

**Date issued:** 22 December 2021

## **Freedom of Information Request**

We are writing in response to your Freedom of Information request. Your request has been considered in accordance with the requirements of the Freedom of Information Act and our Data and Information Management Policy.

## **Your Questions Answered**

N.B. Information has been provided for both TfW (a not-for-profit company wholly owned by the Welsh Government, which exists to drive forward the Welsh Government's vision of a transport network that the people of Wales are proud of) and TfW Rail Limited (the Train Operating Company and Subsidiary of TfW)

- 1. Please provide a breakdown of staffing shortages for the month of November and December. Please be specific in the job roles that are currently vacant, such as the number of drivers that are required.**

### TfW

- 1 x Assistant Commercial Manager
- 1 x Assistant Financial Accountant
- 1 x Business Analyst (IT)
- 5 x Cleaning Operative (Canton)
- 1 x Cleaning Operative (Holyhead)
- 1 x Cleaning Team Leader
- 1 x Compliance Manager
- 1 x Customer Administrator
- 1 x Customer Engagement Advisor (Fflecsi)
- 1 x Electric Vehicle (EV) Project Manager
- 1 x Finance Apprentice
- 1 x Head of Network Growth
- 1 x HR Business Partner (Transport Operations)
- 1 x HR Coordinator
- 1 x IT and Digital Test Manager
- 1 x Junior Application Analyst
- 1 x Learning and Development Advisor
- 1 x Planning and Performance Analyst
- 1 x Project Coordinator
- 1 x Project Manager (Business Change)
- 1 x Project Manager (Utilities)
- 1 x Rail Project Sponsor
- 1 x Risk Analyst
- 1 x Senior Commercial Manager
- 1 x Service Desk Analyst
- 1 x Solution Architect
- 1 x Wellbeing of Future Generations Coordinator

TfW Rail Limited

83 x Conductors  
65 x Drivers  
21 x Fleet  
36 x HQ Staff Roles  
12 x Operational Staff Roles  
21 x Station Staff Roles

2. **Please also provide a breakdown of the services that were cancelled due to driver or guard shortages. This should not include services that were cancelled for other reasons.**

Service Group	Full Cancellations	Part Cancellations
Guard/Conductor	346	146
Driver	417.5	153
<b>Grand Total</b>	763.5	299

3. **I am aware that many services were cancelled due “weather”, please specify which of these services would have been cancelled anyway regardless of the weather.**

We do not hold this information, as ‘adverse weather events’ (or similar) is not a dedicated searchable field on our systems.

4. **Additionally please provide a breakdown of the pay levels, bonuses, benefits or share options received your board of directors for the current financial year. This should include bonuses or benefits that are due but not yet given.**

We respectfully seek your clarification on this point and TfW is a group of companies with four Boards of Directors. TfW now owns three subsidiary companies as follows: TfW Rail Limited, TfW Innovation Services and Pullman Rail. As such, please specify if you wish to receive this information for the TfW Board, the TfW Rail Board, TfW Innovation Services Board or the Pullman Board.

5. **How do you qualify your director packages? What performance metrics are used to justify said packages?**

Once again, we respectfully seek your clarification on this point. Please specify what is meant by a ‘director package’ further to the information requested in question 4.

6. **What metrics are used to monitor director performance and how are these metrics calculated?**

TfW and TfW Rail Limited

Directors all receive annual performance reviews focused on directorate and personal objectives. Metrics vary greatly across a range of operational, financial, customer and people related outcomes.

All measures are aligned to the achievement of both TfW Annual and Corporate plans. The success of activity ongoing within each directorate is reflected in the KPIs reported to their respective Boards.

**7. How are staff recruited and what incentives are offered to staff to attract them to TfW? What are your recruitment targets and how do you ensure they are met?**

Please note that TfW Rail Limited transferred into the ownership of TfW in February 2021, and work has been ongoing – and remains ongoing – since that time to bring TfW Rail Limited into alignment with TfW. As such, there are elements of this answer where TfW and TfW Rail Limited have provided differing information, and others where both are aligned and that answer covers both companies.

TfW and TfW Rail Limited

Staff are recruited by our in-house recruitment team, who facilitate our resourcing process. This includes managing internal and external opportunities; advertising online via our own website, as well other external recruitment sites; and proactively sourcing candidates to supplement our attraction. At the point of attraction, we follow our standard selection, interview, offer and onboarding process. Strategic recruitment targets which include:

- Establishment of industry-wide partnerships and initiatives to address the long-term skills gap and future needs of the transport sector in Wales.
- Deployment of recruitment and retention strategies to attract and retain qualified and diverse individuals to the organisation.
- Volume and frequency of train crew recruitment to meet business requirements [specific to TfW Rail Limited]

Targets are achieved by:

- Filling a high number of vacancies.
- Providing an open and fair recruitment process.
- Reducing the gender pay gap.
- Increasing the presentation of under-represented groups.
- Minimising the use of recruitment agency spend.
- Providing bilingual recruitment provision.
- Creating initiatives which address long-term skills gaps.

N.B. Work is ongoing within TfW Rail Limited to implement Equality, Diversity and Inclusion (EDI) targets and strategy to ensure alignment with TfW. There is a dedicated EDI project ongoing at present to deliver this outcome.

TfW

Incentives to join TfW include a competitive salary package which include:

- 28 days holiday.
- 4 x death in service days.
- 8% pension (including employer contribution).
- Free rail travel on the TfW network.
- Flexible benefits scheme, including cycle to work and an electric vehicle lease scheme.
- Maternity leave: 26 weeks full pay, 13 weeks statutory pay, 13 weeks unpaid.
- Paternity leave.
- Occupational Health service, providing health advice and specialist services.
- Employee Assistance Programme providing staff counselling services.

- Reward Gateway (staff discounts). Discounted gym membership.

#### TfW Rail Limited

Incentives to join TfW include a competitive salary package which include:

- Generous holidays entitlement varies per role.
- 4 x death in service days
- Pension:
  - Employees that are not protected '1992 pre-privatisation' employee receive 11.9%, whilst protected employees received 13.2%.
  - British Rail employees 13.29% pension (employer contribution).
  - Other employees 11.79% pension (employer contribution).
  - Final salary pension scheme, also with the opportunity of voluntary contribution.
- Free Rail Travel for staff, spouses and dependents on the TfW network, as well as discounted leisure travel on other TOCs.
- Maternity leave: 12 weeks full pay, 12 weeks half, then 15 weeks statutory pay.
- Paternity leave.
- Flexible benefits scheme including cycle to work.
- Job share and reduced hours.
- Holiday purchase for management and clerical staff.
- Generous sickness benefit.
- Occupational Health service, providing health advice and specialist services.
- Employee Assistance Programme providing staff counselling services.
- Reward Gateway (staff discounts). Discounted gym membership.
- Accelerated career development scheme.
- Discounted car parking benefits for some operational roles.
- Opportunity to volunteer for special event working.
- Contributory health care plans.

### **8. Who is overall responsible (director level) for staff recruitment and how is this persons success evaluated?**

#### TfW

Director of People and Organisation Development.

Success is evaluated through the setting of assessment of directorate and personal objectives. Also measured through achieving corporate milestones and KPIs.

#### TfW Rail Limited

Director of People and Change.

Success is evaluated through Performance Development Reviews.

### **9. Who is responsible for customer communications (director level) and what safe guards are in place to ensure that only factual information is passed on to customers in line with your obligations under the Railways Act?**

There are many different types of customer information which originate from different parts of the business, depending on the nature of that information. Generally, pre-planned information (such as timetable changes, engineering work, travel advice etc) is issued by the Communications Team, led by the TfW Director of Communications and Engagement. Late notice information (such as disruption information) is driven via our 24-hour Control Teams, led by the TfW Rail Limited Operations Director.

The TfW Director of Commercial and Customer Experience has role in shaping the overall strategy, approach and insight from a customer perspective, as well as direct delivery from a social media perspective.

We hope this information is of use to you.

Yours sincerely,

**Transport for Wales**

#### **Appeal Rights**

If you are unhappy with the way your request has been handled and wish to make a complaint or request a review of our decision, please write to the Head of Freedom of Information at either Transport for Wales, 3 Llys Cadwyn, Pontypridd, CF37 4TH or freedomofinformation@tfw.wales. Your request must be submitted within 40 working days of receipt of this letter. If you are not content with the outcome of the internal review, you have the right to apply directly to the Information Commissioner for a decision.

The Information Commissioner (ICO) can be contacted at Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF or you can contact the ICO through the 'Make a Complaint' section of their website on this link: <https://ico.org.uk/make-a-complaint/>

The relevant section to select will be "Official or Public Information".