

**From:** Andy Furey <[GRO]>  
**Sent:** Monday, May 14, 2018 2:14 PM  
**To:** Christopher Roche <[GRO]>; David Bowmaker <[GRO]>; Peter Meech <[GRO]>; Carol Bowmaker <[GRO]>; Clive S Tickner <[GRO]>; Huw S Davies <[GRO]>; Neil Barry <[GRO]>; Richard Titterington <[GRO]>; Tim Pavelin <[GRO]>; Robert Jones (South) <[GRO]>; Garrie Bond <[GRO]>; Phillip R Craig <[GRO]>; Stephanie Mulholland <[GRO]>; Susan Angell <[GRO]>;  
**Cc:** Mole Meade <[GRO]>; Lynn Simpson <[GRO]>; Lorna Pearson <[GRO]>; Lea Sheridan <[GRO]>; Andy Furey <[GRO]>  
**Subject:** Losses & Gains - Model Letters - Final Versions

Dear All

**LOSSES & GAINS PROCEDURE – FORMAL LETTERS (REVISED) FOR USE IN ALL INSTANCES OF INAPPROPRIATE USE OF THE CONDUCT CODE**

Further to my earlier email, please note that we have revised all 5 model letters to include the very relevant quote from Martin Rouse at the meeting which took place on 18<sup>th</sup> April. Essentially, Martin Rouse committed to the Losses & Gains Procedure being **“the first port of call”** for managers, whereas in practice we know this isn’t the case in the main – hence this important inclusion in the model letters.

The attached letters **MUST** be used in every instance where our members are facing potential discipline, including fact finding interviews, formal discipline interviews and all appeal hearings.

This is a mandatory instruction. Please also ensure you keep a full record of all letters sent to managers together with all papers relevant to the case file.

Kind regards

Andy Furey  
**Assistant Secretary**



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**GRO**



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