

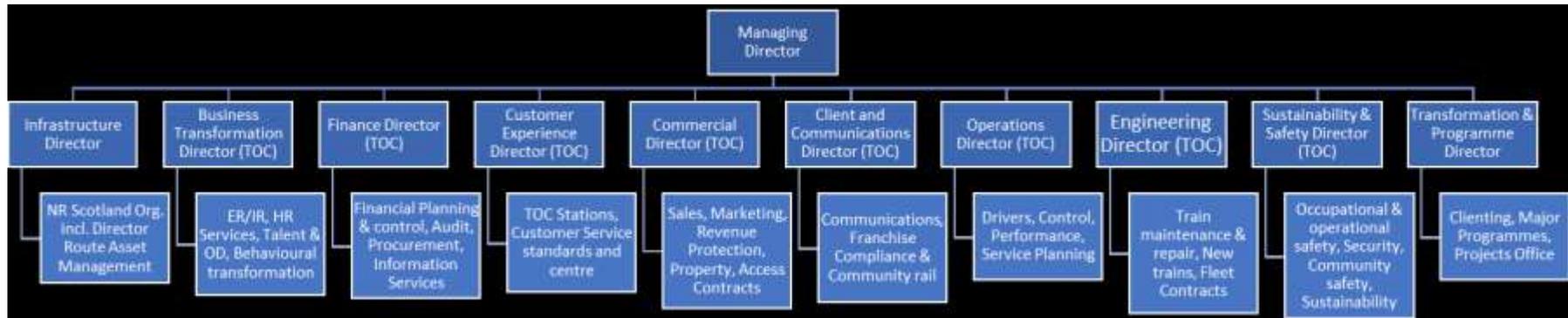
## HR Strategy 2015/16

### Extracts

The single biggest factor for the HR strategy going forward will be the organisational development of the deep Alliance with Network Rail. At the time of this first strategy document issue this is still under development and discussion with Network Rail. The new Alliance organisation structure and level of integration will require this strategy to be reviewed as part of the Alliance introduction to ensure that there are consistent, robust and fair policies and procedures to enable the two organisations (ScotRail and Network Rail) to work in close partnership, but retain their individual and separate identities. Therefore the caveat on this document is that it will need to adapt and change in the early stages of the franchise, particularly around organisation development and management and functional structures, processes and procedures, to enable the deep Alliance to be a meaningful and successful operation.

In line with TS's aspiration of value for money, our establishment plans in the bid were built 'bottom-up'. We designed an organisation that is lean and focused, eliminating redundant roles and embracing the benefits of new technology. Changes will be effected using established consultation and negotiation principles already in place. We commit to treating people fairly and with respect during any changes made to the organisation over the lifetime of the franchise and communicating fairly. We will consult with Trade Unions (TUs) and staff representatives, in accordance with the collective bargaining arrangements, setting out the reasons for change and affording opportunity to question or propose alternative options so the organisation works effectively and efficiently.

In accordance with our franchise plan, it is intended to move quickly to a new Alliance structure with Network Rail. Discussions so far has resulted in an initial draft senior Alliance organisation structure, still to be formalised, bringing the two organisations under the control of one Alliance Managing Director. This is shown overleaf:



### Draft Alliance senior structure

The level of detail below this top line is still being worked on and will fundamentally inform the way the ScotRail franchise leadership structure, functional and departmental teams will work in the future. The mapping of teams and roles, achieving the synergies and efficiencies a deep Alliance will bring, will need to be reflected in our HR strategy once they are confirmed and progressed through implementation phase.

(iii) Our bid plans and staffing numbers were developed 12 months ago and work has started, following the provision of the TUPE employee liability information and up-to-date organisation charts provided by First ScotRail 28 days before the franchise transfer, on validation and adjustments to our business staffing models. Once the transfer is complete and the final employee transfer numbers are known, the establishment and actual staff numbers will be taken into account when implementing the changes to staffing, redeployment, re-skilling and restructuring. Our bid staffing profile is attached as Appendix C but is subject to further validation post the transfer

We have committed to no compulsory redundancies over the franchise period. We will manage any planned staffing reductions in a sensitive and considerate way, using natural wastage (ie holding vacancies where reductions are foreseen), redeployment and re-skilling to maintain that commitment. If applicable, volunteers will be sought via a voluntary leaver scheme where this suits both the individual and the business

(iv) To ensure a seamless and smooth transfer of operations, where agency contracts for staffing are in place, these will be novated for the start of the franchise. All will be reviewed to ensure that best value is being obtained post franchise start and where these are being used to cover vacancies, a determination as to whether this is the most appropriate way of cover and, if appropriate, recruitment of a ScotRail employee to cover the role. Going forward, we will continue to review the use agency staff and outsourced contractors, particularly in grades and locations where it is known that there will be staffing reductions and it is planned to hold vacancies to reduce the impact on existing staff. When renewing the use of any agencies and outsourcing contractors we have committed to ensure the supplier pays the Scottish Living Wage

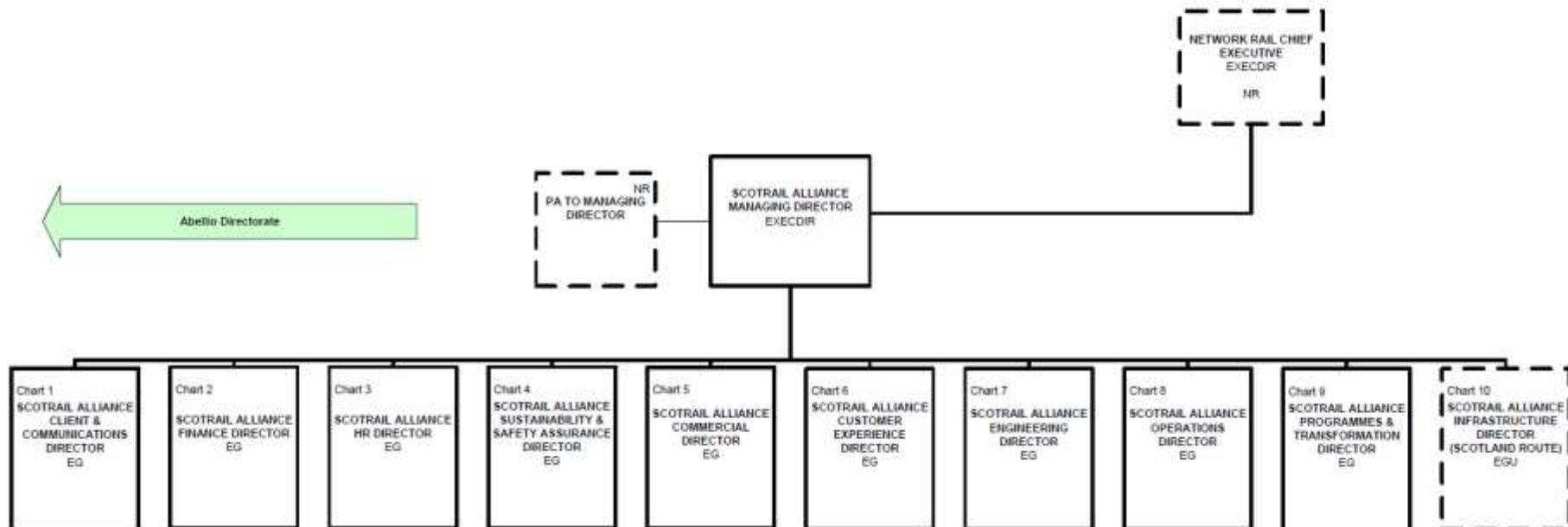
We will continue to outsource elements of work associated with the Customer Contact Centre at Fort William, reaching a commercial agreement with Serco for the services to be provided on behalf of ScotRail

The use of agency staff may increase as we hold vacancies where staffing reductions are planned (eg engineering maintenance and the move to electric rather than diesel trains). Our contract for the new electric trains provides for Hitachi to provide the maintenance solution. During the bid we were required to adopt a status quo position on the maintenance of Caledonian Sleeper services, meaning that a contracted solution was put forward for the introduction of the refurbished HSTs in 2018. Since the franchise award, it is now known that Serco are procuring new Sleeper coaches with outsourced maintenance and therefore a further loss of work to ScotRail. In the first year of the franchise, business cases will be developed with a view to re-allocate existing diesel and the new HST work and balance across existing ScotRail depots. If these business cases work then work reductions at Inverness and Haymarket depots can be mitigated, with retraining and redeployment on alternative fleet

## ScotRail Business Plan 2016/17

### Extracts

The organisational structure introduced on the Franchise Commencement Date, 1 April 2015, was refined during Year 1, reflecting the progress made in establishing the ScotRail Alliance. The leadership structure as we enter Year 2 is summarised below. This integrates Network Rail and ScotRail organisations at an executive level and reinforces the desired emphasis on customers, performance and the needs of our stakeholders.



## **Customer Information Reorganisation update 12 March**

We are writing to give you an update on the project to carry out a reorganisation of the Customer Information team and introduce new technology which will allow us to change the way we work together as a department.

### **Seniority**

We are still in discussion in terms of the arrangements for seniority for job share posts at Paisley CSC. We will update you when a decision is ready to be communicated.

### **WSSC**

The CIS team started their new jobs on Sunday 18 February and have risen to the challenge brought about by The Beast from the East last week. We are already seeing an improvement in the timeliness of our alteration messages from Control.

### **Engagement Visits**

Some of you will be aware that David Lister, Safety and Sustainability Director and John Gillies, Human Resources Director visited both centres to speak to staff and reps. They found the sessions really helpful and enjoyed the opportunity to learn more about the roles carried out in the Centres. We have a lot to be proud about and I look forward to hosting more visits with the senior team in the future.

### **ScotRail Management Restructure**

There has been a consultation taking place within ScotRail to combine the Customer Experience and Commercial functions under the Commercial Directorate. As a result, there will be some title changes for the management roles and Anne Gray will be reporting to Graham Heald, Head of Customer Experience. We have arranged some engagement meetings so that Graham can meet and chat to some of the team over the next 2 weeks.

Tuesday 13 March – Meet the Managers at the Customer Information Team Meeting

Wednesday 14 March – Meet the staff at Paisley CSC 13.00 – 15.00

Thursday 15 March – Meet the staff at West of Scotland Signalling Centre

Wednesday 21 March – Meet the staff at Dunfermline CSC 13.50 – 15.30

### **Portacabin**

Staff moved into the Portacabin on Sunday 18 February 2018 and work has been progressing on refurbishing the main building. Unfortunately we lost a few days last week due to the bad weather but this should not affect the overall plan.

We will share some updated images of the progress with you in the coming weeks.

We will be arranging a meeting with the LLC and Health and Safety reps within the next 2 weeks to provide an update on the refurbishment and give them an opportunity to ask any questions that they have. We plan to share samples of the materials and colour schemes shortly.

We agreed with local reps that we would not introduce a night shift whilst Paisley are working in a portacabin. In the interim, the Centre Managers at Dunfermline are now working until 01.00hrs and

the Paisley Shift Manager telephone line has been diverted to the WSSC to manage any out of hours calls.

**Victor**

Victor PCs will be on site in Dunfermline by Friday 16 March and training will commence the following week.

Once the training has been completed in Dunfermline, the trainer will return to Paisley and we will also be arranging training on the operation of the new video wall by early May.

**Thank you and well done**

Well done to everyone for all of your efforts during the recent weather event.

Anne Gray

Head of Customer Information and Compliance

## Franchise Performance Quarterly – Minute - 14<sup>th</sup> March 2018

### Extract

- 33 ScotRail staff members had left the organisation under their Voluntary Leavers Scheme (VLS)
- There had been changes at Directorate level, and significant front line recruitment was underway, with effective and efficient remaining the twin aims of the business.

## Franchise Performance Quarterly – Minute - 19<sup>th</sup> June 2018

### Extract

- The People Development Strategy has been signed off, and all managers are to be trained in leadership, with an aspiration of 100% completion by end of next year.