

Questions and answers from the Area Manager Forum on 15 November

This document details answers to the questions received via slido.com during the Area Manager Forum on 15 November 2016, including those that were answered at the event and those that we didn't have time to cover.

Because of the large number of similar questions asked, they have been grouped by themes and a single answer provided for each theme.

Senior leadership team

- *None of the top leadership team have ever been an ACTUAL operational manager in LU. Do you really think there is a sufficient breadth and depth of knowledge?*

The senior leadership team has extensive experience as operational managers in transport organisations. They are also able to draw on the knowledge of the line management teams, many of whom have progressed up through the operational ranks at London Underground.

New operating model

- *Doesn't having AMs (£65k) regularly having to personally keep a station open in place of a CSA (£30k) clearly show that FftFS was a disaster?*
- *Surely the time to update the models for FFS was the 2 years before go-live when the planning was being done by an army of consultants costing millions?*
- *Safety should be a priority but with csm2s running a station and often unable to do CMS, staff are going out of licence.*
- *Mark Wild was quoted at a MoS event saying we'd cut too far and the model wasn't working, but aren't the same people that designed the model doing the review?*

While it is clear that there are some areas for improvement, we remain committed to the new station operating model. Changing the way we work will deliver better customer service and we all need to keep working towards that goal. The reviews we are currently supporting will help us do that. These are being carried out, overseen or supported by a number of people, some with previous experience on Fit for the Future – Stations, but some from elsewhere in the business, and with support from operational managers.

LTW review – London TravelWatch (LTW) has released their independent review into the impact of ticket office closures on our customers. The Mayor has asked TfL to draw up an action plan in response, and that is underway. We will share that with you once it has been to the TfL Board in December.

Post-implementation review - as part of consultation, we agreed with Trade Unions that we would carry out a review of the new station operating model after it had been

implemented for a reasonable period of time. We have now agreed an accelerated review which started on Tuesday 6 December. This will take place under the auspices of ACAS and there will be a report back on progress after seven days.

Input from Area Managers

- *Irrespective of Travel watch & TUs, you have a room full of people you are effectively ignoring - how have the AMs' input been prioritised BELOW the TUs/T'watch?*
- *How will you involve AMs in the lessons learnt? Often it feels you wait for the trade union complaints before you ask the AMs what the issues are.*
- *If you took a straw poll of the room what proportion do you think would take VS now? I'd guess about 50%. How do you fix it?*
- *Can you reassure us that the senior team are listening to the AM cadre with regards to the failure of the CSM2 grade? It's crunch time, we must act now.*
- *We're not resistant to change, but it needs to be planned and organised and involving those you expect to deliver the change!*

During the final Q&A session at the Forum, Brian Woodhead made a number of commitments to ensure increased involvement from Area Managers:

- An Area Manager will be invited to join the Stations Customer Service Steering Group. *(As an interim measure, Brian Farrow, Area Manager for Mile End, attended November's Steering Group. Going forward there will be a rolling attendance to allow more Area Managers to participate.)*
- Brian will arrange a meeting with a representative group of Area Managers to build on the discussions at the forum. *(This took place in the final week of November)*
- An ongoing issue resolutions progress list will be developed and actively managed

Feedback has also been obtained via the Performance Managers – Stations who collated a report covering queries Area Managers have raised via normal line management methods.

Industrial action

- *Are you aware that an overtime ban would have a greater impact on station operations than possible strikes?*
- *We're covering Night Tube currently with RCIs & SRT CSMs on overtime as CSAs. With an overtime ban likely, should we consider delaying Picc & Northern launch?*
- *Isn't Steve's acceptance that there will be a mandate for action 'as usual' an indictment that we're getting it wrong all the time, or more often than not?*
- *With the upcoming industrial action just how many of the senior team will be licenced and able to assist with staffing our stations?*
- *The fact that sky news got that news before we did says so much about our trade union relationship. Are we in a position to recall the £500 bonus?*
- *How am I supposed to convince staff to break a strike/OT ban when I completely agree with many of the issues raised by the RMT?*

Since these questions were asked at the Forum, the RMT has instructed its members on stations not to undertake any overtime, following the outcome of their station ballot. TSSA has also announced an overtime ban for its members in stations, taking effect from 00:01 on Thursday 8 December.

We have met with representatives of RMT and TSSA for discussions at ACAS to resolve this dispute. We have agreed a joint review of staffing numbers and deployment, which will start Tuesday 6 December. This will be conducted with the support of ACAS and will be carried out as quickly as practical, reporting on progress within seven days.

The launch of Night Tube on the Northern and Piccadilly lines will go ahead as planned.

AM Forum

- *The AM forum can often make the AMs feel demotivated and frustrated. Can we do a half day Q&A with senior managers including Mark Wild? This is more valuable.*
- *The presenters are losing the audience by being very patronising & detached - could they consider a different approach rather than a preachy, critical parent.*

Following the AM Forum a link to a survey has been sent out asking Area Managers to give your views on the content and format of future Forums. We value your input so please take a few minutes to [share your views](#) and we will take them on board for future sessions. The Forum needs to strike a balance between communicating important business messages to the AM community and providing an opportunity for two-way interaction between AMs and senior managers.

Revenue Control

- *If pressure on our income is so great why are we letting Revenue Control run with more than 70 vacancies?*
- *With £60million ticket fraud and gate lines open more than ever before shouldn't we be doing more about that, to make sure we maximise our income?*

We do have pressure on our income, but also on our Operational expenditure. While we consider how best to bring the Revenue Control team into better alignment to the new station operating model, we are holding vacancies. As with all areas of the business we need to be doing more with less, ensuring we are operating as efficiently as we can. We are investing in technology and tools to improve our effectiveness and make sure we deploy our Revenue Control Inspectors to the right locations at the right time to tackle fare evasion.

With this in mind we have developed the Revenue Issues reporting function of the Workplace Aggression and Anti-Social Behaviour (WAASB) App, so that station staff can provide intelligence that RCIs can respond to.

It is vitally important that you encourage your teams to keep reporting revenue issues as it is through them identifying where issues arise that we can ensure the team are deployed to the right places at the right times.

There is a relatively flat rate of fare evasion. The net cost of fare evasion last year was £35 million, after the income from Penalty Fares, prosecutions and Maximum Fares collected at gatelines is taken into account. Clearly this is a significant amount of money and we will continue to do all we can, with the resources available to us, to drive the cost of fare evasion down.

Oranisationl change

- *When will the AMs be informed about the Org Change, following the meetings with Senior Managers and Unions?*
- *Where do Area Managers fit into the 5 year plan? More to the point, what is the 5 year plan for Area Managers?*

On 4 November, Mark Wild held briefing sessions for his senior management team, including Line General Managers and Performance Managers, on the vision for London Underground. All attendees have been sent cascade packs to brief their teams, so you can expect an update from your Performance Managers shortly if you haven't had one already.

In terms of where Area Managers fit in, we are proposing a functional model, with Operations as we know it today being split into Asset Maintenance and Customer Service Delivery functions. Customer service would be driven by a network focus and continuous improvement. We expect the new operating model to be implemented by the end of 2017, but that we must look to continuously improve beyond implementation of the Ops model to be affordable and sustainable, drive safer and better performance, and put the customer at the heart of everything we do.

- *With so much change going on isn't there a risk that we'll throw the baby out with the bath water?*

We need to develop a sensibly-paced transition to the new operating model. Running a safe, reliable service is our priority. We can do it, but it will not be easy. Many of us will have to do things differently. The need for transformation will be greater in some areas of the business than in others. Some of us, to be honest, will have to do more – or do less of the things that don't really add value. But there is no option on this. To really meet the needs of Londoners we need to do more for less.

Graduates

- *Is it true that the new batch of graduates will be given AM roles without having any real operational or management experience at the end of the scheme?*
- *Will the next round of graduates have the option to roll off as AMs as has been rumoured?*

It is not correct that future graduates will be given Area Manager or indeed any other band 3 roles at the end of their scheme. The General Management graduate scheme

is changing to introduce a third year for a limited number of candidates who pass a performance and potential threshold to give them further development. At the end of the third year they will have the opportunity to apply for band 3 roles in open competition with other applicants from around the business. We would encourage the right people from the graduate scheme to join the Area Manager grade due to the experience they will have gained across TfL in areas such as strategy, planning and project management, and also the new talent they bring into our organisation.

AM secondments

- *What has the process been for giving out AM secondments? Was the original waiting list used to make sure the DSMs who were on the list had a chance?*
- *Are AMs currently seconded to the role having their secondment extended?*

Yes, the original waiting list was used for AM secondments.

All AM secondments are following the agreed process. Whether the secondment is being extended depends on the individual in question.

ITP

- *At what point after the initial ITP email will AMs confirm who is definitely moving or not following appeals? This will help with planning.*

Confirmation of who is moving is sent out 5/6 weeks prior to the moves taking place. This is to allow the Cover Group Admin the chance to roster the people and give them 28 days notice of their duties. There is no set timeline for appeals. A person can only really appeal once they have been sent a letter (which happens six weeks prior to the move). Therefore the move may be cancelled/deferred or change with less than 4 weeks notice.

- *If a member of staff wins his Appeal not to be moved to his new Area, what happens – does he come back to his previous post or becomes an OE person?*

There is no hard and fast rule as each case has to be dealt with individually. What happens depends on the case that is presented and whether what has been asked for can be accommodated.

- *Will the business allow staff who have demoted themselves to keep their locations? This will surely improve morale and help staff settle into their roles.*

Staff will only be able to self demote to a location that they have preferenced for self demotion. Therefore it is entirely down to the member of staff where they want to work.

- *Some CSS have failed to meet the CSS competence standard and shown a lack of confidence to move from SAMF to CSS. When will their self demotion happen?*

We have given an undertaking to give people all the support that they need to get through the CSS process. If they have opted to self demote and have signed the relevant paperwork and submitted preferences, these will be built into the next and

subsequent model runs until the person picks up one of their preferred locations. We will only self demote people to places that they have preferred.

- *If we're reviewing the staffing model, with possible changes to CSM2 etc, shouldn't ITP moves be held until that's finalised? Or we'll be moving people twice?*

The ITP runs on a four-weekly basis to fill naturally occurring vacancies. Any changes to staffing levels (e.g. changes to the CSM2 role) will be fed into ITP when they are agreed and staff can then move to or be displaced from roles as appropriate.

Resourcing

- *Why are CSAs being placed into CSS2 positions before they are qualified as CSS2s? Surely this is a lag in the recruitment process that SG said doesn't exist?*

Following the implementation of ITP, we have to promote in the order of the training waiting list. This means that it is not always possible to get people trained before they move, due to annual leave or release issues at their current group. We are currently working with SD to create more CSS courses so that AMs have more choice of when to send people on training. However, if people still cannot be released despite there being more courses, there will still be people moving who have yet to be trained due to the constraints of the agreement.

POMs

- *Can we honestly say our POMs are fit for purpose? The amount of issues we have had with note jams and so on is a constant problem for my team.*

On the whole the POMs are fit for purpose. The reliability of them has improved significantly over the last year. The introduction of the new £5.00 notes has been problematic and there are certain machines that have had more problems than others with the new notes. If you have a particular machine that is causing you an ongoing issue please escalate this to Allan Gardner with the details of the faults.

TVM

- *TVM - were part of the fit for future. Can we have an honest answer as to where we are with these?*

The TVMs that were in scope for Fit for the Future will now be delivered to the 11 RSLU stations in March 2017.

HR

- *I've heard a rumour you plan to TUPE all Ops staff to TfL contracts to save money. Can you confirm that?*

There are no proposals to move LU Operational staff to be directly employed by TfL.

- *The PRP system is failed, entirely discredited and a massive demotivator but we just keep adding more staff into it rather than fix or replace it. Why?*

The PRP process is part of the current P&D process and is an effective way to recognise performance as part of the mid and end of year process, including regular discussion with your manager to review and discuss objectives and current performance.

Cover weeks

- *With all staff having a number of cover weeks with unallocated duties how can they practically plan ahead with the rostering tool? We can't keep lying to staff.*

Post-Fit for the Future Stations, all staff take a turn at providing cover, which was felt to be a fairer option. When duties are allocated 28 days in advance, staff will be able to view these on the Rostering & Coverage Tool and then use the tool to try and swap them.

There is nothing stopping staff requesting (via their administrator) an MCO (Mutual Change Over) with another employee before the duties are allocated. The 'other' employee would have to be made aware that they will only find out what duty they will be performing when the advance shift plan is published in the tool.

Ezone/release

- *The problem is that you push 1 solution to implementation of anything and that is ezone and release - THAT DOESNT WORK in every instance - we need more options.*

There are different learning options available to support change. In the main eLearning is used for addressing knowledge requirements and this is usually followed by face-to-face learning to facilitate practice and application. Application back in the work place using on the job learning supported by coaching, peer-to-peer support and shadowing are also learning options we have promoted and will continue to promote in the future.

Consultants

- *We still have consultants covering jobs that we have staff that could cover, and yet we are made to suffer with cost cutting exercises. Why?*

It is difficult to answer this question without knowing which area of the organisation is being referred to. All employees working in the current station grades are permanent employed staff. There are no consultants working in station staff grades.

Cleaning

- *The New Cleaning Contracts / changes are affecting the ambience and safety on the stations (wet slippery floors). Is there going to be a review?*

The cleaning contract will be reviewed in April 2017. If you have any feedback / concerns about the current performance of the cleaning company at your station, please contact Mimi Worku, Premises Delivery Manager.