

GWR ON-TRAIN DIVISIONAL COUNCIL

Minutes of GWR Revenue Protection Voluntary Redundancy Scheme Meeting Held on 12th March 2018; 1130 hours RMT Office, Bristol

Present:-

FGW Management

David Crome (DC)
Head of On Board
Management Side Chair
Barbara Fearn (BF)
Assistant to Head of On Board
Management Side Secretary

Miles Nightingale (MN)
HR Business Partner

Guests:

Barry West (BW)
Regional Organiser, RMT
Alan Valentine (AV)
Organiser, TSSA

Apologies:

Colin Barber (CB)
Regional On Train Manager, Central

Jamie Kingston (JK)
Regional On Train Manager, West

Divisional / Company / Sectional Council

Chris Reilly (CR)
LTV On Train Divisional Council (RMT)
Staff Side Chair
Steve Harvey (SH)
HSS On Train Divisional Council (RMT)
Staff Side Secretary

Martin Day (MD)
HSS On Train Divisional Council (RMT)
Neil Rawlins (NR)
HSS Local Divisional Council Rep (RMT)
Maureen Mulligan (MM)
HSS On Trains Divisional Council (RMT)
Nick Mortimer (NM)
LTV On Train Divisional Council
Nick Cook (NC)
West Conductor Local Divisional Council Rep
- Penzance (RMT) co-opted v J Crinks

Simon Loftus (SL)
West Conductor, On Train Divisional Council
(RMT)
Ryan Kent (RK)
HSS On Train Divisional Council (RMT)
Phil Jones (PJ)
HSS On Train Divisional Council (RMT)

Jon Crinks (JC)
West Conductor, On Train Divisional Council
(RMT)
Marlon Henry (MH)
On Train Divisional Council (TSSA)
RPI, Reading

CR: Thank you for the Paper you have provided us with.

DC: It is a draft at this stage.

CR: We have asked A Valentine (AV) and B West (BW) to join us which is something we like to do.

AV: The starting point is to understand the rationale and the numbers, and for clarity the grades and locations it is being offered to.

DC: When we looked at the Organisation we identified there was an opportunity in the East Region with Revenue Protection staff. Our first look was at Revenue Protection Inspectors (RPIs) in the East Region, but we think we should involve Ticket Examiners (TEs) as there is some cross matching that can be done. We are looking at an ideal number of 20 but there is some flex which means it could go up but there is a finite number.

In the East Region with 100 members of staff, you can skim off a percentage without affecting the amount of revenue they bring into the Business, as there is easy money and harder money to be obtained, and in theory you could lose a small to medium number of colleagues and you do not lose a disproportionate amount of money.

The Company is looking to save heads across the Business. The Grades represented by this Council are in a good position - Catering numbers are going up as are Guard numbers - as they are core train crew and critical to the Business, and to some extent TEs are too and their value to the Business is critical. The RPIs are doing critical work in the Business as well.

I have stopped short of saying it is anything to do with Crossrail and - publicly we would take that line. Crossrail have a Revenue Protection Team and is not linked in any way to this, and no TUPE arrangement was in place. However, there is something about the way the market is working - with C-pay and Oyster - and the nature of Revenue Protection is changing and therefore is slightly changing the nature of the work.

The Company wants to lose some heads and have asked me to look at a number of approximately 20 to go. The clear point I have already made is that it is a Voluntary Redundancy opportunity and will not move beyond that. Which is the conversation I have had with my boss (R Rowland, GWR Customer Service and Transformation Director) and it will not progress from that, and if we do not get the numbers then that is as it is rather than looking elsewhere – which is my belief.

In the East Revenue Protection Team there are people who have been here a long time and I sense there may be some people who would be interested in this, and have done some quiet research on this and sense it may be a fantastic opportunity for them to leave perhaps a little earlier than they intended to with a clean break and a financial settlement.

Our plan is to go to the East Revenue Protection colleagues and they let us know if they would like to have a conversation. There are no guarantees that they will be accepted - there is no guarantee that if they want it they will get it, but people are not obliged ie they can have a conversation and move aside if they do not like what is on offer.

We are happy to start this in a fairly informal way. We have borrowed a lot of the work the Engineers have been doing and using similar numbers to the matrix that has been used for them – which I believe BW and AV have been involved in. Does that help?

AV: Yes. There are some questions and understanding that if there are 100 staff and you are looking at 20 – 30 potential people is there any guarantees about current working practises, what about the rationale for the work plan now and going forward?

DC: We can afford to lose RPIs more than we can TEs. You do not cancel trains or shut Booking Offices due to Revenue Protection colleagues. We have expanded the Teams over the years and it has always been a big team in the East, and is always marginal when you get to so many people - the cost benefit of having those people.

The activity of TEs and RPIs, they get involved in a lot of different activities ie they do a lot of blocks and a lot in the East where Crossrail have taken that over. Our view is not 'good riddance to that - ie West Drayton for example - so that we would lose that activity and we can be rid of those people', it was always about having Revenue Protection people on train rather than on stations.

There is a lot of work with TEs at the moment to pull them out of Stations work. A lot of them are doing too much work at stations on behalf of the Stations Team, but we do still need some of that activity. Our view is that it has not been well managed and we are developing a Service Level Agreement with Stations to create an understanding of when they need TE coverage and where, and making the diagrams to be more robust and so it says what they are doing for the day - as per train crew - so some tightening and efficiency with the TE grade.

We are not putting RPIs on diagrams, but some more efficiency with them.

We have been having a bit of a performance drive with RPIs in the East Region over the last year and there is a dramatic difference with low performing and high performing RPIs and we will not be favouring the low performers, however if the opportunity comes along and they may say 'fine I will take it'. If we can get a high performing Revenue Protection Team we can achieve it with less people than we have now.

If 20 people leave the team and we have to do some rebalancing of the areas we will do – but I don't not believe it will leave us dramatically short anywhere – but the nature of Revenue Protection is changing and moving to an electronic activity, and probably moving to dealing with a lot more fraud activity ie; high value fare evasion and it is worth more to make the RPIs a more specialist Team.

We used to have a Fraud Manager and we are looking to replace that role as part of this change, and an RPI post may support that role and develop the Team accordingly. It is more tech savvy fraud and we need to move with that.

AV: This Voluntary Redundancy scheme it sounds like some of the things - ie diagramming, changing the role of things, have you plans and formulating more detail with relevant Reps?

DC: I have been talking to CR and the Council about that and it is not outside of Terms and Conditions and the proposal I have not yet spoken about is about putting TEs on a booking-on system and running them through Swindon rather than resourcing locally. A proposal will come to the Council shortly.

We are trying to move TEs into a disciplined rostering system as per how Drivers, Guard and Catering are organised and get their Links and Diagrams done better and put on Genius.

I have done some Grievances in Revenue Protection and it links back to needing better organisation.

AV: It sounds like there is more work to be done?

DC: We have shared that with the Council that Revenue Protection is going electronic - particularly in the East Region but across the Business. We have had the Retail Team here talking about the move to electronic based ticketing with bar codes and smart cards. We will see less and less paper card tickets going forward.

AV: I am trying to make sure things that are supposed to be happening are, and it sounds like the case.

DC: You are here today which we appreciate.

AV: If you get the 20 you propose, and no more would that be a case that all 20 would be accepted no matter who they were?

DC: We would like to get 20 but not upset if it was approaching 30 but I think that would be starting to hurt us, although I think that the number is 25 and it would dip into the revenue that is easier to take.

AV: Voluntary Redundancy is not the only solution. We have discussed in the Staff Side that if there were jobs in West or Central that people could apply for, is there a relocation package you could offer for those areas where there might be some vacancies – is that something to be considered?

DC: We can look at it - how would you like us to play that?

We would be open minded if there was anyone who expressed an interest in doing that. There are not that many vacancies elsewhere, however the Central region has a lot of part time roles. We are open to suggestion and I don't know if you want that put in the Package or whether we include it in conversations with people? I don't know how we write that into the Package as there might not be many vacancies.

AV: Those interested in Voluntary Redundancy might be a different group to those who would like to relocate, but for the Council it would be good for us to understand that.

DC: We could find out and put a paragraph in the Package about that, however I don't think there will be a lot as generally if they want to move they would have already told us as we do listen to all the requests through this forum.

AV: This is slightly different circumstances. So, would you be prepared to give them some money to move?

DC: I think we would have to take it away but I fully support the principle of it.

CR: This has been included in the Engineers Package.

DC: When you are closing an area, you have to offer that, we don't have to do that.

AV: From a business perspective you could save yourself some money by not having to recruit and train people, so a relocation package would be smaller.

DC: We are happy to explore that.

What I wanted to get from you is that if we put this out there to colleagues, will they see it for what it is or will there be issues?

CR: There will probably be some issues, but I think some people have been ready for this, with Crossrail and also having so many people in the East area.

DC: I don't want people to get worried or upset about it.

CR: It is a voluntary scheme and if people are considering going then they can have a look at it but they don't have to go.

DC: If 40 people look at it and say they absolutely want to go we have to set some criteria – do you have any views?

CR: We could have a selection criteria standard.

AV: That was for the at-risk pool.

DC: That was a selection process and everyone had to apply.

CR: We could look for any good practise we could use.

MN: It would be good to look at some best practise examples – it is different to Engineering but there could be some things to be used.

DC: From an employment law perspective is there anything we can use?

MN: We have to be mindful of any age discrimination.

AV: It is worthwhile double checking.

BW: You may end up with some disappointed people. It may be fair to consider anyone whose life outside work - ie who were carers or medical conditions – where this may help them.

DC: I suspect we are aware of people who may be interested in this.

CR: I suspect there are approximately 30 – 35 who may be interested in this.

DC: That would probably get us to 20 depending on circumstances and what other plans they have.

CR: In terms of the financials not everyone is aware of that.

AV: There is a matrix which covers 2.5 weeks' pay up to a maximum 25 years' service and 1 week's pay for every year in service for age 40 and above.

MN: Based on the red book.

AV: There are some details in terms of spelling out what the East Region is ie including Redhill and Worcester. There may also be some backlash from West and Central regions who may want to go.

SH: Also, you mentioned any RPI who wanted to transfer to a TE.

CR: There is also the salary issue.

DC: Did you want me to put that in the paper?

CR: It would be worthwhile as there might be people who were interested in it.

DC: I do like the idea, as losing RPIs is generally less financially immediate than TEs.

We are happy to talk to people about their terms of transfer ie if it is under the PT&R scheme or they just transfer completely, depending on what they want to do.

BW: Thank you for that. We have some people on flexible working, so not sure what arrangements would be made for them.

Looking at the document when were you looking to do this?

DC: Pretty much straight away.

BW: There is a note about signing an Agreement, will you have a draft letter which will go out to people when they apply?

How do we ensure that anyone who has an ongoing grievance - for example - that is taken into account, and that there is some protection to make sure that is still dealt with?

MN: That is a good point – there is an agreement that this supersedes anything else going on ie Grievance, I will have to look at that.

DC: We would look to wrap anything up.

CR: The annual leave entitlement for the payment they received via the EU judgement and claiming average payment for annual leave days, I presume they would be entitled to that as annual leave finishes in March and is paid in June time?

AV: That does need to be clarified.

BW: Percentage wise and the ratio of staffing levels in the East compared to West and Central Regions, how does it compare?

DC: It is a big team due to the East being a big Driver Only Operation.

BW: You don't see this escalating into other areas?

DC: No. I think it would be detrimental to do so.

BW: That is reassuring.

DC: If I was told we need to lose heads regardless it would affect us in West and Central regions.

BW: Thank you.

AV: You want to get this out as soon as possible - do you have timescales to close up the expression of interest?

DC: What do you want us to say – within 2 weeks of us putting this out and we need to see you?

CR: It would be helpful for us to speak to the Reps to explain the situation.

DC: We will put it out next Monday 19th March 2018 and give people 2 weeks.

CR: Could we extend it to the end of Tuesday after Easter Monday?

DC: There is pressure to do this in the financial year.

CR: So long as we have a message out that you don't have to do it.

DC: Thank you very much and I appreciate the Full Time Officers being here today.

AV: Something that is being discussed with Engineering Divisional Council where people have accepted and the final analysis talks about redundancy and does not talk about voluntary.

DC: I have heard something about that and suspect the HR Team are aware of that.

MM: To clarify 2 weeks from Monday 19th March and if there is redeployment then it will run over until the conversations take place?

DC: There will be a run over but would be good to know how many expressions of interest there are before the end of March.

MM: And you will update us.

DC: We are meeting with you regularly so can update you regularly.

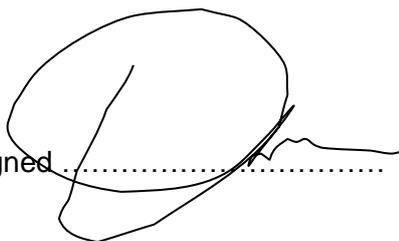
CR: Can you include about the European Travel?

DC: Have the Engineers?

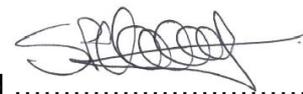
AV: They will be if not.

MN: I will find out.

Meeting concluded at 1306.

David Crome  Signed Date 23-03-2018

Chris Reilly  Signed Date 28-03-2018

Steve Harvey  Signed Date 28-03-2018