provide enhanced employment security and competitive reward for existing and future directly employed employees.
4. Create a flexible and responsive organisation to retain and grow current business and secure appropriate new business.

5. Balance the interest of both employees and the business, optimising the deployment of the core, directly employed workforce utilising the agreed mixed resource area minimising the use of agency and casual resource.
6. Develop a positive industrial relations interface between Parcelforce Worldwide and the CWU at all levels and recognise the importance of establishing well understood and observed procedures and guidelines at all levels including strategic involvement in order to ensure a positive and constructive relationship.
7. Ensure speedy implementation of change, maximising involvement and maintaining high levels of service quality.
8. Ensure and embrace the objectives, spirit and intent of all previous national agreements relating to business recovery.

The Agreement

Against that backdrop this agreement should be used for all local consultation and negotiation in relation to all depot revision activity. It also sets out the criteria for revision activity in line with improvements in standards for consultation and involvement contained in this agreement, which are to be supplemented by all existing National Procedural & IR Framework agreements.

It is agreed that negotiations and agreements reached on duty structures should take into account all of the above objectives, which are considered to have equal status in the considerations to achieve agreement on operational and staffing arrangements within each unit.

Negotiation/consultation

1. Both parties recognise that there are a number of benefits to the business and employee morale that can be realised through good industrial relations. It is jointly recognised that the enabler to this is the involvement of the CWU at the earliest possible opportunity.
2. Such benefits are summarised as follows;
 - The early involvement of the CWU will lead to improved policies and planning because early involvement leads to more informed decision making.
 - The implementation of change will be made smoother because a greater degree of understanding will have been established at the planning stage.
 - Improved understanding of the overall direction of the business and employee needs, will allow for a better-informed input into future and present plans.
3. The process provides opportunities for the CWU to input, develop greater understanding and improve professional relationships. The integral role to the CWU representative in both the informal and formal build up to potential revisions

is fully recognised by the business as is the requirement for appropriate release in order for them to meaningfully prepare and participate. To this end it is agreed that local managers will be informed that release for this purpose should be facilitated and that any reasonable request should not be withheld.

4. Such activity will require a high degree of commitment and participation if the change is to be agreed and delivered smoothly, on time and employee morale is to be maintained. Therefore regular communication through the CWU and its members is considered another crucial factor in the revisions success. It is accepted that for the CWU to operate effectively and democratically, it needs the active participation of its members/Parcelforce Worldwide employees.
5. Reasonable opportunities during work time will be provided for CWU members to be adequately updated, discuss progress and ratify proposals. To this end it is accepted that once an accurate set of duties has been established they will be published for the affected group of employees to comment upon the period of this consultation will be subject to local agreement but is not expected to last longer than one week (this requires those involved in the revision proposals to anticipate annual leave during that week and consult in advance).
6. In the event that agreement cannot be reached between Parcelforce Worldwide management and the CWU representatives, then the disagreement process will be invoked using the procedural agreement.

Everyone involved is committed to the urgent and proper progression of proposals.

As an appendix to this agreement we attach a process that should act as a guide for revision activity. The aim is to progress quickly whilst maintaining customer service.

Guide to Revisions Activity

This process should act as a guide for revision activity. The aim is to progress quickly whilst maintaining customer service.

Define Local Office Objectives and Communicate

Ensure that management, CWU and staff fully understand the reason for the introduction process including a full explanation of the National Agreement and the introduction process.

Establish and Agree Current State

The review will be based on the current office state, Therefore it is essential to ensure that all current systems used within the local unit are accurate and up to date. This will include information on current duties and traffic utilised within the unit and the staffing levels used to prepare and deliver the traffic. This will be conducted by the and CWU depot representative.

Incorporate Agreement Objectives

It is important that all national objectives outlined in recovery National Agreements, e.g. 'Mixed Resourcing, Apollo and Apollo Review Agreement', are considered by the Manager and CWU Rep and will be incorporated into the review. This must include a mix of the full range of delivery/collection work covering the full span of service hours.

KEY REVIEW STAGE 1

At the end of this first stage:

- The base systems and data will be up to date
- Local targets and reasons for the activities will have been confirmed
- All parties will understand the start point and the base line
- Realistic levels of planning resource will be made available to meet the timescales
- All information required for the Outsourcing Agreement will have been received

All the above will be carried out at a joint meeting of all the respective parties. Once the CWU representative and Depot Manager are satisfied that all of the appropriate steps have been carried out, they can sign off the Key Review Stage 1. All of the associated documents/minutes from meetings should be attached to this document.

Again involve the depot management team and the CWU Representative in sense checking the proposed Owner Driver routes.