

Compliance, Policing and On-Street Services Directorate

CPOS Operations Transformation Business Case

March 2019

CPOS Operations Transformation Business Case

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Compliance, Policing and On-Street Services (CPOS) Operations Transformation Business Case

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1. Recommendation

This business case sets out our proposals to transform Compliance, Policing and On-Street Services (CPOS) Operations, a number of which would be subject to consultation with our recognised trade unions.

Our overall vision is to provide a unified, agile and effective operational service which operates consistently and is able to adapt to support delivery of TfL's strategic objectives and changing operational requirements.

Our preferred proposal would transform the way CPOS Operations is organised so that it continues to provide effective on-street services to Surface Transport and TfL, while ensuring compliance with the rules and regulations that are essential to London's economic success and the provision of healthy, sustainable, safe and reliable transport.

It would include:

- a single CPOS operational area to support London's transport network
- a move from an operational model with specialisms to one which works with broad functional areas
- roles which can readily adapt to emerging business needs and in which our people are empowered, build their skills and experience, have more opportunities and adapt their activities as required.

2. Context and current structure

CPOS context

A strategy for transforming on-street operations in CPOS was set out in 2016 in the Operations 2020 Plan (Appendix 1). Over the past three years we have transformed and integrated activity within the current structure. To be able to take this work forward and fully deliver our vision for CPOS operations, we need to make changes to the structure and roles.

This business case sets out proposals which build on our Operations 2020 Plan, however since it was published the area and organisation has been significantly challenged by stark financial realities.

Our [TfL Business Plan for 2019/20 to 2023/24](#) sets out how we will continue vital transport improvements London needs, delivering the Mayor's Transport Strategy against a backdrop of some significant financial challenges. Working together, TfL has been successful in reducing costs, developing new streams of revenue and becoming a more modern and efficient business. This work needs to continue as we seek to respond to a subdued economy that has slowed down ridership and reduced fare revenue, the £700m government grant reduction and the delay to the opening of Crossrail.

This proposal sets out to both address our funding challenges and fulfil our vision to transform CPOS Operations. This means delivering a reduction in operating costs to meet our business plan objectives and by doing so contribute to the saving requirements for TfL.

It builds on our previous CPOS transformation programmes which established the top level structure and other essential supporting functions.

The main objective of the CPOS Operations Transformation programme is to become a function which is set up to operate in a way which is agile and equipped to readily adapt to the needs of our business and customers and consistent in the way that we function.

To achieve this we propose to structure CPOS Operations under functional areas and create roles which are consistent across these functions, providing our people with the right knowledge, tools and accountability to support the safety and efficiency of the transport network.

Having a flexible, multifunctional workforce equipped with appropriate powers and technology will also enable us to respond to future operational priorities.

In addition, we intend to continue to promote and embed the existing strong working links we have with our policing partners. In some areas of activity seeing ourselves as part of the extended policing family, providing operational support across TfL to our customers and promoting compliance for all users of TfL services.

These proposed changes have been endorsed by the CPOS Director, Surface Managing Director and the recent Surface On-street Review.

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CPOS Operations Transformation Business Case

The chart below shows the current CPOS organisational structure and where CPOS Operations sits.

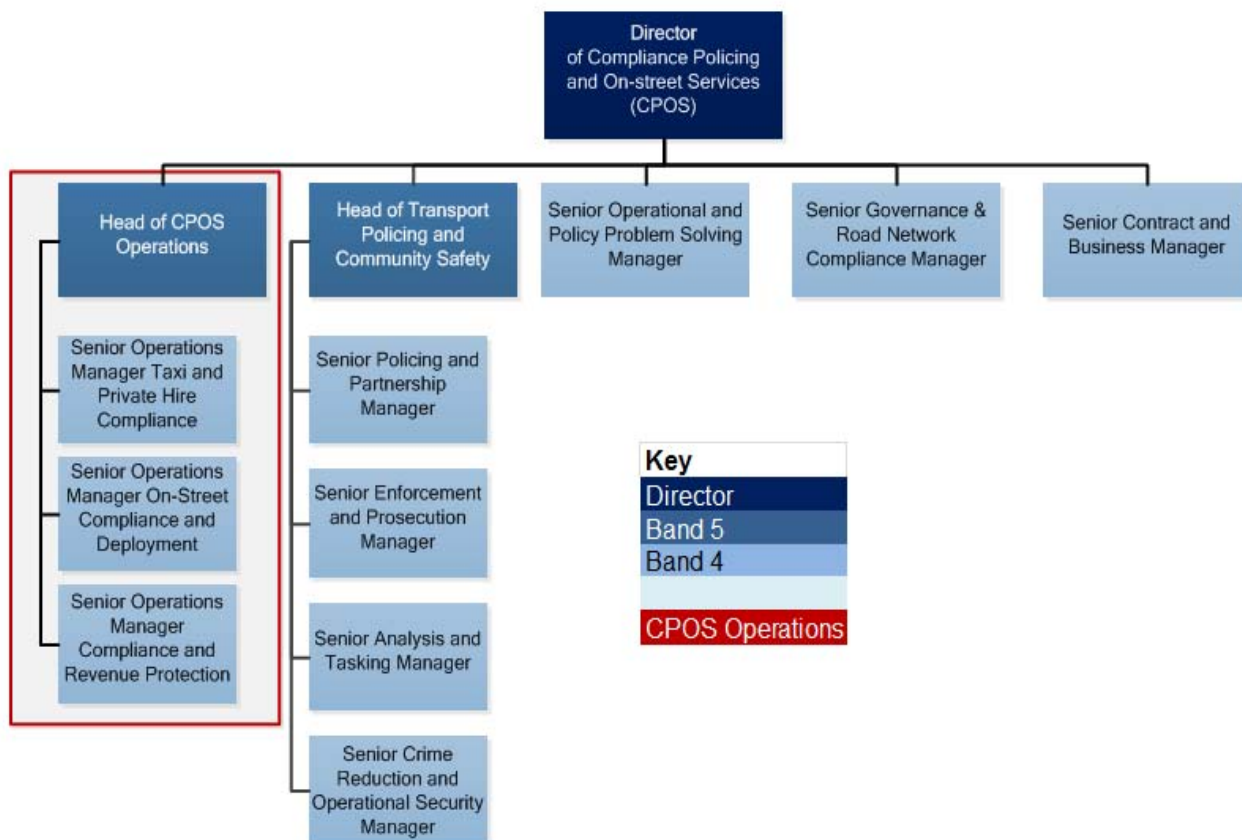


Figure 1: Current CPOS Structure illustrating CPOS Operations

3. Alignment with design principles

At the start of the transformation process, Surface Transport set out the design principles for our organisation. Our proposal reflects these principles:

Principle	What will our proposed new organisation design enable?	How does this proposal meet these principles?
Only do things we can afford	The proposals achieve the targeted levels of cost reduction for all the layers in scope for this phase of change.	We will realise savings by reducing frontline headcount through natural loss and correcting historical inconsistencies in roles.
Have clarity on who is accountable for what	The proposed new organisational structure will have clear points of accountability within and across each functional area.	The proposed structure and functional area approach provides much clearer accountability and line management responsibility than the current. This is critical in a dynamic, on-street operational organisation.
Avoid doing the same things in multiple places	By proposing to adopt a functional model, we will be able to bring activities undertaken across different areas together in one place to more readily support business needs as they evolve.	The proposal to operate a functional model will help by removing silo operating which leads to inefficiency and duplication. More integrated working will also improve resilience and improve career development for our people.
Only undertake activities that add value	An approach which focuses on the key activities that help our customers during the design of the proposed new structure.	Proposed improvements in resource deployment and operational planning to ensure we focus on business priorities and customer service.
Operate as a single team, leading across the organisation	Shared objectives and KPIs which bring teams closer together to deliver for our customers.	The integrated design and the creation of family groups (Operations Manager, Team Leaders and Officers) and removing job descriptions based on specialisms will create greater collaboration and flexibility.

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Additionally, the CPOS design team considered options in line with the principles set out in previous Transformations:

Principle	Our proposed new organisation design needs to enable...
Our customers are central to all that we do	Customers to know that we care that their journeys are safe, secure and reliable; understand the rules and support them being enforced and experience our staff as fair, caring and professional.
Safety comes first	Health and safety to remain central to everything we do, with everyone home safe and healthy every day, not only for our own staff but also the customers they serve.
Have strong stakeholder relationships	A strong client focus, based on clear interfaces to make sure that we deliver effective compliance services that support the Mayor's vision for transport and community safety and TfL business priorities.
Only do things we can afford	An efficient sustainable approach where we will only do things we can afford and undertake activities that add value.
Operate in an efficient and controlled manner	A clearly defined and applied management model and business support capability. Decision making and processes which are efficient, clearly understood and support effective delivery of our on-street services.
Capable and empowered staff	The right management structure and capability to support our people, and enable and empower them to do the best job possible while supporting career and skills development. The CPOS culture respects our people, actively promotes diversity and inclusion, supports open and honest communication and empowers us to tackle problems and celebrate individual and team success, in a caring environment that supports wellbeing.
Flexible environment to meet future demands	An approach which is flexible enough to adapt to changing demands. There is a versatile, dynamic, multifunctional workforce equipped with the appropriate powers and technology to respond to changing operational priorities and to do their job well. Our technology, data and systems align to CPOS and TfL's current and anticipated future needs, producing better and faster results.

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4. CPOS Operations Transformation scope

Scope

This business case covers CPOS Operations only, and includes employees on both operational and non-operational contracts.

Operational scope

To include all frontline staff on operational contracts - Revenue Protection Inspectors, Roads and Transport Enforcement Officers and Taxi and Private Hire Compliance Officers.

Non-operational scope

To include frontline staff who are on non-operational contracts: Taxi and Private Hire Compliance Officers and Work Related Road Risk Officers.

Plus all other non-operational staff - Revenue Protection Staff Managers, Resource Manager and Supervisors, Roads and Transport Enforcement Operational Manager and Team Leaders, Taxi and Private Hire Compliance Managers and Assistant Compliance Managers. Real Time Response Managers, Deployment Manager and Resource Manager and Operational Deployment Officer and the Work Related Road Risk Manager.

The scope of this business case is proposed organisational change in line with the Restructuring & Staff Reductions Policy (RSRP), covering 487 FTE within CPOS.

Exclusions

The Director, the CPOS Head of Operations (Band 5), Senior Operations Managers (Band 4) roles and all roles in areas of the Directorate not currently under CPOS Operations are out of scope.

5. People change governance and employee involvement

Leading our people through change

Our people are our primary focus through this change, and we are committed to:

- Having a highly visible leadership team, who will focus face-to-face engagement and make time to support individuals
- Being open and honest, allowing two-way communication
- Providing regular updates and ensuring managers have up to date information with which they may brief their team
- Using existing channels for communication that our people are familiar with such as CPOS Operations Bulletins and staff briefings
- Take action to avoid and mitigate the impacts of redundancy

When we launch consultation, we will brief our people across CPOS Operations, both operational and non-operational. After this, we will work to ensure our people are given opportunities to provide feedback. We will keep them updated and engaged in the consultation progress through a range of channels including: drop-in sessions and workshops, SharePoint updates, email updates and Yammer Q&As. We will also make clear to our people who our recognised trade unions are and how they might feed in to the collective consultation process.

To ensure that we are communicating as effectively as possible throughout the consultation, we plan to monitor engagement using the channels outlined above and use an anonymous survey to seek employee views.

How we will support our people

We are committed to an inclusive approach which engages our people throughout this change. Recognising that some people may need additional support, we will strive to have:

- All of our people managers meeting with every individual in their team to understand our proposals and how they are affected
- All of our people managers holding regular team meetings with transformation on the agenda
- The proposals on the regular Senior Manager Team agenda to keep colleagues informed, check understanding and check how messages are being received and cascaded
- Details of the Employee Assistance Programme and Occupational Health Services shared regularly
- Responses to employee questions and feedback and posting FAQs on the CPOS SharePoint
- The opportunity for employees to provide feedback on our communications

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People change principles

Our proposed approach is intended to:

- Retain the right knowledge, skills and experience required for the future success of CPOS operations
- Minimise the impact on people by using continuous improvement in areas where roles are not changing significantly
- Take positive action to avoid or reduce the number of redundancies and mitigate the impact of change on our people.

The proposed approach to pooling - which is subject to consultation with our recognised trade unions - follows extensive discussion and consideration between the CPOS Operations Senior Management Team, supported by HR. The proposed pools are designed to avoid redundancies where possible and provide as many opportunities as possible for our people to secure roles within our proposed structure. Further information on pooling can be found in section 9 of this business case.

Where roles are significantly changing, it is proposed that in-scope employees will undertake an appropriate assessment and selection exercise to inform appointment to roles

Where a manageable and realistic skills or capability gap is identified following assessment, we will support placement with a bespoke development plan

Consultation with our Trade Unions

Throughout this transformation, we will consult with our recognised trade unions on our proposal, and are committed to meaningful collective consultation with them.

Our formal consultation will build on the valuable engagement we have already had with our trade union representatives, including our earlier consultation on other CPOS functions.

Consultation will take place in separate forums for in scope operational and non-operational employees in line with the relevant recognition agreements.

We will allow plenty of time to discuss our proposals and give consideration to alternative suggestions to avoid and mitigate the effect of redundancies where possible. At our regular meetings we will discuss the issues employees raise with their representatives.

Following meetings with the unions we will send updates to employees in scope to keep them informed about how discussions with the TUs are progressing.

During transformation, individuals do not need to be a member of the union to raise an issue with them.

If individuals have a question, comment or concern about our proposals they should speak to a TU rep, HR Business Partner, Graham Daly or use the dedicated Operations Transformation email.

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6. Recommended option

Current CPOS Operations Structure

This is the current structure of CPOS Operations. The areas within the red dotted box are within the scope of this proposal.

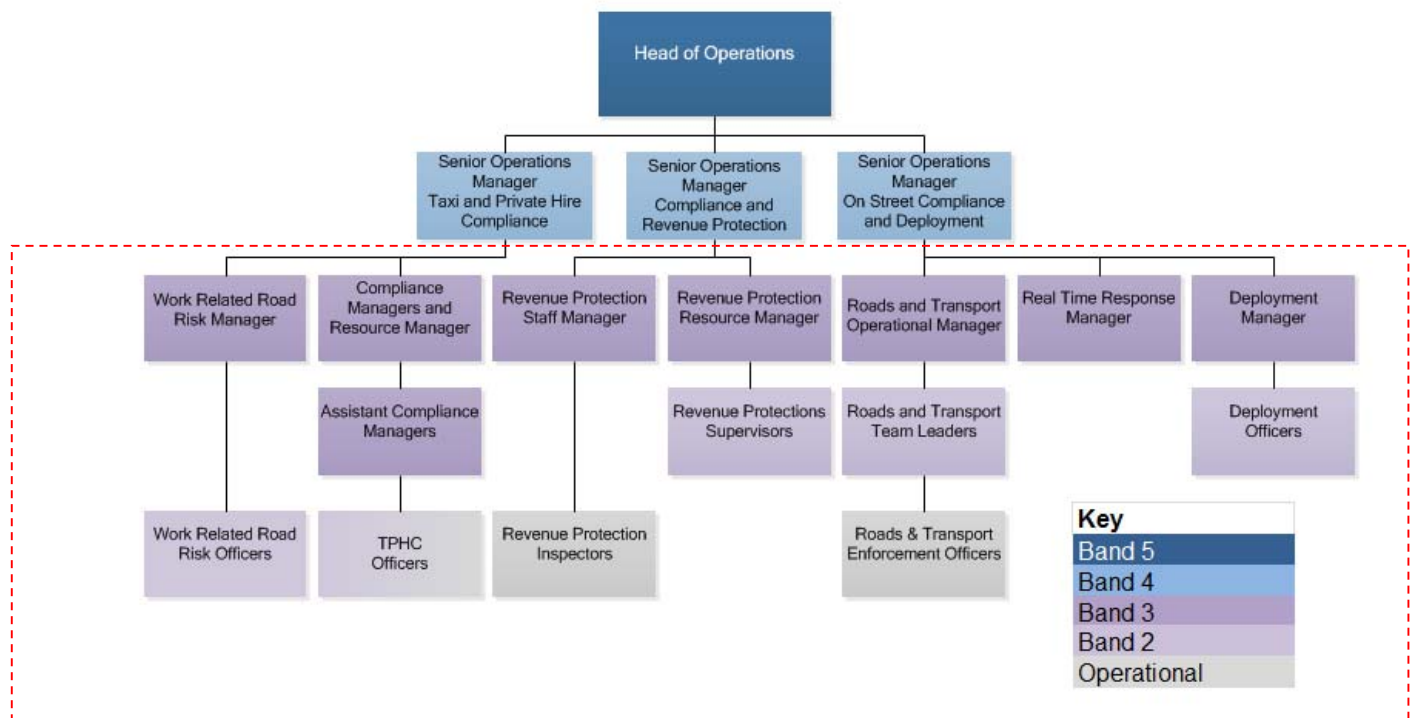


Figure 2: Current CPOS Operations structure illustrating roles in scope within red box

Details of recommended option

The following chart shows the proposed structure for CPOS Operations. Areas within the red dotted box are within the scope of this proposal and all come under the management of the Band 4 Senior Operations Managers and Band 5 Head of Operations. Further charts illustrate the proposed structure for each Functional area.

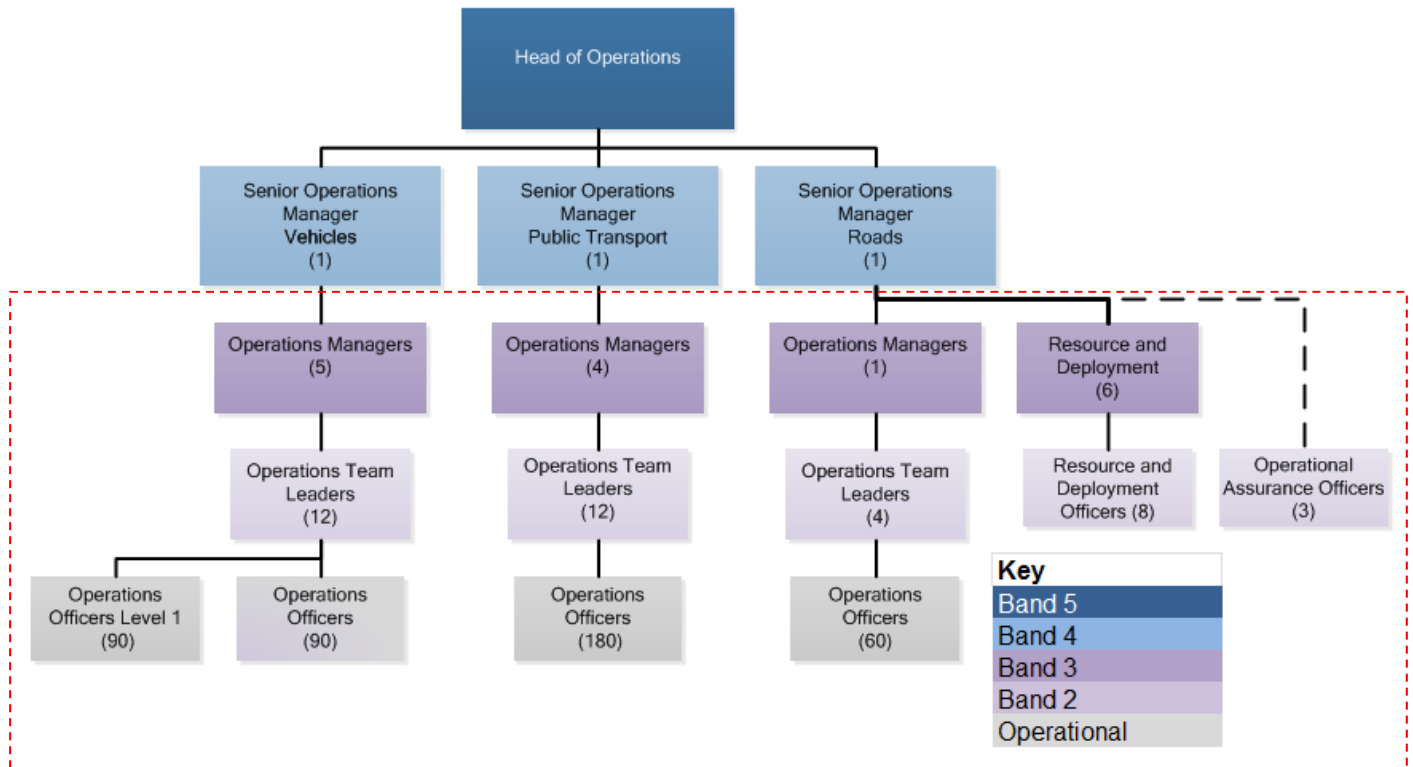


Figure 3: Proposed CPOS Operations structure

This proposal builds on the changes which have already taken place in CPOS. The main features of this proposed change are:

1. It brings about essential structural and role changes to fully complete our vision for CPOS Operations.
2. It addresses the financial pressures which the organisation is currently under as set out in the TfL Business Plan.
3. Necessary savings will be achieved mainly through staff attrition.
4. The impact on staff is minimised as far as possible and there are no planned headcount reductions of frontline staff.
5. It aligns with the TfL Business Plan which highlights that our organisation should focus on end-to-end process and structural integration rather than on 'vertical' divisional organisational change.

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Move from narrow specialism to broad functional area model

An important part of our proposal is the recommendation to move from CPOS Operations being organised by its specialist activities (revenue protection, taxi and private hire compliance, roads enforcement and work-related road risk) to three complementary functional and delivery areas:

- Public Transport Operations and Compliance Services
- Vehicle Operations and Compliance Services
- Roads Operations, Compliance and Deployment Services

The following table describes the scope of the proposed functional areas, which the detailed proposal aligns to. It keeps all existing responsibilities under the Band 4 Senior Managers and broadens the remit of each area.

Current	Proposed Functional Area	
Compliance and Revenue Protection	Public Transport Operations and Compliance Services	The lead responsibility for revenue protection on buses would be held in this functional area. The area would also cover current and potential activities that may be required on public transport, such as by-law and Public Service Vehicle regulations enforcement, which is outside of pure revenue protection and beyond the scope of buses alone.
Taxi and Private Hire Compliance	Vehicle Operations and Compliance Services	The lead responsibility for taxi and private hire compliance and work-related road risk would be held in this functional area. The area would also cover current and potential activities that may be needed to improve public and road safety, including all commercial vehicles or public transport modes (outside of TfL responsibility) but within the potential regulatory remit of TfL.
Work-Related Road Risk		
Roads and Transport Enforcement	Roads Operations, Compliance and Deployment Services	The lead responsibility for real-time response, resourcing and deployment would be held in this area. This would also cover all current and potential future activities that may be required on roads and typically involving non-TfL public transport.

Figure 4: Current and proposed functional areas

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These proposed changes are needed to ensure that CPOS Operations is prepared for the future and able to respond to prospective responsibilities it could take on in the areas of public transport, vehicle compliance and roads operations.

The proposed functional areas are designed to overlap, allowing staff in all three areas to undertake a wider range of activities. For example, to enforce against parking contraventions on the Transport for London Road Network (TLRN) or report on matters that relate to all functional areas. Each area is responsible for specific core functions and certain priority activities. Lead responsibility for all matters relating to those **core functions** rests with the Senior Operations Manager and their reports.

From a vertical silo to a more adaptable multi-functional approach

CPOS Operations currently operates through vertical silo structures. The following chart shows the separate roles that currently exist for CPOS Operations' managerial, supervisory and on-street positions.

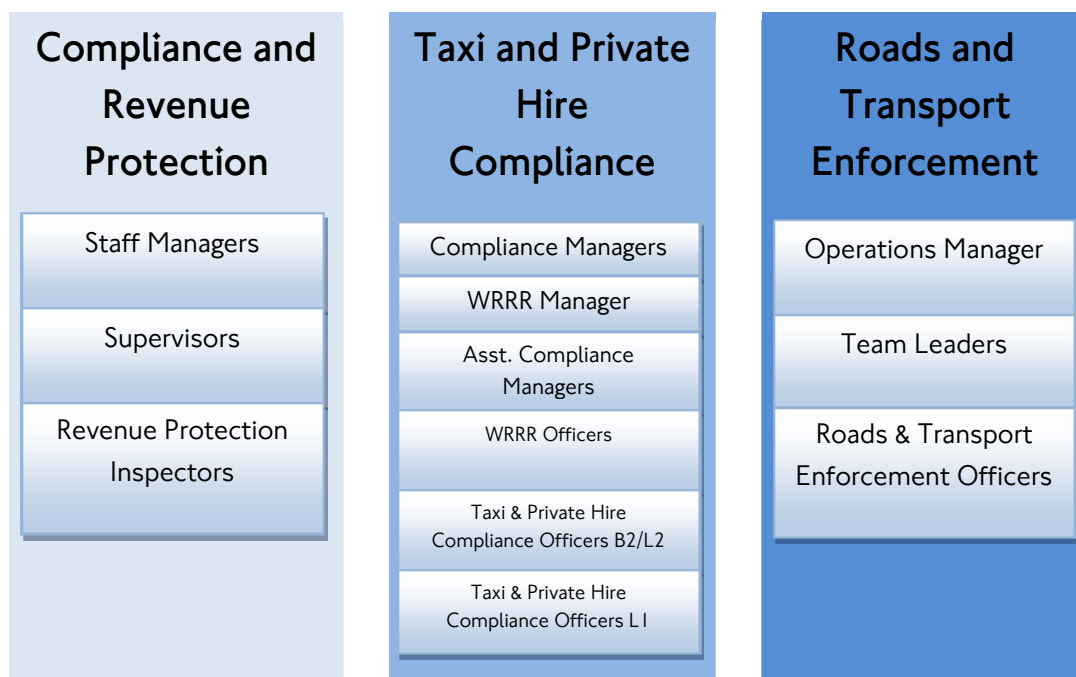


Figure 5: Current 'specialist' identified structure

The roles were designed and named to reflect a particular specialism (i.e. Revenue Protection Inspector, Taxi and Private Hire Compliance Officer, Work Related Road Risk Officer or Roads and Transport Enforcement Officer).

The proposed simpler structure - which will have a total of seven rather than the current seventeen roles - will bring greater consistency and flexibility to respond to operational requirements and improve opportunities for staff to move around for personal and developmental needs. Furthermore they better reflect the skills and contribution required to deliver against our vision.

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CPOS Operations Transformation Business Case

The following chart illustrates the three proposed functional ‘frontline’ areas and how the simplified three Operations levels of **Managers, Team Leaders and Officers** will have the potential to work across the full range of operations and compliance services.

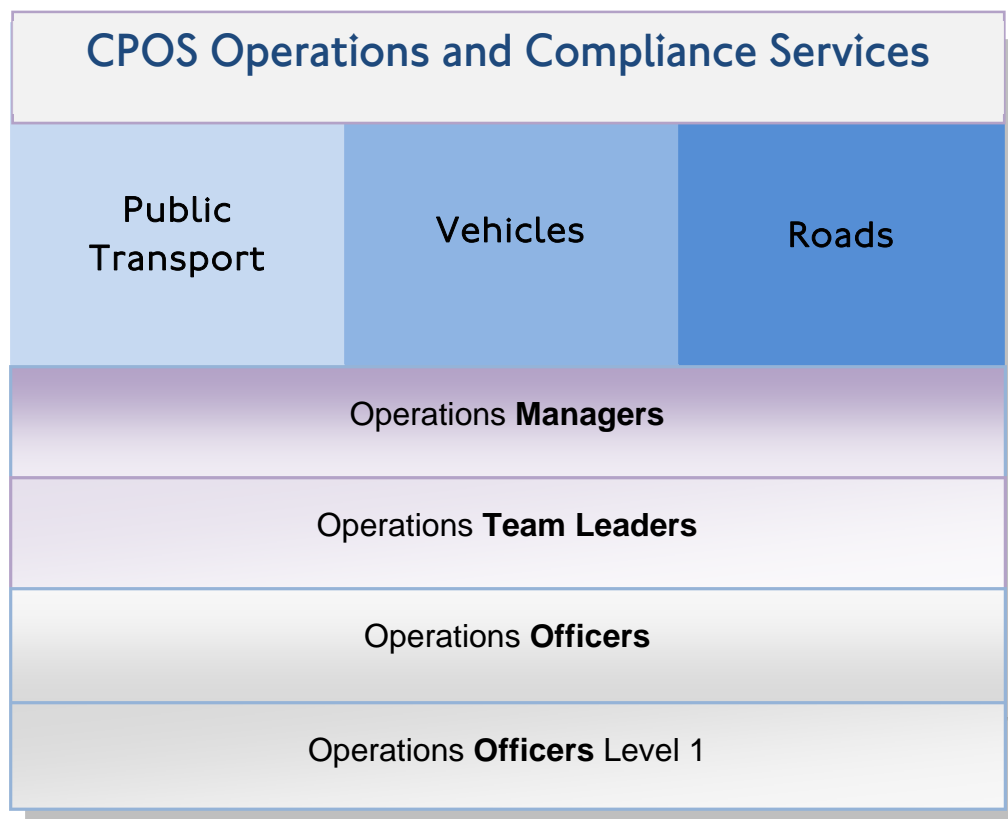


Figure 6: Proposed ‘Functional Area’ structure overview

Summary of current and proposed roles and staff impact

These are the FTE current roles where changes are proposed:

	Current Roles	Grade	As Is	Proposed Roles	To Be	Grade
1	1. Staff Managers 2. Compliance Managers 3. Operations Manager 4. Work Related Road Risk Manager 5. Assistant Compliance Managers 6. Real Time Response Manager 7. Deployment Manager 8. Resource Managers	3	23	1. Operations Manager 2. Operations Resource and Deployment Manager	10 6	3
2	9. RPI Supervisors 10. RTEO Team Leaders	2	18	3. Operations Team Leader	28	2
3	11. Revenue Protection Inspectors 12. Roads and Transport Enforcement Officers 13. Taxi and Private Hire Compliance Officers (B2) 14. Taxi and Private Hire Compliance Officers (L2) 15. Work Related Road Risk Officers	Oper- ational 2	335	4. Operations Officer	330	Oper- ational & 2
4	16. Taxi and Private Hire Compliance Officers (L1)		110	5. Operations Officer (L1)	90	
5	17. Deployment Officer	2	1	6. Operations Assurance Officer	3	2
6	<i>These roles are currently undertaken by Operational staff in placements</i>			7. Operations Resource and Deployment Officer	8	2
	TOTAL		487		475	

Figure 7: Summary of current and proposed roles

See Appendix 2 for full breakdown of staff numbers, both current and proposed.

See Appendix 3 for more information on role accountabilities and rationale

For details of Pooling see Section 9.

- The total number of FTEs in CPOS Operations who are in scope is 487
- The total number of employees in scope for headcount reductions at Band (PB) 3 level is 23 reducing to 16 (see row 1)
- There is growth at Band 2 to account for vacancies which will arise at Operations Team Leader, Operations Assurance Officer and Operations Resource and Deployment Officer positions, providing potential alternative or developmental opportunities for other CPOS staff (see rows 2, 5 and 6)
- The reduction of frontline headcount in this transformation is intended to come about through natural attrition (see rows 3 and 4). These forecasts are based on current rates of staff attrition and the likely numbers we will be at, by or before March 2020.

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This proposal takes forward ideas which have been discussed with CPOS employees since the Operations 2020 Plan was launched in early 2016. It builds on the changes which have already evolved and as structural and role changes are now needed to enable us to realise our Operations 2020 vision, we need to adopt a restructuring approach to some of the proposals.

The proposed approach will also require different ways of working and a shift in thinking and behaviours, away from the specialist and silo approach and towards a more integrated Operations area, where all staff see themselves first as TfL Operations Managers, Team Leaders or Officers and not simply defined by specialist skills, powers or training given to them. There will also be a necessity to provide coverage across all shifts appropriate to and dependent on business requirements.

Layers and spans

To create clear lines of accountability, responsibility and ownership for staff performance and development, we propose to adopt a consistent management structure across CPOS Operations.

This proposal broadly reflects the line management structures operating in Taxi and Private Hire Compliance and Roads and Transport Enforcement. However, this structure differs in Compliance and Revenue Protection, with direct line management responsibilities owned by the Band 3 Staff Manager with a ratio of one to forty or fifty staff (1:40/50). This clearly impacts what these managers focus on and we believe can disempower on-street RPI Supervisors. This proposal addresses this issue and focusses on improving the visibility of team leaders who understand the needs of their staff and the quality of officer and management relations. The average management ratio in this proposal is around fifteen operations officers to every team leader (1:15).

We will continue to strive towards a seven layer structure, but feel this is best achieved through changes at the current layers 4 and 5 (Payband 4 and 5).

7. Functional areas: current and future responsibilities

CPOS Operations would be a far more integrated and united operational area following the proposed change and would retain functional responsibilities which would be led on by the Head of Operations and the three Senior Operations Managers.

The three proposed functional areas would be:

- 1. Public Transport Operations and Compliance Services**
- 2. Vehicle Operations and Compliance Services**
- 3. Roads Operations, Compliance and Deployment Services**

1. Public Transport Operations and Compliance Services

The figure below sets out the proposed structure for Public Transport Operations and Compliance Services and the current core functions and proposed future activities which could be undertaken in this Functional Area. Protecting bus revenue will remain the priority **core function** of this area and the deployment of uniformed, Operations officers with revenue protection inspection powers will remain the primary activity.

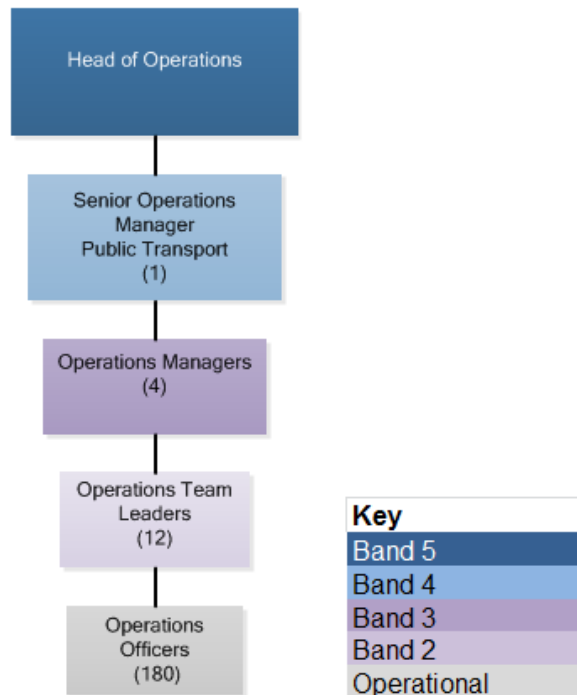


Figure 8: Proposed Public Transport Operations and Compliance Services Structure

Current core functions (to remain):

- Bus Revenue Protection (detecting and deterring fare evasion)
- Customer service/ Safeguarding
- Tackling unwanted behaviours
- Supporting safe and efficient operations of bus network
- Assisting with planned and unplanned events
- Limited real-time response

Potential future activities (in addition but not limited to):

- Wider enforcement powers such as parking and by-laws, and prepare for other future powers as appropriate.
- Basic Taxi and Private Hire Checks
- Community Safety Accreditation Scheme (CSAS) powers
- Revenue Protection on other TfL Services

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2. Vehicle Operations and Compliance Services

The figure below sets out the proposed structure for Vehicle Operations and Compliance Services and the current core functions and proposed future activities which could be undertaken in this Functional Area. Driving up high standards of compliance of drivers, vehicle and operators with the private hire and taxi trade will remain the priority **core function** of this area and the deployment of uniformed, operations officers with taxi and private hire powers will remain the primary activity. In addition, improving vehicle and driver standards of public service and commercial vehicles within London and particular those working under contract for TfL will also be a priority for this area.

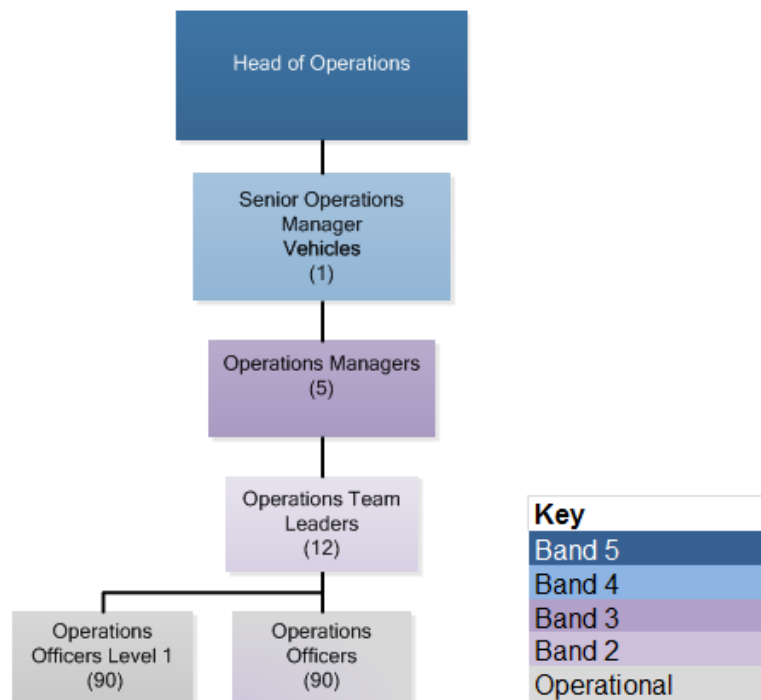


Figure 9: Proposed Vehicle Operations and Compliance Services structure

Current core functions (to remain):

- Taxi and Private Hire Compliance (TPHC)
- Work related road risk inspection and compliance
- Operator Checks
- MHC / PHV Vehicle & Driver Checks
- Supporting activity at key locations
- Customer Service / Safeguarding
- Limited real-time response

Potential future activities (in addition but not limited to):

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- Greater focus on road danger reduction
- Greater focus on vehicles and fleet compliance
- Wider enforcement powers such as parking and by-laws, and prepare for other future powers as appropriate.
- Able to discharge / use CSAS powers

3. Roads Operations, Compliance and Deployment Services

The figure below sets out the proposed structure for Road Operations, Compliance and Deployment Services and the current core functions and proposed future activities which could be undertaken in this functional area. Maintaining on-street compliance (e.g. red-route, and lane rental enforcement) and carrying out activities which positively impact on road safety will remain the priority **core functions** of this area and the deployment of uniformed, Operations officers with various roads and public safety powers will remain the primary activities. In addition, getting the most out of our on-street employees through planned or real-time deployments will also remain a priority for this area.

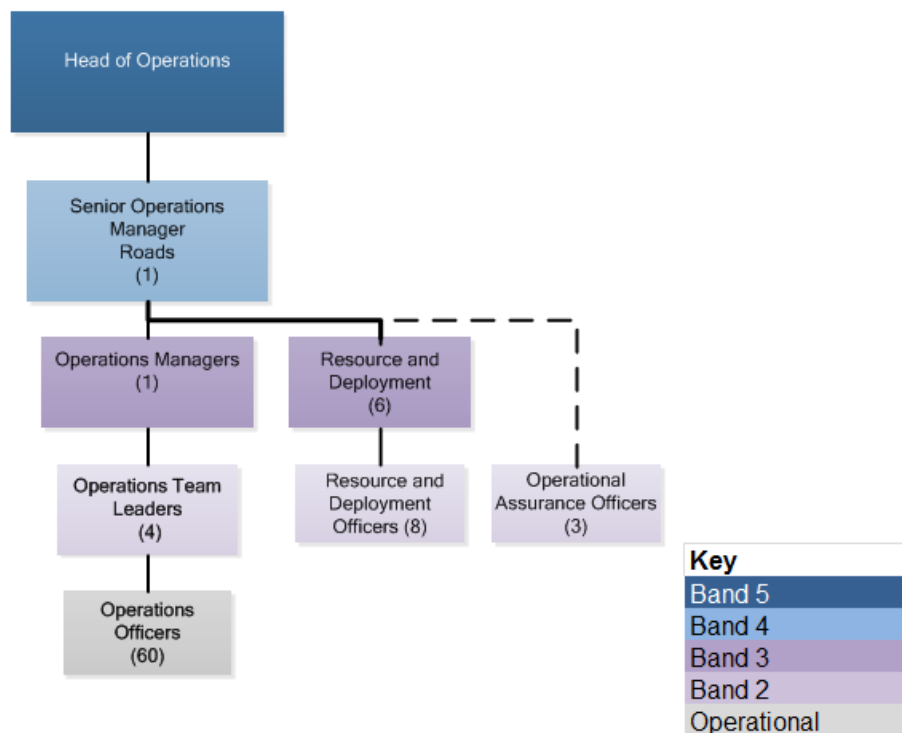


Figure 10: Proposed Roads Operations, Compliance and Deployment Services Structure

Current core functions (to remain): On-Street Compliance and Deployment

- Operational Plans & Deployments
- Oversight of real-time response
- Customer Service / Safeguarding
- Parking enforcement
- Road danger reduction

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Potential future activities (in addition but not limited to):

- Resource Management
- Basic TPHC Checks
- Supporting ASB activity
- Greater focus on Road Danger Reduction, including speed enforcement with Police
- Wider enforcement powers such as parking and by-laws, and prepare for other future powers as appropriate.
- Able to discharge / use CSAS powers

Details of other options evaluated

Options with headcount growth were considered however in the current financial climate, these were not deemed feasible. Our proposals have been designed in ways which provide options to scale operations according to future business needs.

Doing nothing was also considered. While this option may appear to be the least disruptive to individuals, it would not address many of the things which we know employees want to see, such as greater consistency across roles, opportunities for better development, greater resilience, taking on additional responsibilities and clearer lines of management and accountability. Maintaining the current structural rigidity makes CPOS less able to meet any future demands, potentially putting individuals at greater risk of job losses if certain activities are no longer required. It also retains unworkable inconsistencies in structure and therefore some working practices and as a result can limit opportunities for staff. For these reasons it was considered that doing nothing with the structure of CPOS Operations was detrimental to both the needs of our business and our people and therefore is not a feasible option.

8. Transition Plan

Bringing our people along on the journey

We've already delivered most of the objectives in our CPOS Operations 2020 Plan, but now need to make changes to specific roles to establish consistency and agility in the way we are set up and work.

All employees have been briefed on our vision for operations and our Operations 2020 plan, including multi-functionality, greater flexibility, and the need for consistency and being ready for any new, future operational requirements. Proposals of multi-functionality also featured strongly as a recommendation from our people when we engaged with them as part of the Surface On-Street Review and we believe our people understand the need for change. We have also discussed at briefings and workshops, the rationale and benefits of a future where CPOS Operations is more adaptable and versatile.

We will set out to address concerns and questions from employees during consultation, through discussions with our trade unions and regular drop in sessions with the Head of Operations and the Operations Senior Management Team. We will also work with employees to build a better understanding of specific support they would benefit from and seek their input on ways to bring the new agile approach to life.

We are developing detailed plans to make sure we can sustain delivery through this period of change and support transition to our new structures and effective ways of working.

Core functions will remain a priority, so we will still require Operations Officers to protect revenue loss on buses, identify and deal with non-compliance in the taxi and private hire trade, commercial freight working for TfL and non-compliance activity which impacts on road movement and road safety.

We will discuss transition as a key element of consultation and have local team based action plans for go live. These will look at any key activities that need to be adapted or reviewed such as health, safety and wellbeing, ways of working and CPOS Operations priorities.

Key stakeholders have been consulted as part of the design processes as they have and will have operational requirements of CPOS Operations (see Further Consultation). We will continue to work with other areas of TfL as we embed the new structure and functional areas.

Equipping our employees for new ways of working

To equip all our staff for the proposed changes to the way they work, all will participate in training to build their understanding of what is expected of them. This will involve adopting a multi-functional way of thinking and starting to identify them as CPOS Operations staff rather than by current role designated titles.

This training will cover all activities across CPOS Operations and how employees can begin to support each functional area. To enable all CPOS Operations employees to attend, we will

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CPOS Operations Transformation Business Case

run these training sessions over several months. Improvements in technology will also support expanding the responsibilities and powers our people have, enabling them to be more adaptable and agile in the way they work. In all cases where we require individuals to take on additional activity, full training and all necessary equipment will be provided.

Embedding and Integrating

For our new approach to be successful, we will need to provide our line managers with the right tools to enable them to:

- Provide daily leadership and build a sense of purpose within their team
- Provide clarity around job expectations by having regular conversations with their people
- Own and deliver regular engagement with their teams

The CPOS Operations Senior Management Team will lead the transition and integration; embedding this proposed change. We will use our existing directorate forums to create and deliver our Transition Plan.

Forum	Enforcement Governance Group	People Steering Group	Operational Representation Groups
Attendance	Senior Leadership Team	Senior Management Team, CPOS HR Business Partner and representatives from People Working Group and Change Champions	All CPOS Operations managers and Operations Staff representatives
Role	Responsible for setting the strategy, providing direction and leading the plans for delivering a successful transition to the proposed new operating model	Responsible for delivering the transition plans with a focus on designing and implementing the desired culture and behaviours and ways of working	Provide positive engagement and support to deliver the plans within the teams. Driving consistent messaging, discussing feedback, championing what works well and finding solutions for what is not working well
Activities	Ensure transition plans are in place. Develop a Communication and Engagement plan to include local team meetings, senior manager meetings, weekly bulletins and specific briefings	Implement transition plans Consider accommodation impacts Consider culture and behavioural activities to create positive engagement Improve ways of working Establish training requirements	Identify the best way to support teams and individuals Identify what support is needed to embed the proposed new operating model Ensure consistent compliance with HR procedures, etc. Share best practice and learning

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9. Our employees – how we will approach this change

Our proposed approach to this organisational change will enable us to recruit the right people to the right roles in order to achieve the level of business transformation required. We're proposing to apply the TfL Restructuring and Staff Reduction Policy as set out below.

Our proposed approach can be summarised as follows:

- Employees of the same grade that do similar work and have similar skills, knowledge and experience will be pooled together
- Where assessment and selection exercise is required for roles in the new structures this will ensure everyone in a pool has an equal opportunity to be considered for the revised roles
- Measures will be taken to avoid and mitigate the impacts of any compulsory redundancies

Pooling

Pooling is based on the grade of the substantive role and suitable, appropriate alignment to roles proposed in the new structure, again based on grade.

In areas where there is more than one proposed role available, it is intended that the roles will be filled using preferencing, assessment and selection.

Any remaining positions at the end of the process will be advertised in accordance with our normal recruitment process.

Any current vacancies and vacant posts being covered by NPL are not included in the proposed pools. Pooling assumes all seconded individuals return to their substantive positions.

Pooling information is based on Staff in Post numbers. Finance calculations are based on the corresponding Full Time Equivalent (FTE) numbers.

CPOS Operations Transformation Business Case

The proposed pools are as follows:

Pool 1 – Operations Manager/Operations Resourcing & Deployment Manager (PB3)	
Rationale for Pool	Preferencing and Assessment
<p>Pooled based on grade of current and proposed future roles.</p> <p>Proposed pool maximises placement opportunities for all individuals at PB3 grade.</p>	<p>Preferencing to be undertaken to identify interest in roles, followed by selection and assessment activity.</p> <p>Preferences received will inform managerial decision making on role allocation post assessment</p> <p>Should capability gap be identified; bespoke development plans to be supported where appropriate</p>
Current number of people in pool – 23	Proposed number of roles in pool - 16
Individual roles comprising this pool	Proposed new roles
<p><i>Real Time Response Manager x3</i> <i>Deployment Manager x1</i> <i>Resource Manager x2</i> <i>Compliance Manager x5</i> <i>WRRR Manager x1</i> <i>Staff Manager x4</i> <i>Assistant Compliance Manager x7</i></p>	<p><i>Operations Resourcing and Deployment Manager x6</i> <i>Operations Manager x10</i></p>

Pool 2 – Operations Team Leader (PB2)	
Rationale for Pool	Preferencing and Assessment
<p>Pooled based on grade of current and proposed future roles; appropriate skills, knowledge and experience between roles.</p>	N/A
Current number of people in pool – 18	Proposed number of roles in pool - 28
Individual roles comprising this pool	Proposed new roles
<p><i>Team Leader x6</i> <i>Supervisor x12</i></p>	<p>Operations Team Leader x28</p>

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Pool 3 – Operations Resourcing & Deployment Officer (PB2)	
Rationale for Pool	Preferencing and Assessment
New role with no current employee in scope identified for pooling based on activity of current and proposed future roles.	Role to be advertised and recruited under normal processes
Current number of people in pool – 0	Proposed number of roles in pool - 8
Individual roles comprising this pool	Proposed new roles
N/A	Operations Resourcing & Deployment Officer x8

Pool 4 – Operations Assurance Officer (PB2)	
Rationale for Pool	Preferencing and Assessment
Pooled based on grade and activity of current and proposed future roles; appropriate skills, knowledge and experience between roles.	One role identified in pool to be placed. Remaining roles to be advertised and recruited under normal processes
Current number of people in pool – 1	Proposed number of roles in pool - 3
Individual roles comprising this pool	Proposed new roles
<i>Operations Deployment Officer x1</i>	Operations Assurance Officer x3

Pool 5 – Operations Officer (Ops grade)	
Rationale for Pool	Preferencing and Assessment
Pooled based on grade and activity of current and proposed future roles; appropriate skills, knowledge and experience between roles.	No requirement for assessment. Headcount reduction anticipated through natural attrition before end March 2020
Current number of people in pool – 341	Proposed number of roles in pool - 330
Individual roles comprising this pool	Proposed new roles
<i>Road & Transport Enforcement Officer x57</i> <i>Revenue Protection Inspector x189</i> <i>Compliance Officer Level 2 x50</i> <i>Compliance Officer PB2 x43</i> <i>WRRR Officer x2</i>	Operations Officer x330

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Pool 6 – Operations Officer Level 1 (Ops grade)	
Rationale for Pool	Preferencing and Assessment
Pooled based on grade and activity of current and proposed future roles; appropriate skills, knowledge and experience between roles.	No requirement for assessment. Headcount reduction anticipated through natural attrition before end March 2020
Current number of people in pool – 119	Proposed number of roles in pool - 90
Individual roles comprising this pool	Proposed new roles
Compliance Officer Level 1 x119	Operations Officer Level 1 x90

Preferencing and Assessment

As outlined in the above pooling summary, assessment is not required in most pools.

Given the nature of the changes outlined to Pool 1, we recognise that this grouping will need to undertake preferencing and assessment activity in order to inform selection for the roles in the proposed design.

Our proposals for preferencing and placement will form part of consultation. While it is our intention to accommodate preferences wherever possible, final decision on placement will be determined by outputs of assessment process in order to best accommodate the requirements of the function and ensure the success of CPOS.

Voluntary severance

The proposed new operating model demonstrates a reduction in headcount against current FTE (P12 2018). This majority of this reduction is forecast to be achieved through natural attrition in the intervening period before end March 2020 at Operations Officer level.

However, at PB3 the proposed new roles are fewer than current staff in post. The required reduction is not anticipated to be achieved via attrition and the skills, knowledge and experience required varies against current roles at this level in the existing model. As a consequence, assessment will be utilised to determine placement.

We do not propose to offer Early Voluntary Severance (EVS) at any level. We believe there are sufficient numbers of placement opportunities for staff in scope to avoid the need for redundancy when we go-live at Ops and PB2 grades. At Band 3 we wish to assess all existing employees to establish the best placement opportunities and ensure the best equipped candidates are retained to support the ongoing success of the function.

This aligns to our CPOS people principles seeking to ensure we retain the right knowledge, skills and experience required for the future and mitigate against redundancies.

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Voluntary Severance will remain available as a measure to mitigate any compulsory redundancy should this scenario arise. Any associated measures will be fully consulted upon.

Mitigating redundancy

The following measures are proposed to mitigate any compulsory redundancy as sequenced below:

1. Consider Flexible Working Requests (FWR) as part of the process where employees identify their expression of interest in roles. Employees will be asked to outline their interest in changes to working arrangements for the new role. This could include any of the following:
 - a. Contractual amendments: job share, part time working. Contractual amendments can be identified at an early stage, and then mapped across the detailed proposed organisational design for a functional area to establish if there is a match between what an employee has requested against the needs of the business. Requests for amendments to working arrangements are subject to business needs.
 - b. Temporary initiatives: identify those interested in a career break and if so, the duration. This provides future opportunities for employees to return back to TfL and through turnover, secure a suitable alternative position.
2. Suitable Alternative Employment (SAE): We will proactively work with HR (Redeployment) to identify where there are vacancies or roles covered by NPL across TfL to support employees who are displaced following assessment and selection.
3. Protection of earnings: As per the Restructuring and Staff Reduction Policy (RSRP) for any individuals who are displaced into suitable alternative employment (SAE).
4. Post assessment and selection Voluntary Severance: This will be dealt with in accordance with the RSRP.

Equality Impact Assessments (EqIAs)

A full EqIA has been carried out for operational and non-operational graded employees that looks at the potential impact of the proposed changes and is available for reference as a stand-alone document.

A summary of the key actions that we are committed to taking:

- Regular and accessible communication updates ensuring engagement and support those employees on extended periods of leave (e.g. maternity leave)
- All employees in scope are aware of the support available to them from both within CPOS and the wider business
- All roles in the proposed new structure are gender neutral
- A fair selection process will be followed, with diverse assessment panels, who have been trained in TfL recruitment practices and undertaken the unconscious bias training
- Ensure that hiring managers have visibility of the EqIA and that it is updated throughout the process.
- Strive to foster an inclusive culture and embrace diversity across the Directorate.

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10. Financial analysis

Overall Impact

The overall impact will be that the CPOS staffing budget at the end of 2019/20 will be lower by £0.8m compared to the 2018/19 forecast outturn position (and c£3m lower than the 2018 Business Plan). It is intended that this will be achieved through attrition of staff in CPOS Operations (this has been profiled realistically using historic trends).

The requirement to deliver 'multi-functionality' across Operations will require some investment in systems and training, but this case envisages delivering this within the existing budget envelope as far as possible.

Costs and benefits in the following tables are indicative based on average salary costs in CPOS Operations and anticipated severance costs and the minimum delivery costs for the change. The total benefits are calculated against a baseline of the 2018/19 forecast outturn.

	Year 1	Year 2	Year 3	
	2019/20	2020/21	2021/22	TOTAL
Total Benefits	£0.8M	£1M	£1M	£2.8M
Total Implementation Costs	-£0.1M	-£0.1M	-£0.0M	-£0.2M
Total VS Cost estimate	-£0.5M	-£0.0M	-£0.0M	-£0.5M
Net	£0.2M	£0.9M	£1M	£2.1M

For future years, the assumption applied is that recruitment will continue when a sufficient financial opportunity builds up through further attrition of employees. The case assumes that Level 1 officers will not be recruited, but new Operations Officers will be recruited (previous Level 2).

Excluding estimated Voluntary Severance costs this shows that CPOS operations would cost £1.0M less per annum by the end of Year 1 compared to the current forecast cost of operations. Achieving this again in Year 2 and Year 3 is based on the assumption that recruiting new operational officers would occur in line with continued attrition, i.e. costs and savings remaining equal.

Financial benefits

The key financial benefit of implementing the recommended option is that it allows CPOS to deliver against the challenge to reduce the Business Plan staffing costs as required across Surface Transport. Furthermore, it enables CPOS to deliver a sustainable structure which

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has the capability to maintain revenue streams and levels of compliance at current levels, with options to build on this for the future.

Impact on FTE

The key FTE impact of this change is the headcount reduction of 7 (FTE) Band 3 managers within the proposed design and would see the total number of operational officers (FTE) decline from 335 to 330 and 110 to 90 (for Level 1) which is proposed to be delivered through natural attrition. The following assumption applies for year one (2019/20):

Roles	Year 1 savings Estimate*
Managers (PB3)	-£256,308
Team leaders (PB2)	£35,692
Frontline officers L2	-£284,308
Frontline officers L1	-£507,231
	-£1,102,154

*This estimate is based on absolute numbers with no other attrition factored in as opposed to the 2018/19 forecast outturn which highlights a £0.8m saving in year 1.

Benefits arising from proposed headcount reduction change (per annum)

Pay band	Band 1	Band 2	Band 3	Band 4	Band 5	Other	Total
Number of positions impacted	0	0	7	0	0	0	7
Annual Cost per employee	£0	£0	£68k	£0	£0	0	£68k
Total Cost per band	£0	£0	£476k	£0	£0	0	£476k

The proposed changes will not drive any further savings or costs in terms of the 'back office' or overhead support

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Other Internal Spend

Internal spend budgets will require review as training and technology requirements which are 'must haves' will need to take precedent over other supplies and services which may potentially be scaled back. However, the overall impact of the change is not expected to cause a rise in CPOS *other spend* categories.

The implementation costs which are included in the table are an estimated £50k to deliver the 'time management' aspect for TPHC officers in order to account for any time spent on non-TPH related activity if they become flexible officers. Additionally, there is £50k for additional CSAS training which is anticipated to be sufficient for the delivery year (2019/20) and again for the first full year of operation.

This case should note that CPOS has approval for a whole system re-let ('ECOS' project) which will be implemented for April 2021 in line with the commercial imperative that the O2 framework will expire. This is the current mechanism for procuring the on-street and back-office enforcement system used by all modes across TfL. The ECOS project will seek to fulfil recommendations made by CPOS employees in the Surface On-Street Review where relevant and appropriate to the scope and funding. This business case therefore does not recommend significant spend on change for current systems which will expire in a little over two years.

There is also an expectation of further work in Surface to address recommendation from the the On-Street Review regarding more joined-up solutions across Surface which will assist how our on-street staff benefit from technology developments.

External Spend / Contract Savings

No change expected, although overall reduction in headcount will mean fewer individuals to provide equipment and uniforms for – so this may produce opportunities to fund other areas which need some supplementary funding as noted above.

Revenue

As well as protecting bus revenue through the prevention and deterrence of fare evasion, CPOS Operations currently brings in an income of around £2m p.a. through bus Penalty Fares and Red Route Penalty Charges. No change to this revenue is envisaged for 2019/20. CPOS will seek to protect revenue and hold at current levels during the change. In future years, with increased flexibility, accreditation and training, CPOS operations will identify the opportunity to increase revenue through on-street PCNs and other penalties, as well as continuing action against fare evasion.

Budgetary Changes

This change has been presented as part of a package of measures which will allow CPOS to meet the challenge to reduce its operating costs year-on-year. This will represent a key contribution to the overall TfL budget deficit for the next two financial years. With this change, CPOS will exceed the assumptions previously included in the Business Plan – while continuing to protect frontline services.

Annual end state reductions to budgets - for 2019/20

Cost Object (Cost Centre)	Annual Budget Before Change (Forecast P09)	Annual Budget After Change	Saving
30174 Bus Enforcement	£11.2M	£10.9M	-£0.3M
40085 TPHC	£11.5M	£11.2M	-£0.3M
39068 Deployment	£3.9M	£3.7M	-£0.2M
Total	£26.6M	£25.8M	-£0.8M

Phased benefits

Year	2019/20	2020/21	2021/22	Total
Total Benefits	£0.8M	£1.1M	£1.1M	£3.0M

Benefits will be tracked and reported through the CPOS FTE and financial monitoring processes with CPOS Business Partners. The £1.1M year-on-year assumes that costs of new Level 2 officers would be matched by commensurate reductions in Level 1 officer costs. There is a risk that this may not balance if CPOS continues to recruit in classes of twelve officers.

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Implementation costs

The main costs will be those relating to the Band 3 severance due to the headcount reduction. Costs have been included for the 'do minimum' technology costs (for reasons described above) and also for anticipated increase in the CSAS training requirement.

Phased Implementation Costs arising for Project / Workstream

Year	2019/20	2020/21	2021/22	Total
Technology changes	£50k	£50k	£0k	£100k
Training	£50k	£50k	£50k	£150k
VS Costs	£450K	£0	£0	£450K
Total Cost	£550K	£100K	£50K	£700K

Non-financial benefits

- Improved development opportunities
- A more adaptable and multi-functional workforce
- Better equipped to respond to stakeholder needs.

Benefits realisation

Aligning management, team leader and officer roles will bring about these immediate and positive changes. The most significant being the consistency in which certain processes are undertaken across Operations; permitting a much greater level of resilience and development than before.

Equality and Diversity has always played a key part in decision making within CPOS and in Operations and we are very mindful of how the changes can support us in making the area a more fair and diverse place to work.

Key assumptions

The following assumptions have been made in the determining the recommended strategy, and in the analysis of costs and benefits.

- Headcount numbers
- Income generated
- Attrition

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11. Risks

Risk	Effect	Probability	Mitigation Action
Expected attrition not met by close of consultation timescales	Headcount numbers will not reach expected target for savings to be made	Medium	If attrition does not meet expected target by close of consultation the business will continue to manage this through attrition and paused recruitment. By managing headcount in this way the requirement for redundancy is mitigated against.
Key posts not filled within consultation timescales	Gaps in service delivery	Low	Consider fair & consistent recruitment, secondments, interim appointments
Reduced performance during/ after consultation	Reduced quantity / standard of work resulting in reduced customer satisfaction	Medium	Transition plans created. Employee engagement and regular communication from line managers to boost morale. Senior leaders to actively support teams through the change period.
Loss of technical knowledge through assessment and selection process	Knowledge loss may lead to reduction in operational performance	Medium	Transition plan. Identification of critical activities and action plan for knowledge transfer and handovers
Resistance to new proposed design (do not buy in to or adopt new ways of working)	Transformation benefits not fully realised	Medium	Senior managers invest time to explain rationale to their people, listen to questions and concerns and respond by making changes if required. Transition plan and communication and engagement plan to embed desired culture, behaviours and ways of working
Key stakeholders fail to understand CPOS interface in future	Different business areas and stakeholders may not fully understand how the changes impacts and how to interface with CPOS in the short to medium period	Medium	Key interfaces are reviewed and necessary arrangements/processes introduced as required. Ensure that interfaces are clear and understood by all parties. Stakeholder management forums set up/ continued as required for key service areas.
Impact on implementation costs (increasing) due to pooling options for secondees over 18 months	Secondees over 18 months will have an option to preference to go into the pool of their seconded role (as opposed to their substantive role) for A&S purposes only. This could increase the	Medium	Increases to the implementation costs have been discussed with Finance and factored in as possible change to costs during consultation

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CPOS Operations Transformation Business Case

	overall number of individuals displaced from within the PB3 pool which in turn would impact the implementation costs through potential increase in redundancy requirement.		
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12. Milestones, Governance and Stakeholder Consultation

Key milestones

The following depicts the proposed milestones through the CPOS consultation. Once agreed, we will update employees on proposed timescales and post the information on the consultation SharePoint site,

- Band 3 assessment and selection
- Band 3 Placement exercise
- Band 2 Placement exercise
- Consultation end
- New CPOS Ops organisation live

Project governance

The CPOS Operations Transformation workstream has been managed by the Head of Operations and a project team reporting into the CPOS Director. The current CPOS Leadership Team has been involved in shaping the project and has held accountability for the proposed designs with the Operations Senior Management Team. Key decision making and final sign off is the accountability of the CPOS Director. The Central Transformation team has also been involved in the project in terms of governance and assurance.

Core members of the project team are as follows:

Individual	Role	
Siwan Hayward	Sponsor	CPOS Director
Graham Daly	Workstream lead	CPOS Operations Senior Management Team
Anand Nandha	Operations Subject Matter Expert	
Mark Burch	Operations Subject Matter Expert	
Nick Bignall	Operations Subject Matter Expert	
Victoria Fuller	Project Management	
Harriet Harvey	Business Finance	
David Swygart	HR Business Partner	
Marc Whitworth	Employee Relations Lead	
Mary Strydom	Communications Business Partners	
Kate Phelps	Legal Business Partner	
Nick Armitage	Finance Business Partner	
Mark Philbrook	Business Strategy	

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Further consultation

The following areas were consulted as part of the design processes as they have and will have operational requirements of CPOS Operations.

Consultation Project / Directorate Specific:	
Area	Contact
Buses	Helen Lee
Network Operations	Carl Eddleston/Nick Owen
TPH Licensing	Graham Robinson
London Underground	Dale Smith/Brian Woodhead
Surface Strategy and Planning	Juliet Edmondson/ Mark Philbrook
Health and Safety	Jon Pike

Summary Business Case Template

Title: CPOS Operations Transformation Business Case

Accountable Manager: Graham Daly

Date: February 2019

Background and proposal scope

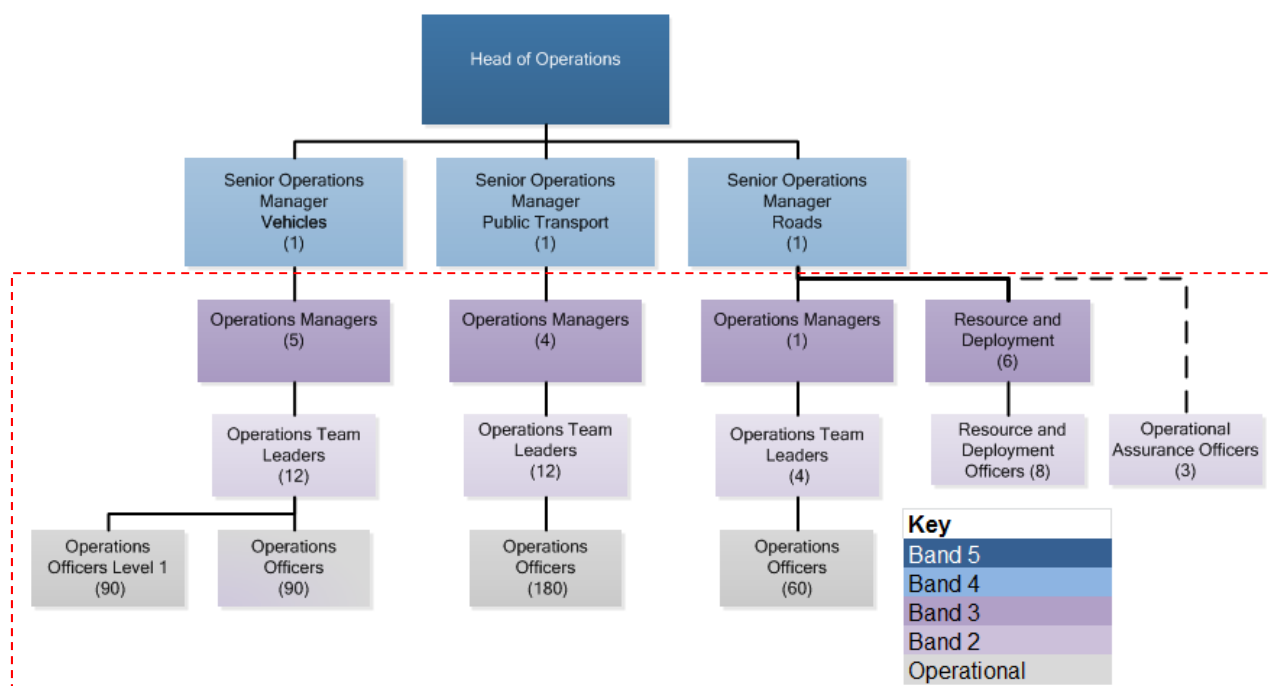
CPOS Operations set out a strategy for transformation in its Operation 2020 Plan. Over the past three years CPOS has managed transformation and integration activity within its current operations structure. Structural and role changes are now necessary to fully deliver the Operations 2020 Plan and establish a flexible, multifunctional workforce equipped with appropriate powers and technology to respond to future operational priorities.

All current employees in Band 3, 2 and operational roles in CPOS Operations are in scope.

The Director, Band 5, Band 4 roles and all other roles in areas of the Directorate not currently under CPOS Operations are not in scope.

Proposal

We propose to structure CPOS operations under functional areas (Vehicle, Public Transport, Road) rather than current specialisms (revenue protection, taxi and private hire compliance, roads enforcement and work related road risk). Integration, flexibility and consistency will be established through new multifunctional roles and job descriptions. This will equip CPOS operations to operate in a way which can readily adapt to the needs of our business.



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The main features of this proposed change are

- Essential structural and role changes to fully complete our vision for CPOS Operations.
- Savings being made mainly through staff attrition and paused recruitment, thus addressing the financial pressures which the organisation is currently under.
- The impact on staff is minimised as far as possible and there are no planned headcount reductions of frontline staff.
- Alignment with the TfL Business Plan which acknowledges that as an organisation we have previously focused on 'vertical', divisional organisational change but should now be focused on end-to-end process and structural integration 'across' the organisation.
- A fully resourced CPOS Resourcing & Deployment Centre to oversee the safety of our people and enable multi-functional response to urgent issues that impact CPOS service delivery

In summary, this proposal is considered to be the best option as, given our financial reality; it brings about savings, is adaptable to meet future organisation needs and has less people impact than other design options.

Scope and impact on employees

- The total number of employees in CPOS Operations who are in scope is 501.5
- The headcount reduction at Band 3 level is 7
- There is 20 more posts at Band 2 to account for vacancies which will arise at Operations Team Leader, Operations Assurance Officer and Operations Resource and Deployment Officer positions, providing potential alternative or developmental opportunities for other CPOS staff
- Frontline headcount reductions are forecast to come about through natural attrition by or before March 2020, based on current numbers of staff leaving or changing roles.

Benefits realisation

- Consistency across operations at all levels i.e. job descriptions, rosters and alignment of processes
- Necessary savings targets will be met with minimum impact on frontline staff
- Adaptable to meet future needs as the roles do not focus on specialisms
- Brings about the necessary structural changes required for continued integrated and collaborative ethos and way of working
- Clearer and improved development opportunities through multi-functionality and job swaps
- Safety of our people overseen on a strategic scale
- Enables a multi-functional response to urgent issues that impact CPOS service delivery

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- Multi-functionality supported with effective use of technology. New technology to support full multi-functionality is due to be delivered in 2021
- Increased focus on road safety through better road risk capability
- Increased visibility and engagement with management through ratios of around one Operations team leader to 15 Operations officers

Voluntary Severance

We do not propose to offer Early Voluntary Severance (EVS) at any level. We believe there are sufficient numbers of placement opportunities for staff in scope to avoid the need for redundancy when we go-live at Operational and Band 2 grades. Band 3 employees will be assessed to establish the best fit for roles.

This will enable us to ensure we retain the right knowledge, skills and experience required for the future and mitigate against redundancies.

Voluntary Severance will remain available as a measure to mitigate any compulsory redundancy should this scenario arise.

Assessment and selection

Most roles will be filled through placement rather than assessment and selection.

In areas where there is more than one proposed role available, the roles will be filled using preferencing, assessment and selection.

Where roles are significantly changing, we will put in-scope employees through an appropriate assessment and selection exercise to enable us to make the most appropriate appointments. In situations where a manageable and realistic skills or capability gap is identified following assessment, we will support placement with a bespoke development plan

Suitable Alternative Employment (SAE): We will proactively work with HR (Redeployment) to identify where there are vacancies or roles covered by NPL across TfL to support employees who are displaced following assessment and selection.

Protection of earnings: earnings will be protected for any individuals who are displaced into suitable alternative employment in line with the Restructuring & Staff Reductions Policy (RSRP).

Post assessment and selection Voluntary Severance: This will be dealt with in line with the RSRP.

Our proposals for preferencing and placement will form part of consultation. While it is our intention to accommodate individual preferences wherever possible, final decisions on placements will be based on the assessment process to best accommodate the requirements of the function and ensure the success of CPOS.

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Appendices

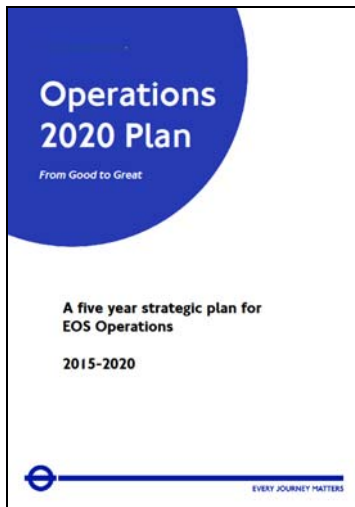
Appendix 1: Operations 2020 Plan

Appendix 2: Staff numbers and roles: The 'as is' and 'to be' positions

Appendix 3: New roles: Key accountabilities, rationale and impact

Appendix 1: Operations 2020 Plan

Embedded PDF Version. (Double click to open).



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CPOS Operations Transformation Business Case

Appendix 2: Staff numbers and roles:

The 'as is' and proposed 'to be' positions (Data correct as of P12 2018/19)

As Is				To Be			
Job title	Grade	Staff in post	FTE	Job Title	Grade	Proposed Design FTE	Variance to As Is Actual FTE
Real Time Response Manager	Pb3	3	3	Resourcing & Deployment Manager	Pb3	6	-7
Deployment Manager		1	1				
Resource Manager		2	2				
Operations Manager		0	0	Operations Manager	Pb3	10	As above
Compliance Manager		5	5				
WRRR Manager		1	1				
Staff Manager		4	4				
Assistant Compliance Manager		7	7				
		23	23				
Team Leader	Pb2	6	6	Operations Team Leader	Pb2	28	10
Supervisor		12	12				
		18	18				
Real Time Response Officer	Ops Grade	0	0	Operations Officer - Resourcing & Deployment	Pb2	8	8
Operational Deployment Officer	Pb2	1	1	Operational Assurance Officer	Pb2	3	2
Roads & Transport Enforcement Officer	Ops Grade L2	57	57	Operations Officer Level 2	Ops Grade L2	330	-5
Revenue Protection Inspector		189	189				
Compliance Officer Level 2	Pb2	50	44				
Compliance Officer (TPHC legacy)		43	43				
WRRR Officer		2	2				
		341	335				
Compliance Officer Level 1	Ops Grade L1	119	110	Operations Officer Level 1	Ops Grade L1	90	-20
Total		502	487			475	-12

*To be - Operations Officer Requirement	
TPHC - Level 2	90
TPHC - Level 1	90
Public Transport	180
Roads	60
Fleet	0
Total Level 2	330
Total Level 1	90

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Appendix 3: Proposed new roles: Key accountabilities, rationale and impact

Operations Managers (Band 3) This proposal creates a single Operations Manager role capable of working throughout all CPOS Operations functional areas.
Key accountabilities: Responsible for leading a team of Operations Team Leaders ensuring that CPOS delivers its aims and objectives of safe, secure and reliable journeys, managing and supporting incidents and providing customer service to the public. Responsible for delivering the operation to the required standard.
Rationale: Greater flexibility within the role. Improves resilience. Creates development opportunities for Operations Managers. Puts all Operations Manager's roles on an equal footing, ensuring appropriate use of the Band 3 position to be involved in the management of the wider area and internal and external stakeholders.
Impact: Although it is expected that a new Operations Manager would take responsibility under a functional area, staff in those management roles would need to be adaptable to work across CPOS Operations. Providing support and resilience to other colleagues. There would also be an expectation that managers would rotate into other Functional areas, ideally voluntarily but also according to business need.

Operations Resource and Deployment Managers (Band 3) This proposal creates a single Resource and Deployment Manager role
Key accountabilities: The CPOS Operations Resourcing & Deployment Manager would be responsible for overseeing deployment of our on-street officers, in line with CPOS strategic tasking requirements. Working with CPOS Operations Managers and the Analysis and Tasking Team and through cross functional working they would ensure that we make the most effective use of our highly skilled officers, through medium and long term planning. They would be responsible for overseeing the service for managing resourcing, workforce planning and real-time deployments.
Rationale: Greater flexibility within the role. Improves resilience. Creates development opportunities for Resource and Deployment Managers. It aligns with the Operations Managers roles and places these managers on an equal footing ensuring appropriate use of the B3 position to be involved in the management of the wider area and internal and external stakeholders. Brings together two separate roles ensuring closer alignment and reducing duplication.
Impact: The new Resource and Deployment Manager role would be central to the tasking and deployment of all CPOS Operations staff, so would work across all of the Functional areas (and with the CPOS Analysis and Tasking Team), as such these management roles would need to be more adaptable to work across Operations. Providing support and resilience to other colleagues. There would also be an expectation that managers would rotate into other Functional areas, ideally voluntarily but also according to business need.

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CPOS Operations Transformation Business Case

Operations Team Leaders (Band 2)

This proposal creates a single Operations Team Leader role capable of working throughout all CPOS Operations functional areas.

Key accountabilities: Provide visible supervision and management of operational resources contributing to improved operational service.

Rationale: Greater flexibility within the role. Improves resilience. Creates development opportunities for Operations Team Leaders. Puts all Operations Team Leader roles on an equal footing ensuring appropriate use of the B2 position to take responsibility for day-to-day management of frontline staff and to ensure improved visibility and contact with management.

Impact: Although it is expected that a new Operations Team Leader would take responsibility under a Functional area, staff in these roles would need to be adaptable to work across CPOS Operations. Providing support and resilience to other colleagues. There would also be an expectation that team leaders would rotate into other Functional areas, ideally voluntarily but also according to business need.

Operations Assurance Officer (Band 2)

This proposal creates a new role of Operational Assurance Officer

Key accountabilities: Providing operational administrative support to the Senior Operations Manager and Operations Managers. Delivering operational information to assist managers with managing BAU deployments, real-time information on deployment outputs and general officer feedback. The post holder would carry out assurance checks on reported information to ensure accuracy and consistency across Operations.

Rationale: This new role would bring together functions carried out across CPOS Operations by various roles and grades, ensuring consistency of service, removing duplication of activity and ensuring that responsibility sits within a clearly defined area. The role would provide essential management support by removing administrative burden and facilitating managers' ability to provide strong visible leadership.

Impact: Although it is expected that this new role would take responsibility under a Functional area, staff in these roles would need to be more adaptable to work across Operations. Providing support to colleagues and enabling resilience to operational demands. There would be an expectation that officers would work within the Resourcing and Deployment Centre to provide a single oversight of all operational staffing issues.

Operations Resource and Deployment Officer (Band 2)

This proposal creates a new role of resource and deployment officer

Key Accountabilities: Daily operational coordination of the CPOS response to any incidents on the Surface Transport network, The role would oversee the delivery of planned deployments and taskings as well as responding to real-time incident requests for support.

Rationale: This new role would bring together functions that are currently carried out by staff abstracted from frontline operational roles. It would be pivotal to ensuring that CPOS can support the wider TfL with the most appropriate resources for the purposes of short-term incident management, while balancing CPOS planned activities and service delivery. It would provide daily oversight and real-time response to any safety issues that may impact the safety and welfare of operational staff. This role would provide a service to Network Management Control Centre by directly responding to real-time requests and identifying and deploying the most appropriate CPOS Operations resource in the most effective and safe manner.

Impact: The new Resource and Deployment Officer role would be central to the tasking and deployment of all CPOS Operations staff in real-time, so this role would work across all the functional areas ensuring that there is central oversight of strategic safety and deployment.

Operations Officer (Band 2 and Operational)

This proposal creates a single Operations Officer role capable of working throughout all CPOS Operations functional areas. This role differs from Level 1 as officers in this role are expected to be capable of undertaking a much broader level of operational responsibilities.

Key Accountabilities: Carry out key enforcement and compliance activities across the Surface Transport and TfL network. For example, checking tickets on our buses and dealing with parking contraventions through to ensuring the Taxi and Private Hire trades maintain high standards of compliance based upon individual licensing and authority.

Rationale: Greater flexibility within the role. Improves resilience. Creates development opportunities for Operations Officers. Puts all Operations Officer roles on an equal footing. Creates the opportunity for staff to undertake a range of operational activities ensuring the most effective use of staff to meet current and future demands.

Impact: Although it is expected that a new Operations Officer will take responsibility under a functional area, staff in these roles would need to be more adaptable to work across Operations. Providing support and resilience to other colleagues and operational demands. There would also be an expectation that officers would rotate into other Functional areas, ideally voluntarily but also according to business need.

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Operations Officer - Level I (Operational)

This proposal creates a new job description for a Level I Operations Officer role capable of working throughout all CPOS Operations functional areas. This role differs from the Operations Officer in that there are a limited number of activities required to be undertaken.

Key Accountabilities: Assisting with TPH and CPOS enforcement activities (i.e. special events handing out leaflets, speaking to bus drivers etc.), basic roadwork checks, acting as a TfL representative for reporting on street issues to the relevant departments.

Rationale: More diverse responsibilities within the new role. Creates development opportunities for Level I Operations Officers.

Impact: Although it is expected that a new Operations Officer Level I would take responsibility under a functional area, staff in these roles would need to be more adaptable to work across Operations according to business needs.

Long-term plans: We have valued the contribution of Level I officers but recent operational experience and feedback from staff has highlighted the limitations of the role. Continuing to recruit to this role would not align with our desire to develop more capable, multi-functional officers. Therefore, going forward, we do not intend to recruit any further operational officers at Level I.

END