

EOS Operations 2020

Operations 2020 Plan

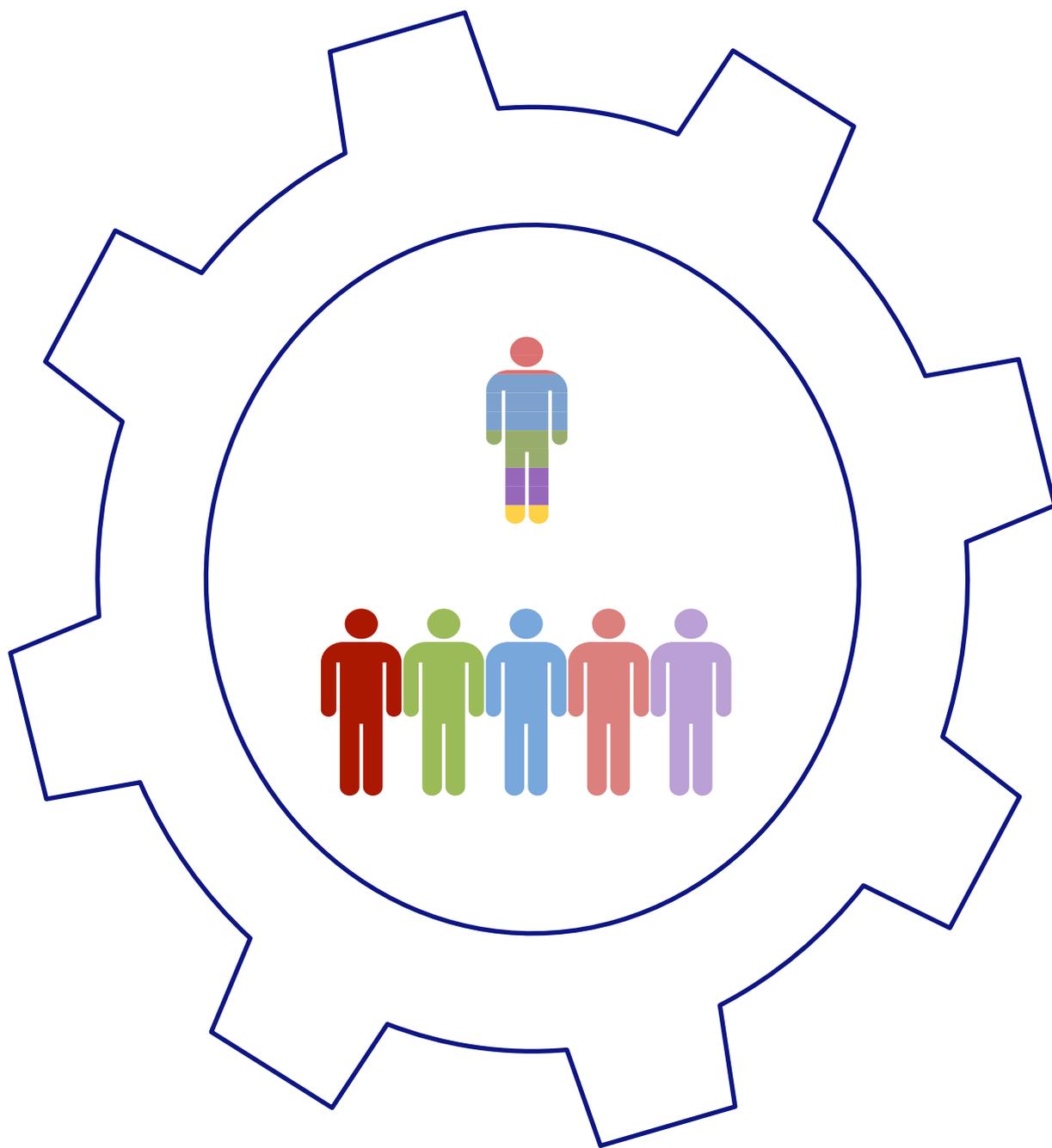
From Good to Great

**A five year strategic plan for
EOS Operations**

2015-2020



EVERY JOURNEY MATTERS



Published March 2016
Version 1



EVERY JOURNEY MATTERS

Foreword



This document is a really important stepping stone in helping EOS to achieve its overall vision. EOS Futures helps us to deliver an organisation and culture that can meet the challenges facing us over the next few years and the Operations 2020 Plan is a key part of this.

It is vital that we become a more flexible organisation that can collaborate effectively both across the Operations area and EOS as a whole.

I believe it is vital that we build on the successes we have already delivered and work together to build an effective and flexible organisation that is ready to meet the challenges of limited budgets, a new Mayor, population growth and an ever changing transport system. This plan will help us to do so and I will ensure that Graham and his management team get the support to deliver on this ambitious plan.

Steve Burton
Director EOS



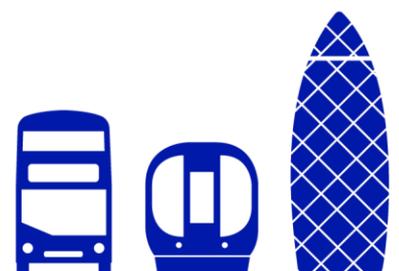
Since taking up post as Head of EOS Operations in October 2015, I have tried to see as many staff as possible to explain my early plans for EOS Operations and how this directly links to the work started under EOS Futures.

The Operations 2020 workshops held in November 2015 were a great opportunity to start to speak to staff and get their views. I was really pleased with the positive feedback and innovative ideas I got from staff.

This plan has its foundations in those workshops. It is a 5 year plan and it sets the strategic direction of where we want to take EOS Operations. It is a start but it is by no means complete. Think of it as a plan which lays the foundations on which we will build over the coming months and years. The plan is very clear on many of the short and medium term actions. It may be less so on some of the very long term activities and that is because we work in an ever changing environment and the plan itself needs to be flexible to adapt to any changes the future brings.

I hope it gives you some clarity on the approach and direction we are taking to integrate and transform EOS Operations. There is much to do together, but I am confident that we will go from being a good area to being great.

Graham Daly
Head of EOS Operation



OUR TFL PRIORITIES

Preparing for a demanding future

In February 2016, the TfL Commissioner Mike Brown set out his direction, ambition and purpose for the organisation as we face four 'stark realities' in the coming years; *growing customer demand, tough financial cost cutting, continued political influence and ever increasing use of new technologies.*

He restated the following:

Our Purpose: To keep London moving, working and growing and make life in our city better

Our Customer Promise: Every Journey Matters

Our Ambition: To be a customer-focused, commercially driven service provider and the envy of transport authorities, cities and Governments around the world

Our Priorities:

1. To put customers and users at the core of all of our decision making

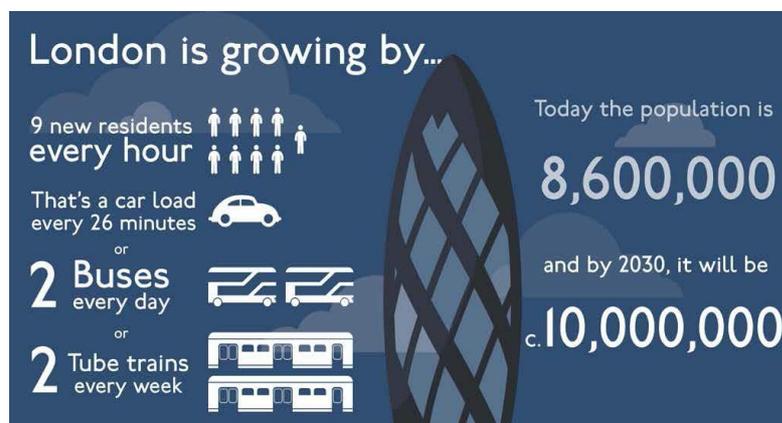
2. To drive improvement in reliability and safety across our network

3. To accelerate the growth and increase the capacity of our network

4. To invest in our people and lead them to be the best they can be every day

5. To cost less and to generate more income

6. To exploit technology to produce better and faster results



TfL Surface Principle Outcomes

In Surface Transport, our ambition is to *'provide, manage and improve the services, streets and places that connect London for all, sustaining its position as a world leading city'*.

There are ten Principal Outcomes which are at the core of everything we do in Surface. We manage a complex and interconnected network; our Outcomes provide clear commitments that all of us can work towards to help us achieve our goal to keep London working, growing and making life in London better.



Quality bus network



Reliable roads



More and safer cycling



Better places to walk



Sustainable freight



Reduced casualties



Quality door-to-door transport



Realising rivers' potential



Reduced crime

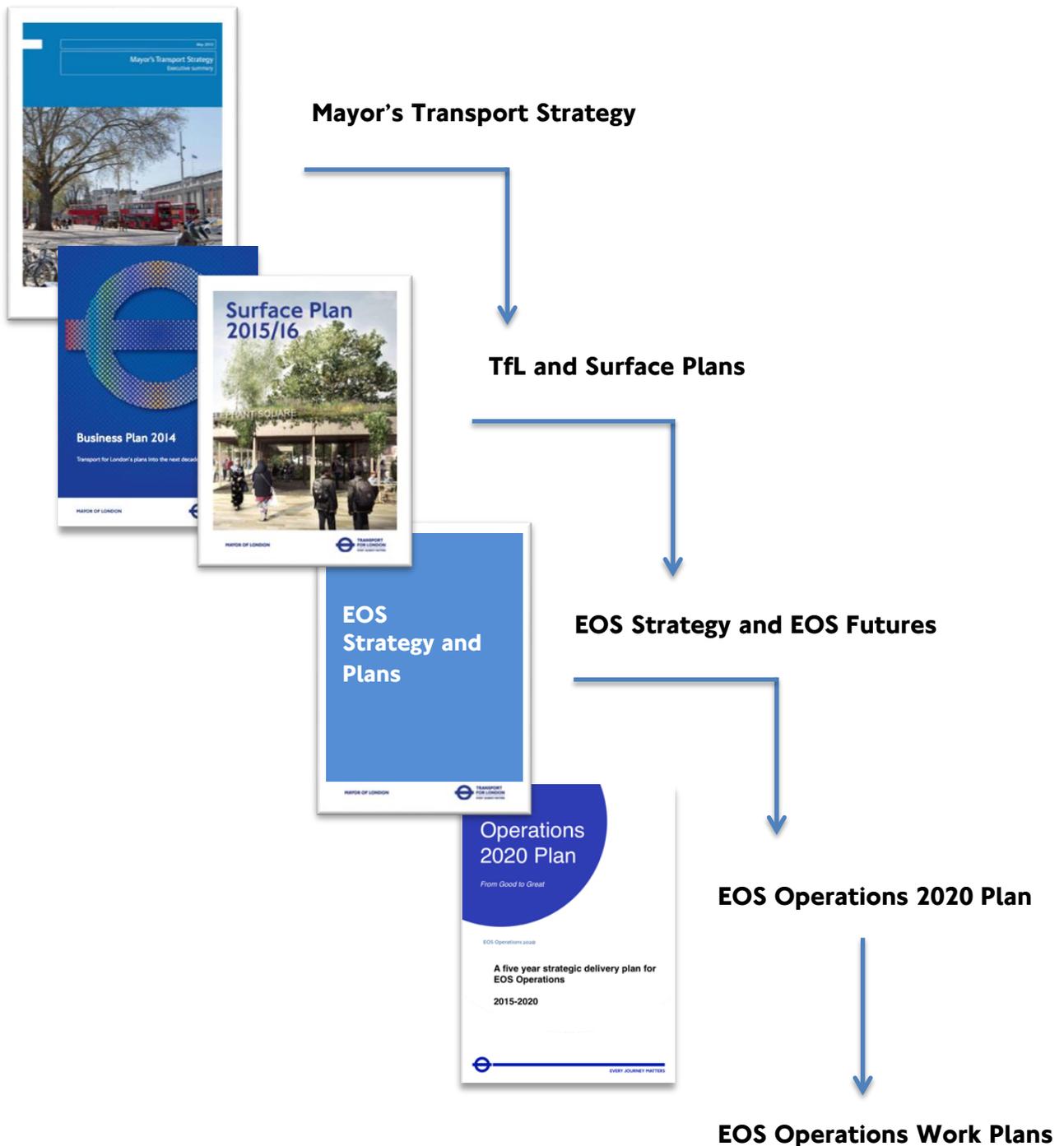


Improving the environment

How it all fits together

The diagram below illustrates where the Operations 2020 Plan fits in to strategies, such as the Mayor's Transport Strategy, the Surface Plan and overall EOS strategy and plans.

Linked to the Operations 2020 Plan will be functional area work plans which will be developed and led on by the EOS Operations senior management team.



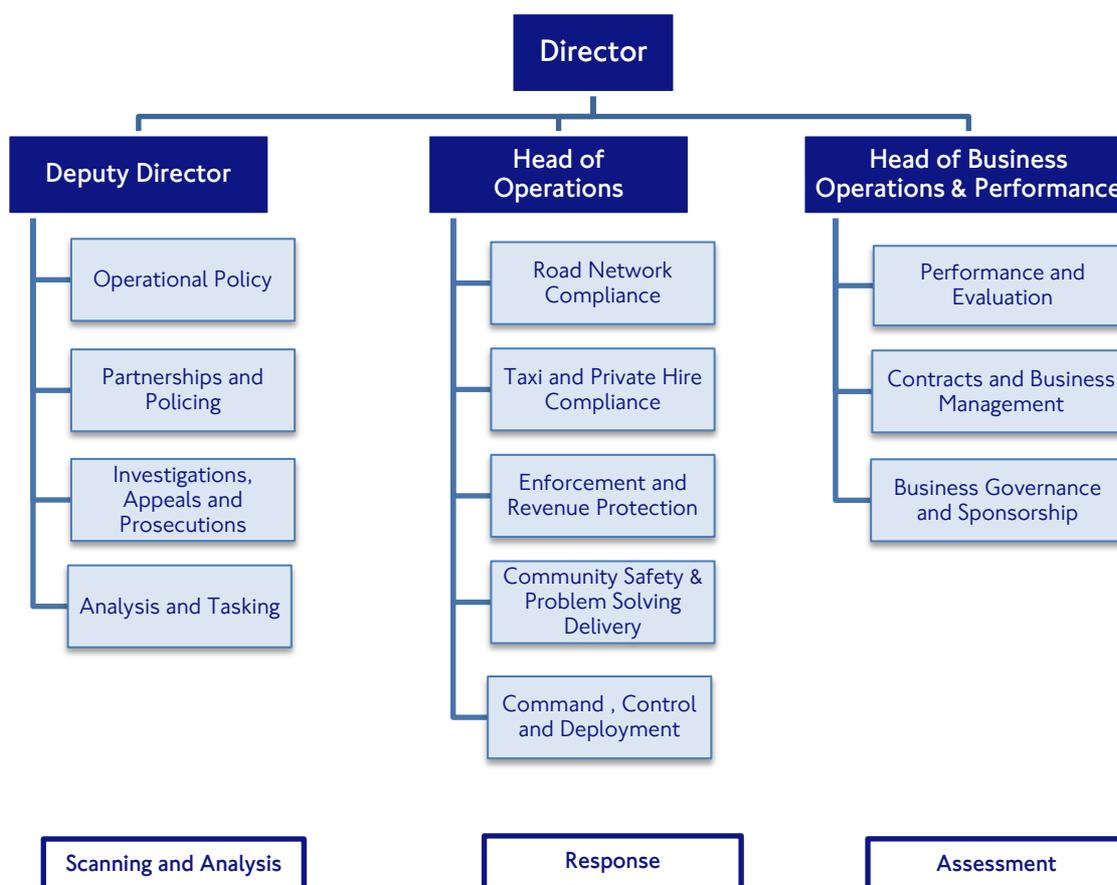
EOS FUTURES

Setting the Vision

As mentioned above, the EOS Operations 2020 Plan takes its overall direction from EOS strategy and plans, notably the EOS Futures Programme. This was set up in 2014/15 to ensure EOS was prepared for the coming years; in the way it was structured and how it operates.

The EOS Futures Programme sets out to enable us to work across the directorate in a more integrated, flexible and collaborative way. Most importantly, it incorporates a problem-solving approach, based on the SARA model, into the EOS Futures structure as reflected in the way that functional areas have now been aligned.

EOS Organisation Structure (from October 2015)



Although getting people in the right structure has been one of the more visible elements of the EOS Futures Programme, organisational change on its own will not create a more collaborative and integrated organisation. There has been great work going on through the EOS Futures People Steering Group on our collective behaviours and culture, to help support and deliver a more flexible, joined up directorate. There have also been a number of key staff events that have set out the EOS Futures Principles and explained how these will translate into action. In particular, the EOS Evolutions all-staff event in January 2016 encouraged staff to get to know more about the work of other areas and opportunities that the future brings.

EOS Futures Vision

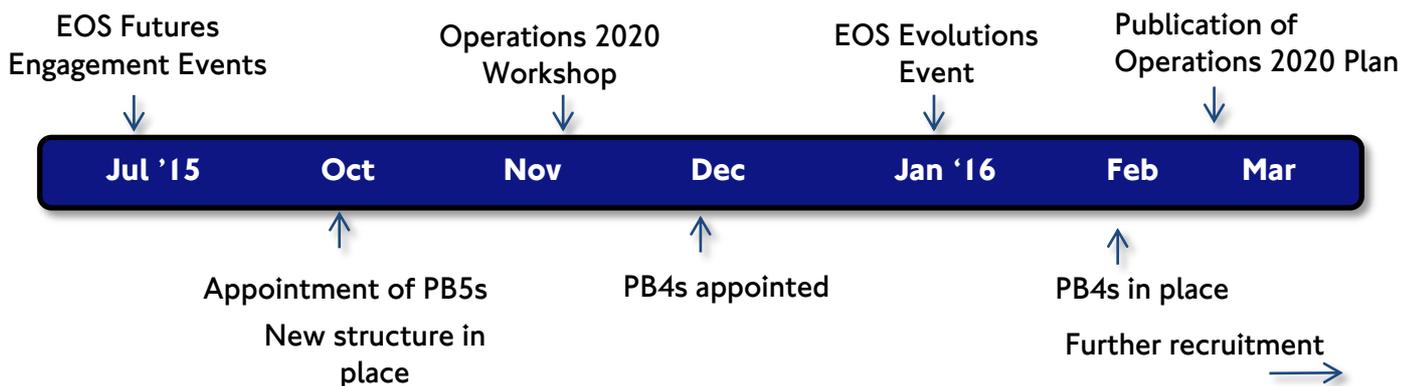
Safe, Secure and Reliable Journeys

EOS Futures Guiding Principles

- Customer centred
- Sustainably funded
- A flexible multi-functional workforce equipped with appropriate powers and technology to respond to operational priorities
- Well governed and supported
- Our technology, data and systems aligned to EOS and Surface Transport's current and future needs
- Our processes understood across teams and support effective delivery of priorities and problem solving
- A flexible directorate to meet future demands
- A culture that respects and supports people, empowering them to tackle problems

Recent Key Milestones (July 2015 - Mar 2016)

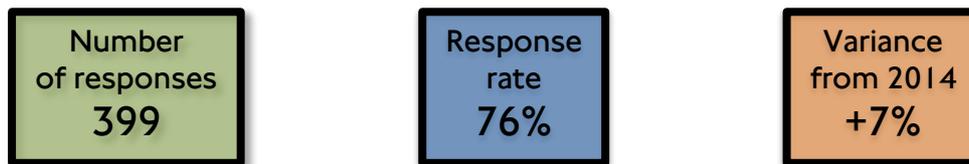
There is much going on in EOS under the Futures Programme and many positive things have been achieved to date across the entire Directorate to help us meet our vision and principles.



Viewpoint 2015

The latest Viewpoint survey results came along at an important time in the EOS Futures Programme. As the results were released around the time of the formation of the new EOS structure, it sets an important baseline for us in terms of how we perform over the coming year.

Surface Transport has been highlighted as an area showing improvement on previous results and EOS improved in a number of areas. Overall, our scores were better than last year and the response rate and honest feedback received is invaluable.



EOS has created an action plan for 2016 based on these results. It includes the three things which are working well:

1. *“My manager provides me with help and support when I need it”*
2. *“Where I work we regularly look for ways to serve our customers better”*
3. *“I would recommend this organisation as a great place to work”*

And these are the three areas of particular focus that we need to address and improve on as a directorate:

1. *“I feel involved in decisions that affect my work”*
2. *“Senior managers are open and honest in their communications with me”*
3. *“I am encouraged to collaborate between different parts of TfL”*

These are particularly important to us, as in 2016 and beyond we are set to see a range of new developments across EOS and we want to be able to demonstrate how well we can manage this change and provide staff with the support they need in order to prepare us for the future.

3

EOS OPERATIONS

From formation to transformation

Not only has this 5-year plan for EOS Operations been informed by EOS Futures but, most importantly, through the on-going engagement with staff and the input from the Operations staff workshops held in November 2015.

Why do we need an EOS Operations Plan?

EOS Futures set the vision and guiding principles for the whole Directorate but due to the significant transformation taking place within the operational areas of the business, it is vital that EOS Operations has a strategic plan which sets out how it will deliver these.

We know what we want to become and where we want to go – *our Vision*
And we need the right action to take us there – *our Plan*

The Formation of EOS Operations

One of the most significant reasons for creating the EOS Operations 2020 Plan was the formation of EOS Operations in October 2015.

Designed under EOS Futures, the EOS Operations functional area brought together five separate and distinct areas for the first time.

EOS Operations is led by the Head of EOS Operations and a team of five Band 4 managers:



Rosie Berrett

– Road Network Compliance (RNC)



Nick Bignall

– Command, Control and Deployment (CCD)



Mark Burch

– Enforcement and Revenue Protection (ERP)



Anand Nandha

– Taxi and Private Hire Compliance (TPHC)



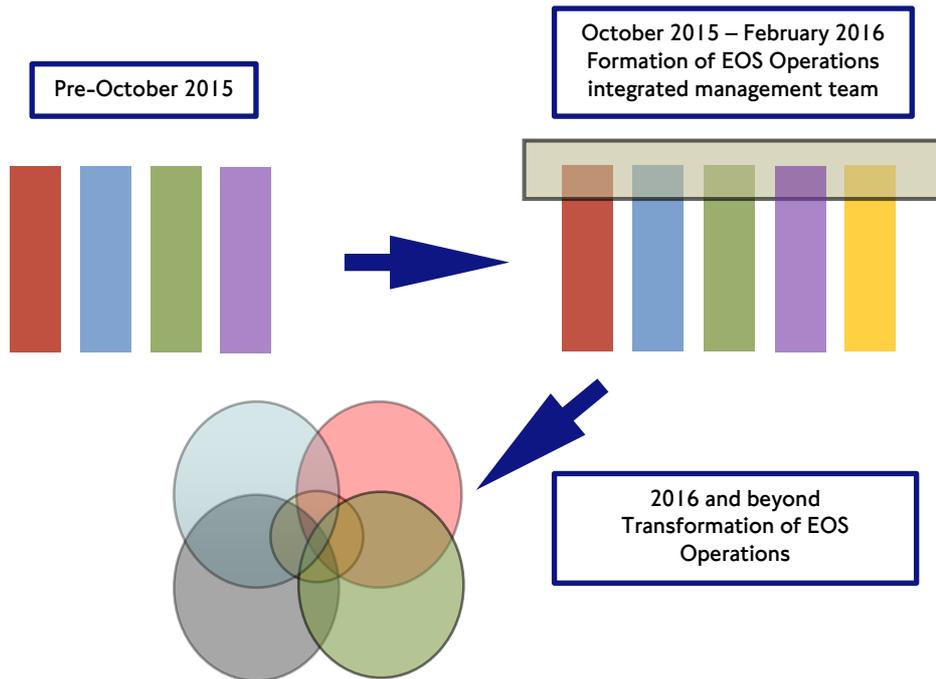
John Strutton

– Community Safety and Problem Solving Delivery (CSD)

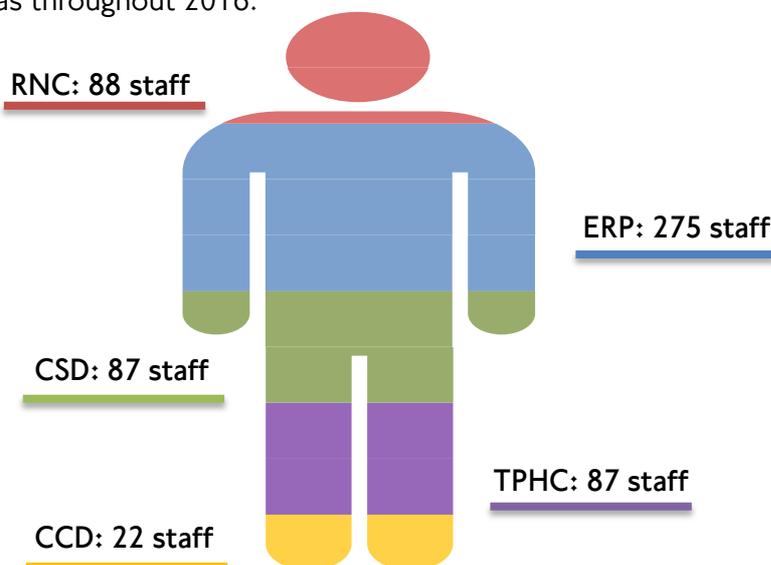
The Formation and Transformation of EOS Operations

Since forming in October 2015, the first key activity was to integrate the EOS Operations Management Team. With the final Band 4 managers in place in February 2016, all five business areas are now headed up by permanent senior managers.

Under the direction of the Operations 2020 Plan, work has already begun to integrate and transform EOS Operations; sharing the most effective practice, seeking to continuously improve and to prepare to make us more versatile and adaptable for the future. Whilst this plan's main focus is the practical integration of EOS Operations, it should be noted that there is a wider aim of collaboration and integration across the entire Directorate.



By the end of 2016, there will be over 560 staff in EOS Operations. The illustration below shows how this is currently made up and is based on figures in February 2016 and on forecasted growth in a number of areas throughout 2016.



4

THE EOS OPERATIONS 2020 PLAN

An evolving plan based on shared purpose and action

Operations 2020 is the name given to the work undertaken by the EOS Operations area management team in response to the vision and principles set out in EOS Futures. This 5-year strategic plan, known as the 'EOS Operations 2020 Plan', sets out the aims and key objectives necessary to bring about the transformation of EOS Operations.

A Plan Led by EOS Futures, Shaped by Staff

EOS
Futures

OPERATIONS 2020

EOS Operations staff have been central to the thinking behind EOS Futures and were further involved in sharing their ideas at a series of EOS Operations 2020 workshops held on the 26th and 27th November 2015. (See the Summary of the EOS Operations 2020 document).

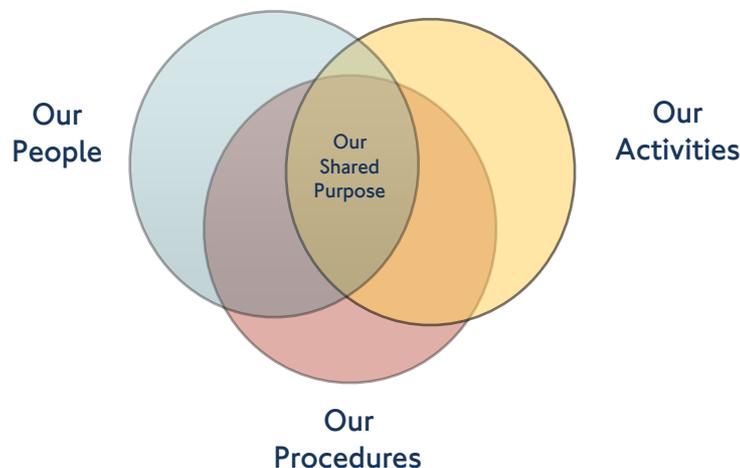
These workshops:

- Informed the staff of the formation of new Operations area and the integration of the management team;
- Had full participation of staff on the day on a number of key areas: Customer focus, Staff Flexibility and Well-being, Multi-functionality, Technology and what the future might look like.

From the workshops, a wide range of key themes and recommendations were identified. Many of these were ratified by the Head of EOS Operations and management team and have found their way into the EOS Operations 2020 Plan and through this the wider EOS Business Plan and EOS Futures Programme.

Apart from the development of the new EOS Control Centre, each business area in EOS Operations is already well established and so we need to recognise that we are moving forward with areas that already have foundations in place; regarding staff, their activities and the procedures which they work to.

In order to achieve the shared EOS Futures purpose, we will be first seeking to look at how each area contributes to the common Shared Purpose in the way that it manages its People, Activities and Procedures.



EOS Operations – Reviewing and Implementing to Improve and Integrate

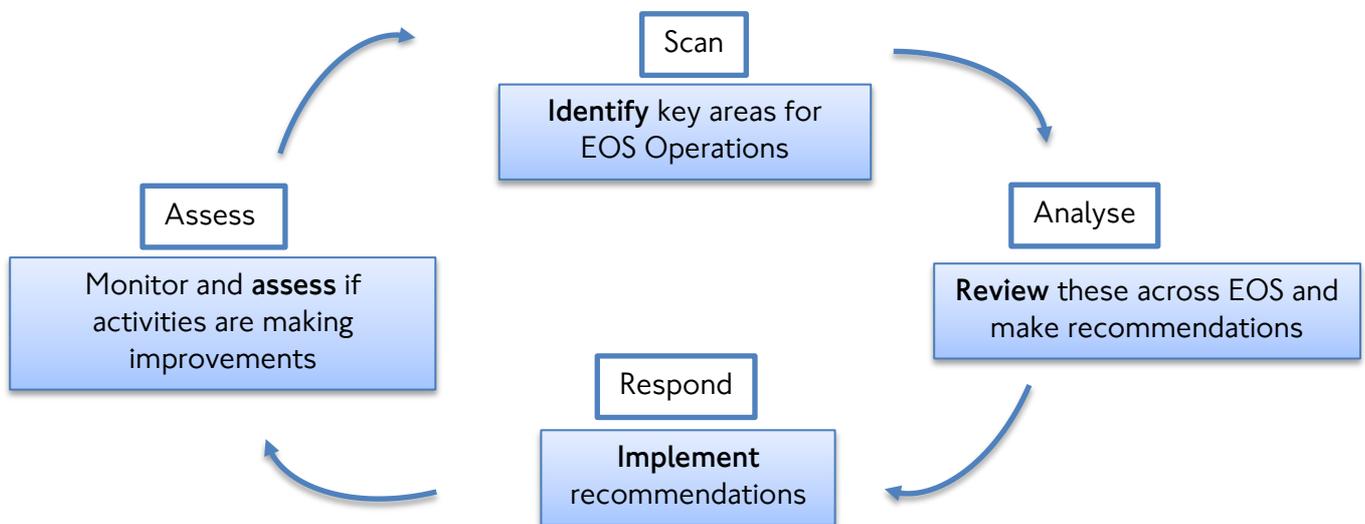
As just stated, much of the plan will initially involve reviewing how we do things. This is vital as we are not starting from scratch. Instead, we will be enhancing existing processes and seeking ways to integrate. Consequently, we first need to review what works well in each area, ask if this can be shared and if we can be more consistent in our approach as one Operations area.

The various reviews will look at such things as our working practices and procedures, the working environment, tasking and deployment, the well-being, health and safety of our staff, our preparedness to respond to incidents and our standards of staff engagement.

Each of the reviews will be led by a senior manager and actively seek to involve staff and trade union representatives, where necessary. They start by looking at where we are in 2015/16; the 'as is' position and make a series of recommendations and actions for development and improvement. These reviews will be a part of how we operate and continually involve staff in shaping our future.

These will find their way into the Operations 2020 Action Plan (the more detailed working delivery document which accompanies this Plan) which is a *living* and ever developing plan. We have started with a foundation of activities which will then get added to throughout the five year cycle.

This review process fits well with our SARA problem-solving approach; the identify, review implement and assess cycle.



EOS Operations – Our Shared Strategic Direction

In support of the TfL and EOS Vision, we bring a unique range of specialist front-line and operational activities. As we transform the way we function, we will better integrate by learning from each other and adopting more common working practices and procedures, demonstrating that we work better together across EOS and the organisation. This then is at the heart of the EOS Operations mission statement:

Our Mission:

To develop and deliver a transformed, unified inter-operational area that reaches its full potential effectiveness, which is greater than the sum of its parts, and consistently meets EOS' vision and TfL's strategic objectives.

Operational priorities:

These are some of the operational priorities which we are responsible for delivering:

- The support of internal stakeholders in the delivery of journey time reliability targets;
- The reduction of fare irregularities and evasion, crime and ASB on buses;
- The reduction of crime & disorder and increase of S.17 compliance on all of London's transport and streets;
- The increase of compliance in Taxi & Private Hire services through regulatory enforcement and industry engagement;
- The encouragement of Road Network compliance through provision of effective enforcement and enhanced road user communications;
- The effective use of offender management solutions to encourage greater compliance and improved behaviours on the transport network;
- The delivery of effective tasking and deployment of EOS Operations staff and resources using an intelligence and evidence-led approach.

We will first seek to prevent issues, be as responsive as we can, work in Partnerships and adopt a Problem-solving approach to the way we manage EOS Operations and run its business.



Promoting, Identifying and Rewarding Positive Behaviours

Whilst we might hope that staff and managers show these behaviours at all times, this may not always be the case. Some attitudes, cultures and behaviours need to develop or change for the better and we want to create an environment where this is made easier. Some staff also feel that positive behaviours aren't always seen, recognised or rewarded.

We recognise that if we are to create a culture of good behaviours then we need to speak openly about what is expected and we need to reward the positive.

Behaviours should form a significant part of regular staff appraisals as much as meeting work objectives. Here is what the TfL guidance on behaviours says:

Our behaviours

We've adopted one set of behaviours across Transport for London. Understanding and living our behaviours is an essential part of how we perform as individuals in everything we do.

When we review performance we look not just at what has been achieved, but how we've achieved it. Our behaviours represent the culture and values that are important to our organisation. By including behaviours in our performance review conversations, we are all measured against the same standards of behaviour, wherever we work.

A Plan for EOS Operations but with and for the whole of EOS

One final and very important point to make is that the integration of EOS Operations needs to be seen as a part of the wider integration and collaboration between all parts of EOS.

Whilst the key purpose of this plan is focussed on the integration and transformation of the functional areas within EOS Operations, it cannot do this without the support of our colleagues in the rest of EOS. For example, the co-ordination of tasking, stakeholder management and the oversight of operational policy comes under the Deputy Director and technology, training and project management comes under the remit of the Business Operations and Performance. The success of this plan and EOS Operations is dependent on us having a whole EOS approach.

Some of the thematic areas which will be reviewed under this Plan will be undertaken with colleagues in other parts of EOS and they will also make recommendations across our Directorate. The senior management team in our area are not only responsible for the future of EOS Operations but that of the entire Directorate.

5

EOS Operations – Our Strategic Plan Themes and Objectives

The issues that matter most

The scanning exercise which took place at the Operations 2020 Workshops and discussions with the newly formed EOS Operations senior management team identified a number of critical themes for development and improvement if we are to achieve our transformation.

These were the things that mattered most to EOS Operations staff and management:

- **Customer Service** (our staff providing excellent customer service)
- **Wellbeing** (looking after the health of our staff)
- **Workplace Safety** (the safety of our staff whilst on duty)
- **Equality and Diversity** (treating all fairly and promoting our staff diversity)
- **Problem-solving** (the ability of all of our staff to solve problems)
- **Training and Development** (the core and continuous learning of our staff)
- **Accommodation and Uniform** (a working environment and clothing suitable for our work)
- **Technology and Equipment** (equipping our staff with the right tools for the job)
- **Tasking and Deployment** (the right staff, in the right place at the right time and doing the right things)
- **Performance** (improving and developing our staff productivity)
- **Flexible and Multi-functional** (making it easier for our staff to be more adaptable and versatile)
- **Staff Communications** (keeping our staff informed)
- **Staff Engagement** (consulting and involving our staff in important changes)
- **Stakeholder Engagement** (keeping our key stakeholders informed and involved)
- **Innovation and Value for Money** (listening to new ideas and seeking efficiency)
- **Rewards and Recognition** (identifying, promoting and rewarding positive attitudes and activities)
- **Managing and Leading** (developing our supervisors and managers)

The following pages provide details of some of the initial key objectives under these thematic headings. This list will be detailed in the more comprehensive Operations 2020 Action Plan which will be overseen and driven by the Head of EOS Operations. Activity updates against the themes and objectives will be made routinely available and new activities added as we progress.

Customer Service (our staff providing excellent customer service)

Stakeholder Engagement (keeping our key stakeholders informed and involved)

Given our frontline responsibilities, it is vital that we are customer focussed. But we also recognise that we deal with a whole range of 'customers' in EOS; from members of the public and passengers, to operational and non-operational colleagues from other areas inside and outside of TfL. While we strive to provide the best for customers, we also recognise that the reality of a public-facing service which enforces, is that not all our interactions will be positive ones and so we also need to ensure that we maintain high standards of professionalism at all times.

What does good Customer Service means?

Staff identified great customer services as working '*above minimum requirements or expectations*'. This essentially comes down to us having the attitudes and behaviours identified in our Guiding Principles.

In summary, the workshops identified that in order to deliver excellent customer service then we need to:

- Have attitudes and behaviours required to deliver great customer service
- Experience excellent performance from our staff and others who support our work
- Trust and empower staff to deliver above the minimum
- Be equipped with the right knowledge, material and technology
- Have technology which makes us more efficient

All of our activities should consider if customers are at the centre of what we are doing and this will be under constant review by the EOS Operations management team

Some of our key objectives:

- Improve the ways in which our customer service is captured and recognition received
- Seek to improve how we measure customer service and customer attitudes
- Review of our customer service training and on-going development
- Review of our Stakeholder management
- Provide staff with useful information on our customers and 'customer gain points'
- Challenge and change processes which may prevent staff from delivering better customer service
- Improve the promotion of our services and the way in which information is passed to others internally and externally
- Enhance our existing communications and stakeholder champions network

Wellbeing (looking after the health of our staff)

Workplace Safety (the safety of our staff whilst on duty)

Equality and Diversity (treating all fairly and promoting our staff diversity)

All of us, whether staff or managers, want to work in an environment that encourages and supports well-being; a healthy body and mind. A place that implements fair policies and practices, is flexible and promotes equality and diversity.

A safe and healthy environment is what we all want

EOS Operations operates in line with existing TfL HR policies, but current working practices can vary across EOS Operations areas to meet specific business requirements. Being flexible came up as a priority when considering staff health and well-being; regarding rosters, flexible contracts, booking annual leave etc. Job sharing or flexible working may also help to improve the diversity mix within Operations.

Some key themes came up during the workshops. Flexibility, advice, action to address health and well-being, clear policies and practices and a culture that promotes a positive work environment.

All of our activities should take into consideration the impact on staff health and wellbeing. This will be under constant review by the EOS Operations management team.

Some of our key objectives:

- Have a programme of health fairs, staff well-being/wellness workshops appropriate to staff needs
- Regularly review equality and diversity issues
- Promote TfL staff support networks
- Review and enhance our health and safety culture and processes
- Develop the Workplace Safety Unit, building on the transfer of the Workplace Violence Unit into Operations
- Review of our approach to flexibility taking into consideration TfL policy and the need to balance staff flexibility with operational priorities
- Promote financial advice services
- Improve our health and safety culture and response through the development of the EOS Control Centre

Problem-solving (the ability of all of our staff to solve problems)

Training and Development (the core and continuous learning of our staff)

We strive to be a problem-solving Directorate but what does that mean to our staff? Does that translate into daily practices? Operations 2020 will undertake to make problem-solving a greater part of how we do our work.

The development journey

Getting better at problem-solving will be part of an ongoing programme of development which starts at recruitment and initial training and carries on into continuous personal and professional development.

Equipping ourselves with the right skills and knowledge is another essential component in the transformation to become more flexible, empowered, multi-functional and more effective.

Some of our key objectives:

- Undertake a recruitment, training and development review across EOS Operations, setting out operational requirements
- Problem-solving training for all EOS Operations staff
- Practical promotion of problem-solving and develop workable processes
- Skills assessment and database
- Develop unified core training for EOS Operations
- Be consistent with how on-going development is discussed and actioned at performance reviews with staff
- Promote and develop the EOS Index programme building in opportunities for on-going staff development and business area resilience

Accommodation and Uniform (a working environment and clothing suitable for our work)
Technology and Equipment (equipping our staff with the right tools for the job)

High on the list of priorities at the staff workshops was the need to have the right clothing, equipment and technology.

Does improved equipment and technology support and improve delivery?

Both staff and managers agree that it does. Keeping pace with accommodation and technology needs with growing numbers of staff and increasing responsibilities is our challenge.

The EOS Futures Technology Roadmap sets out a very detailed plan for how we are set to improve our use of technology, in particular, the use of mobile equipment.

Some of our key objectives:

- Routinely share progress on delivering the Technology Roadmap with staff
- Lead on thinking and development of the EOS Mobile solution
- Establish an Operations area technology advisory group and play a full part in the EOS Technology Steering Group.
- Consider feasibility and benefits of having remote operational bases
- Set out operational requirement for EOS Operations Uniform and deliver effective, fit for purpose solutions
- Establish a Control Centre presence within Palestra and equip with technology in order to deliver a cost-effective command and control solution

Tasking and Deployment (right staff, right place, at the right time and doing the right things) **Performance** (improving and developing our staff productivity)

We want efficiency - *doing the job right* and we also want effectiveness - *doing the right job*. In order to do both, we need to build on, improve and integrate the tasking and deployment of all our staff.

Measuring efficiency and effectiveness

Being able to show how we are performing is crucial throughout the Operations area and also in part, because some of our work is funded from outside of the organisation. We also need to show the direct link from our work, our outputs and their impact on EOS, Surface and TfL outcomes. Having performance data means we know what is working, where and how and we can also better promote what we do by having an evidence base.

EOS also plans and delivers operations with many other TfL departments and external agencies. Of particular importance is our work with London's police. We will continue to build on this work and assess and improve our partnership.

The EOS Control Centre and the EOS Operations hub will provide some new way of tasking and deploying staff. The opportunities to build and transform ourselves in this area will be one of the most exciting and tangible changes we will see over the coming months and years.

Some of our key objectives:

- Establish the EOS Command and Control Centre, integrating it with existing functions in the Surface Transport and Traffic Operations Centre (STTOC)
- Create an EOS Operations Hub on the 9th Floor Palestra to oversee Operations deployments
- Improve functional area tasking; better daily and weekly tasking processes. Improving how we integrate staff through tasking
- Set standards for incident management, event and operation planning
- Better understanding what works by introducing evaluation methods at the outset
- Improve measures of performance
- Deliver greater visibility of EOS Operations performance to key stakeholders and to staff
- Improve our collaborative working with internal and external partners

Flexible and Multi-functional (making it easier for our staff to be more adaptable and versatile)

A core principle of EOS Futures is the creation of a flexible multi-functional workforce equipped with appropriate powers and technology to respond to operational priorities.

What does being flexible and multi-functional mean?

This is not all about creating an omni-competent officer; it has much more to do with creating a place where staff can be adaptable and versatile across EOS Operations. So we will be asking and answering these questions: How flexible are we *within* our own business areas? How flexible can we be to support other parts of EOS? What skills and development are required to make us more adaptable and as a result more effective?

Some of our key objectives:

- Develop a proposal for future EOS Operations positions which are more integrated and flexible, consulting staff and Unions
- Continually look for more ways to be flexible within current business areas and across EOS Operations
- Deliver flexibility that improves our overall delivery
- Consider flexibility when designing recruitment, training and development needs
- Create a development framework for EOS Operations which would allow greater flexibility across functional areas

Staff Communications (keeping our staff informed)

Staff Engagement (consulting and involving our staff in important changes)

Staff were very vocal in the workshops about the wish to be kept better informed. But how do we communicate enough of the information that matter most?

What is good communication?

It is about having a wide range of methods. Using plain English and being concise. Looking for new ways to communicate to staff who are mobile. Whilst paper and electronic means of communication are still very good at getting messages to staff, you can't do better than face-to-face to get a message across.

We also need to communicate with a wide mix of customers and colleagues. Promoting what we do and how well we perform.

This area is also about the way we carry out more formal consultation and interaction with staff.

Some of our key objectives:

- Continue to hold and build on team meeting and checkpoints
- Have Communications Champions in each area and promote their activity
- Tailor communications to the requirements of each area
- Seek many opportunities to communicate with staff (i.e. bulletins, factsheets, Yammer)
- Promoting what we do on a more regular basis
- Set up a framework for staff and TU consultation which has an impact on staff
- Ensure HR policies and practices are consistently adhered to
- Increase management visibility across EOS Operations
- Hold regular and annual staff events days (such as EOS 2020 Workshops, Awards and passing-out ceremonies)

Innovation and value for money (listening to new ideas and seeking efficiency)

Rewards and Recognition (identifying, promoting and rewarding positive attitudes and activities)

A challenge for EOS over the coming years is how to support meeting the TfL ambition of becoming financially sustainable, whilst at the same time rewarding staff for their work.

Promoting the positive and the innovative

Rewarding staff is more than just financial and we will look at a number of ways in which good performance and behaviours are recognised and rewarded.

Staff should support us in seeking to carry out our business as efficiently as possible. We will encourage ideas for greater efficiency. We will also promote Business Process Reviews, in order to understand if we are carrying out our business as efficiently as possible.

Some of our key objectives:

- Identify suitable issues and carry out Business Process and Rapid Improvement Reviews within EOS Operations
- Seek to better reward innovation and creativity
- Continue to recognise good behaviours and consistently remind staff of standards
- Hold awards ceremonies to commend excellent performance, problem-solving and innovation

Managing and Leading (developing our supervisors and managers)

Viewpoint 2015 results were clear about the way staff feel about the way managers provide help and support and manage change. These are areas for improvement for Surface. In EOS, we not only hope to manage changes better but we hope to lead the way in how we do this with all of our staff.

This is especially relevant in 2016 and beyond as we are set to see a range of new developments across EOS. We want to be able to demonstrate how well we can manage this change and provide staff with the support they need in order to prepare us for the future.

Managing or Leading?

EOS Managers may know policy and procedures inside out and may manage staff very well but we also strive to *lead* staff. We start by setting an example. Not everyone will agree with management decision but it is the job of a manager and leader to be clear and direct about decision and explain these to staff, particularly those who may be most affected.

In 2016 and beyond we will challenge ourselves as managers to develop ourselves. We will also support those who are new to managing staff.

Some of our key objectives:

- Develop action plans and improve on Viewpoint results
- EOS Operations managers to better integrate with each other, have a better understanding of each others areas and deputise, where necessary
- Improve our managers and supervisors through development
- Maximize potential of aspiring staff and those new to managing staff
- Increased visibility and leadership of EOS Operations managers across EOS

6

EOS in 2020

Much has already been achieved throughout 2015 under the EOS Futures Programme and this work, including the EOS Technology Programme, is set to continue to deliver key activities up to 2017. For EOS Operations, 2016/17 is about setting the foundations on which we can build for the coming years.

So what will EOS look like in 2020? Although less than five years away, it is difficult to fully predict what the future holds. We know there will be increasing demand for TfL services due to continued population growth; we can say with some certainty that technology will play a significant role in the way that people use transport and in the way that transport is run. There will most certainly be an expectation to operate with maximum efficiency and excellent customer service.

All of this continuous transformation in London means that we in EOS need to be adaptable to whatever comes our way. The EOS Futures principles equip us for that change and this plan sets the foundation on which EOS Operations will be prepared to face the future.

Staff have already commented that they are seeing a difference in attitude and approach. This is a positive start and we are convinced that when we get to 2020, we will be able to show how far we have come.

And so in 2020 we believe we will:

- Be a more integrated Directorate
- Have a more flexible multi-functional workforce with more opportunities to develop
- See improved partnerships working both with TfL and with other organisation
- Show evidence of excellent customer service
- Be equipped with appropriate powers and technology to respond to operational priorities
- Demonstrate a culture that respects and supports people, empowering them to tackle problems
- Know our processes across teams and be supporting effective delivery of priorities and problem solving

Critical to success is keeping everyone involved and informed of progress and we will commit to do this continuously over the coming years.

There is much to do together, but we will go from being good to being great.

More Information

For the most up to date information on EOS Futures and Operations 2020, visit EOS SharePoint, check out the information boards on the 9th Floor, Palestra or speak to your line manager.

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