

Stations Restructuring Initiative

Proposal

20th January 2024.

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Contents

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Introduction

Collective Bargaining Agreement In Stations

Restructuring Initiative Proposal

Appendices A and B - Proposed Stations Agreements 2024.....

Appendix C – Sunday in the Working Week Ratios.....

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Introduction

This document is confidential and is not to be shared internally without the express permission of Transport for Wales (TfW). It is not for sharing externally.

Transport is fundamental to the social, economic, environmental, and cultural wellbeing of Wales. We are proud to be working with our Trade Union colleagues, in Social Partnership, and with Welsh Government to create a transport network of which Wales and the Borders will be proud.

The provision of this document follows on from several positive discussions on the concept of the restructuring initiative and formalises the specific content as a costed proposal.

SRI is integral to the Customer Operations function delivering a multi-modal, multi-disciplined approach to the customer experience operating model required to transform our network and reflects the introduction of Bus Interchanges into the Customer Operations function. It aims to improve the customer offering and experience at our stations and interchanges whilst continuing to grow revenue and recognise the changes in customer behaviour, delivering a new operating model focussed on customer experience versus a mode or role specific discipline.

Colleagues tell us that a greater variety of tasks and roles contributes to a more interesting and rewarding career. Ensuring every opportunity to enhance the pay deal for station colleagues has been considered. Maintaining a competitive and fair pay offer to ensure our colleagues feel appropriately valued and rewarded.

Good progress has already been made by delivering significantly enhanced gateline coverage and agreeing to local multi-disciplined arrangements due to a change in mindset we now need to formally agree on the next phase to deliver our ambitions.

The current Stations Harmonisation Document 2010 is ambiguous, lacks clarity and is inhibitive in what we want to achieve within the Customer Operations future operating model. The proposal reflects the change in sales channels, the need to maintain coverage on gate lines and opportunities to extend gate lines with the use of resource and technological advancements. It recognises the change, making roles mode agnostic to blended multi modal, multi-skilled and will allow both rail and bus interchange colleagues to work across the different elements, to deliver a more robust staffing plan.

Future proofing the organisation and creating resilience allows flexibility to adapt to the changing needs of customer behaviour. Therefore, we wish to evolve our working patterns to include Sundays in the working week. Due to the varied nature of our station operations, we would look to deliver a phased implementation.

These are the key elements outlined in this proposal and sit under the following headings.

1. Blended, flexible resource including Multi Modal
2. Use of current and future technology
3. Harmonisation including an updated 2024 agreement.
4. Booking off time reduction and removal
5. Prioritisation of gate lines
6. Sundays in the Working Week

Collective Bargaining

The Unions below are recognised for representing the following grades in stations:

Stations (Role)	Collective Recognition
Booking Office	RMT and TSSA
CSA Gateline	RMT
CSA Platforms (dispatch)	RMT
SEO's (Stations and Mobile)	RMT
Travel Companions	RMT
Customer Ambassadors	RMT
G3	RMT
G4	RMT
Non- SRI Station Roles (for information only)	
Revenue Office	RMT and TSSA
Station Support Officers	RMT and TSSA
Station Managers	TSSA

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Restructuring Initiative Proposal

The following items form the basis of the SRI proposal and are phased over a two-year period in line with priorities and business and customer needs.

Flexible Rostering Proposal

In line with the TfW strategy, our proposal will be to encompass all modes of Transport including Rail, Bus, Active travel and potentially Ferry and Aeroplane.

With the introduction of the Cardiff Bus Interchange this year and the recent recruitment of colleagues to work within this area on G2 Rail contracts, we have an opportunity to ensure our teams are available to support customers across our multi-modal interchanges. In order, to maintain a consistent level of service delivery in both rail and bus and accommodate any future bus interchange opportunities it is proposed that station colleagues can work seamlessly between the station and bus interchange operation. An example would be that members of the gate line team would be able to be rostered to cover work within the bus interchange and vice versa. To truly reflect the flexible approach it is proposed to introduce a new Job Description, new competency framework and new pay model to replace the existing model.

There currently exist 4 grades within the Stations function:

G1 – Station Environmental Operative.

G2 – Customer Service Advisor (covering Gateline, Ticket Office, Dispatch and Bus interchange roles).

G3 – Customer Service Supervisors, Travel Companions, Revenue Response Officers and Customer Ambassadors.) Depot Supervisors.

G4 – Duty Managers, Duty Depot Managers.

It is proposed to move away from role specific job titles, introducing a consistent job description that captures all modes and multiple competencies. The proposed grading structure is as outlined below.

Table 1.0

Proposed Job Title	Current Roles encompassed	Comments
Customer Service Officer	G1 SEO statics and mobile	
Customer Service Advisor	Dispatch, Gate line, Ticket Office, Bus interchange	This is all roles that fall within the G2 grading. Customer Service Advisors would be expected to have multiple competencies not limited to dispatch, gateline, ticket office, bus interchange, and processing delay repay claims (when time allows with no specific targets attributed).
Team Leader	G3 Supervisors / G3 Customer Ambassadors, Travel Companions, RRO's,	
Duty Manager	G4 Duty Managers / Duty Depot Managers (Rhymney, Treherbert and Carmarthen	

Use of Technology & Electronic Tablets

This proposal includes the use of technology to add value to the operation, our colleagues and customers. The proposal incorporates any changes to our gate-line operation including the use of remote Station Control Units and Video Help Point (VHP) monitoring or any other technological advancement that will improve both the colleague and customer offering or replace existing equipment being used. To support our future operating model to have a fully mobile customer support team across all stations, then investing in technology is critical to the Customer Operations function achieving our ambition in this space for the customer.

This productivity element would enable the implementation of mobile devices and implementation of technology on gate lines.

It will correspond with changes to station arrangements to ensure that any requirement to be booked off rostered work to undertake safety-related e-learning is removed and that applicable timescales to enable staff to take ownership of training deadlines is enabled. For example, a module of e-learning would be released and allocated a deadline of, for example, 6 months would be applied. Station colleagues would subsequently apply a level of ownership to ensure their personal development is completed by the deadline supported by their line manager. Time will be afforded and arranged in conjunction with colleagues line managers to complete their e- learning within the working day or at the standard hourly rate over time.

Use of tablets will also include the gradual implementation of the following tasks:

- Address one of our customer pain points in terms of real time information at stations and interchanges during disruption.
- Integration with the new rostering system, providing a range of functionality (e.g., allowing Station colleagues to book annual leave remotely, check their personal roster and reduce the requirement for notification by phone).
- Opportunity for station colleagues to book on remotely (Where there is a requirement).
- Improved communication for Station colleagues with their line manager and other colleagues

- Giving Stations' colleagues greater access to business-wide communication (e.g., reward gateway, payslips, health and wellbeing information).
- Access to wider industry communities (e.g., Young Rail Professionals, Women in Rail).
- Enhanced training delivery, leveraging new technology in areas such as role specific training, safety training, Accessibility & Inclusion training, etc.
- Access to training material/courses for personal development.
- Access to a range of safety information, reducing the amount of paper documents that need to be accessible.
- Access to a wider range of customer information via web and app services.
- Allowing Stations to view and support interaction with their competence management profile (CMS).

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Review of Stations Harmonisation Agreements 2010.

As part of our commitment to deliver, a reliable and effective transport service, we will implement the updated Stations Harmonisation Agreement 2024, superseding the previous 2010 agreement.

Appendices A & B contain the updated Stations Harmonisation Agreement 2024, which supersedes the previous agreement and updated staff rostering principles.

Key changes include

- Alignment of current roles to a harmonised job title and competency framework.
- Updated technology agreements.
- Reduction or removal of booking off time.
- Prioritisation of gatelines.
- A phased introduction of Sundays in the working week.

Reduction in double time for Sundays to 1.5 time until Sundays in the working week are implemented

Removal of the 'day in lieu' if required to work New Years Day. It is recognised that this was an error in the original 2010 document.

Recruitment will remain as is, however recognising key competencies between all roles. For example, when we would recruit into a ticket office role, this role will have more than one competency, but the primary competency will be the ticket office. We know and understand there may be some limitations with colleagues however these will be dealt with on a case-by-case basis. The Resource manager would have the autonomy to roster in line with the business needs.

Booking off time reduction

There is currently "booking off" time allocated to Ticket office and gate line staff to cash up and complete any closing down checks prior to finishing their shift. This is a historical agreement which would be deemed custom and practice. There are gate line locations that have the 20 minutes booking off allowance but do not carry out revenue duties. With the introduction of new technology, the reduction in cash taken at Ticket Offices and gate lines it is proposed that the current allowance of 20 minutes is reduced to 10 minutes, where cashing up duties are completed and removed completely where there is no requirement for cashing up. Any equipment that is required as part of your role will be returned within your working hours. This will deliver clear productivity gains over a continued period of time. In addition, we would reserve the right to reintroduce this element should activities change, such as Penalty notice administration.

Prioritisation of Gatelines.

We want a dynamic and blended workforce, and the operational management team will prioritise colleague workload based on the needs of the customers at the time. When scheduling colleagues, the gate lines will be prioritised over ticket offices, (ensuring compliance with Schedule 17) to protect the business revenue and the recognising the continued reduction in revenue within ticket offices. This requires changes to the current harmonisation agreements to remove the core duty elements and allow station resources the flexibility to allocate resource to meet business needs.

Sundays.

TfW's transformation plans include a significant uplift in Sunday services across the network to support the changing demand patterns across our network resulting in an increase in leisure travel and weekend travel. There is a requirement to deliver these services consistently and robustly to ensure our customers can rely on them and to maximise the social and economic benefits they provide. The need for incorporating Sundays in the working week will vary in different parts of the network and we would propose to deliver a phased approach to reduce our reliance on 'expected' Sunday working as we move to mandatory booked Sunday working.

Recognising that Sundays coincide with public holidays and large events. Demand for travel on a Sunday has also increased across the industry since the pandemic (currently at 116% of pre-covid levels on Sundays).

To align with TfW's vision of providing higher frequency services seven days a week, we need to ensure that we have robust rosters and arrangements in place in order, to meet the customer and service level demand.

Proposal

To provide resilience across our stations and interchanges we are proposing to bring Sundays into the working week. This would protect current Sunday services with a potential to enhance in line with any business aspirations and timetable uplifts. This would mean an increase in the Station establishment to provide a robust and resilient roster.

This would be phased in over a period of time, and as an interim measure it is proposed that colleagues would commit to working booked Sundays unless cover can be sought at a rate of T1.5 time and a half until SIWW is implemented. Spare Sundays worked when SIWW is implemented will be paid at time and a half.). This is reflected in the changes to the updated Harmonisation Agreement 2024. Recruitment for Sundays in the working week will be a phased process in conjunction with the rollout, including the required recruitment for part-time rosters.

For those colleagues who don't currently work Sundays you will be required to work 10 Sunday shifts per annum (equivalent to the working hours of the shift it replaces) For example if you work a Sunday and the shift it replaces is 8.45 then the Sunday worked will be worked at 8.45 mins. If the station is closed on a Sunday there may be a requirement to work at your home location but if you are required to work an alternative station due to annual leave or to cover absence, then travelling time will be included or overtime paid. If however, there are changes to the business needs and looking for stations to be opened on a Sunday then the individuals at that location will revert to Sundays in the working week.

You will not be required to work the Sunday preceding rostered annual leave or the middle Sunday of two weeks annual leave.

Any new entrants into the business will be contracted to work 35 hours per week between Sunday and Saturday with no enhancements for working rostered Sunday turns. Appendix C contains the Sunday in the working week ratios, by location.

Pay Proposal

The table below shows the proposed pay offer for Stations Grade. This is for the current station grades.

Role	Apr-23	Apr-24	When deal is agreed	Apr-25
Percentage Increase		5%base offer + 2% productivity	3% productivity	February 25 RPI
CSA G4	£36,836	£39,415	£40,597	+ RPI
CSA G3	£33,795	£36,161	£36,161	+ RPI
CSA G2	£30,584	£32,725	£33,707	+ RPI
CSA G1	£27,778	£29,722	£30,614	+ RPI

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Appendix A

Customer Operations Arrangements, 2024.

Version

This document supersedes the 2010 Stations Harmonisation Agreement and any previous agreement or ways of working.

Parties to the Agreement

The parties to this agreement are Transport for Wales, The National Union of Rail and Maritime and Transport Workers, and Transport Salaried Staff's Association. The following roles are represented by the following unions in the Customer Operations Directorate:

Stations (Role)	Collective Recognition
Booking Office	RMT and TSSA
CSA Gateline	RMT
CSA Platforms (dispatch)	RMT
SEO's (Stations and Mobile)	RMT
Travel Companions	RMT
Customer Ambassadors	RMT
G3	RMT
G4	RMT
Non- SRI Station Roles (for information only)	
Revenue Office	RMT and TSSA
Station Support Officers	RMT and TSSA
Station Managers	TSSA

Scope

This agreement covers all Customer Operations Staff, including Customer Service Officers, Customer Service Advisors, Customer Ambassadors, Revenue Response Officers employed by Transport For Wales Rail.

The current collective bargaining procedure remains unchanged with the same Company Council structure as now.

Substantive Terms

To implement a multi modal, multi-skilled approach, using a clear job title structure and a clear well managed competency matrix. There will be 4 pay bands linked with the grading structure.

The rate is based on a 35 -hour week worked between Sunday to Saturday. The pay banding grades will be as follows:

- Customer Service Officer – Currently Station Environmental Operative
- Customer Service Advisor – Currently Customer Service Advisors, Dispatch, Gate line, Ticket Office, Bus Interchange
- Team Leader – Currently Supervisors, Travel Companions, RRO's, Depot Supervisors and Customer Ambassadors
- Duty Manager – Currently Duty Manager and Duty Depot Managers

We would review each role and consult as appropriate to ensure the relevant job title is applied.

3. Overtime rates will be harmonised as follows:-

- Overtime 1.0
- Rest Days 1.5
- Sundays 1.5 until Sundays In the Working week is implemented. Following implementation, spare Sundays will be treated as a rest day and paid at 1.5. but rostered days would be with no enhancement.

4. All existing staff will have their annual leave entitlements protected under the proposal. All new entrants' annual leave will be harmonised at 33 days per annum inclusive of all Bank Holidays. (pro rata calculations below)

3 day week 20 days

4 day week 26 days

5 day week 33 days

6 day week 40 days

Christmas Day and Boxing Day or their substitutes will be recognised as Bank Holidays. There is no intention to work Christmas Day and Boxing Day, however, if it is worked a lieu day will be given. If a Rest Day falls on Christmas Day or Boxing Day, then there will be no requirement to take annual leave. Any staff not required to work on New Years Day will be rostered Annual Leave. We recognise that some colleagues do not work New Years Day, however, should the business needs change then staff will be required to work with no annual leave required to be taken. Christmas rosters specifically for boxing day/ new year's requirements will be agreed locally and in line with service provision needs.

5. The first 15 minutes of unplanned overtime in any week will be unpaid.

6. Staff will be required to undertake multiple tasks within/below the grade that they currently hold. Any member of staff can be requested to undertake a higher-grade duty and where possible suitable training/qualifications will be provided. In circumstances where a staff member covers higher grade duty, they will receive additional pay to match that of the incumbent job holder. Staff can be rostered to work within any role or location that they are competent at, as deemed appropriate by the Resource team and in line with the business need.

7. Colleagues may be rostered to work across any transport modes that TfW operate now or in the future.

8. We want a dynamic and blended workforce, and the operational management team will prioritise colleague workload based on the needs of the customers at the time. When scheduling colleagues, the gate lines will be prioritised over ticket offices, (ensuring compliance with Schedule 17) to protect the business revenue and the recognising the continued reduction in revenue within ticket offices.

9. The agreement incorporates a commitment to the use of technology and any future changes to our gate-line operation including the use of remote Station Control Units and Video Help Point (VHP) monitoring or any other technological advancement that will improve both the colleague and customer offering or replace existing equipment being used.

10. Staff will commit to a minimum of 2 Special Event days to be worked each year on days when the individual would not normally be working. Deferred Rest Days will be taken at a later date to offset the Special Event Days worked subject to normal arrangements. These will be agreed at local level with the relevant representatives.

11. Travelling time allowance for relief staff working away from their home station will be harmonised at £8.00 per day for distances over 5 miles. For example, a member of Cardiff Central station staff whose normal rostered hours are 0800 to 1530, required to work at Bridgend station and travelling and returning within these normal rostered hours would not receive any additional payment. However, if required to work outside of the normal rostered hours (for example 0830 to 1600) then the £8 per day travelling time payment would be paid as both the distance criteria and change of rostered hours apply.

12. Night shift working enhancement will be harmonised at £1000 per annum paid pro rata on a weekly basis. The criteria for the night shift allowance will be that the shift includes working between 0200 to 0500 hours inclusive.

13. The Company will review all instances of personal allowances to ensure that they are still legitimate. Employees who are receiving such allowances on a personal basis, arising for instance from redeployment as an alternative to redundancy, will continue to receive the payments if they still retain the entitlement.

14. All allowances and expenses unless specified in this agreement have been consolidated into the basic rate of pay.

15. The ability for management to roster staff on days that were previously Bank Holidays will not be misused. Staffing levels for such days will not normally be greater than on any other day unless there are particular service requirements (For example, a special event). In these circumstances discussions will take place with the appropriate union representatives and volunteers will be sought in the first instance.

16. A Booking off time of 10 minutes will only be afforded to staff who deal with cash and card transactions. Any equipment that is required as part of your role will be returned within your working hours. Additional time will be provided for new starters where needed and individual circumstances will be taken into account with colleagues' line managers.

Signed:-

.....RMT
.....TSSA
.....TFW

Date.....

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Appendix B

STATION STAFF ROSTERING ARRANGEMENTS

General Principle

Rosters will be formulated to recognise the specific requirements of a location and the consequences of any changes, taking into account: -

- Schedule 17 – Opening hours of retail outlets
- The timetable
- Compliance with Company Procedures and other mandatory regulations and /or legislation
- Working Time Directive

In formulating any roster, the aim will be to achieve optimum resourcing at minimal cost to the business. These arrangements supersede any previous agreements; however local agreements may still be required or need to be revised. Any local agreements so devised cannot override or contradict any of these arrangements.

Preparation of Rosters

A base roster will be prepared by the responsible manager and will be jointly agreed locally with the relevant staff representative(s) recognising the General Principle of these rostering arrangements and will aim to achieve a fair balance of work. Where agreement cannot be reached, the matter will be immediately referred to the partnership of Station Staff Company Council and management for resolution.

Rostering Guidelines

- All staff will work an average of 35 hours per week over a roster cycle Sunday to Saturday.
 - Staff may be rostered any turn length which falls within a time span of six to nine hours and ten minutes hours per day, the roster structure being subject to local agreement. Staff may be rostered to undertake a number of tasks within / below the grade that they currently hold. This arrangement will be known as variable rostering.
 - Where rosters generate 'spare' or 'as required' staff / turns within the roster, Staff who are deemed spare or as required will be rostered as deemed necessary by the Stations Resources and in line with the business needs
-
- The minimum hours to be worked for a rest day will be seven.
 - If achievable, rest days may be grouped to ensure that where possible quality time off is provided.
 - 'Spare' or 'as required staff' will be grouped to best advantage for the Company.
 - If a 'spare' or 'as required' member of staff is used to cover a week's work, he/she will assume the rest day of that week of work covered. Where there is more than one rest day in the week to be covered, the 'spare' or 'as required' member of staff must nominate their preference of rest day for that week being worked by midday on the previous Tuesday.
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- Staff not wishing to work overtime must declare themselves "Not Available" (N/A) For Rest-day work by Midday on the Tuesday prior to the relevant week.
 - Weekly rosters will be prepared and posted by midday on the Wednesday prior to the relevant week.

Sunday Working

- Sundays will form part of the working week and will be treated as a normal working day.
- For those colleagues who don't currently work Sundays you will be required to work 10 Sunday shifts per annum (equivalent to the working hours of the shift it replaces) For example if you work a Sunday and the shift it replaces is 8.45 then the Sunday worked will be worked at 8.45 mins.. If the station is closed on a Sunday there may be a requirement to work at your home location, but if you are required to work an alternative station due to annual leave or to cover absence then travelling time will be included or overtime paid. If however, there are changes to the business needs and looking for stations to be opened on a Sunday then the individuals at that location will revert to Sundays in the working week.
- You will not be required to work the Sunday preceding rostered annual leave or the middle Sunday of two weeks annual leave.
- Until such time this is fully implemented then those staff with booked Sundays must commit to working these shifts unless alternative cover can be sourced.
- Sundays will be paid at 1.5 until Sundays in the working week is implemented, when any enhancements will cease for rostered turns. Any spare Sunday working will be paid at 1.5
- The allocation of spare Sunday working will be the responsibility of the relevant Resources department

Night Turns

- A night shift enhancement will be paid to staff required to work through the hours 0200 to 0500 in its entirety.

Rostering of Annual Leave

- Annual leave will be rostered over 52 weeks per year.
- Leave will be rostered in blocks of 2 weeks early winter, 2 weeks summer and 1 week late winter, the winter periods' leave reversed each year.
- Leave rosters will be proposed by the responsible managers and jointly agreed with the relevant staff representatives.
- Annual leave rosters will be agreed and posted by no later than 22nd October in the preceding year.

Daily Annual Leave

All applications for daily annual leave must be made in writing to the relevant resources department. Any such applications will be acknowledged in writing with an appropriate response to the request subject to local annual leave agreements. Applications for daily annual leave may be made a maximum of 3 months prior to the required leave date and by no later than Tuesday midday in the week prior to the required leave. Daily annual leave arrangements will be agreed with management at local level but will be subject to cover being available.

Organisational Changes

Key changes have been consulted as part of this harmonisation deal which has created the savings to enable the basic salaries to be increased.

Appendix C – Sunday in the Working Week Ratios

Station/Area	Current Ratio Worked	SIWW Ratio	% Change
Holyhead	57%	50%	-7%
Bangor	67%	43%	-24%
Llandudno Area	43%	50%	+7%
WXP	50%	44%	-6%
Chester Area	57%	50%	-7%
Shrewsbury	53%	44%	-9%
Aberystwyth	N/A	N/A	NA
Machynlleth	67%	50%	-17%
Swansea & West	46%	41%	-5%
Newport and Marches	48%	43%	-5%
Cardiff	55%	49%	-6%
CVL	39%	36%	-3%
Bridgend/Neath/Port Talbot	51%	46%	-5%

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