



Crown Office Staffing Agreement

Staff Contractual Terms and Conditions, Resourcing and Staffing of Crown Offices



Dear Colleague,

Crown Office Staffing Agreement – COSA

BOSA was originally introduced following membership endorsement in 2001. Key features of this agreement included the introduction of a shorter working week aligned with a move from gross to net hours.

In 2008 much of BOSA has either been fully deployed and is now an integral part of our members terms and conditions or conversely has been rendered time expired by events. It is irrefutable that BOSA has served our members and their representatives exceptionally well in the intervening years.

It is however incumbent upon us to ensure that agreements remain relevant and fit for purpose. Against this background we have undertaken a refreshing exercise designed to ensure that BOSA remains contemporary. Consequently without renegotiating BOSA the refreshed agreement – COSA, reaffirms the Union's role in all staffing arrangements and crucially we have retained all key principles.

All representatives are encouraged to embrace COSA. It is now our responsibility to deploy and promote COSA to ensure the clear processes are applied in a consistent and fair manner, to the benefit of our members.

Andy Furey
Assistant Secretary

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1

Introduction

This agreement has been refreshed and updated jointly by the Post Office Ltd (POL) and the Communication Workers Union (CWU) to incorporate the Crown Career Path that was agreed in 2007 and reflect recent changes to employment legislation.

COSA aims to help support good working practices to ensure our branches are run efficiently and ensure our customers receive the high standard of service they expect.

Key principles

- This agreement applies to all Crown Office colleagues and is underpinned by the following key principles.
- The future existence of POL, and hence its ability to offer job security, depends on everyone working together in a way that maximises sales income growth in the most efficient way possible.
- This agreement contributes to POL's commercial recovery, helps to promote the long term viability of Crown Offices and secure employment. Customers expect and should be able to rely on Crown Offices for consistent and good service, supported by a culture of excellence. Achieving and maintaining this standard is vital to secure POL's future.
- POL aims to be a good employer offering long term employment opportunities to full and part time colleagues, with fair terms and conditions of employment for all.
- POL's continuing aim is to introduce change without the need to resort to compulsory redundancy.

This agreement includes the resourcing of Crown Offices, consistent with the flexibility, efficiency and service needs of the Business, with fair employment practices and equality of opportunity for all.

This agreement is designed to support and maintain good Industrial Relations at local and national level.

Local and Territorial disagreements on the interpretation and application of this agreement will be resolved through the IR procedural framework, with points of principle being resolved by POL and CWU headquarters.

3

Career path

The new Crown Career Path lays out the minimum standards required for career progression within the Crown Office Network and is subject to a separate agreement.

Flexible attendance system

The system is designed to complement the structured core duties. It's purpose is to balance staffing levels to customer flow whilst providing opportunities for colleagues to flex their attendance. This has to be viewed against the background of colleagues and managers being prepared to 'give and take'.

The Flexible Attendance System must be applied consistently, with all colleagues being treated equally throughout the Crown Office network. It's aim is to align staffing to traffic flows to ensure good customer service.

The system, is designed to provide flexibility to meet customer requirements by increasing the resource available to meet forecasted peaks of customer demand. This will be achieved by recycling hours from times when less resource is required.

As a consequence full time colleagues will progressively constitute the majority of the workforce. For some, part time working is a stepping stone to full time employment, for others part time working is better for a good work/ life balance. Recognising this, a mix of full and part time staffing arrangements remain the most effective means of addressing the issue of delivering excellent service to customers.

The system enables colleagues to work in a consistent environment, where workload is spread throughout the month by using resource at peak times and reducing staffing during quiet times. This is achieved by the following key elements:

- the ability to voluntarily bank additional hours worked and take at a later date
- the ability to ask for time off and pay the hours back at a later date
- at quieter times
 - colleagues may request to leave early
 - managers may also seek volunteer(s) to leave early

In both these circumstances hours owed will be worked at a mutually acceptable time.

- liability for full time colleagues to work their scheduled days off with a minimum of 6 weeks notice

It is the responsibility of the Crown Office Manager to give six weeks notice of the need to attend on a scheduled rest day. It is the obligation of the individual to work this attendance. The scheduled duties are an agreed core, and are therefore subject to flexibility provided all individuals are given the appropriate period of notice.

It will not be necessary to vary the hours of all full time colleagues from their scheduled core duties on a regular basis

Part time colleagues may also participate in the Flexible Attendance System on a voluntary basis.

4.1 Scheduled core duties

Scheduled core duties are agreed for the staffing requirement of the office and will have a maximum of five scheduled attendances in any one week.

The system allows core duties which do not take into consideration fluctuations in traffic, such as, month end to be flexed.

Full time colleagues have a liability to be scheduled to work one full day over and above weekly conditioned hours. It is important to give colleagues at least six weeks notice of the requirement for an additional day's attendance.

Colleagues requiring a certain day as their compensating day off will also be required to give at least six weeks notice to the Crown Manager.

A compensating day off for working a rest day must be taken within four months and can be linked to a scheduled rest day. Colleagues reclaiming surplus hours worked will be able to on a like for like basis. Where a compensating day is gained through working a Saturday, another Saturday may be taken in compensation.

4.2 Banking of hours

The system will reduce the reliance on month end pressure overtime, by the recycling of hours from mid month. However, it is necessary to retain the ability to accommodate unforeseen circumstances. This will be achieved through the banking of hours with individuals voluntarily performing additional hours to cover unexpected staffing requirements and being compensated through time off or the payment of overtime, the choice being made by the colleague.

Colleagues may prefer to build up surplus hours to take additional time off for holidays up to a maximum of 12 days a year. As the additional hours will be taken as Annual Leave they will therefore be subject to the selection process. To ensure fairness these days/weeks over and above the basic entitlement should only be taken once all the actual Annual Leave entitlements have been selected.

4.3 Recording of hours – Timesheets

It is essential the system is managed effectively with all additional hours worked being credited. The timesheet at Annex A will be provided to each colleague. Time owed and banked will be recorded daily by colleagues and checked by managers. A diary or duty book should be kept to note daily changes in attendance. It is important to keep accurate timesheets for conformance audits, and they must be available to colleagues at all times.

It is important that the hours are maintained within sensible limits. Hours owed or banked should not exceed 24, unless it is for an exceptional reason and a short period in agreement between the Crown Office Manager and colleagues. With proper scheduling and planning, a significant surplus or deficit of hours should not build up, if this does occur on an ongoing basis it would indicate a need to review the core duties.

Terms and conditions

5.1 Overtime

The principle will be to share overtime opportunities fairly and equally, allowing all colleagues, irrespective of full or part time status to enhance earnings. All overtime above contracted hours is voluntary

5.2 Annual leave

The leave year runs from April to March. Colleagues are entitled to take up to 3 weeks of their annual entitlement in the period May to September, of which two weeks must be linked. Colleagues with more than 15 years service will be able to take 4 weeks summer leave of which 2 weeks must be linked. In recognition of the fact that many tour operators run package holidays mid-week to mid-week leave arrangements which match this pattern will be facilitated when this can be planned for.

Selection of annual leave must ensure that all colleagues are treated fairly, for example using a rotational system. Whatever mechanism is used will be subject to a majority decision within the Crown office but must not discriminate against individuals on the basis of age or length of service.

The only blocking off of annual leave will be during the Christmas period when the four complete weeks prior to the week containing Christmas day will be blocked off. There may be other occasions when there is a need to reduce the numbers on annual leave.

5.3 Bank Holiday credits

All colleagues (full and part time) due to work on a bank holiday will take the day off and regardless of the number of hours they were scheduled to work, they will **not** be required to make up any shortfall nor claim any balance of hours. E.g.

Scheduled duty

Monday	8.00 (bank holiday)
Tuesday	Day off
Wednesday	9.00
Thursday	7.00
Friday	4.00
Saturday	7.00
Scheduled hours	35.00

If the bank holiday scheduled attendance is greater than a fifth of contractual hours (i.e. 7 hrs) the colleague is not required to work the shortfall. The colleague is only required to work the remaining scheduled hours – 27 hours in the example above. I.e. everyone follows their normal scheduled duty of the whole week with the bank holiday being another day off.

If a scheduled duty has a shorter attendance on a bank holiday than 1/5th of contractual hours then the opposite applies – in other words the employee does not claim back the difference between the scheduled attendance and a standard day (1/5th contractual hours) and is effectively losing under these circumstances. However in most cases the majority of colleagues are seen as benefiting from the arrangements and over the course of a year, the probability will be that most will gain rather than lose.

Full and Part Time colleagues with only one rest day whose scheduled day off coincides with a bank holiday have the choice of two options:

A day in lieu that can either be added to the annual leave card or moved to another convenient time (such as the following week) if operationally possible.

or

Overtime can be claimed at normal rate – this will be 1/5th of the weekly contractual hours.

Part time colleagues that have more than one day off each week should be treated equally to full time colleagues and are entitled to 1/5th of weekly contracted hours in lieu or overtime as detailed above.

Days off should not be changed deliberately to avoid paying overtime or days in lieu.

For colleagues who are on annual leave over a bank holiday the following arrangements apply:

If the colleague is on annual leave for the whole week then only 4 days should be shown on their annual leave card with the other day being the bank holiday absence. In the case of part time colleagues then only 4/5th of their contractual hours should be shown on their card.

5.4 Part time colleagues

Colleagues employed after 1 July 2001 will be contracted to work between 16 and 28 hours per week, the exception to this will be Flexible Working Arrangements, eg Family Friendly Duties.

Part time colleagues' terms and conditions are as follows.

All salary earned for hours worked up to full time contracted hours will be pensionable.

Sick pay will be based on the average of the actual hours worked in the preceding 3 whole months.

Maternity pay for the first 26 weeks will be based on the average of the actual hours worked in the preceding 3 whole months.

Pay whilst on annual leave will be based on the average of the actual hours worked in the preceding 3 whole months that the annual leave was taken.

Where an individual has worked for less than 3 whole months the calculations will be based on the average actual hours worked preceding the payment.

5.5 Incentive scheme

All Crown colleagues are eligible for payment through separately negotiated Incentive Schemes.

Crown Office staffing arrangements

6.1 Crown Office opening hours

Where opening hours are altered to reflect the local trading requirements, CWU TCRs will be consulted at Regional Manager level.

6.2 Attendances

The minimum daily attendance is agreed as three and a half hours on weekdays, three hours on a Saturday with lunchtime closing, and three and a half hours on a Saturday with full day opening. These attendances will include a scheduled tea break of fifteen minutes.

6.3 Start and end of day procedures

The following standard times apply without exception:

- ten minutes for getting a till out and preparing to serve customers
- five minutes for preparing to start serving if the till is already out
- five minutes for putting a till away at the end of duty, this will be time allowed for logging off terminals and putting tills away, recognising that these tasks can be performed concurrently
- in addition 45 minutes be allowed for the balance of all stock units.

All Crown Offices require security time. Variations in local requirements makes it impossible to agree standard security times. The BOSS agreement defines the method of calculating security time.

6.4 Unpaid meal breaks

For a full day attendance an unpaid meal break will be scheduled, and its duration will be no less than 30 minutes and no more than one hour. A full day attendance will be regarded as a minimum of 7 hours.

For a full day attendance the aim, wherever possible, will be to schedule the main meal break during 11.30–14.30. Flexibility will be needed to help meet operational difficulties which might arise.

Where an attendance is for less than a full day but greater than 5 hours it must include a 30 minute meal break. The only exception to this being young workers (i.e. Under 18 years of age) who are entitled to a 30 minute unpaid break after 4½ hours work.

To maintain excellent service levels over busy lunchtime periods, there is a requirement to match staffing levels to customer arrival patterns. Therefore, it may be desirable to minimise the number of colleagues away from the counter because of meal breaks at busy periods, this can be achieved through the scheduling of shorter 30-minute meal breaks.

The scheduling of shorter meal breaks may create scheduled core duties for full time colleagues which include 4 day working weeks. Within a four week reference period, the total hours scheduled in the reference period must equal 4 times the contracted weekly hours.

During unplanned for pressure periods colleagues with a scheduled meal break of greater than 30 minutes may be asked to volunteer to take a shorter meal break and be given the choice of banking the additional hours or claiming overtime. In these circumstances the minimum meal break must be no less than 30 minutes.

6.5 Paid tea breaks

Colleagues are entitled to have paid tea breaks away from the counter. The number of 15-minute breaks scheduled into a particular attendance, so as to ensure colleagues are not required to work at the counter for an unreasonable period without a break are:

Total scheduled working hours	Number of paid tea breaks
Up to 5hrs	1
Over 5hrs	2

Where an individual's duty extends beyond 18.30 and the total hours worked is greater than seven they will be entitled to an additional 15 minute paid tea break.

Core duties should not contain a period of greater than two and a half hours unbroken time at the counter either side of a meal break. During periods of unexpected customer pressure tea breaks may be brought forward or delayed.

Summary of meal and tea break entitlement

Net hours attended	Tea break paid (minutes)	Meal relief unpaid (minutes)	Total time off counter
Up to 5 hours	15	nil	15
5:01 to 6:59	2x15	30	60
7:00+	2 x 15	30 to 60	60 to 90
After 18:30pm and total hours > 7 hours	3 x 15	30 to 60	75 to 105

6.6 Training

Training for all Customer Service Consultants will be scheduled into duties as follows.

- 1/2hr Sales Meeting for colleagues in attendance on a Monday morning
- 1/2hr Sales Capability training for all colleagues scheduled for a Tuesday morning or as soon as possible afterwards.
- 1/2hr WTL scheduled alongside the Sales Capability Training and supplied to all colleagues.

Training for Retail Sales Consultants will be limited to a 1/2hr WTL session each week.

6.7 Filling of vacancies

Where a full time vacancy exists after a check on local supernumeraries has been undertaken resourcing will be carried out as follows:

- formal transfer applicants offered the vacancy
- part time colleagues in the office willing to move to full time working
- part time colleagues in a nearby branch willing to move to full time working
- Postshop colleagues in the office willing to progress to counter working
- Postshop colleagues in nearby branches willing to progress to counter working.

Where a part time vacancy exists after a check on local supernumeraries has been undertaken resourcing will be carried out as follows:

- part time transferees, including full timers wishing to reduce to part time hours, offered the vacancy
- part time colleagues in the office wishing to increase up to and including full time status or decrease their hours to fill the vacancy
- part time colleagues in a nearby branch willing to move to fill the vacancy
- Postshop colleagues in the office willing to progress to counter working
- Postshop colleagues in nearby branches willing to progress to counter working.

Filling of all vacancies is subject to there being no outstanding underperformance issues from the most recent PDR for those being considered for the post. If none of the above solutions can be progressed then the vacancy will be filled through open resourcing. See Annex C and D

6.8 Leave reserves

Leave reserves are allocated based on the following principle;

To calculate the total number of annual leave reserves required, whether they be full or part time, the ratio will be 1:7 of the total number of colleagues, (including the Crown Manager(s)), with break points at 11, 18 and 25 which will bring in 2, 3, or 4 reserves respectively;

A calculator for the precise reserve provision for individual office reserves is at Annex E.

The above assumes that the reserve(s) is attached to only one Crown Office, although reserves can be pooled where geographically sensible. In such cases the provision of reserves should be calculated on the basis of a 1:6 ratio, which would be intended to cover for both unforeseen and foreseen absence. However it is not the intention to introduce such an arrangement where the Business would incur significant travelling costs.

6.9 Redeployment of surplus colleagues

Occasionally it may be necessary to move colleagues permanently from one office to another. One possible example is that one office could have supernumerary hours, whereas a nearby office has a vacancy. If this, or any other reason applies, then it can sometimes be difficult to decide which colleague should be the one to move. The following procedure has been agreed in order to introduce fairness and consistency into the decision making process.

Step 1

The Crown Manager to talk to affected colleagues, outline the reasons for the move, and seek to develop a solution acceptable to all;

Step 2

Seek a volunteer – if there is more than one volunteer then the choice should be made on cost grounds;

Step 3

If there is no volunteer, then the Crown Manager will need to consult the CAM who will make the decision based on the best mix of personal and cost factors, seeking input from the HR Business Partner as necessary. The cheapest option does not necessarily have to be chosen where the difference in cost is minimal and there are more compelling personal factors to be taken into account.

Step 4

An individual who does not agree with the decision to be compulsory transferred will be entitled to a formal appeal, with CWU TCR representation, to the next line manager who must be of a higher grade than the manager making the original decision. The manager hearing the appeal will consider the reasons for compulsory transfer, which must be clear, take account of personal circumstances and consider viable alternative options presented by the individual making the appeal.

When a colleague is moved compulsorily they will receive the payment of excess fares and retain their terms and conditions on a mark time basis. Because of this, there is a cost element to the decision, although equally it is important that the individual requirements of affected colleagues are established and considered.

6.10 **Casual/agency staff**

The primary objective is to deliver excellent customer service through the resourcing of Crown Offices with directly employed colleagues, including the use of reserves. Resourcing requirements should be foreseen and planned for. Any short to medium term resourcing requirements should, in the first instance, be resolved by regular staffing methods i.e.

- use of surplus staff from offices within a reasonable travelling distance
- use of the flexible attendance system
- part time colleagues being given the opportunity to increase contracted hours up to and including full time
- use of overtime
- use of temporary contract staff, e.g. specific event contract.

Casual /agency staff must only be used once all other methods of staffing have been exhausted.

6.11 **Duty construction**

Where appropriate national programmes of duty revisions will be jointly conducted and be subject to separate agreements.

The principles and process for business as usual duty revisions, presenting them to the CWU and obtaining agreement, is as follows:

6.11.1 All duty revision consultation will take place within the principles and procedures laid down in the Industrial Relations Framework Agreement and the Procedural Agreement Framework.

6.11.2 At all times both parties must be driven by the objective of seeking to reach agreement which best serves the interests of the business and its colleagues.

6.11.3 It is in the interests of good business that both parties are kept up to date and well informed and this will require a sharing and exchanging of all information relevant to any duty revisions.

6.11.4 Formal proposals put forward by either party must be given serious consideration by the other. They should never be rejected out of hand but in all cases where they are not acceptable a formal reasoned response must be given.

6.11.5 There will be full and comprehensive discussions with a commitment to staff offices to provide excellent customer service, with no preconditions or preconceptions by either party outwith this agreement.

6.11.6 There must be a determination to reach agreement in local discussions. Disagreements will not be registered until all avenues of resolution at local level have been fully and genuinely explored.

6.11.7 The manager involved in local discussions must be fully empowered to negotiate, be free to make decisions, and where necessary agree changes to proposals with the overriding objective of reaching agreement wherever possible.

6.11.8 Duty revisions should not be introduced by executive action until the procedures outlined in the Procedural Agreement Framework have been exhausted.

6.11.9 All duties will be constructed on the basis of being MUTE compliant.

6.11.10 Business as usual duty revisions will be required for a number of reasons, such as:

- new business is acquired
- existing business is lost
- there are regular quality of service failures necessitating the realignment of staffing to customer traffic
- there is a change to opening hours.
- impacts of authorised Family Friendly applications
- full time colleagues moving to part time working (or vice versa)
- job share arrangements
- retirement impact on duties

6.11.11 Duties will not be constructed on the basis of Crown Office Managers working on the counter or performing back office work that is appropriate to CSCs.

6.11.12 It is agreed that full information will accompany Duty Revision proposals, including the data listed below.

- Operating Model Outputs
- Mystery Shopper data from the EFFECT programme
- service and efficiency team report/audit
- WTMS 20 week print out (where available)
- Customer Management Data (where available)
- comprehensive existing duties (line charts, rotations etc.)
- contractual status of all employees (including contracted hours)
- current/new opening hours of the office
- balance of staff (for 13 week period)
- Meeter & Greeter usage including number of hours
- details of hours banked and rest days changed under the Flexible Attendance System in the previous 3 months;
- analysis of overtime worked by individuals for the same period
- proposed duties (fully completed line charts)

6.11.13 The above information will be provided along with a short covering note explaining the reasons why changes are necessary and giving reasoned arguments to support the proposed duties.

6.11.14 Duties will be constructed fully taking into account the components contained in the Staffing Arrangements Model at Annex B.

6.11.15 When the Service and Efficiency Team visit a Crown Office as a preliminary to the drawing up of new duty proposals then the appropriate CWU representative, in the spirit of ensuring access to all relevant information, will be given advance notice of the visit and will be afforded the opportunity to attend the office at that time.

6.11.16 In order to gain support for any changes in duty arrangements and to enable them to get a better understanding of the workings of the office, it is agreed that an essential part of consultation with the CWU involves allowing time and access for the CWU representative to visit the Crown Office and seek the views of the colleagues on any duty proposals.

6.11.17 Duty proposals should be processed as speedily as possible. To facilitate this all the information listed at xii above will be presented in a standardised form and associated with the initial proposal.

6.11.18 CWU representatives will need to study the information provided, consult with colleagues, and if necessary, draw up counter proposals, prior to beginning local discussions with the manager. Planning and timescales will allow for this.

6.11.19 Timescales will be a matter for consultation and not imposition taking into account the facility time available for CWU representatives, the number of ongoing duty revisions, the size of the office and the availability for meetings of the relevant manager. However, the timescales must always be driven by the need for prompt resolution with overall objective of completing the process for reaching local agreement (Procedural Agreement Framework paragraph 4) within 14 working days and any unreasonable delays will be unacceptable.

6.11.20 It is expected that the principles and processes within this agreement are adhered to and that as a result disagreements will be exceptional. However, should they occur they will be dealt with through the procedures for resolving local disagreements contained within paragraph 5 of the Procedural Framework Agreement.

7

Losses and gains

The Losses and Gains escalation process is contained at Annex F.

8

Working together

There will be full consultation on infrastructure issues, and sharing of the following information:

Notification of any new trials of equipment.

The sharing of any results of trials or research into format which may have a bearing on the future operation or design of Crown Office outlets.

9

Review

This agreement will be subject to formal joint review after one year from the date of signature and, according to operational experience, renegotiated where necessary.

Annex A Weekly timesheet

Employee:.....

Pay number:.....

Manager:.....

Day	Scheduled hours	Worked hours	Overtime hours	Additional hours
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Total				
			Transferred to A/L card	
			C/F to local record	

Employee signature:.....

Manager signature:.....

Branch name:
Address:
.....
Postcode:
Phone:

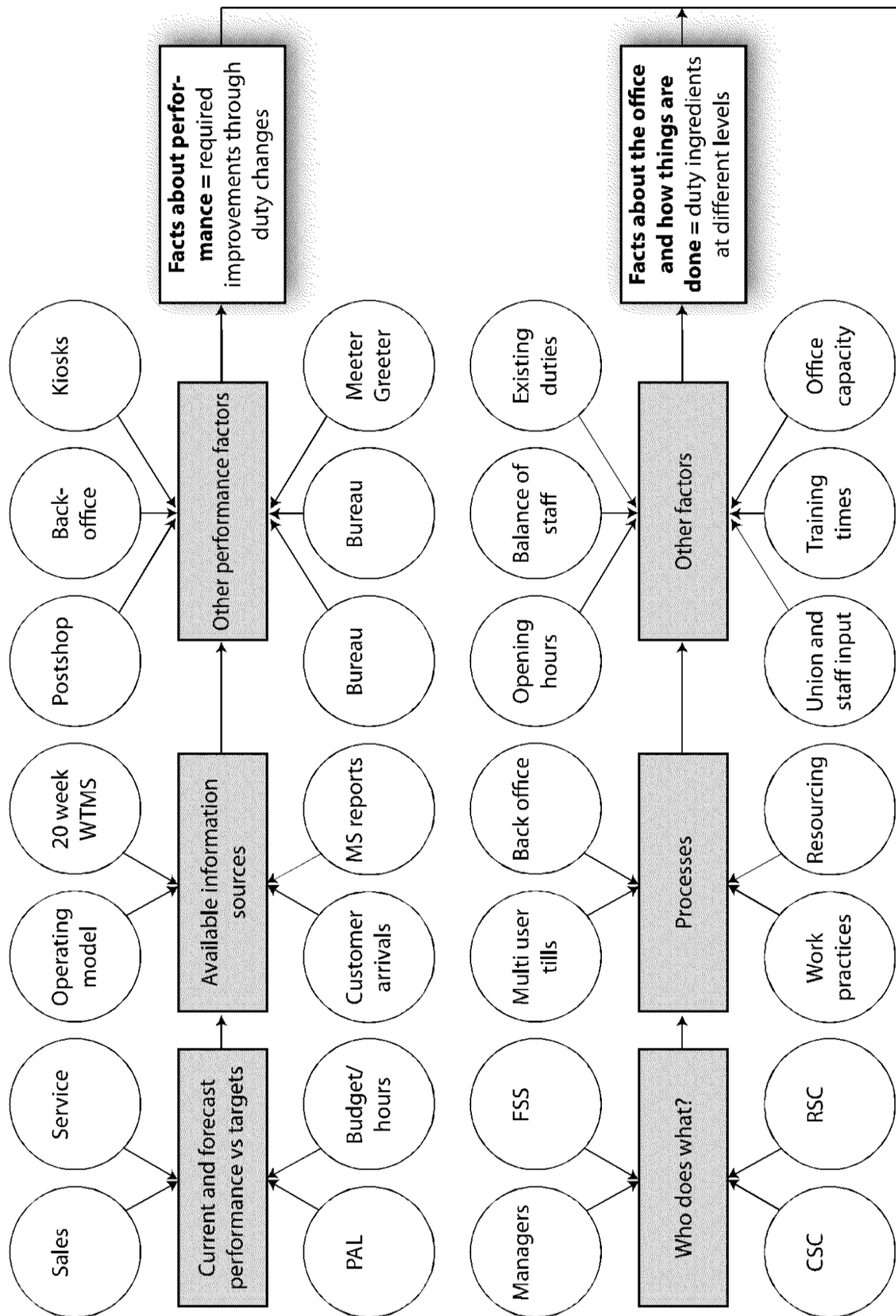
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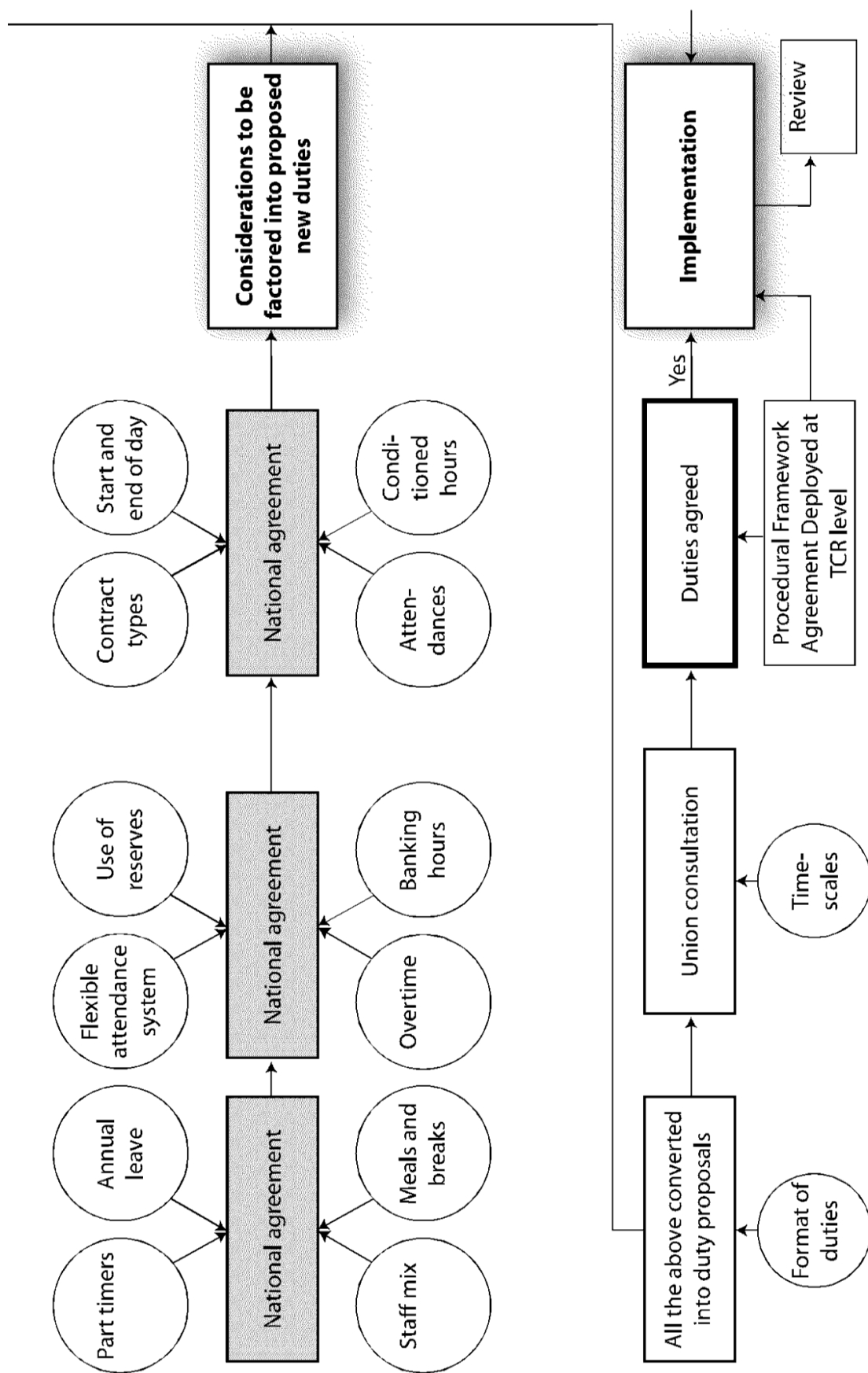
Compensatory day accrued	Compensatory day taken	Comments

Date:

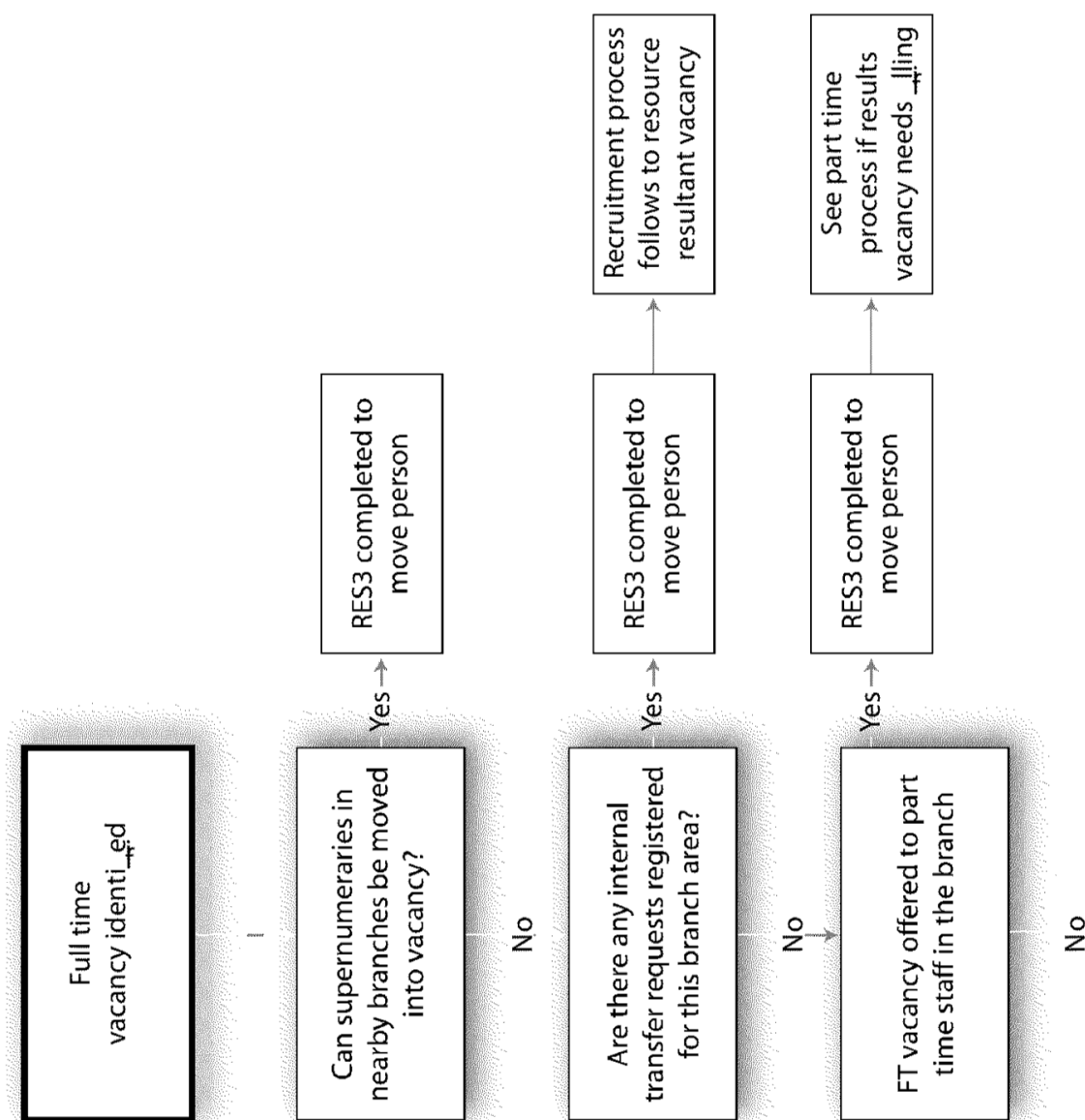
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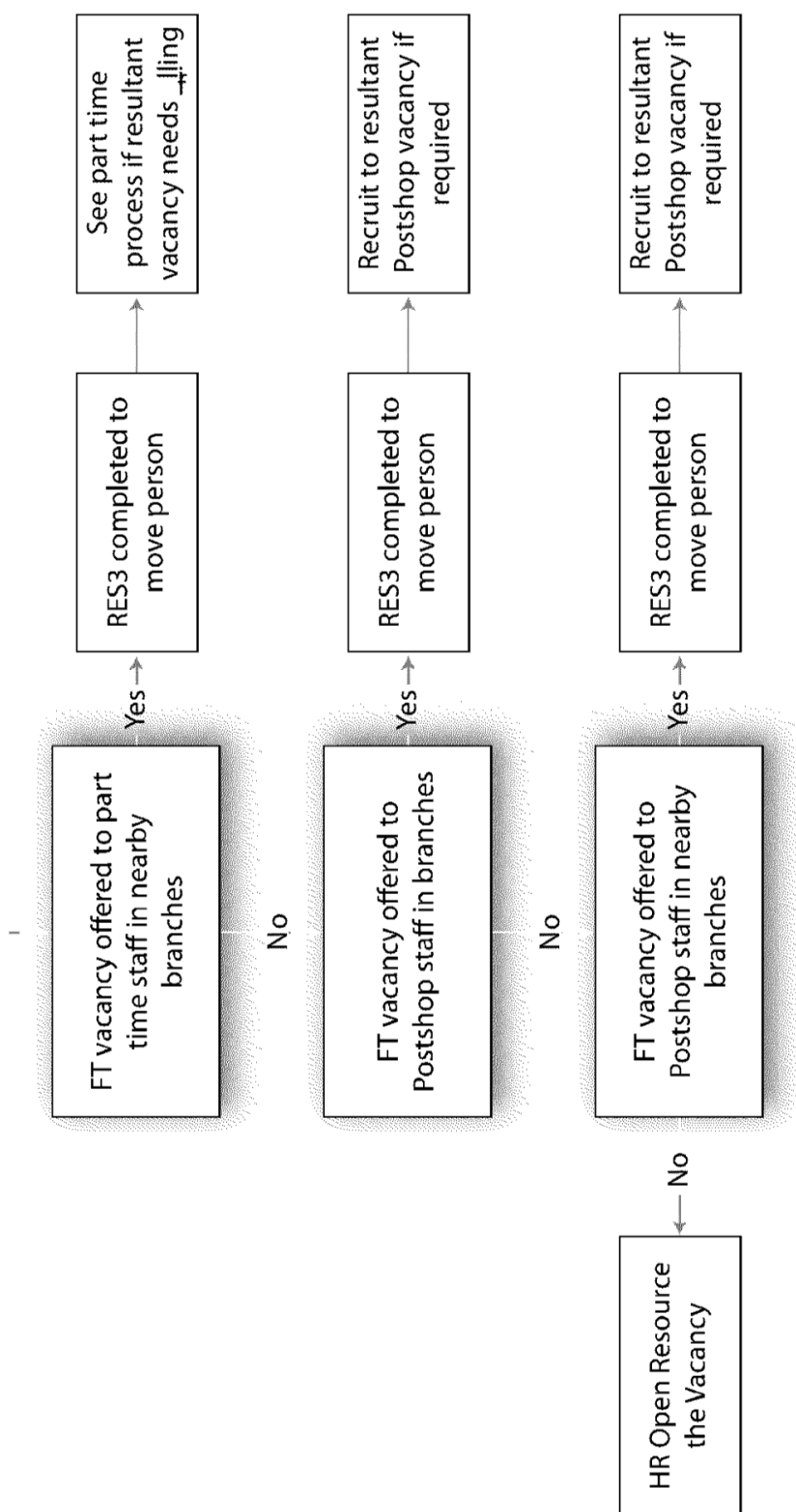
Annex B Branch office staffing arrangements – model



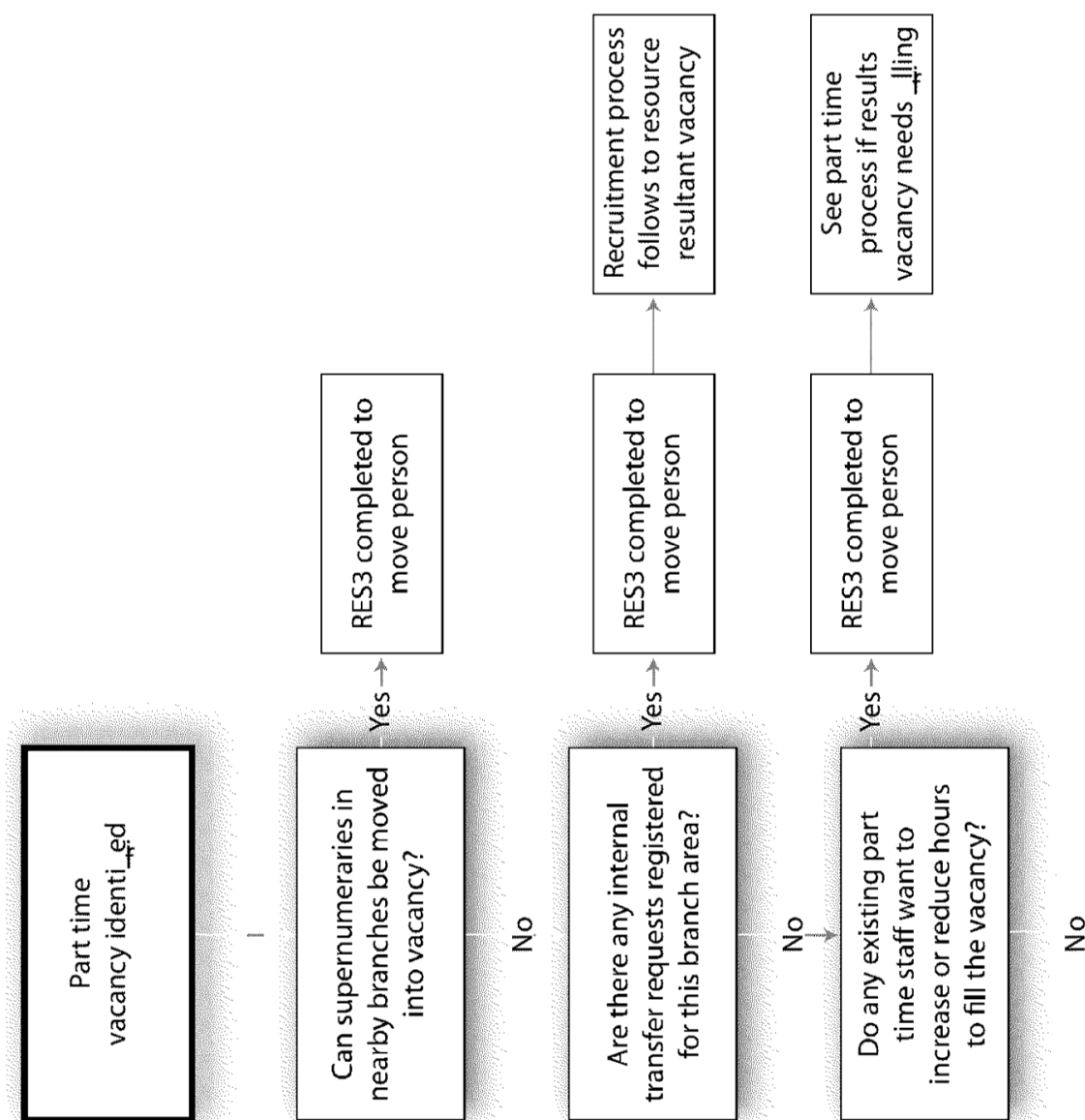


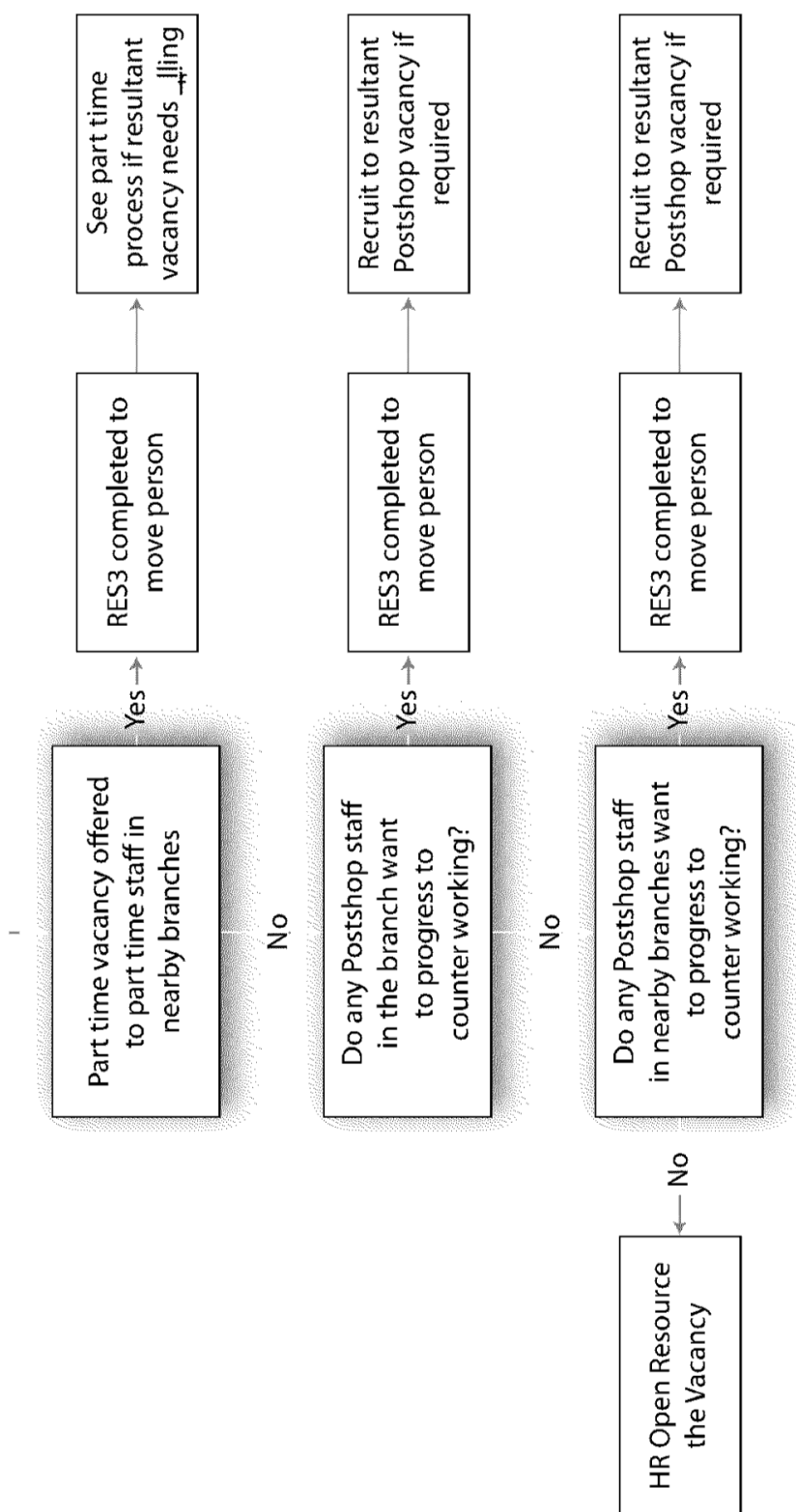
Annex C Filling full time vacancies – flowchart





Annex D Filling part time vacancies – flowchart



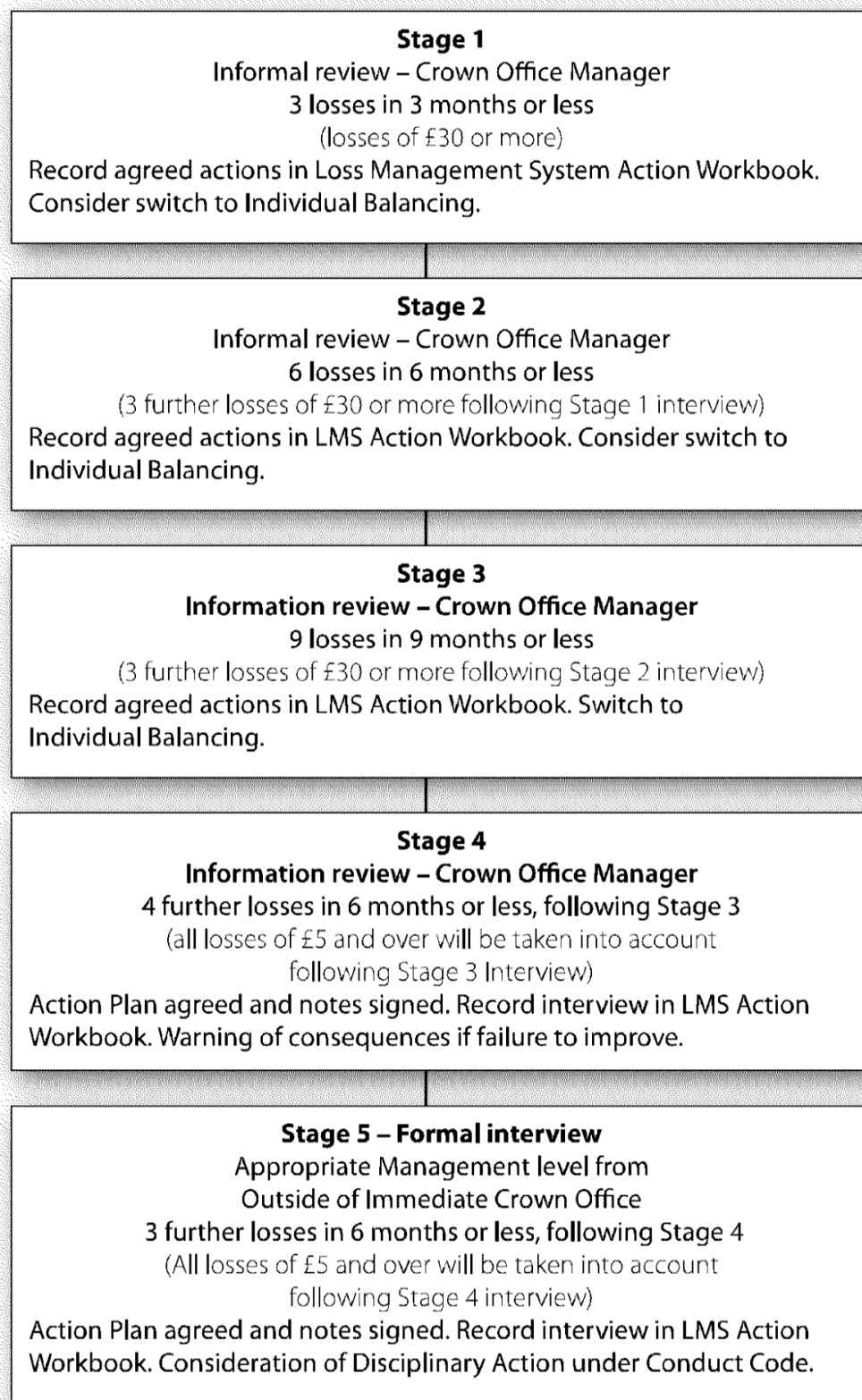


Annex E Annual leave reserve calculator

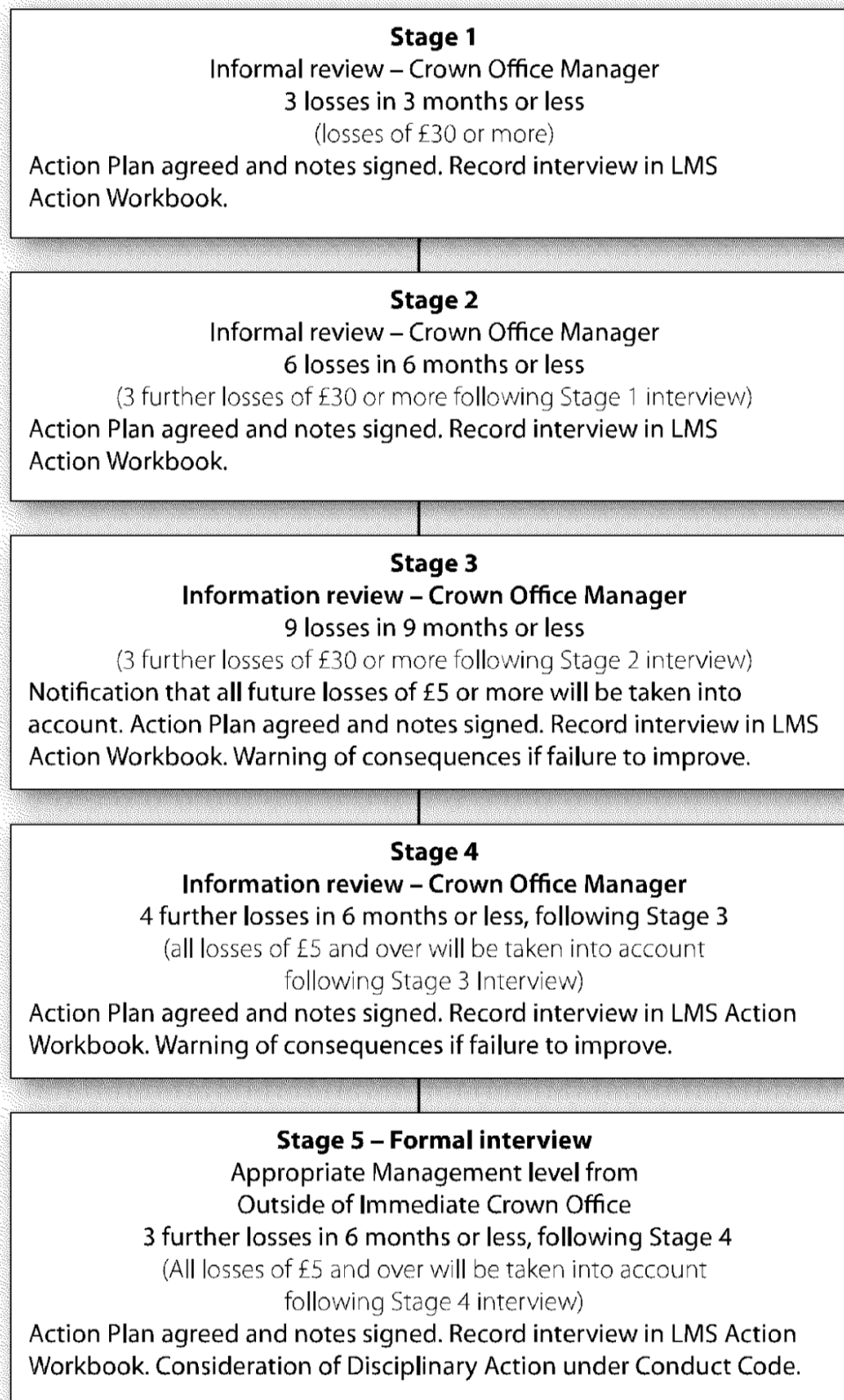
AWD			Reserve entitlement			AWD			Reserve entitlement		
Full time	Part time	TOT	Full time	Part time	TOT	Full time	Part time	TOT	Full time	Part time	TOT
3	1	4	0	1	1	6	7	13	0	2	2
3	2	5	0	1	1	6	8	14	0	2	2
3	3	6	0	1	1	6	9	15	0	2	2
3	4	7	0	1	1	6	10	16	0	2	2
3	5	8	0	1	1	6	11	17	0	2	2
3	6	9	0	1	1	6	12	18	0	3	3
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5	6	11	0	2	2	8	12	20	1	2	3
5	7	12	0	2	2	9	1	10	1	0	1
5	8	13	0	2	2	9	2	11	1	1	2
5	9	14	0	2	2	9	3	12	1	1	2
5	10	15	0	2	2	9	4	13	1	1	2
5	11	16	0	2	2	9	5	14	1	1	2
5	12	17	0	2	2	9	6	15	1	1	2
6	1	7	0	1	1	9	7	16	1	1	2
6	2	8	0	1	1	9	8	17	1	1	2
6	3	9	0	1	1	9	9	18	1	2	3
6	4	10	0	1	1	9	10	19	1	2	3
6	5	11	0	2	2	9	11	20	1	2	3
6	6	12	0	2	2	9	12	21	1	2	3

AWD			Reserve entitlement			AWD			Reserve entitlement		
Full time	Part time	TOT	Full time	Part time	TOT	Full time	Part time	TOT	Full time	Part time	TOT
10	1	11	1	1	2	13	7	20	2	1	3
10	2	12	1	1	2	13	8	21	2	1	3
10	3	13	1	1	2	13	9	22	2	1	3
10	4	14	1	1	2	13	10	23	2	1	3
10	5	15	1	1	2	13	11	24	2	1	3
10	6	16	1	1	2	13	12	25	2	2	4
10	7	17	1	1	2	14	1	15	2	0	2
10	8	18	1	2	3	14	2	16	2	0	2
10	9	19	1	2	3	14	3	17	2	0	2
10	10	20	1	2	3	14	4	18	2	1	3
10	11	21	1	2	3	14	5	19	2	1	3
10	12	22	1	2	3	14	6	20	2	1	3
11	1	12	2	0	2	14	7	21	2	1	3
11	2	13	2	0	2	14	8	22	2	1	3
11	3	14	2	0	2	14	9	23	2	1	3
11	4	15	2	0	2	14	10	24	2	1	3
11	5	16	2	0	2	14	11	25	2	2	4
11	6	17	2	0	2	14	12	26	2	2	4
11	7	18	2	1	3	15	1	16	2	0	2
11	8	19	2	1	3	15	2	17	2	0	2
11	9	20	2	1	3	15	3	18	2	1	3
11	10	21	2	1	3	15	4	19	2	1	3
11	11	22	2	1	3	15	5	20	2	1	3
11	12	23	2	1	3	15	6	21	2	1	3
12	1	13	2	0	2	15	7	22	2	1	3
12	2	14	2	0	2	15	8	23	2	1	3
12	3	15	2	0	2	15	9	24	2	1	3
12	4	16	2	0	2	15	10	25	2	2	4
12	5	17	2	0	2	15	11	26	2	2	4
12	6	18	2	1	3	15	12	27	2	2	4
12	7	19	2	1	3	16	1	17	2	0	2
12	8	20	2	1	3	16	2	18	2	1	3
12	9	21	2	1	3	16	3	19	2	1	3
12	10	22	2	1	3	16	4	20	2	1	3
12	11	23	2	1	3	16	5	21	2	1	3
12	12	24	2	1	3	16	6	22	2	1	3
13	1	14	2	0	2	16	7	23	2	1	3
13	2	15	2	0	2	16	8	24	2	2	4
13	3	16	2	0	2	16	9	25	2	2	4
13	4	17	2	0	2	16	10	26	2	2	4
13	5	18	2	1	3	16	11	27	2	2	4
13	6	19	2	1	3	16	12	28	2	2	4

Annex F Crown Office network loss and gains policy – flowchart
Multi-user stocks



Annex F Crown Office network loss and gains policy – flowchart
Individual stocks



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