

3. Future Plans and Prospects of SPT

- Changes in services provided by SPT
- Changes in Organisational Structure
- Current employment patterns and proposed changes thereto
- Changes to working methods or introduction of new working methods
- Transfer of Work, use of contractors, reduction in work/cut backs, closure of operations and notifiable redundancies.

It should be noted that the list of topics is not exhaustive and will evolve over time. Any changes to the topics to be consulted upon or indeed any other aspect of the arrangements set out in this memorandum of agreement will only be after mutual discussion between and the consent of both Employee Representatives and Management.

Both Management and Employee Representatives will have the right to submit items for consultation. It is recognised that the Agenda of each meeting needs to reflect issues that Employee Representatives as well as Managers want to discuss.

It is also recognised that if the Staff Consultation Committee is to function effectively then there must be meaningful disclosure of information on the topics submitted for consultation by either Employee Representatives or Management. This information must be made available to employees sufficiently well in advance for employees to be able to understand its importance and its implications. The Committee must then provide a forum in which employees can voice their views on the basis of that information in a free and frank manner. It also requires a commitment on the part of Management to be prepared to modify any prior conclusions they have reached in light of the employee's views.

It must also be understood that the more Employee Representatives want to have early information and be more deeply and openly consulted the greater their responsibility for taking a business perspective on issues and accountability for any subsequent business decisions that are made.

Excluded Items

It is accepted by all parties to this Memorandum of Agreement that certain topics are excluded from consideration by the Staff Consultation Committee. These topics principally relate to Remuneration and other Terms and Conditions of Employment. These topics will be dealt with under the auspices of Strathclyde Partnership for Transport's Negotiation Procedures. Another set of issues which will not be dealt with by this committee will be individual disciplinary cases, nor will grievances (individual or collective) be considered by the committee. Both these topics will be dealt with under the appropriate Policies and Procedures currently in place.

Composition and Membership of the Staff Consultation Committee

The Convenor of the Committee will be the Chief Executive or one of the Assistant Chief Executive's. The Convenor of the Committee shall have as a major responsibility the need to ensure there is a balanced debate between Management and Employee Representatives.



The Director of Human Resources, or their designated representative, will attend all meetings. The Employee Relations Officer will also attend all meetings.

Other Directors or Managers will attend as appropriate depending on the subject matter of the issues on the Agenda.

The Employee Representatives on the committee will be all accredited Convenors and Shop Stewards from the recognised Trade Unions. The relevant full time Officers of the recognised Trade Unions may also attend if they wish.

Frequency of Meetings

The Staff Consultation Committee will meet every two months for the first six months of its existence and thereafter on a quarterly basis. It is recognised that unexpected events may arise that necessitate the calling of an extraordinary meeting of the Staff Consultation Committee. Should Employee Representatives wish to avail themselves of this facility then they should make a request for such a meeting in writing to the Director of Human Resources.

Administration

The Department of Human Resources will be responsible for all secretarial and logistical arrangements pertaining to the Staff Consultation Committee. A calendar of meetings will be issued on an annual basis and an agenda prepared for each meeting. The HR Department will also be responsible for issuing any papers required for the meeting in a timeous manner. All items for inclusion on the Agenda must be submitted at least three days prior to the date of the actual meeting. A set of minutes will be prepared and issued to all members of the committee subsequent to each meeting. The minutes will also be placed on Strathclyde Partnership for Transport's Intranet site.

Confidentiality

As stated above if the Information and Consultation process is to function effectively then Management will be required to disclose business information to the Employee Representatives. It must be recognised that some of this information may be of a business sensitive nature and will be therefore required to be treated in a confidential manner by all to whom it is disclosed. It is therefore important that Employee Representatives be aware of and act appropriately with regard to issues of confidentiality at all times.

Interaction with Workforce

It will be the responsibility of the Employee Representatives to consult with the broader workforce in order to canvas their views and opinions on the topics that are being discussed by the Staff Consultation Committee and then to articulate those views at the appropriate meetings.

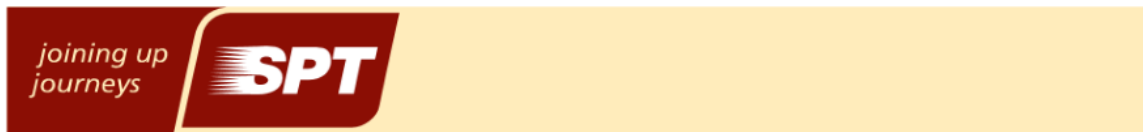
It will be the responsibility of both Management and the Employee Representatives to ensure that the issues that are discussed, subject to considerations of confidentiality, and any action points that arise are reported to all employees. Moreover Management and employee



representatives will agree on a joint basis the content of the information to be passed to the employees.

Training

It is very important that employee representatives have the required skills both to participate effectively on the Staff Consultation Committee and to understand the information, which may be of a technical or financial nature, which is presented to them as part of the consultative process. Therefore when required appropriate Training will be provided to Employee Representatives to enable them to discharge their responsibilities effectively.



Appendix 1

Subway Staff Consultation Sub-Committee

Remit

This sub committee will deal with issues specific to the Subway, though if an issue is of sufficient import it may be referred to the Staff Consultation Committee. It is envisaged that most if not all issues to be dealt with in this forum will be of an operational nature.

Composition and Membership of Subway Staff Subway Sub-Committee

The Convenor of the Sub-Committee will be the Director of The Subway or one of the Subway Managers listed below.

The Employee Relations Officer will attend all meetings.

The HR Business Partner Customer Services may attend.

The following Subway Managers or a designated representative will also attend when items arise that are of direct relevance to them.

Customer Services Manager
Rolling Stock and Plant Manager
Engineering and Infrastructure Manager
Support Manager

The following Employee Representatives will attend if items on the agenda are relevant to the group(s) of employees they represent.

Convenor Maintenance and one Maintenance Shop Steward
Convenor Drivers
Convenor Station Staff
One Shop Steward representing Permanent Way or Semi Skilled
1 UNISON Shop Steward
A representative of the Maintenance Supervisory staff
A representative of the 'Uniformed' Supervisory Staff

If a Convenor cannot attend a designated alternate may do so in their place.

Frequency of Meetings

The Sub Committee will initially meet every two months for the first six months and then quarterly. The Sub-Committee can be convened on a non scheduled basis, provided one of the two parties so request. The frequency of these meetings will be reviewed after a period of time to determine in the light of experience whether they should be more or less frequent.



Administration

HR will provide logistical, secretarial and organisational support to service the Subway Sub-Committee. The same provisions applicable in this regard to the Staff Consultation Committee will apply to the Subway Sub- Committee.

Confidentiality, Interaction and Training

The provisions with regard to these topics that are applicable to the Subway Sub-Committee will be identical to those applying to the Staff Consultation Committee.



Appendix 2

Consort house, Bus Stations and Travel Centres Staff Consultation Sub Committee

Remit

The Sub Committee will deal with issues specific to Consort House, Bus Stations and Travel Centres. If an issue is however considered of sufficient import it may be referred to the Staff Consultation Committee. It is envisaged that most if not all issues to be dealt with in this forum will be of an operational nature.

Composition

The following Management representatives may attend.

The Direct of Human Resources and Organisational Development who will act as Convenor of the Sub-committee.

The Employee Relations Officer

One or both HR Business Partners.

Other Directors or Managers or Designated representatives may also attend when interims arise that are of direct relevance to them.

The following Employee Representatives will attend if items on the agenda are relevant to the group(s) of employees they represent.

The Convenor of UNISON

Two UNISON Stewards

The Convenor of UNITE (TGWU Section)

Frequency of Meetings

The Sub Committee will initially meet initially on a two monthly basis for the first six months and then quarterly. The Sub-Committee can be convened on a non scheduled basis, provided one of the two parties so request. The frequency of these meetings will be reviewed after a period of time to determine in the light of experience whether they should be more or less frequent.

Administration

(as per other sub committee).

Confidentiality etc.

(as per other sub committee)



Staff Survey Planned Questions		
1	Where is your base	Number of responses
	T31	
	Broomloan	
	EK/Ham/BBS	
	Subway Ops	
2	Are you aware of the Staff Suggestion Scheme Pilot?	Number of responses
	Yes	
	No	
3	How were you made aware of the Staff Suggestion Scheme Pilot?	Number of responses
	My manager briefed me before it's introduction	
	I found out about it from SPT's intranet	
	A colleague told me	
	I had no idea it existed	
4	Did you submit a suggestion?	Number of responses
	Yes	
	No	
5	How did you find the process of submitting your suggestion?	Number of responses
	Easy	
	Difficult	
6	I did not submit a suggestion	
	If you submitted a suggestion, did you receive a response/feedback on your submission?	Number of responses
	Yes	
	No	
7	Not applicable	
	Are there any areas of the Suggestion Scheme Pilot that you feel SPT can improve on?	Number of responses
	Yes	
8	No	
	other	
	What's your personal view on the Staff Suggestion Scheme Pilot (select all that apply)	Number of responses
	It's great to see SPT engaging and listening to their staff	
	I don't have any suggestions at this point	
	The scheme is not something I intend to engage with	
	The rewards for successful suggestions are set at the right level	
	I believe staff should be providing these suggestions in the course of their work	
	The rewards for successful suggestions should be increased	
	I not sure whether SPT will do anything with the suggestions submitted	
I am neither positive or negative about the scheme		
9	Other	
	The Staff Suggestion Scheme Pilot is presently operating on a trial basis. Do you believe that this scheme should be a permanent scheme for SPT staff?	Number of responses
	Yes	
No		
No opinion on this		

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Summary of Points Raised at ICE Meeting (Operations)

16th March 2023 at 14:30 – Operations Meeting Room

In Attendance:

[Redacted 11 (2)]	Head of Service Operations and Security	[Redacted 11 (2)]
[Redacted 11 (2)]	Senior Operations Officer	[Redacted 11 (2)]
[Redacted 11 (2)]	Senior Operations Officer	[Redacted 11 (2)]
[Redacted 11 (2)]	Operations Readiness Manager	[Redacted 11 (2)]
[Redacted 11 (2)]	Head of HR	[Redacted 11 (2)]
[Redacted 11 (2)]	Unite Convener	[Redacted 11 (2)]
[Redacted 11 (2)]	Unite Workplace Representatives	[Redacted 11 (2)]

1. Welcome:

[Redacted 11 (2)] welcomed everyone to the meeting

2. Apologies:

[Redacted 11 (2)] Senior Operations Officer

[Redacted 11 (2)] Senior Operations Officer

[Redacted 11 (2)] Operations Delivery Officer

3. Minutes and Actions:



FIRST DAY - INDUCTION CHECKLIST

Name:	
Date Employment Started:	
Employee Payroll Number:	
HR rep. responsible for Induction:	

Activity:	Complete ✓	Notes or Links for Further Information:
Welcome Employee to SPT: <ul style="list-style-type: none"> • Explain the format of the induction • Refer to SPT's induction page on the intranet & explain the purpose of the guide 		
Housekeeping/Administration: (personal documentation and checks completed) <ul style="list-style-type: none"> • Criminal Convictions Form • Eligibility to work in the UK • Driving license (if applicable) • New Start Health Questionnaire (if applicable) • P45 (P46) • Personal Details/Bank Details Form 		HR advisor to sign and date all documents with the comment "certified as a correct copy of the original" and save to file.
Confirm if further Induction/Training is required <ul style="list-style-type: none"> • Departmental induction • PTS Training • Health & Safety Induction • Cyber Security Training & Induction • Equal & Diversity Training • Code of Conduct Training 		Action: HR to arrange next steps & ensure training is followed through (where applicable).
Terms and Conditions of Employment: <ul style="list-style-type: none"> • Information About Pay Day • Payment Method/Payslip Distribution • Hours of Work/Flexible Working Scheme • Probationary Period (if applicable) • Salary Increments (if applicable) • Completion of Timesheets (if applicable) • Pension Overview & Automatic Enrolment • Annual Leave Entitlement • Occupational Sick Pay Entitlement • Alcohol & Drugs Policy • Notice Period 		Conditions of service http://spt.intranet.uk/library/conditions-of-service/ Flexible working scheme http://spt.intranet.uk/about/staff-benefits/flexitime/ Strathclyde Government Pension scheme http://www.spfo.org.uk/index.aspx?articleid=1698
Overview of SPT: <ul style="list-style-type: none"> • Organisational Structure Overview • Overview of Departments / Who's Who • Phone Directory 		About SPT (history, products etc) http://spt.intranet.uk/about/ http://www.spt.co.uk/corporate/about/
Staff Benefits: <ul style="list-style-type: none"> • Staff Travel/Issue of Smartcard/Plus One • Discounted Season Tickets • Car Parking Arrangements (if applicable) • Group Life Assurance (if applicable) 		Staff benefits section on intranet http://spt.intranet.uk/about/staff-benefits/ Car Parking Form http://spt.intranet.uk/2013/02/new-passes-for-broomloan-car-park-users/
Computer Facilities / IT Service Desk <ul style="list-style-type: none"> • Computer Log In, Printer Access, Technical Issues 		http://spt.intranet.uk/library/it-support/
Policy and Procedures – Provide overview of relevant policies		Policies & procedures http://spt.intranet.uk/library/policies-

Please note this is general guidance for use by Strathclyde Partnership for Transport only and does not represent SPT's policies and procedures



<ul style="list-style-type: none"> • Digital Assets – Acceptable Use procedure • Data Security & Data Protection Policy • Disciplinary and Grievance Policy • Capability Policy & Procedure • Special Leave Policy • Family Friendly Policies • Sickness Absence Policy • Bullying and Harassment Policy • Equal Opportunities Policy • Accident Reporting • Code of Conduct For Employees • Social Media Guidance Document • Freedom of Information Policy (Handout) 		<p>guidance/</p> <p>http://spt.intranet.uk/library/conditions-of-service/</p>
<p>Employee Responsibilities:</p> <ul style="list-style-type: none"> • Dress Code • Attendance/Sickness Notification Procedures • Annual Leave • Code of Conduct • Personal Files • Policies (Sign sheet) • Equal Opportunities Training 		<p>Conditions of service http://spt.intranet.uk/publications/conditions/cos_general.pdf</p> <p>Forms (i.e. sickness recording/booking annual leave) http://spt.intranet.uk/library/forms/</p> <p>Action:</p> <ul style="list-style-type: none"> • Issue Policies & Sign Sheet. • Arrange Equal Ops Training at later date
<p>Safety Management</p> <ul style="list-style-type: none"> • Confirm the Fire Safety Arrangements • Details of Local First Aiders 		<p>Safety Management http://spt.intranet.uk/library/safety-management/</p>
<p>Additional information you may need to know:</p> <ul style="list-style-type: none"> • Keeping your address current/next of kin • Internal Vacancies /Career progression • Trade Union Membership • Learning & Development • Payroll & HR Contact Details 		<p>Internal vacancies http://spt.intranet.uk/about/careers/</p> <p>Payroll & HR Contact Details http://spt.intranet.uk/about/departments/finance-hr/</p> <p>Learning & Development</p>
<p>Issue Staff Identification Card</p>		<p>Action: HR to update Chris21 Record</p>

Date Induction was completed: ____ / ____ / ____

Signed by Employee: _____ Employee Name: _____

Signed by HR Rep : _____ Employee Name: _____

Signed checklist to be scanned into employees file

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Strathclyde Partnership for Transport, 131 St Vincent Street G2 5JF, www.spt.co.uk

28 September 2023

ScotZEB2@est.org.uk

By Email Only

Our ref: PRJ_3301_17LMJB_8660

Your ref:

Direct Dial

Direct fax:

Email: [Redacted 11 (2)]<redacted@spt.co.uk>

Dear Sir or Madam

ScotZEB2 Funding Application, Request for Additional Supporting Information: Workers Voice

Further to your email dated 19 September 2023 advising us of the need for further supporting information to be submitted, we are pleased to be able to provide additional evidence of SPT having appropriate channels for effective Workers' Voice as follows:

a) Line Management Relationship i.e. effective 2-way dialogue through 1:1 relationship:

We consider that SPT provides opportunity for effective formal and informal dialogue between line managers and their direct reports in the following ways:

- o SPT line managers are responsible for creating an environment where they can directly liaise with team members across the organisation on a regular basis and where team members, across all grades, are able to approach managers and discuss matters with their direct reports.
- o During induction, new employees receive information covering all aspects of continued learning and development. These include the opportunity for open and transparent dialogue between employees and their line managers.
- o All employees are advised that SPT actively encourages and are committed to supporting a policy of continued learning and development to support career progression. If there is an area of learning that they believe would benefit both themselves and the organisation, they are encouraged to openly discuss with their line manager. Furthermore, SPT line managers have a duty to help employees in identifying opportunities to support development needs.
- o Training needs are discussed regularly with staff members across the organisation, including requirements for both mandatory / non-mandatory operational functions.
- o SPT ensures that a Personal Development Plan (PDP), which has been agreed in consultation with appropriate trade unions, is available for each employee - see example PDP Plan (A1).
- o A copy of SPT's Employee Development Policy is attached (A2).

- o SPT's Health & Wellbeing Policy aims to manage our obligations in maintaining the health and wellbeing of all our staff. This places a responsibility on line managers to keep employees up to date with developments at work and how these might affect their job and workload and consider any planned changes that may directly impact on their health and wellbeing, particularly with regard to mental health.
- o We are currently in the process of finalising a 'People and Development Strategy' which will outline current and future actions to support staff with particular reference to ensuring employees are an engaged and motivated workforce, provides effective leadership and management, a sustainable workplace and workforce as well as opportunities for development and succession. This Strategy is being taken forward following consultation with trade union representatives.
- o However, whilst as an organisation we aim to ensure that positive two-way lines of communication are maintained at all times between management and employees, we also recognise the importance of having strong policies in place to ensure that all issues can be resolved promptly and fairly using formalised agreed processes as necessary. See attached grievance policy (A3).

b) Staff / Engagement Surveys:

SPT regularly carries out staff engagement surveys as appropriate. These are undertaken to in order to gather feedback and opinions from staff that are used to help deliver positive change across the organisation. This also presents an opportunity for the organisation to better appreciate how both internal and external factors impact on the employment and well-being of staff. Regular examples include:

- o Equality survey, to ensure that all staff members are aware that SPT meets all statutory duties and demonstrates that it will commit to putting them into practice. Throughout this process, opportunities exist to advise staff of the duties that exist on the organisation and the means to support them.
- o Travel engagement survey, particularly post covid with regard to working from home contrasted with the operational need for staff presence
- o Digital survey
- o Staff Satisfaction Survey (Subway)

c) Suggestions Scheme / Intranet Online Platforms:

SPT has recognised the importance in eliciting views as regards suggested improvements within the workplace. This is undertaken in addition to the opportunity for direct face to face engagement between employee and employer.

- o With union backing, SPT formalised its staff suggestion scheme in March 2023. In the first instance submissions were asked to be submitted by 1st June. These were subject to assessment by an employee represented panel - see intranet document (C1).
- o A report issued by SPT's Head of Transformation to the senior management Strategy Group in August 2023 provides an update on progress - see enclosed report (C2 / C2a). In the most recent round, staff suggested the introduction of electric pool bikes to allow staff to travel for meetings and site visits more sustainably and to

reduce dependency on use of pool cars. This is now in the process of being introduced.

d) Staff Forums / Networks:

Given SPT's operational duties, the importance of active liaison between staff and management is paramount, in particular, for the day to day running of the Subway and bus stations.

Engagement with non-operational staff is also undertaken as a matter of course. Examples include:

- o Subway Operations has established a staff council forum which is now in its second year - see example Quarterly Staff Forum (D1).
- o Publication of a monthly newsletter - see example (D2)
- o Senior operational managers regularly make themselves available to meet with staff at their specific station location.
- o Fortnightly meetings with managers and union representatives.
- o An open-door approach taken with unions.
- o Scheduled Health & Safety meetings take place regularly with trade union representatives.
- o Management walk-arounds of operational areas (bus stations).
- o Supervisors are encouraged to approach management in order to resolve issues at the earliest opportunity.

e) Trade Union Recognition / Collective Bargaining:

The current memorandum of agreement enclosed (E1) between SPT and employee representatives is currently being reviewed and is expected to be replaced with a tri-partite recognition agreement (SPT, Unison & Unite). This remains subject to full engagement and consultation with trade unions, full time officials and SPT convenors and therefore is still subject to final sign-off. The enclosed document is therefore current but subject to agreed amendment.

f) Access is provided to trade unions / Pro union Membership attitude is demonstrated:

SPT will act to ensure that all staff have access to the relevant information regarding trade union membership and representation. This is met in the following ways:

- o Trade union partnership and membership is discussed with all new employees during the induction process - see attached checklist (F1).
- o A summary of the role and benefits of unions is discussed along with information given as to the factors involved in membership.
- o New employees are advised of the details of unions as well as costs involved.

g) Joint Consultative Committee/s (JCC):

Within SPT, the Information and Consultation of Employees (ICE) effectually fulfils the function of a Joint Consultative Committee. This is an agreement between SPT and the relevant trade union bodies. This process involves:

- o Quarterly Meetings
- o SPT line management hold regular meetings with trade union representatives across the organisation meeting with the two trade unions: Unite and Unison.
- o Head of Service Operations and Security meets with Subway Operations Unite Representative.
- o Head of Service Availability and Maintenance meets with Maintenance Unite representatives.
- o SPT's Chief Executive meets regularly with Unison representatives.

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- o Head of HR attends quarterly meetings.
- o Example ICE Meetings note attached (G1/G2)

h) European Works Councils (EWCs):

We have reviewed this question and do not consider this applies to SPT on the basis of us having no business premises based anywhere else within the European Economic Area. As the Regional Transport Partnership for the west of Scotland and also a public body, SPT recognises the important role which trade unions play in protecting the interests of their members, not only over pay and conditions, but importantly, aspects of SPT's policy decision-making that could impact staff. In this regard, consultation, negotiation and agreement with trade unions is paramount in any key policy decisions made by SPT. Through our Equality Duties and our 'Advancing Equality' reporting¹, these serve as the framework for recognising the rights of all employees to be treated fairly and considerately and demonstrates commitment to equality and fairness for all.

At the heart of our staffing policies, we uphold a strong ethos towards ensuring equality of opportunity, ensuring the wellbeing of our staff as well as offer a culture of continuous personal development and improvement.

SPT has a wide range of family-friendly policies to support our staff. Our suite of family friendly policies is regularly reviewed and updated to ensure that we meet our legal obligation and best practice.

We would take the opportunity once again to thank you for accepting SPT's application to the ScotZEB2 fund submitted on 7 September 2023.

We trust that our responses provide satisfactory evidence of SPT having appropriate channels for effective Workers' Voice and evidences our commitment to delivering on the Scottish Government's Fair Work First policy, however, should you require further details or clarification on any information provided, please do not hesitate to get back in touch.

Yours faithfully

[Redacted 11 (2)]

Director of Finance & Corporate Support

1 <https://www.spt.co.uk/media/rxdgdy1/advancing-equality-2023.pdf>



Learning and Development

Employee Name: _____
Meeting Date: _____
Meeting Time: _____

- **Purpose:** To promote employees' professional and personal growth by working together to overcome obstacles in the way; to provide a forum for free interchange of ideas and foster better communication.
- **Outcomes:**
 - Discuss development areas
 - Define expectations
 - Awareness of development needs to meet team/personal objectives
- **Structure:**
 - One to one meeting
- **Timing:**
 - 30 minutes or as required