

Modernising Maintenance - Update on Collective Consultation with the National Maintenance Council Regarding the Company's Proposals to Change Working Practices and Reduce the Size of the Workforce

28 September 2022

1. Background

Since January 2022 many days of discussions have taken place to try to reach a negotiated agreement on how to effectively deploy our Maintenance and Works Delivery organisation in response to the financial deficit caused by Covid-19, and in doing so achieve reductions in operational spend from the start of the next financial year, April 2023.

In January 2022, the company shared its ideas to introduce a new role, Assistant Technician, change several working practices, including cooperative working and introducing individual rostering, and to reduce the size of the Maintenance and Works Delivery organisations by c2,500 colleagues.

All parties recognise the severity of the financial crisis and the need for change. In this context and in response to feedback received through discussion with the trade unions, the company then developed alternative ideas to deliver the necessary operational cost reduction. Despite further discussions material progress was not made towards reaching a negotiated settlement. Consequently, on 28 July 2022, the company started formal collective consultation with the National Maintenance Council on its alternative proposals to change deployment related working practices (as well as the separately anticipated reduction in Maintenance Scheduled Tasks) and by doing so, potentially reduce the size of the Maintenance organisation by 1,900 colleagues because of redundancy.

In headline terms our revised proposal would mean:

- the Operative role is retained
- our engineering disciplines for Team Leaders, Technicians and Operatives are retained
- the number of colleagues at risk of redundancy in Maintenance would reduce to c1900 and include removing the role of Working Supervisor in Overhead Line and Distribution & Plant
- implementing modern deployment related working practices including:
 - individual rostering
 - cooperative working across all activities
 - joint incident response teams
 - cross boundary working for Maintenance employees
 - mandatory overlapping skills
 - formally combining track inspection with track maintenance
 - rostering up to 39/39/65 for those that are contracted to do so
- introducing Roster Clerks in Maintenance
- offering a voluntary redundancy scheme across roles within Maintenance and Works Delivery to mitigate compulsory redundancies in Maintenance.

The company is committed to providing rewarding jobs for those colleagues who want to continue to work for Network Rail and who are willing to be flexible – including the willingness to undertake re-training or be re-deployed. The company proposes to offer a voluntary redundancy programme that will enable us to deliver on our commitment and will mitigate compulsory redundancies.

The company's proposals, detailed below, apply to those employed in the Maintenance and Works Delivery organisations, and subject to concluding consultation, the relevant updates to Phase 2BC will be made.

The next consultation meeting with the National Maintenance Council is scheduled for 6 October 2022 and we look forward to receiving feedback on these updated proposals from the trade unions.

2. Working Arrangements – Deployment

The company proposes to keep the roles of Team Leader, Technician and Operative, and retain engineering disciplines, but needs to deploy colleagues more efficiently so that the right number of people, with the right skills are rostered to the right work over a predetermined roster period.

To enable this the company needs to have the ability to match employees to the size and nature of the task to be undertaken. This is detailed below and is based on individually rostering and involves colleagues completing work within their own engineering discipline as well as assisting others from different engineering disciplines by working cooperatively.

Further details on the proposed Rostering Arrangements for Modernising Maintenance are in Appendix A.

2.1 Rostering Arrangements

The company proposes to introduce individual rostering and roster joint teams where the business requires so that the right number of people, with the right skills are rostered to work over a predetermined roster period.

These changes to working practices will enable colleagues to be rostered to their contracted hours. The company does not propose to change colleagues' individual contractual commitments to work midweek nights, weekends, and numbers of weekend shifts, which remain as set out below.

- All new entrants after the date of implementation at Phase 2BC are required to adopt the level of rostering commitment of up to 39 weeks of nights, 39 weekends and 65 weekend shifts.
- Since April 2014, Operatives, Technicians and Team Leaders appointed to their roles have been employed on the basis that the company may roster them to work up to 39 weeks of nights, 39 weekends and 65 weekend shifts ("39/39/65") per annum.

In addition to the proposal to introduce individual rostering, the company proposes to change rostering working practices as below:

- The current practice of having a base roster linked to standard nominal team sizes to cease as all rosters to be individual
- The current practice of team size by task as set out in the Phase 2BC agreement will be used where applicable for deployment within rostering
- Rostering can be across all disciplines for the purposes of all activities e.g., maintenance, incident response and work arising
- Rostering can be across Route and Regional boundaries within disciplines
- Rosters to be typically 8-13 weeks in duration

2.2 Apprentices

The company proposes the following changes to the deployment of Apprentices from Year 2 the Apprenticeship programme onwards:

- To be rostered for on the job duties for which they have been trained and are competent, under appropriate supervision up to 50 % of their time; and
- rostered within the team size required for the task

As now, Apprentices will not form part of the established headcount.

2.3 Cross Boundary Working

Works Delivery teams are not currently restricted to work within Route boundaries, this would continue. The company proposes that Maintenance and incident response teams may be deployed across Route boundaries when required. Joint incident response teams may be required to assist failures on other Routes. Whereas Maintenance teams will only be required to work across Routes within their engineering discipline.

Any request to work will be reasonable and take account of the fatigue impact of shift, travelling time and any rest periods required before returning to duty.

The current arrangements and practices to create a safe system of work will be followed, covering all the features of the work, both the task and working environment.

2.4 Planning Tasks within Maintenance and Works Delivery

Each engineering discipline requires specific skill sets and competencies to maintain their equipment or to undertake work. However, just as the railway can only operate effectively as a joined-up infrastructure system, there are times when the maintenance work undertaken by one engineering discipline requires the help and support of another to complete a task. This is not a new way of working, however, the way it's currently planned and undertaken tends to be ad hoc and is often ineffective.

The company proposes to move from an ad hoc approach to a formal planned approach to working this way. This will create an efficient and more purposeful way of working for routine maintenance, incident response and Works Delivery.

Where activities require more than one discipline to work together to enable efficient delivery, the principle of team size by task will be used to ensure the most effective and safe use of the staff. The appropriate number of employees will be allocated through the individual rostering process to create one team for the activity to be undertaken.

This will mean that when deciding the right number of staff to be rostered, the whole activity should be considered including the competency and capability of staff assigned to the task. For the avoidance of doubt the combined skills of the team will be used to deliver the work in the most efficient way possible.

Some examples of planned activities where more than one discipline is required to work together:

- Working within Switch and Crossings whereby any rail or component changes require signalling adjustments/disconnections or distribution disconnections
- Rail changing that necessitates disconnections by Signalling, Distribution or Overhead Line
- Vegetation clearance where the Overhead Line would need isolating (use of earthing assistant)

All the above will facilitate sending the right people with the right skills to the right job at the right time.

2.4.1 Cooperative Working

Cooperative working is where employees will assist other disciplines in any activity that constitutes a reasonable request, including assisting and working under the instruction of other disciplines from time-to-time to ensure the planned work is completed safely and efficiently.

Examples of the activities that are a reasonable request are stated below but not limited to:

- Assistance with the helping, lifting, carrying, digging, manual handling, securing, and locating of equipment under supervision; this would include tasks like earthing assistant, lifting rail into place and other tasks that are manual in nature
- Utilising an employee's competence and capabilities as required to provide assistance to any other discipline
- Assisting employees from other disciplines providing the available resource to contact emergency services in the event of an incident whilst working at height
- Messing together, driving different disciplines and/or travelling to site together as required
- Sharing of protection and track safety arrangements where necessary
- Activities where additional resource is needed to help with tasks
- Employees that cannot undertake their normal activities (for example welding or grinding) due to access arrangements or shift allocation may be utilised within their competence and capabilities as required

All employees will be expected to work cooperatively.

2.4.2 Joint Working within Incident Response

The discipline-based approach to incident response has not changed much in decades. It remains a discipline orientated task with some teams dedicated to response, and others acting as joint maintenance and faulting teams. Some disciplines, especially the track teams, are heavily reliant on an on-call approach for out of normal working hours incidents. This approach has many drawbacks.

The issues that this approach may cause are, the speed of response, (where the first responders are delayed while they wait for help from other engineering disciplines) disruption to planned work, large amounts of standby time for employees and the management of fatigue all of which can have a negative impact on our service, safety and general efficiency.

To overcome these issues, the company proposes to establish joint teams formed of individuals from different engineering disciplines. The make-up and shift coverage of the team will be determined locally and guided by appropriate analysis of the type, frequency and potential impact of consequence of previous and potential incidents.

In some locations the proposed cross-disciplined approach to incident response may not be practical, efficient or appropriate. The Routes will decide the level of cover required.

By way of an example, the joint response proposals may typically involve: Signalling, Overhead Line and Track disciplines. However, the principle proposed is that any combination may be used, including but not limited to the following examples:

Example Team 1

1. Signalling - Team Leader (Signal Maintenance Testing Handbook - SMTH)
2. Signalling -Technician (SMTH)
3. Track Team leader or Technician (Track response competencies required)
4. OHL – Team Leader or Technician (Nominated Person competent)

Example Team 2

1. Signalling - Team Leader (SMTH)
2. Signalling -Technician (SMTH)
3. Track Team Leader or Technician (Track response competencies required)
4. CRE - Team Leader or Technician

Example Team 3

1. Signalling - Team Leader (SMTH)
2. Signalling -Technician (SMTH)
3. Track Team Leader or Technician (Track response competencies required)

Example Team 4

1. Signalling - Team Leader (SMTH)
2. Signalling -Technician (SMTH)
3. OHL – Team Leader or Technician (Nominated Person competent)

All employees will be expected to work cooperatively as previously explained and support each other. This will include assisting and working under the instruction of other disciplines to ensure speedy and safe rectification of incidents.

2.5 Competence Management

The company's competence framework for Maintenance sets out core, specialist and overlapping skills for Team Leaders, Technicians and Operatives based on engineering discipline.

Currently overlapping skills are those which team members may choose to acquire from an engineering discipline that is different to their own. Current practice allows the acquisition and use of overlapping skills to be voluntary.

This practice creates inefficient working, and therefore the company proposes that the deployment of overlapping skills will be mandatory. A reduced and revised list of overlapping skills is proposed, which can be seen in Appendix B. The company believes that the proposed change will improve incident response by allowing different disciplines to assist and deliver improved response techniques.

In addition to the above the company proposes to create a subgroup of the NMC to review and discuss changes to the current process. This will assist the company in determining the best approach to manage competency.

The suggested elements the subgroup would review and provide feedback on are:

- The proposed changes to the Overlapping Skills (see Appendix B)
- Look at a transition to "Role Based Competence" (RBC) where everyone will have a personal development plan with a minimum number of competencies

- Review and create a rationalised list of competencies; this should look at the parent and child process in order to reduce overall competence numbers and create a simpler system that is easier to understand
- Discuss the process for bringing new competencies and overlapping skills into use
- Understand how our experienced Team Leaders can support mentoring as part of competence process

The subgroup would also:

- Review outcomes from the initial pilot to check and feedback on progress monitoring workload and sustainability
- Review competency reassessment and how competency levels are maintained
- Understand and provide feedback on how the Wales and Western model (System approach) could be used to improve the way we manage competence and capabilities
- Look at and evaluate the pros and cons of a more aligned competence approach so that competences include non-technical and behavioural skills (e.g., teamwork and leadership) along with technical skills and safety

3. Changes to the Templated Organisation Structure

3.1 Proposal to Merge Track Inspection with Track Maintenance Roles

It is proposed that the Track Maintenance and Track Inspection roles are formally merged.

Planned inspections within Track Maintenance have reduced in previous years and the inspection activities have been replaced and changed due to technology and material advancements, in particular with the introduction of the plain line pattern recognition train.

Given that dependency on (basic visual) track inspection has reduced, it is proposed that we merge the Track Inspector role (Team Leader, Technician and Operative) with the existing Track Maintenance role. It is also proposed that this role will be responsible for both inspection and maintenance activities and the job description job titles will be amended to reflect this. During the transition period the company will ensure all impacted staff will receive the appropriate training.

Job descriptions are attached in Appendix C.

3.2 Introduction of Roster Clerk Role

The company proposes to introduce a dedicated new role of Roster Clerk (role clarity band 5) to support in the effective deployment of rostered staff in Maintenance and Works Delivery.

The role of Roster Clerk is new to the Maintenance and Works Delivery organisation template structure and, it will report into a Resourcing Manager (role clarity band 4B). This element of the proposal is subject to consultation with the National Management Council.

New proposed organisational charts are in Appendix D.

4. Organisational Design Principles

4.1 Proposed Organisational Design Principle - Maintenance

Our Maintenance organisation will be sized locally to deliver its projected core work within Maintenance. Due to the variability of our work in its type, location and frequency and the need to

deliver the work within the access periods available, there will inevitably be peaks in workload; that will invariably arise on nights and weekends.

The organisation will attempt to smooth the workload where possible so that it is able to deliver within the proposed establishment. However, delivery of the peak demands will still need additional resource and the business will need to supplement its own workforce to manage these peak demands, as necessary, using contract labour.

The base organisation will be in line with the current templated structure and continue with the current engineering disciplines and include Team Leaders, Technicians and Operatives.

The principle of the templated organisation structure will remain the same for example a yellow box on organisation charts indicates a minimum of 1 role and a green box no minimum i.e., optional roles (for the template charts refer to Appendix D).

4.2 Proposed Organisational Design Principle - Works Delivery

The Works Delivery organisation will continue to be sized based on current and future workload with the use of contract labour to assist were required. The principle of the templated organisation structure will remain the same for example a green box indicates naught or more optional posts.

The current templated organisation charts guidance for Works Delivery states: "Where team in place must consist of minimum of 1 x Team Leader and 1 x either Technician or Operative". The company proposes to remove this sizing guidance as the proposal is to roster all colleagues in Works Delivery individually (see section 2 above) which negates the need for pre-determined team structures (for the template charts refer to Appendix D).

5. Organisational Sizing Guidance

The company proposes to remove all current sizing guidance and criteria that refers to teams and ratios within Maintenance and Works Delivery for Section Managers and Section Supervisors, Team Leaders, Technicians and Operatives. Sizing will be determined locally based upon work volumes from the revised Maintenance Scheduled Tasks (MSTs), work arising, incident response workload and cover arrangements.

New guidance on the proposed approach to sizing is provided below with the use of examples but it will be for the Routes to determine their sizing requirements.

5.1 Section Manager and Section Supervisor Sizing

There are no proposals to change the number of Section Managers or Section Supervisors as part of national consultation, this is to be determined at local level.

Local factors that need to be considered when sizing Section Managers and Section Supervisors include but are not limited to the following considerations:

- Inspection of assets needed to ensure safe running
- Numbers of staff they are accountable for
- Geography and ability to cover the area
- Volume of work bank
- Age and condition of assets and associated work
- Operational criticality
- Access regimes

Section Supervisors continue to be sized based on the current templated structure in line with the considerations above.

Any proposals that may emerge at local level to change the number of Section Managers or Section Supervisors will be subject to local consultation.

5.2 Maintenance and Incident Response Sizing

Local factors that need to be considered when sizing each of the engineering disciplines, include but are not limited to the following considerations:

- Response requirements whether jointly undertaken between engineering disciplines or not
- Volume of the scheduled maintenance tasks
- Volume of the work arising (it should be noted that due to the variability of work arising and access availability that contract labour will be used where peaks in workload arise)
- Any capital works expected to be delivered through the standard maintenance organisation
- Ability to cover joint working
- Efficiently allocate the right resource to the work (team size by task)
- Future work that may be required, for example, new electrification programmes or drainage activities
- Other relevant business requirements

Examples of potential sizing that are linked to incident response arrangements (these are examples only and are not an exhaustive list as sizing is dependent on many factors):

Signalling 24/7 Response and Maintenance = 14 employees

- 14 is calculated as the optimum number to provide 24-hour cover and essential relief with 2 employees on per shift and individual rosters in place. Numbers to complete maintenance would also need to be considered as some signalling sections will be able to complete their maintenance with just the incident response teams.

Overhead Line = 18 employees

- 18 is calculated as the optimum number to provide 24-hour response with minimal cover during the day and always 4 employees on nights including essential relief.
Note, if joint response is used then that will need to be considered as there may not be a need to have a 24/7 OHL response and the section would be sized accordingly as per the above criteria.

5.3 Roster Clerk Sizing

Linked to the proposal to introduce the Roster Clerk role, each Route will determine how many Roster Clerks are required to support their Maintenance and Works Delivery organisations.

Local factors that need to be considered when sizing the number of Roster Clerks include but are not limited to the following considerations:

- The number of staff to roster
- The complexity of the work i.e., the number of sections, depots, hosting arrangements, joint incident response and engineering disciplines

- Sufficient resource to cover planned and unplanned absences
- Be able to share resource between Works Delivery and Maintenance

For clarity, the Roster Clerks' reporting line is proposed to be via the Resourcing Manager, and this will be consulted at National Management Council. The proposal is that the Resourcing Manager will report into either the Infrastructure Maintenance Services Manager (IMSM) within Delivery Units, the Area Services Manager or the Planning and Reporting Manager in Works Delivery; refer to the template charts in Appendix D.

6. Standardised Contract of Employment

The company intends to standardise all new offers of employment, including internal promotions, so that the Carillon/GTRM contract applicable to Team Leaders, Technicians and Operatives, which is already agreed with the trade unions, will be the only contract issued.

In our original proposal of 28 July 2022, the company proposed to offer current Team Leaders, Technicians and Operatives, the opportunity to opt-in to the Carillon/GTRM contract applicable to their grade on a voluntary basis. During the consultation process the company shared its proposal on how it would support colleagues in making that decision and provided information showing that the potential additional cost to the company is £10m per annum.

During the consultation process the company's cost challenge worsened due to the general economic conditions and the impact on rail revenue caused by strike action. As a result, the company does not now propose to offer voluntary opt-in.

7. People Process

The company remains committed to providing rewarding jobs for those colleagues who want to continue to work for Network Rail if they are willing to be flexible – including willingness to undertake re-training or be re-deployed. To meet our commitment, the company proposes to offer a voluntary redundancy programme to mitigate compulsory redundancies.

7.1 Voluntary Redundancy Scheme

The company proposes to invite applications for voluntary redundancy from those colleagues in Maintenance that are directly impacted, this is Team Leaders, Technicians and Operatives. In addition, Team Leaders, Technicians and Operatives in Works Delivery will be invited to apply.

The company also proposes to invite applications for those roles within the promotional line and this includes, Management, Supervisory and Technical roles in both Maintenance and Works Delivery.

In response to the request from the trade unions, the company will also invite applications for voluntary redundancy from Route Services on the understanding that any applications from Route Services are separate to and have no relevance to the operational cost reductions required for Maintenance.

The full updated list of eligible roles is detailed in Appendix E.

7.2 Voluntary Redundancy Scheme - Calculation of Voluntary Redundancy Payment

As requested by the trade unions, the company proposes to use the calculator/tables detailed in the various 'conditions of service books' as the basis for calculating voluntary redundancy severance for all applicants. As such, the voluntary redundancy terms would be:

- A payment equal to 2.5 weeks' basic pay for each completed year of service up to a maximum of 25 years' service
- An additional payment equal to 1 weeks' basic pay for each completed year of service after the age of 40 years old
- Payment is subject to a cap of 82.5 week's pay
- Payment is inclusive of entitlement to statutory redundancy pay
- A weeks' basic pay means actual basic pay and not full time equivalent for part-time workers
- Redundancy pay (including voluntary redundancy) is subject to the prevailing HRMC rules. Currently HMRC rules allow for the first £30,000 of redundancy to be paid tax free but the company does not guarantee that the HMRC rules will not change

Payment will also be made for annual leave accrued but not taken in applicable employees' final pay, which is subject to normal deductions for National Insurance and tax.

The company will decide the date that employment ends, and successful applicants will be required to work their full notice period.

7.3 Organisation Design and Route Consultation

Subject to the conclusion of National Principles Consultation, each Route will design their new Maintenance organisation considering the impact of the anticipated reduction in MSTs and proposed changes to working practices. The proposed organisation changes will be consulted at Route Maintenance Council.

Once the new organisation has been determined, each Route will compare the number of roles they have in each grade, engineering discipline and location against their employees impacted by the proposals. This will enable each Route to determine which applicants for voluntary redundancy could be accepted.

7.4 Voluntary Redundancy Scheme – Expressions of Interest and Selection Panels

The company proposes to invite eligible colleagues to express their interest in voluntary redundancy over a period of 6 weeks, dates for application will be confirmed in due course. It is recommended that any colleague who would like to leave via voluntary redundancy should express their interest at this stage as there is no guarantee there will be further opportunities. The original pool of employees who express an interest may be revisited throughout the people process.

Expressions of interest for voluntary redundancy would be reviewed by a panel of senior leaders from Maintenance and Works Delivery and include HR. The panel would seek to approve as many applications as possible whilst considering the current headcount against the proposed reduced headcount. The company must be satisfied (in its absolute discretion) that the right skills, competence and knowledge is retained.

Using a guidance date of 1 April 2023, in reviewing applications, the panel should consider whether a successor could be identified and/or any training gaps could be filled to enable applications to be

accepted. If it was not possible to separate two or more applicants on skills, competence and knowledge, as a final factor, at the request of the trade unions, length of service would be used so that the voluntary redundancy application of the longest serving colleague would be accepted first.

After full consideration of all expressions of interest for voluntary redundancy at Route level, the company will write to all colleagues to advise them of the outcome of their application, which will either be:

- application accepted - the colleague would then be asked to confirm in writing their acceptance of the company's offer within seven days from the date of the letter offering voluntary redundancy. Once the company's offer of voluntary redundancy is accepted in writing by a colleague, that decision is final and binding on both parties.
- application declined – the colleague would be advised that their expression of interest will not be progressed further at this stage but will be held on file for future consideration should the situation change

As explained above, the company will consider applications for voluntary redundancy in phases. The first phase will be completed prior to the placement process.

The second phase of voluntary redundancy will begin once the placement process has concluded, this will involve revisiting expressions of interest that were previously rejected to enable colleagues to leave via voluntary redundancy where this would leave a suitable alternative role for a potentially displaced Maintenance colleague.

On conclusion of phase two, the company may at its discretion, open a further application window for voluntary redundancy.

7.5 Voluntary Redundancy Scheme – Selection Panel Considerations

In phase one of the voluntary redundancy scheme, it is proposed that each Route will consider expressions of interest from four distinct groups as set out below.

7.5.1 Working Supervisors in Overhead Line and Distribution & Plant

The company employs 67 Working Supervisors (OHL and D&P). This role was initially consulted out but maintained on a personal basis as part of the Phase 2BC consultation process. The specific duties of this role are no longer required and therefore the company has proposed to remove this role from the organisation.

Expressions of interest for voluntary redundancy from colleagues in these roles should be accepted given it is proposed the role will cease to exist post implementation.

Each Route will explore re-deployment options for those Working Supervisors (OHL and D&P) that wish to stay at Network Rail (see Displaced Working Supervisor section below).

7.5.2 Maintenance Team Leaders, Technicians and Operatives

The company has proposed to reduce the overall number of Team Leaders, Technicians and Operatives in Maintenance. Expressions of interest for voluntary redundancy from colleagues in these roles should be carefully considered with the aim of accepting as many as practicably possible to limit the number of colleagues who would be subject to the placement process. This must be balanced with the operational needs of the business. As above, the company must be satisfied (in its absolute discretion) that the right skills, competence and knowledge is retained.

7.5.3 Works Delivery: Works Delivery Managers, Supervisors, Team Leaders, Technicians and Operatives

Whilst it is not proposed to reduce the number of roles in Works Delivery, expressions of interest for voluntary redundancy from colleagues in these roles should be carefully considered where:

- a colleague could leave via voluntary redundancy following a workload review
- a colleague could leave via voluntary redundancy and this would leave a suitable alternative role for a displaced Maintenance colleague
- there is a strong pipeline of succession which would create movement within the grades; e.g. expressions of interest from Technicians should be considered against the number of Apprentices coming to the end of the scheme

7.5.4 Management, Supervisory and Technical Roles in Maintenance and Works Delivery

It is not proposed to reduce the number of management, supervisory and technical roles in Maintenance and Works Delivery.

The company agrees to the trade union's request to invite applications for voluntary redundancy from management, supervisory and technical roles to try and mitigate compulsory redundancy within Maintenance. The company will invite applicants to attend a development centre whereby colleagues in Maintenance or Works Delivery who want to be considered for promotion to management, supervisory and technical roles have the opportunity to demonstrate their readiness and suitability. The company will seek to match candidates who are assessed as ready for promotion from the development centres to applicants for voluntary redundancy from management, supervisory and technical roles.

7.6 Placement Process

It is proposed that once the first phase of the voluntary redundancy scheme has concluded, the placement process (also known as slotting and the T183 process) will apply to the remaining Team Leaders, Technicians and Operatives in Maintenance.

Works Delivery does not form part of the redundancy consultation process and therefore will not be included in the placement process.

The company has modified the placement process guidance used in Phase 2BC to make it fit for purpose and applicable to the Modernising Maintenance re-organisation.

It is proposed that the promotional diagram for the track discipline includes each track-specific engineering discipline as a separate promotional diagram.

During the placement process Track employees will be placed within their own track-specific discipline promotional diagram. Following this, any displaced Track employees can be considered for a different track-specific discipline.

For clarity these are the proposed track specific engineering discipline promotional diagrams for the placement process:

- Track Maintenance (note that inspection and maintenance roles are merged)
- Off Track
- Welding (note Operatives are shared with Grinding)

- Grinding (note Operatives are shared with Welding)
- Rail Testing (note Operatives are shared with Lubrication)
- Lubrication (note Operatives are shared with Rail Testing)
- Conductor Rail

7.7 Displaced Team Leaders, Technicians and Operatives in Maintenance

Following the conclusion of the placement process, there may be a number of displaced Team Leaders, Technicians and Operatives in Maintenance.

The company will endeavour to minimise the number of displaced employees by adopting the following principles:

- exploring re-deployment opportunities from the remaining vacancies in Maintenance, Works Delivery and any other suitable vacancies in the organisation
- re-visiting all expressions of interest (from Maintenance and Works Delivery colleagues) which were previously rejected in phase one; applications could be accepted where a colleague could leave via voluntary redundancy and this would leave a suitable alternative role for a displaced Maintenance colleague (i.e. same role / grade)
- after completing the above, if there is still a large number of displaced employees and also colleagues whose original expression of interest were rejected, the Route can advertise promotional roles to enable potential upwards bumping (e.g. if a Team Leader had their application rejected initially, their role could be advertised; if someone was appointed this would enable the Team Leader's voluntary redundancy application to be accepted)

Where employees are displaced and re-deployed to a different location which involves additional travel, they will be entitled to claim Personal Daily Travel Allowance (PDTA), in line with established principles. Colleagues will also be able to submit a 28-day option form to request a transfer back to their substantive location once a suitable vacancy arises.

Where displaced Maintenance colleagues are re-deployed to a suitable alternative role, their base salary would be protected.

7.8 Displaced Working Supervisors (OHL and D&P)

For any Working Supervisors (OHL and D&P) who would like to stay with Network Rail, each Route will explore suitable alternative roles in line with the following options:

- where a Working Supervisor expresses an interest in a promotional role of Section Manager and / or Section Supervisor: Working Supervisors will be required to take part in the assessment centres and meet the criteria in order to be offered a promotional role.
- where a Working Supervisor expresses an interest in a Team Leader role in Maintenance or Works Delivery: whilst displaced Team Leaders will be prioritised for Team Leader vacancies, once all Team Leaders have been accommodated, Working Supervisors can apply for any remaining Team Leader vacancies through the established "closed list" people process.

Where displaced Working Supervisors are re-deployed to a suitable alternative role, their base salary would be protected.

7.9 Works Delivery Impact and Considerations

As stated above, Works Delivery does not form part of the redundancy consultation process and therefore colleagues in Works Delivery would not be in scope for the placement (slotting) process.

Each Route should review any vacancies in Works Delivery that could provide re-deployment opportunities for displaced Maintenance staff.

It is proposed that once re-deployment options in Works Delivery have been exhausted, each Route will right-size their Works Delivery organisation and remove any long-standing vacancies that are no longer required, such proposals should be consulted at Route Maintenance Council.

7.10 Apprentice Impact and Considerations

Ex-Apprentices who have passed their end point assessment, are receiving the Technician rate of pay but who have not yet been formally appointed to a Technician role will not be included in the placement (slotting) process. Ex-Apprentices in this scenario will be eligible to apply for any remaining Technician vacancies once the placement process has concluded.

In the voluntary redundancy panel meetings, full consideration should be given to the Technician succession pipeline of Apprentices and Operatives, it will be feasible to enable Technicians to leave under voluntary redundancy where there is strong succession.

When recruiting Technicians, a fair and transparent selection process must be followed in order to give fair opportunity to both Apprentices and Operatives.

To support understanding of each stage of the people process, refer to the slides in Appendix F.

Appendices

- Appendix A Proposed Rostering Arrangements Modernising Maintenance
- Appendix B Proposed List of New and Existing Overlapping Skills
- Appendix C Job Descriptions (Track Maintenance and Roster Clerk)
- Appendix D Current and Proposed Organisation Charts
- Appendix E Roles in Scope for the Voluntary Redundancy Scheme
- Appendix F Proposed Voluntary Redundancy Process Flow