



Subway Transformation Team – Introduction and Purpose Overview

Committee **Personnel**

Date of meeting 14 February 2020

Date of report 29 January 2020

Report by Director of Subway

1. Object of report

In the Subway Modernisation update to Partnership on 13 December 2019, it was noted that a Transformation Team had been formed to strengthen and support the successful delivery of modernisation. This report is to further explain the structure, purpose and objectives of the Transformation Team and provide an overview of key actions ongoing and upcoming.

2. Background

The Subway Modernisation programme is the most significant investment and improvement programme to be undertaken in the Subway within the last 40 years. It will bring new trains, new control and signalling infrastructure and new plant and equipment under a phased migration into a live operation, introducing significant technology and operational change to the way we work. To manage the successful installation, handover and acceptance into use, staff must be adequately informed, actively engaged and competently trained and structured through all phases of the change.

Following a review of current approaches, we have identified the need to strengthen the 'readiness' of the Subway operation for modernisation change. The readiness of our people and processes in reaction to infrastructure and asset changes is paramount to ensure that we maintain a safe and reliable customer service throughout modernisation delivery.

Readiness activity has been ongoing since the beginning of the modernisation programme, with various discrete changes being managed via existing arrangements and teams. However, given the scale and significance of changes in the next few years, the Transformation Team has been formed to ensure a centralised and coordinated focus on readiness activity across all operational departments delivering the Subway service.

While the Subway Modernisation Project Team retains responsibility to deliver modernisation contracts to install new Subway infrastructure and assets, the Transformation Team will work in coordination with their project delivery to ensure SPT is ready to accept, operate and maintain the new system meeting all legal and regulatory procedures; and ensure we have the necessary staff and resources in place for future day-to-day operation.

The core Transformation Team consists of existing resources seconded from various departments within Subway. Drawing on the experience and multi-discipline expertise from within the organisation will ensure an efficient and holistic management approach to the

people and process focused change requirements across all of Subway. In their role as 'Change Sponsors', the Senior Managers of the operational departments will retain responsibility for driving the necessary changes in their respective areas via the Transformation Team, whilst being able to work closely and collaboratively with others and in alignment with the 'nuts and bolts' Subway Modernisation Project Team. The intention is to ensure that the level of importance on readiness work remains high, and is given the support and spotlight it requires to succeed.

Delivery support for readiness activity will involve many other resources within Subway as required. There will be additional secondment opportunities for Subway staff in order to further increase engagement and best use and expand the skills, knowledge and experience of our staff. The need for other specialist resources has also been identified and are being sourced. This approach will ensure we remain ready to accept, safely operate and maintain our new assets whilst continuing to robustly operate passenger service.

3. Outline of proposals

Creating a flexible, proactive and data driven passenger operation is a key objective of modernisation and the Transformation Team will be focussed on ensuring our people and processes are ready as Subway moves to become a 'digital railway'. The digital railway will require our staff to have new and significantly different skills and work approaches compared to the current operation. Taking our people on the modernisation journey and keeping pace with the rate of change of the infrastructure will be key.

Readiness activity is actioned and planned around the project activity and current operation to achieve the future state operation in a progressive and staged manner. Due to the new technology and mode of operation being introduced, the future operation will require a new authorisation and certification from the Office of Road and Rail (ORR). To achieve this, SPT will need to evidence that:

- the process and procedures are in place to safely operate the modernised system; and
- our people are brought on the modernisation journey, and there is a sufficiently resourced and competently trained Subway staffing model in operation.

This must be evidenced for all phases of the changes being introduced.

The Transformation Team is working closely with departments and teams to establish the necessary scope of activity required across all the regulatory, procedural and people change areas, to manage the transition between the installation of new infrastructure to becoming part of the assured 'business as usual' modernised operation. The high-level structure of the key readiness activity areas are:

- Authorisation & Certification
- Rules, Regulation & Procedure
- Asset Management
- Resources & Staffing
- Competence, Development & Engagement
- Project Support

Against all of these areas, the Transformation Team 'people focussed' activity will be:

- Working with department sponsors to ensure the current operating model is suitably structured and robust for current operating challenges;
- Defining the future operating model required for each of the key configuration points of the infrastructure and new asset delivery towards the future Unattended Train Operation (UTO) plan;
- Assessing gaps between our current and future operating model in conjunction with Subway departments to establish the necessary investment, recruitment, capability, resilience and transition plans for each stage of operational change;
- Helping departments put costed future resourcing plans in place, supporting the definition of roles, responsibilities and capability requirements in line with SPT approval and governance processes for budgeting, HR and recruitment whilst acknowledging SPT diversity aims and equality policy;
- Supporting departments in delivering recruitment and re-structuring plans assessing changes as required;
- Establishing and delivering robust learning and development plans to meet the strategic and business case objectives for modernisation while continuing to ensure our staff remain trained, competent and confident in their daily duties; and
- Supporting Subway departments in developing open and informative engagement and communication plans for key stakeholders and staff with close consultation and dialogue with Trade Unions and other interest groups.

4. Conclusions

The formation of the Transformation Team is a consolidation and strengthening of good work that has been undertaken on readiness whilst acknowledging the need for a greater coordinated focus for the infrastructure and operational changes ahead.

The Transformation Team has a wide-ranging remit but at the core of all the likely activity is to drive a step change in working approaches and capability to ensure our staff are ready and capable to operate and maintain a digital railway.

The team is still being fully structured and further resource requirement is currently being assessed and additional resource will be sought as required. The plan to utilise existing resources is also being actively progressed.

5. Committee action

To acknowledge intent and purpose of the Transformation Team and note progress to date and expected forward action. Further updates will be provided in due course.

6. Consequences

Policy consequences	<i>Subway Modernisation is a key objective of the Regional Transport Strategy. Transformation Team activity is in support of achieving the business case objectives of modernisation.</i>
Legal consequences	<i>None at this time.</i>
Financial consequences	<i>Transformation Team resource costs are included in the Subway revenue budget. Staffing costs for</i>

any future operating models will be included in future budget submissions as required.

Personnel consequences

Consultation and engagement exercises will be required and undertaken with staff and trade unions for all future operating models at the appropriate time(s).

Equalities consequences

Any recruitment for future operating models and intermediate staff arrangements will be developed and undertaken in accordance with SPT's diversity aims, equality policy and guidance.

Risk consequences

Readiness activity needs to align with ANSTA JV delivery. Risks to readiness activity will be fully assessed and mitigate once robust JV forecasts are received, challenged and agreed.

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