

COMMUNICATIONS WORKERS' UNION

CWU STRATEGY - *SHAPING THE FUTURE UNION*

11TH BIENNIAL CONFERENCE 2022, ATHLONE



ITEM 2

Union Structure & Organisation



CWU MISSION STATEMENT

We will build an organising Union that prospers through excellence in service and commitment to recruitment.

We will be innovative in our responses to change by being progressive in our outlook and determined in our efforts to always act in the best interests of the Union and its members.

We will, in solidarity with other like-minded organisations, campaign for economic and social justice, for freedom of association and respect of human rights and the dignity of all who suffer from oppression or prejudice, whatever its form.



Re-energise CWU Mission

- CWU Mission Statement
 - **Organising, Innovation & Solidarity**
- Activism - strength of collective
- Negotiate pay & conditions
- Trusted advocate for members
- Financial supports and benefits
- Campaign with ICTU and other unions
- International relationships to combat global trends



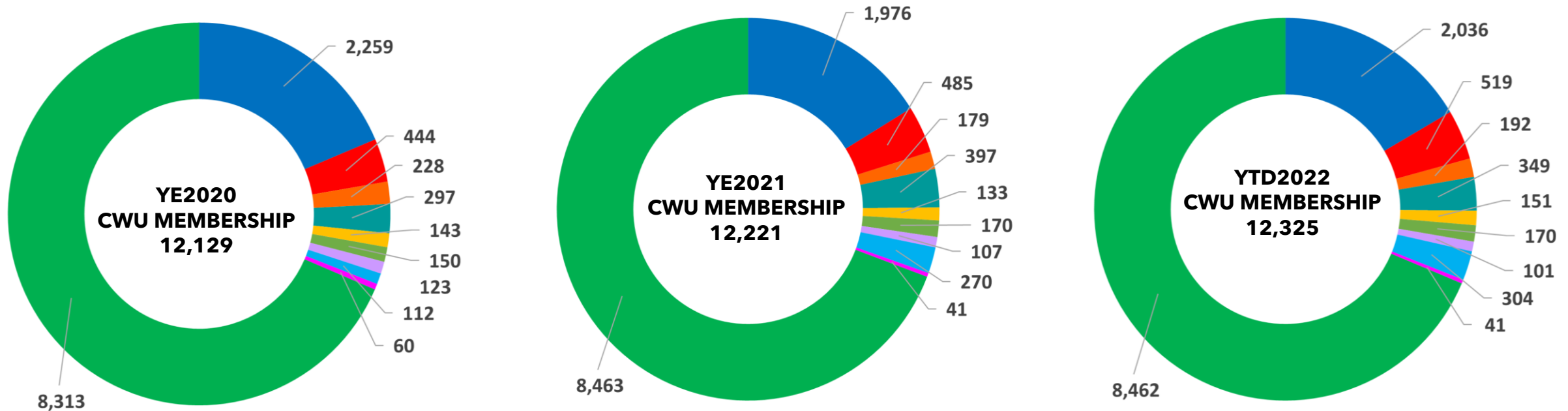
Where we stand

- To move forward, we need to know where we are
- Should be proud of what we do and our achievements
- Can and must do better; building on what we have - striving for excellence
- Progress being made at ICTU/UNI level, with good grounds for optimism
- Decline in membership nationally and CWU
- CWU has a role and responsibility
- There are no simple solutions or quick fixes

Do nothing scenario - Not an option!



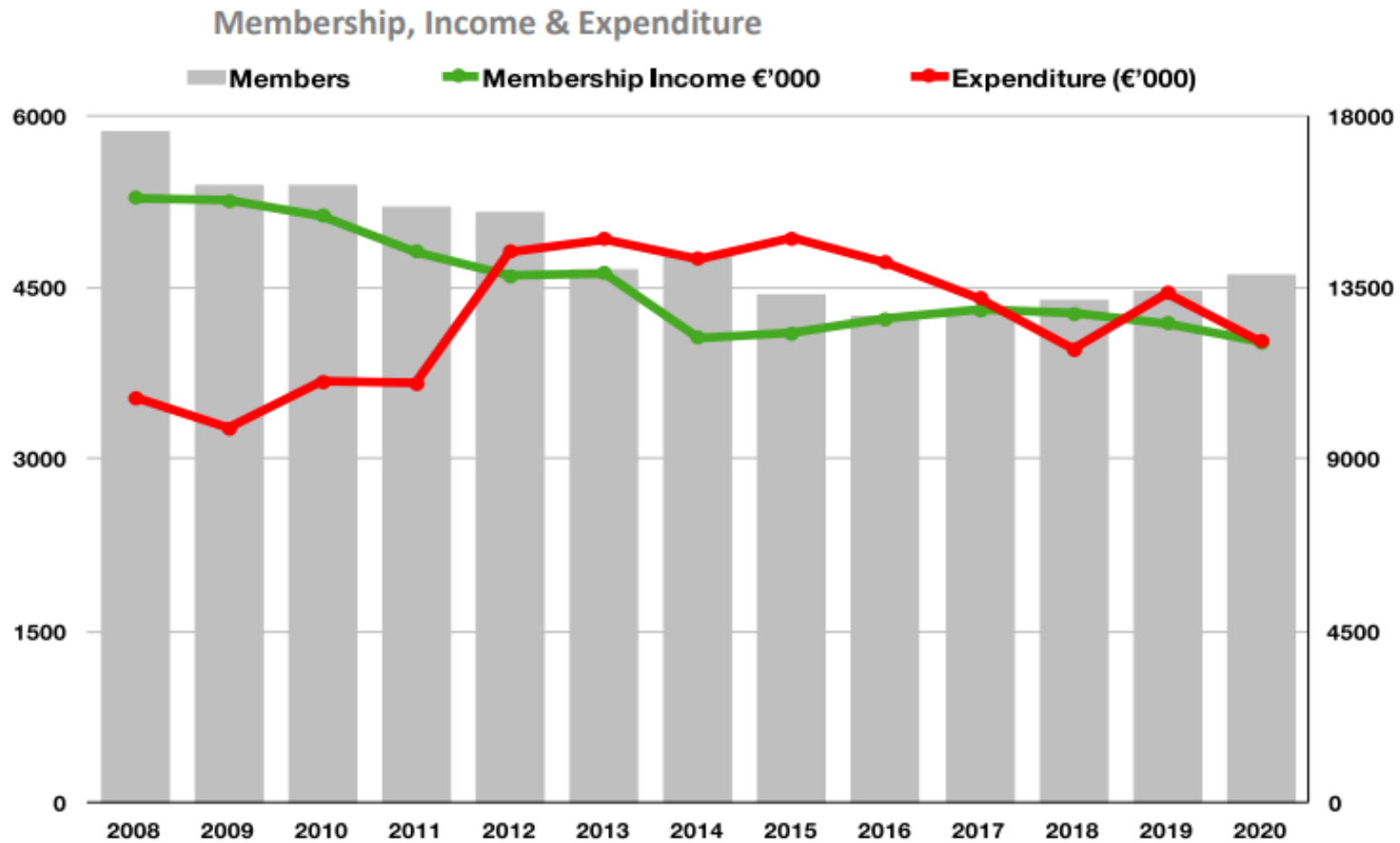
CWU Membership Profile 2020-2022



- eir
- KNN
- Vodafone
- Misc
- PhoneWatch
- UPS
- DPD
- Call Centres
- An Post Ins
- An Post



Financial Snapshot





Quick Recap



Stable finances, but no room for complacency



Action on membership recruitment & retention required



Organising is hard, but it is core in our Mission Statement



Postal/Courier Sector dominates; point of strength and weakness



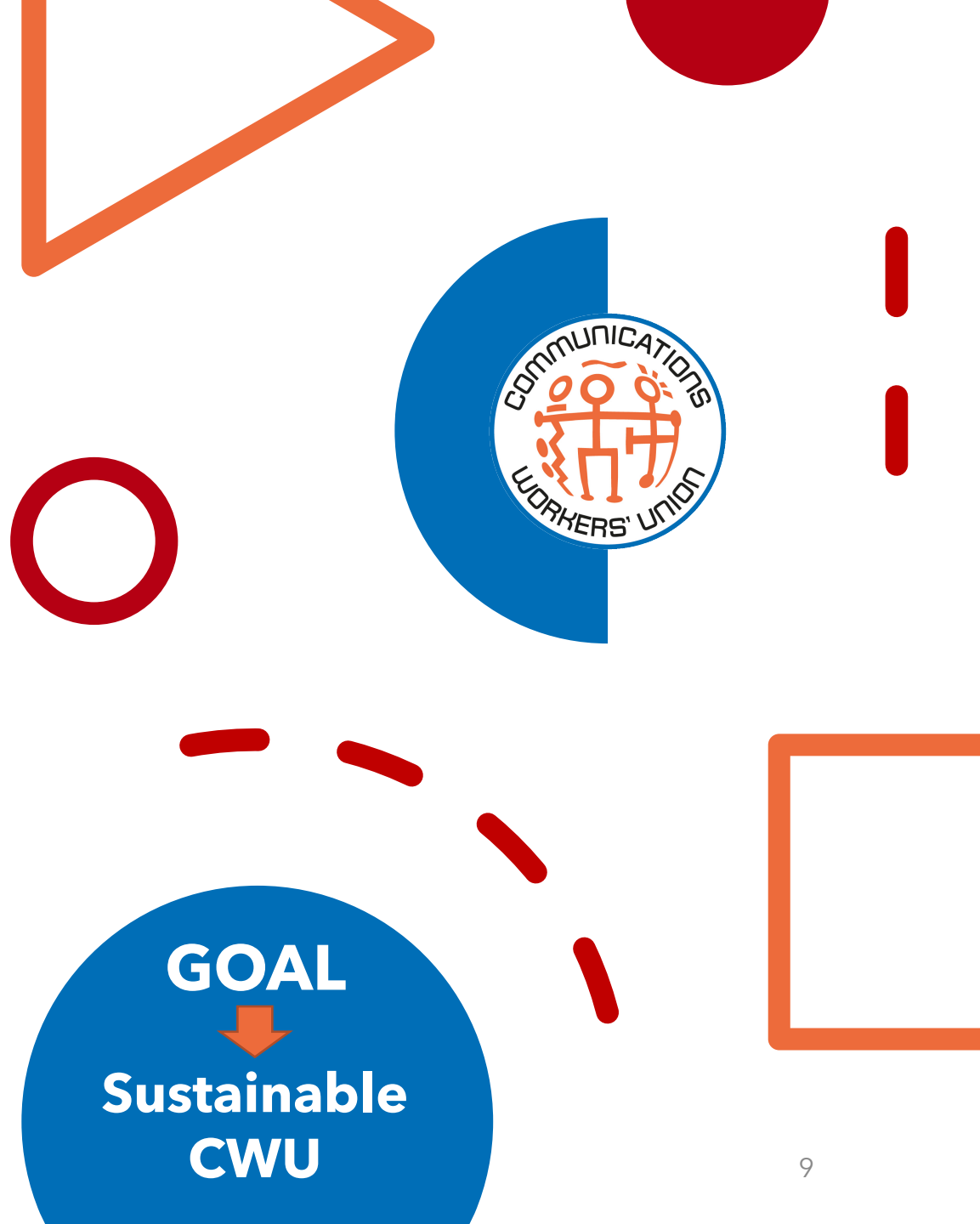
eComms Sector a very challenging environment



We have the resources to invest in our future

CWU Strategic Approach

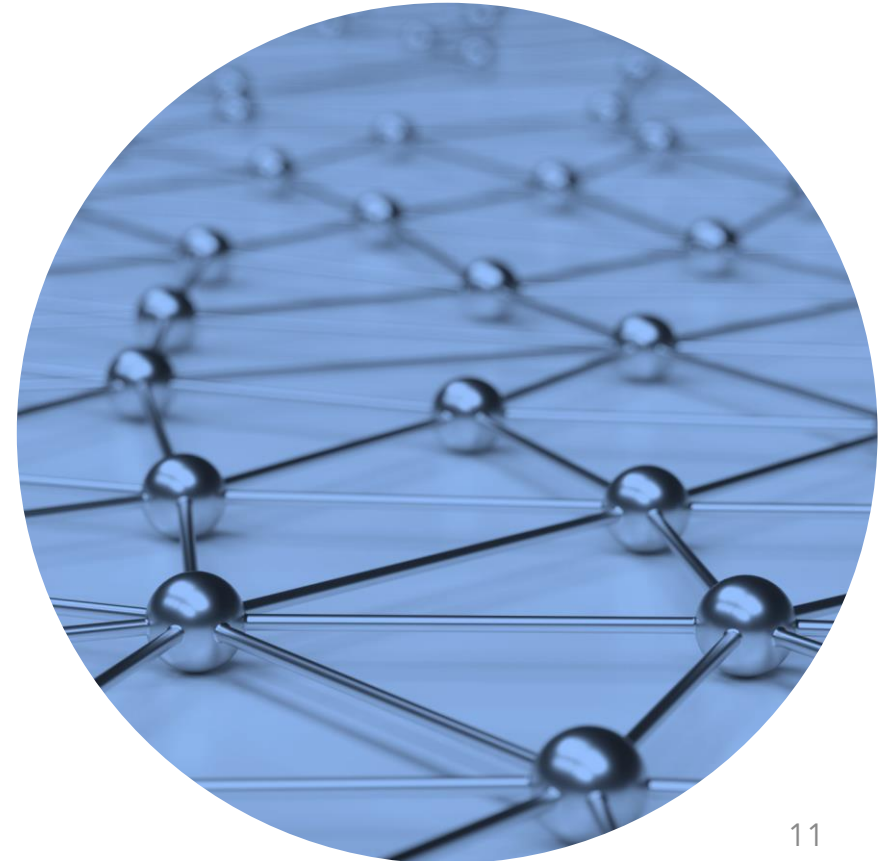
- Work collaboratively
- Communications sector
- Political
- Community organisations
- Industry analysis
- ICTU / UNI Global Union
- Organise competitors





CWU Organisation Reboot

- Change of leadership - opportunity to review
- Developing *Strategic Action Plan* for all aspects of our business:
 - Organisation
 - Organising, Recruitment & Retention
 - Finance
 - Communications
 - Sector analysis
 - Members' engagement
 - Company engagement

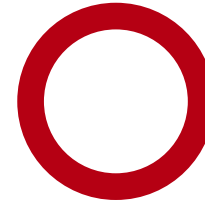


Head Office Review

Key Considerations:

- Renewed and re-energised Head Office structure
- Focus - CWU Mission
- Alignment of responsibilities to reflect the size / profile of the organisation
- Make best use of resources
- Improved services to members

=> Agreed by Officers and NEC





Team Awesome

Adrienne Power



Sarah Vaughan



Lorraine Newman



Ciara Melinn



Ruth Dungan



Fan Ryan



Canford Danga
(Finance)



Sandra Connors
(Facilities)



Regional Officers (Postal)



Bill Colfer

- Mails & Parcels, South-East/West



Jarlath Heneghan

- Mails & Parcels, North-East/West



John Tansey

- Retail / Clerical & Admin
- An Post Managers' Group



- Report directly to CWU National Officers dealing with issues at An Post and perform work as directed by CWU Head Office
- Responsible for handling all Grievance & Disciplinary cases at Area Office level



Industrial Organiser Diarmuid Ó Connell

- Organising
- Campaigning
- IR, as required by General Secretary
- National Officer support



Industrial Organiser Laura McKenna



Staff-Side Secretaries

Pat Kenny, An Post



- Staff-Side Secretary, An Post
- An Post Pension Trustee
- JCC & Sub-Committees
- Partnership / Joint-Working Groups
- IO Systems
- Health & Safety Officer
- ICTU Health & Safety Committee

Tom Sheehan, eir



- Staff-Side Secretary, eir
- JCC
- Diversity Sub-Committee

CWU National Officers



Carol Scheffer



John Clarke



**Fionnuala
Ní Bhrógáin**



**Cormac
Ó Dálaigh**



**Imelda Hyland,
Admin & Business
Development Officer**



**Seán McDonagh,
General Secretary**



**Ian McArdle,
Deputy General
Secretary**



Branch Structures



Existing structures in place for some time



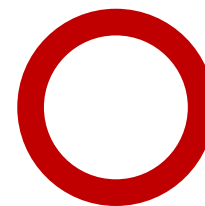
Respond to changes in membership profile



Improve service to members



Maintain connectivity

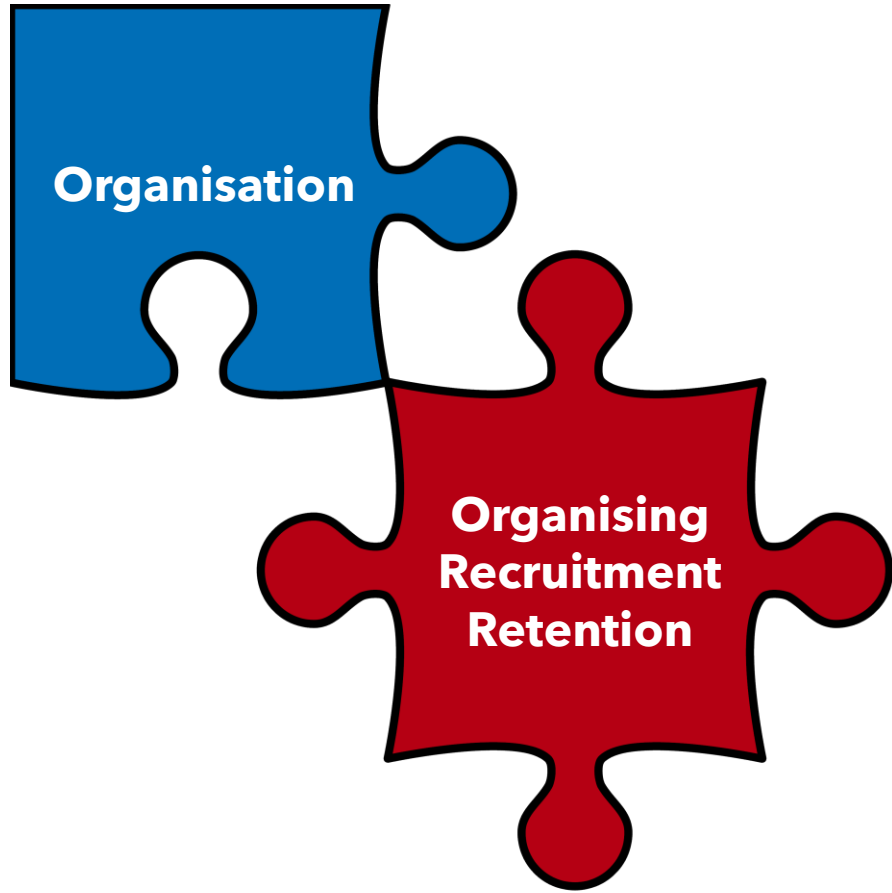




Consultation Process

- Invited views from Branches
- Responses reviewed by Rationalisation Sub-Committee
- Engagement with Branches
- Further opportunity for Branches to respond
- Report to NEC in July







Organising Post-COVID

**Organising top
priority - led by GS**

**Obligation - not an
option!**

**Everyone
responsible**

**National Officers -
accountable in their
areas for infill**

**Success depends on
commitment,
appropriate
structures and
determined focus**

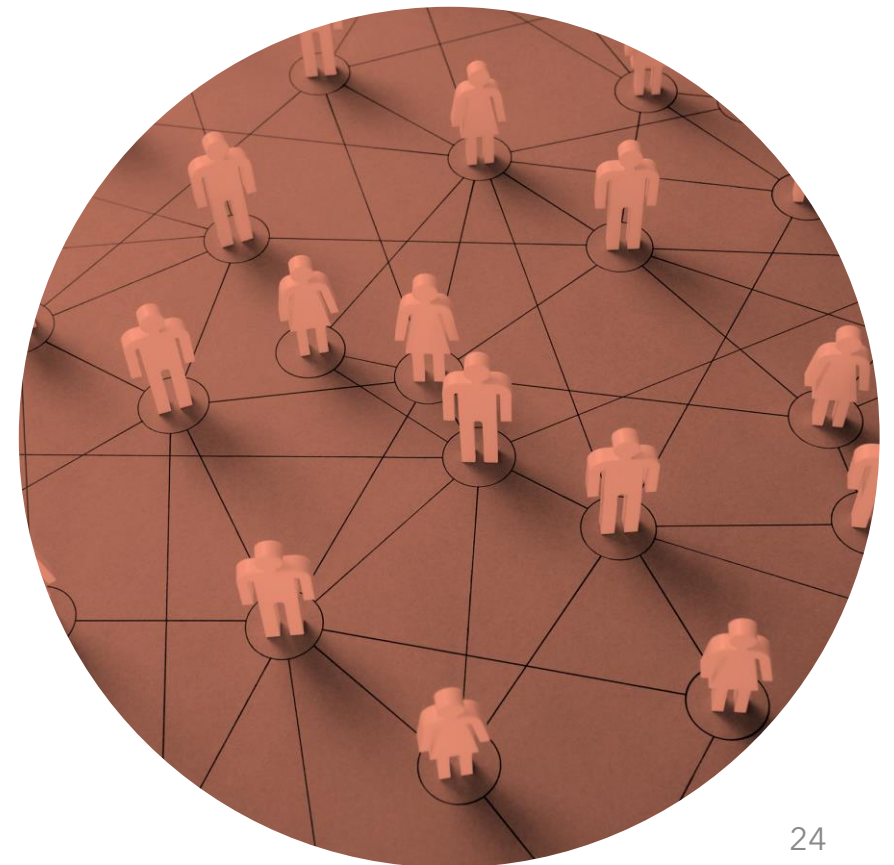
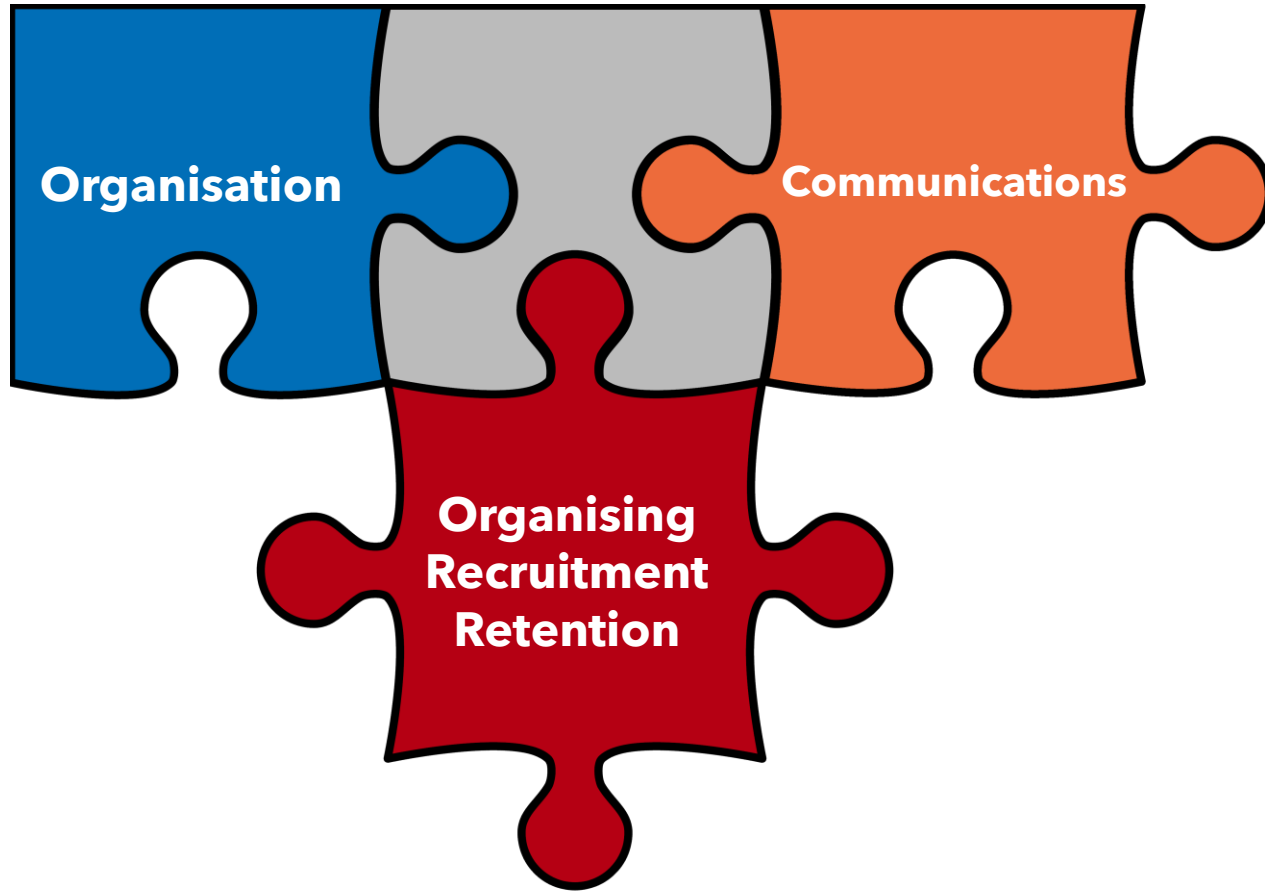


Recruitment, Retention & Organising

Defending, Expanding,
(Re-)Building

Workplace activity is key

Branch Activists - support with
tools & skills



**The CWU's
communications
functions should
be central to its
overall strategy**





Communications Strategy



CWU brand, vision and goals



Profile CWU



Press Office function



Website



Facebook & Twitter



Connect

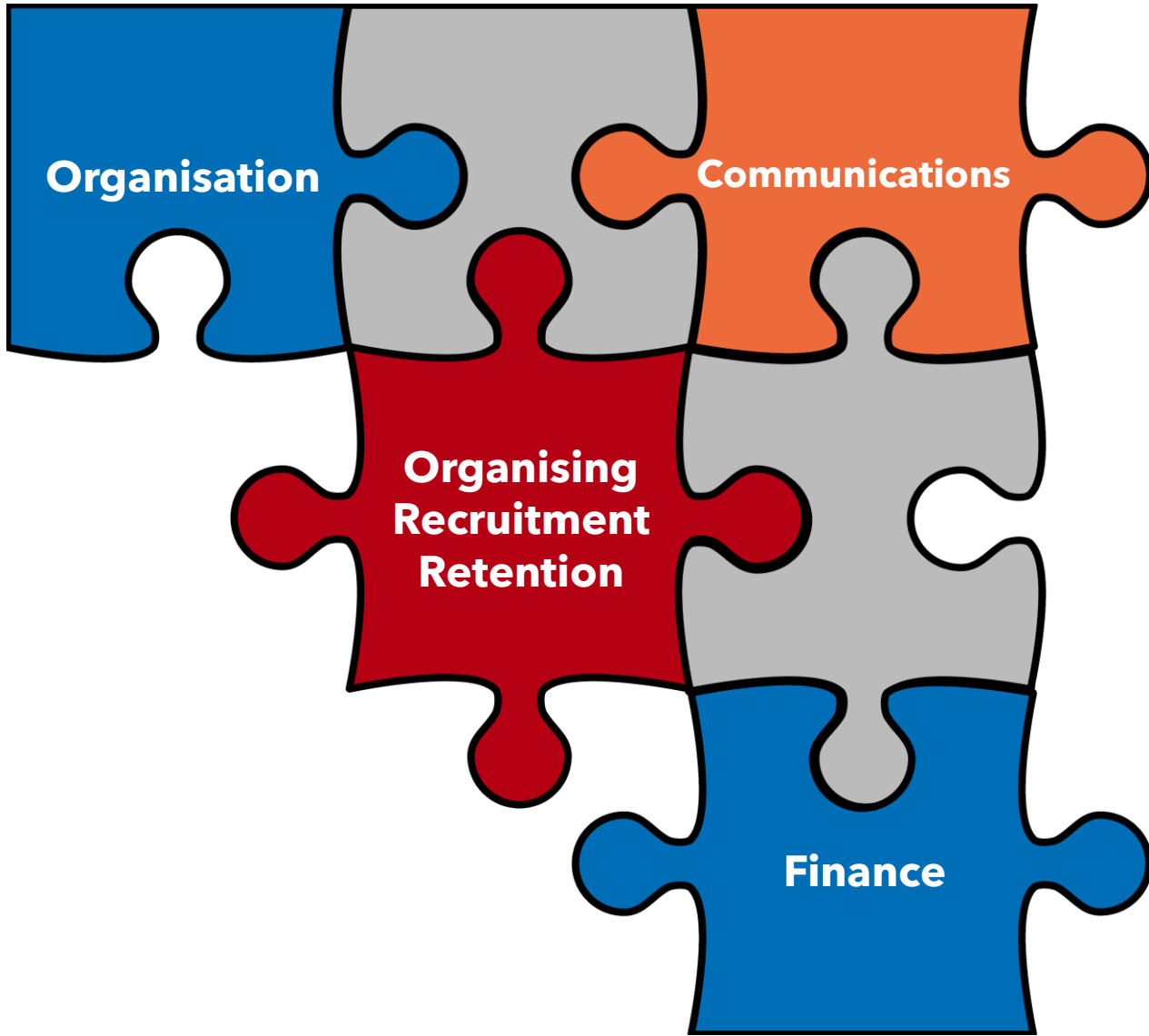


Publications

Objectives



- Ensuring the voice of the CWU is heard on our issues
- Supporting and building the CWU brand, its vision and its mission
- Supporting the delivery of the CWU's goals and strategic objectives
- Supporting the Union in achieving its tactical objectives in specific disputes and campaigns
- Profiling CWU leaders
- Ensuring an effective Press Office function





FINANCIAL REVIEW

Financial Summary



- Financially healthy
- Downward trajectory in income and membership
- Investments plugging deficit
- COVID effect - mitigating deficit
- Control of costs essential to maintain equilibrium
- Long-term risks in absence of return to growth



Financial Summary

- Objective to ensure healthy financial planning for the future
 - Annual budgeting & projections
 - Improved reporting
 - Presentation of accounts
 - Ensure good governance
 - Clear line of accountability



Review of CWU Financial Activities

- Comprehensive report
- Forensic examination of finances
 - Financial Data & Controls
 - Revenue & Membership Analysis
 - Property & Investments
 - Income & Expenditure
 - Governance & Financial Reporting

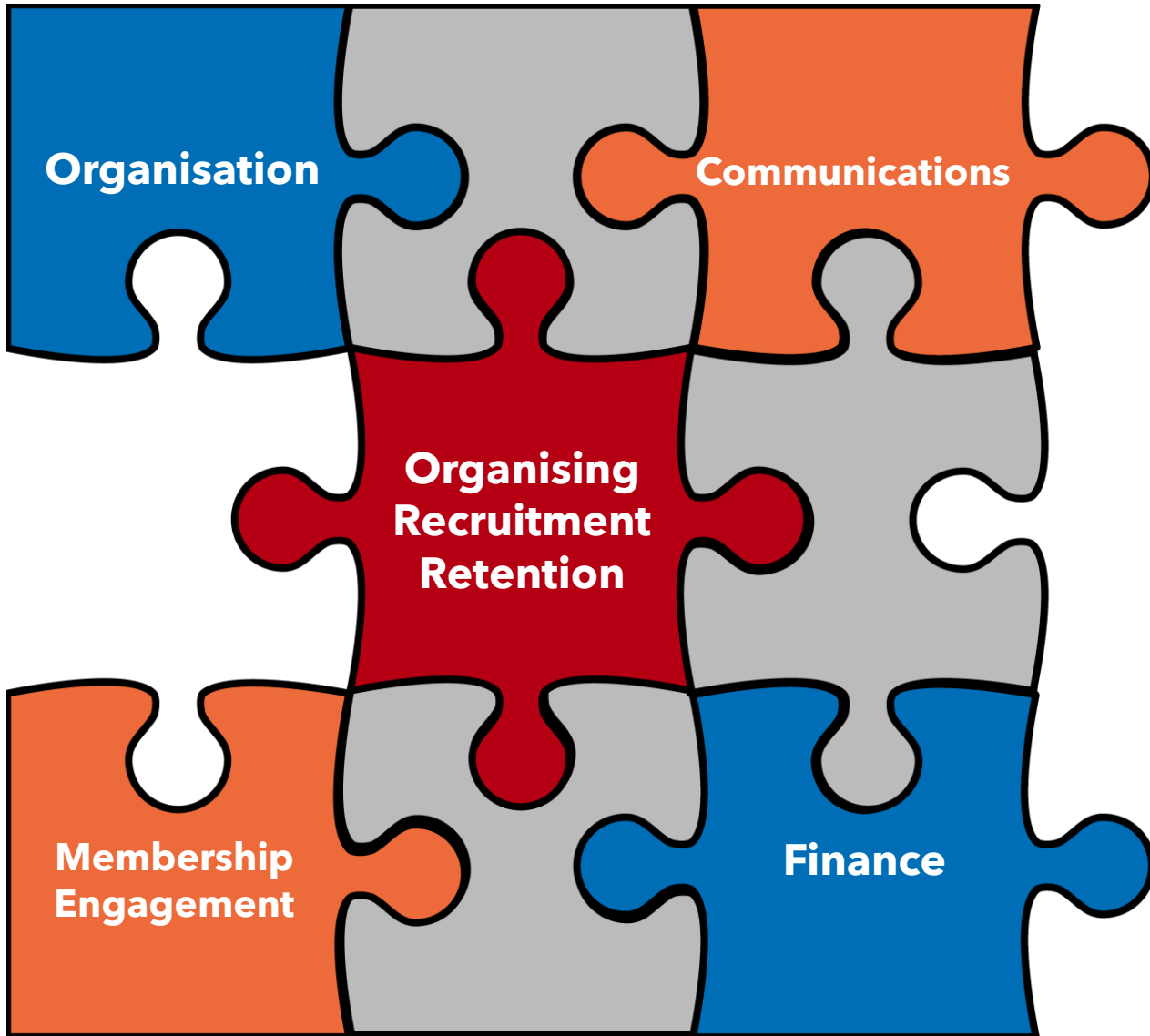


Next Phase



- Review Admin requirements
- In conjunction with Financial Review
- Change in work requirements
- Make best use of resources
- Less Admin / more support

Objective is not to reduce numbers

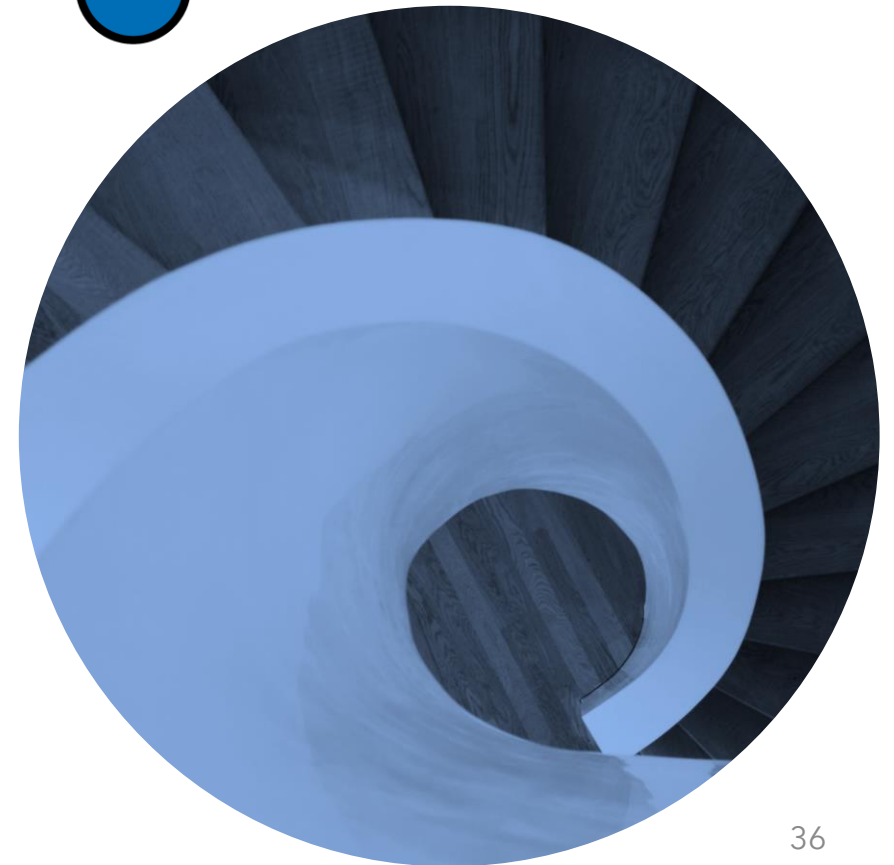
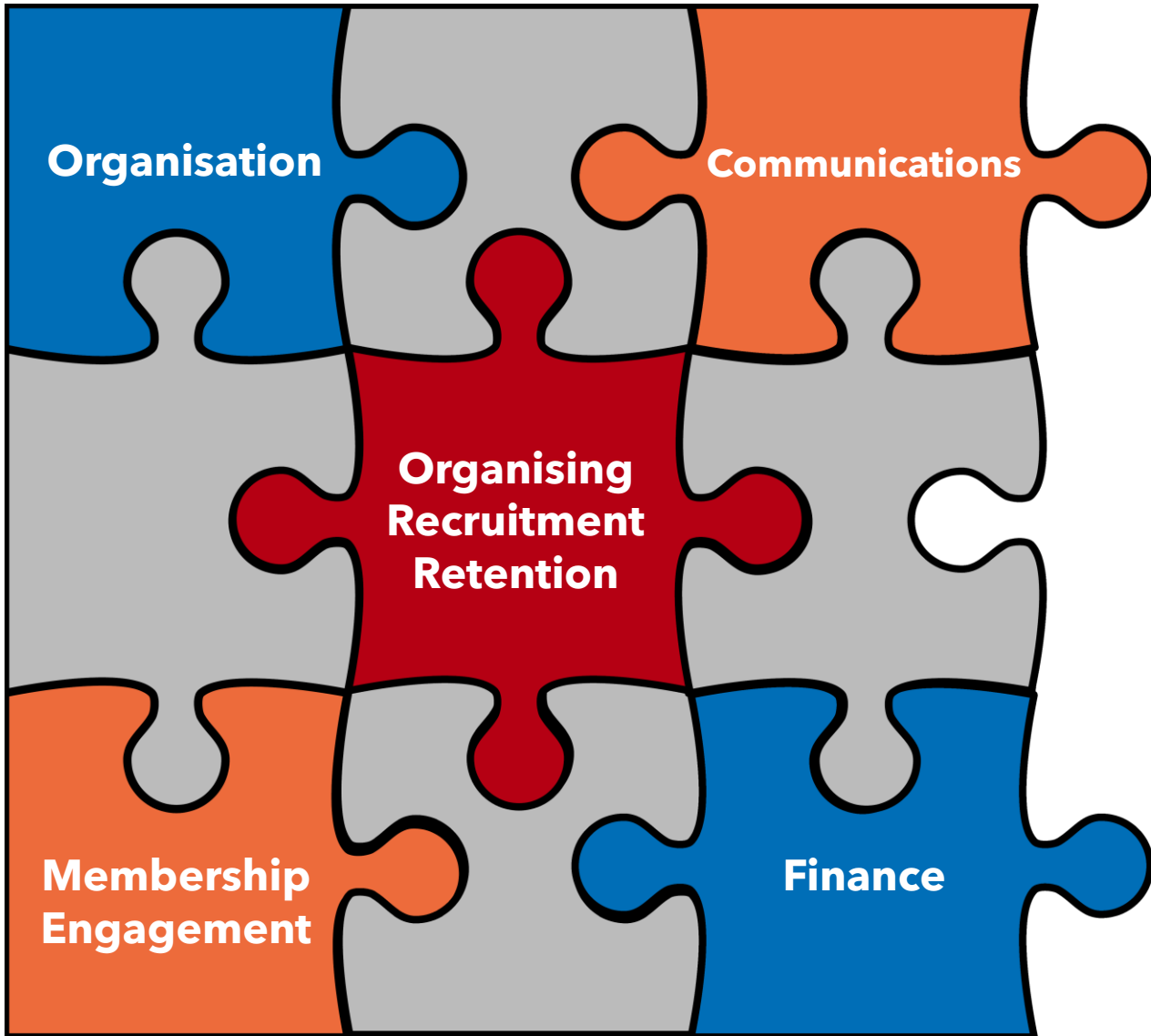


Membership Engagement

- Broad participation - owning the solutions
- Open dialogue approach - ideas & constructive criticism
- An inclusive approach that values all views, particularly NEC & Branch input
- AGMs, Branch Secretaries & Biennial Conference

»»» **Foster an inclusive and respectful culture**







ICTU / UNI

General Secretary ICTU

General Secretaries of other unions

ICTU Executive / Sub-Committees

General Secretary, UNI Europa

UNI Sub-Committees



Sector Analyses

Officers/ NEC/
Branches/
AGMs

Senior
Management

CWU Agenda



Conclusions

- As GS, my responsibility will be to set the tone and tempo, to lead with conviction, vision and direction
- What we do, or fail to do, will shape the trajectory of the Union for the next 5-10 years
- Recruiting, organising and solidarity are core values in the trade union movement; that is a CWU tradition that I will support and nurture
- Together we will build on our successes

»»» **Move forward with confidence and conviction**



Thank you

11th Biennial Conference

Sheraton Hotel, Athlone

Wednesday 4th May 2022