Royal Mail Internal Information

Phase 2 Flats Automation RM/CWU Deployment Guidelines

Project Reference Document

30 April 2008

Flats Automation Project

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Phase 2: Flats Automation - TOP2000

1. Background

These guidelines describe how Royal Mail and the CWU will work together to successfully introduce Phase 2 of flats automation. They build on what was achieved in Phase 1. Phase 2 involves a further 20 machines and both parties are committed to repeating the success of Phase 1. The following also applies to the Phase 1 locations.

2. Aims

To introduce a new improved automated solution for mail that is outside the current letter automation range (this included Flats, manual letters and flat format packets that are within the machines specification), replacing existing manual sorting and inefficient machines. By improving efficiency we will help retain existing customers and provide opportunities to win new business.

- To install twenty machines in strategic locations that will derive business benefits through maximising the utilisation of this equipment, including work transfers.
- To facilitate work transfers within the flats automation mail range while maintaining/improving the quality of service.
- To address the peoples concerns of those affected in the offices involved and to seek to maintain earnings opportunities/levels as far as possible.

3. Locations of the TOP2000

Sites have been chosen for the following reasons:
- Sufficient available floor space to accommodate the machine
- Geographical location
- Installation costs
- Mail Centre's own traffic levels

The nineteen sites (20 machines) that best meet the criteria are at Annex A.

4. Mail Centres to Transfer Traffic

The criteria for deciding which Mail Centres transfer traffic to the TOP2000 offices is that they:
- Provide the traffic volume to fully utilise the available capacity
- Are located within a reasonable distance of the TOP2000 Mail Centre
- Have good transport/Network links

Summary tables showing the current work transfers that took place under Phase 1 Flats and the planned work transfers for each of the

machines under Phase 2 are contained at Annexes B and C. The table at C will be kept under joint review at National Level should further opportunities be identified

5. TOP2000 Traffic Profile

The following mail is within the scope of this project:
- Large letters
- Packets within machine format range
- Letters; Unmachineable letters within the Flats automation mail range, (letters that are unsuitable for processing through letter automation)

Full details of the Flats automation mail range are included in Annex D.

6. Target Timescales

The targets dates for the Site Kick Off, Installation, Ready for Service and Start of Benefits are also detailed within Annex A. These dates might change for operational, commercial and technical reasons therefore the timetable will be subject to regular joint review.

7. Success Criteria

- That the operational specification of the TOP2000 machines are met and maintained with the assets being fully utilised.
- That all transfers maintain their previous quality of service.
- That the permanent staffing arrangements are robust.
- That interim staffing resource planned and available to take account of any foreseen interim workload difficulties experienced during the deployment period e.g. disruption period.

8. Joint Involvement

8.1 To ensure a full understanding of the technology, objectives and proposed deployment plan, a joint presentation will be given by the Project Team at each of the TOP2000 sites (Site Kick Off meetings). All Mail Centres affected will be invited to send a representative and manager. In addition the nominated Divisional Representatives will be invited to attend.

8.2 Work transfers will come from a number of Mail Centres therefore the appropriate Divisional CWU Representative/s will be involved in the planning stage and assist the local discussions at gaining and losing Mail Centres.

8.3 The CWU will be fully involved throughout the planning, deployment and monitoring of the programme and facility time/Union leave will be provided to enable this to happen

9. Duty Arrangements

9.1 Changes to duties will be negotiated and agreed with the appropriate Area/Local Processing Representatives in line with the IR Framework.

9.2 Changes to road services will be negotiated and agreed with the appropriate Area/Local Distribution Representatives in line with the IR Framework.

9.3 Temporary staffing/duty changes may be needed in advance of the final duty arrangements, which will again be discussed locally.

9.4 Local discussions on flats automation should not be delayed by other changes required to the operation e.g. deployment of other automaton however implementation dates may need to take account of them.

9.5 Where the longer term objective of an automated solution is not yet possible (e.g.: heavy and thick mailings that fall outside of the current capabilities of the machine), the manual workload should be maintained at the losing offices on a temporary basis.

9.6 The projected savings may not be fully realised immediately due to the number of staff in post and the terms of MTSF will apply.

10. Staffing Levels of TOP2000

10.1 Details of the minimum core staffing level required to operate the TOP2000 is at Annex E.

10.2 All TOP2000 flats machine duties including Meal Relief Cover will be TPM trained and receive the appropriate TPM allowance. The TPM tasks are detailed in Annex F.

10.3 Engineering staffing is subject to separate discussions between RM and the CWU

11. Training

Everyone scheduled to work on the new equipment or responsible for preparing/culling traffic that will be transferred will get appropriate training to ensure an efficient operation and that all health and safety requirements are met. The local representatives at the TOP2000 offices will also be offered this training.

12. Employee Impact

It is recognised that the implementation of Flats Automation will have a material impact on the workload in all affected Mail Centres including those to be equipped with the Flats Top2000 machine. To assist to address the employees concerns the planned deployment will ensure:

- Early joint consultation will take place regarding the target timetable for the transfers of traffic for each Top2000 catchment area.
- That the duty arrangements have been discussed and agreed at both the losing and gaining offices in line with the target timetable for the traffic transfers.
- That employee surpluses are being managed under the terms of the MTSF Agreement.

13. Monitoring and Review

13.1 The planning, introduction and operation of flats automation will be jointly monitored at Area and Divisional Level.

13.2 In addition Joint National Reviews will be held on a regular basis as required and a minimum of every 3 months with a Formal Review at the conclusion of the deployment to confirm the aims and success criteria are being met.

14. Application of the Deployment Guidelines

Any disagreements will be resolved in line with the IR Framework with points of principle being referred to the signatories below.

…………………………………..   ………..………………………….
Royal Mail   CWU

…………………………………..   ………..………………………….
Date   Date

Annex A: Locations of the TOP2000 and Target Dates

SITE	FSM SIZE	SITE KICK OFF MEETING	INSTALLATION DATE	RFS	WORK TRANSFER START DATE	START OF BENEFITS	LATEST WORK TRANSFER COMPLETION DATE
Birmingham	312	30-Jan-07	18-Oct-07	31-Mar-08	12-May-08	14-Apr-08	26-May-08
Chester	312	22-May-07	07-Jan-08	09-Jun-08	20-Sep-08	23-Jun-08	04-Oct-08
London East	312	28-Jun-07	17-Apr-08	23-Jun-08	04-Aug-08	07-Jul-08	18-Aug-08
Leeds	264	10-Jul-07	01-May-08	07-Jul-08	18-Aug-08	21-Jul-08	01-Sep-08
Sheffield	264	24-Jul-07	15-May-08	21-Jul-08	01-Sep-08	04-Aug-08	15-Sep-08
Tyneside	312	07-Aug-07	29-May-08	04-Aug-08	AC	18-Aug-08	AC
Nottingham	312	21-Aug-07	12-Jun-08	18-Aug-08	29-Sep-08	01-Sep-08	13-Oct-08
London South	264	04-Sep-07	26-Jun-08	01-Sep-08	NTSP	15-Sep-08	NTSP
Greenford	264	18-Sep-07	10-Jul-08	15-Sep-08	27-Oct-08	29-Sep-08	10-Nov-08
Cardiff	264	02-Oct-07	24-Jul-08	29-Sep-08	10-Nov-08	13-Oct-08	24-Nov-08
Jubilee	312	01-Nov-07	07-Aug-08	13-Oct-08	NTSP	27-Oct-08	NTSP
London Central	312	30-Oct-07	21-Aug-08	27-Oct-08	NTSP	10-Nov-08	NTSP
Glasgow	264	13-Nov-07	04-Sep-08	10-Nov-08	NTSP	24-Nov-08	NTSP
Chelmsford	312	27-Nov-07	18-Sep-08	24-Nov-08	NTSP	08-Dec-08	NTSP
Preston	264	11-Dec-07	02-Oct-08	08-Dec-08	19-Jan-09	22-Dec-08	02-Feb-09
Romford	264	25-Dec-07	16-Oct-08	22-Dec-08	02-Feb-09	05-Jan-09	16-Feb-09
NIMC	264	21-Jan-08	30-Oct-08	12-Jan-09	NTSP	26-Jan-09	NTSP
Thames Valley #1	264	15-Jan-08	13-Nov-08	26-Jan-09	NTSP	09-Feb-09	NTSP
Thames Valley #2	264	15-Jan-08	27-Nov-08	09-Feb-09	23-Mar-09	23-Feb-09	06-Apr-09
Northampton *	312	TBC	TBC	TBC	TBC	TBC	TBC

NOTE:

- Site Kick Off – is the start of the planning process at the Mail Centre

- Installation – is the expected date the machine will be delivered on site

- Ready for Service – is the date when the equipment is formally handed over to Royal Mail and accepted from the supplier.

- Start of Benefits – is the date when the Mail Centre's budget is adjusted for reduction in staffing

- Work Transfer Start Date- the date when the first Work Transfer takes place

- Work Transfer Completion Date – the date when the last Work Transfer takes place

- NSTP – No Transfers Specific to this Project

- AC – Area Concentration initiative advancing Phase 2 work transfers agreed and completed locally.

- Northampton * - The target deployment timetable and any associated work transfers will be confirmed within the Mail Centre Project.

Annex B: Current Phase 1 Flats Work Transfers

NW Mids	GL	CH	SY	DE	B	CV	WR
Edinburgh	AB/IV	G					
Gatwick	CR	Lon S					
Peterborough	MK	LE	NN	(NR)	(SG)	(CB)	
Manchester	L	CW	PR	BL	SK	(OL)	
Bristol	CF	SA	SN	DT	EX		

NOTE:

- Brackets show pre Phase 1 concentrations

- With the deployment of Phase 2 the Phase 1 Mail Centres will
  have a different range of Work Transfers these are described
  in the following table. Where resultant machine capacity is
  made available the Mail Centre will utilise it for Inward
  Processing/Walksorting.

Annex C: Phase 2 Host and Work Transfer Mail Centres including Mail Volumes

This is a summary table showing TOP2000 Mail Centres and their transfer sites (including the existing work transfer sites) for phase 2 end state. Mail volume transferred will be dependant on available machine capacity at the host Mail Centre. Work Transfers include 1st and 2nd Class Outward and Inward Mail where that mail can meet service standards. The table below shows current average weekly volumes within the machineable range. Phase 1 sites unchanged for 1c/2c. These figures do not include walksort which will be used to utilise spare capacity.

Host Mail Centre	Work Transfers Sites				Mail Within TOP2000 Range															
	WT1	WT2	WT3	WT4	1c	2c	Inward/MS	WT1	WT2	WT3	WT4	WT1	WT2	WT3	WT4	WT1	WT2	WT3	WT4
					Host Mail Centre			First Class				Second Class				Inward			
NW Mids					261	228	749	0	0	0	0	0	0	0	0	0	0	0	0
Edinburgh	AB	IV			532	287	1447	57	138	0	0	55	152	0	0	443	1109	0	0
Gatwick	CR	SO	PO		514	335	1252	209	228	161	0	143	169	138	0	598	1127	656	0
Peterborough	MK	LE	IP		355	141	517	317	349	0	0	288	184	0	0	774	1440	851	0
Manchester	SK	L	CW		471	297	692	154	294	193	0	128	158	130	0	671	914	696	0
Bristol	EX	DT	PL	TR	568	329	1339	157	168	69	56	97	108	87	73	800	863	796	63
Belfast					276	208	708	0	0	0	0	0	0	0	0	0	0	0	0
Birmingham	WR				509	256	1320	79	0	0	0	84	0	0	0	466	0	0	0
Cardiff	SA			NP	204	177	755	99	0	0	0	69	0	0	0	665	0	0	389
Chelmsford					241	270	788	0	0	0	0	0	0	0	0	0	0	0	0
Chester	SY				228	155	700	149	0	0	0	157	0	0	0	735	0	0	0
Glasgow					545	327	1214	0	0	0	0	0	0	0	0	0	0	0	0
Greenford					463	339	1151	0	0	0	0	0	0	0	0	0	0	0	0
Jubilee					598	405	1138	0	0	0	0	0	0	0	0	0	0	0	0
Leeds	BD	YO			370	307	1250	240	105	0	0	194	85	0	0	957	693	0	0
London Central					594	679	513	0	0	0	0	0	0	0	0	0	0	0	0
London East	DA	ME	TN	CT	344	207	1159	103	117	183	81	62	124	173	55	442	567	891	379
London South					603	369	1209	0	0	0	0	0	0	0	0	0	0	0	0
Northampton					438	377	1211	0	0	0	0	0	0	0	0	0	0	0	0
Nottingham	DE				287	186	1121	155	0	0	0	102	0	0	0	942	0	0	0
Preston	BL	CA			274	234	1323	111	70	0	0	84	55	0	0	362	548	0	0
Romford	HP	WD			182	185	507	154	259	0	0	162	182	0	0	357	715	0	0
Sheffield	DN	HU			231	141	971	173	69	0	0	94	55	0	0	453	431	0	0
Thames Valley 1	GL				438	579	1164	218	0	0	0	157	0	0	0	738	0	0	0
Thames Valley 2					197	0	1537	0	0	0	0	0	0	0	0	0	0	0	0
Tyneside	DL	TS			336	336	1061	0	0	0	0	0	0	0	0	493	344	0	0
Total TOP2000					10,057	7,352	26796	2,374	1,796	606	137	1,875	1,274	528	127	9,896	8,751	3,889	831

Annex D: TOP2000 Automation Mail Range – Traffic Profile

Dimension	Large Letter Mail Range		Letter Mail Range
	'Large letters & packets	'Manual Letters'	Only if unsuitable for Letter Automation
Max Length Min Length	353mm 140mm	229mm 140mm	229mm 140mm
Max Width Min Width	250mm 90mm	162mm 90mm	162mm 90mm
Max Thickness Min Thickness	32 mm 0.2mm	32mm 5 mm	5mm 0.2mm
Min Weight Max Weight	10g 1500g	10g 1500g	10g 1500g

Mail within the range includes plastic wrap and coloured backgrounds. For clarification, please refer to the diagrams below:

TOP2000 Automation Mail Range
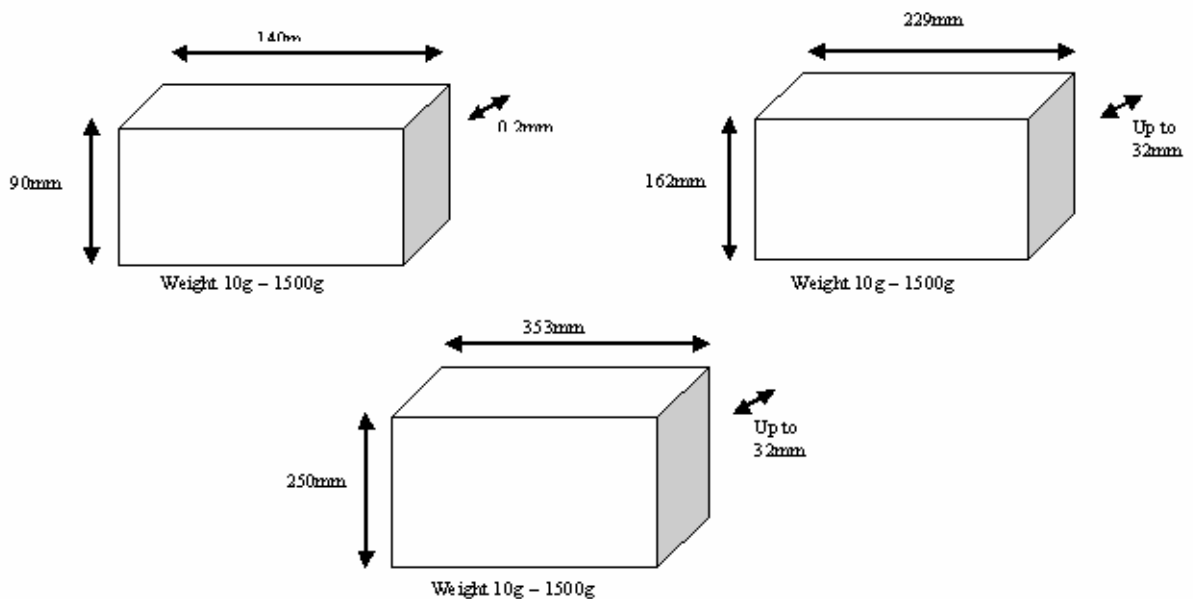
Annex E: Staffing TOP2000 Flats Sorting Machine

1   Background

The minimum core staffing of the TOP2000 FSM has been jointly reviewed based on the experience of running the six phase 1 machines. The following is confirmed as standard practice and will be applied at phase 1 and phase 2 machine operations.

2   Skills/Training

Everyone working with the machine must get prior training so that they are fully conversant/able to perform all of the agreed Operational Grade tasks. To ensure these skills are maintained duty content should include a mix/rotation of the tasks, i.e.: no individual/duty should be scheduled to perform one of the identified Top 2000 responsibilities (Para 4) for the full duration of the shift.

All Top 2000 duties will be classed as Advance TPM and the appropriate TPM allowance will be paid.

3   TPM Tasks

The TPM tasks have also been jointly evaluated and specifically identified to ensure they meet the accepted criteria contained within the National TPM Agreement. These tasks are detailed in Annex F. Additional tasks may be considered in future to be appropriate for Operational Grades. However these will again be subject to joint evaluation prior to them being transferred from engineering responsibility.

4   Core Staffing Levels TOP2000

Detailed below is the minimum core staffing levels for the operation of the TOP2000 only.

4.1 Machine Operation

Tray Loader / Cullers	2
Feeder Operators	4
Despatch Lane Operators	4
Total Machine	10

4.2 Single Input Line Operation

If the machine runs with only one input line it halves machine throughput. The minimum core staffing for this level of operation should therefore be:-

Tray Loader/Cullers	1
Feeder Operators	2
Despatch Lane Operators	2
Total Machine	5

4.3 Meal Relief Cover

Five operators will also be available to provide meal relief cover on full machine operation. Three operators for Single Input Line Operation

The above staffing covers all of the duties for the machine and ancillary operation within the general machine boundaries (usually denoted by the barriers around the FSM area). Machine operators may also move mail outside of the machine area boundaries if the workload on the machine allows it to be done without affecting throughput.
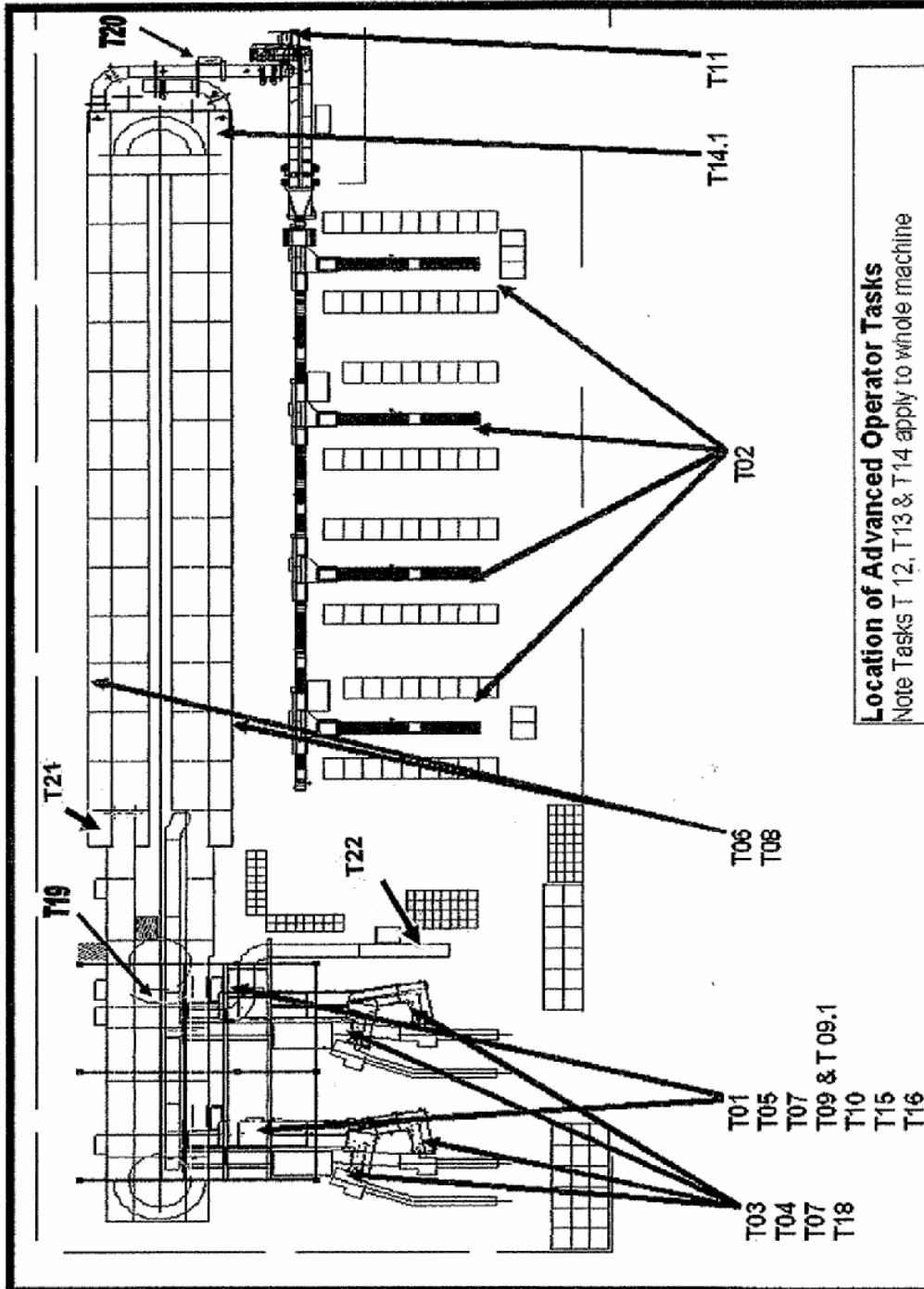
5   Mail Movement/Work Transfer Staff

Additional staffing will be required to move mail to and from the machine area work stores from elsewhere in the Mail Centre such as the Preparation and Despatch Areas. During machine operation this would normally be one person to move mail in and one person to move mail out. As workload will vary between Mail Centres, Shifts and at different times within a shift, these staff would take on other duties if no flats workload were available. As mail is currently moved between existing manual operations the only element of mail movement that should introduce new workload will be due to the work transfers.

Annex F: TPM Tasks

Task	Reference	Description	Area	Frequency
01. Check TOP 2000 'is safe to Operate'	TOP2000TPM01	Check accessible areas of machine for obvious safety defects, e.g. open doors, loose/damaged covers. Check for signs of maintenance in progress.	Entire Machine	Start of Shift
02. Clean Input Lines	TOP2000TPM02	Clean Input Lines from feeder modules to culler/injector modules, inside and out, using a vacuum cleaner, necessary attachments and cleaning cloths and brushes	Input Lines	Start of Shift
03. Monitor Tray Label Quantity	TOP2000TPM03	Pre-flight check of quantity of tray labels	ATLS	Start of Shift
04. Machine Status Check	TOP2000TPM04	Machine functionality to be checked during initial run of mail	Entire Machine	Start of Shift
05. Monitor Mail Prep & Presentation Quality	TOP2000TPM05	Continuously monitor the Quality of mail preparation & presentation as supplied to the machine	Feeder sections and Tray Feeder.	Continuous In Process Check
06. Monitor Tray Quality	TOP2000TPM06	Continuously monitor the Quality of Trays that enter the machine.	Feeder sections and Auxiliary Tray Feeder	Continuous In Process Check
07. Monitor Machine Throughput	TOP2000TPM07	Continuously monitor the machine throughput rate. Report to a supervisor or engineer if sustained level is below target	Operator Screens	Continuous In Process Check
08. Operator Log Sheets Completed	TOP2000TPM08	Operators on the Feeders and the TDS (reject lane) should manually record elements of the performance of the TOP 2000 during the shift.	Feeders and TDS (reject lane)	Continuous In Process Check
09. Monitor Tag Print Quality	TOP2000TPM09	Monitor the quality of the Tag print, where used.	Culling Ejects and TDS Lanes	Continuous In Process Check
10. Monitor Tag Label	TOP2000TPM10	Monitor the quality of tag code label application	Culling Ejects and TDS Lanes	Continuous In Process Check
11. Monitor Tray Label Print Quality	TOP2000TPM11	Monitor the quality of the Tray Label print on full trays.	TDS Lanes	Continuous In Process Check
12. Monitor Tray Jams	TOP2000TPM12	Continuously monitor the location of tray jams	Overhead Tray System, and TDS	Continuous In Process Check

13. Monitor Mail Jams	TOP2000TPM13	Continuously monitor the location of mail jams.	Input Lines	Continuous In Process Check
14. Monitor Recirculation Levels	TOP2000TPM14	Continuously monitor the machine Recirculation Levels.	Operators Screens	Continuous In Process Check
15. Region of Interest Separator Cards	TOP2000TPM15	Minimise the effect of AI "return to sender" missort address reads via use of ROI separator cards	Feeders	During Shift as required
16. Clear Mail Jams – Input Lines	TOP2000TPM16	Clear mail piece jams from the Input Lines, where mail items can be removed easily without the need for excessive force.	Input Lines	During Shift as required
17. Clear Mail Jams – Upper Flap	TOP2000TPM17	Clear letter jams from the Upper Flap, where mail items can be removed easily without the need for excessive force.	Upper Flap and between Input Lines	During Shift as required
18. Clear Tray Jam in ATLS	TOP2000TPM18	Clear Trays that Jam in the ATLS cabinet	ATLS	During Shift as required
19. Clear Tray Jam Sorter Module	TOP2000TPM19	Clear Trays that become jammed in the Sorter Modules using provided 'Litter Picker' tools.	Sorter Modules	During Shift as required
20. Mail Search TOP 2000	TOP2000TPM20	Search for mail items behind all interlocked covers, around machine and on floor under machine.	Entire Machine	End of Shift
21. Blocked Item Retrieval	TOP2000TPM21	Use the Engineers touch screen to set up the Blocked Item Retrieval process, and then clear any items from the Upper Flap area.	Engineers Computer Screen and Upper Flap	End of Shift
22. End of Shift Prep	TOP2000TPM22	To prepare the machine for the next shift empty trays should be input into the TOP 2000 during the previous shift (despatch) via the Auxiliary Tray Feeder.	Auxiliary Tray Feeder	End of Shift

NATIONALLY AGREED AOA TPM TASKS FOR WHICH OPERATORS ARE PAID THEIR TPM MONEY

Location of Advanced Operator Tasks

Note Tasks T 12, T13 & T14 apply to whole machine

TPM AOA TASKS Release 2