



CHANGE & STABILITY MANAGEMENT (BMMB 7000D) MBA ASSIGNMENT 2022

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**Title: Organisational Change – Case Study:
Transport for London**

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TFL CHANGE CASE STUDY MANAGEMENT

AIM

The aim of this presentation presents an inspirational case study management at TfL, accelerate, and transform London transport networks to a sustainable, safer and increase customer experience in the Covid-19 pandemic new era.

OBJECTIVES

To make sure that information about changes are accurately documented from inception during planning, authorisation, evaluation, prioritisation, implementation, testing and reviewed under a controlled atmosphere as to impact • Stakeholders • Shareholders • Suppliers • Project and relationship Management teams • Technical teams and • Testing team.

EXPECTED OUTCOME

- To critically analyse the theoretical perspectives and approaches to change management used by TFL with demonstrated practical model applications used in London public transport environments
- To critically evaluate the benefits of change compared to their hindrances to London public transport of today by examining key internal and external forces and drivers using SWOT (Strength, Weakness, Opportunity and Threat); PESTEL (Political, Economic, Social, Technological, Environmental and Legal factors; and other models such as Kotter's 8 Stages model.

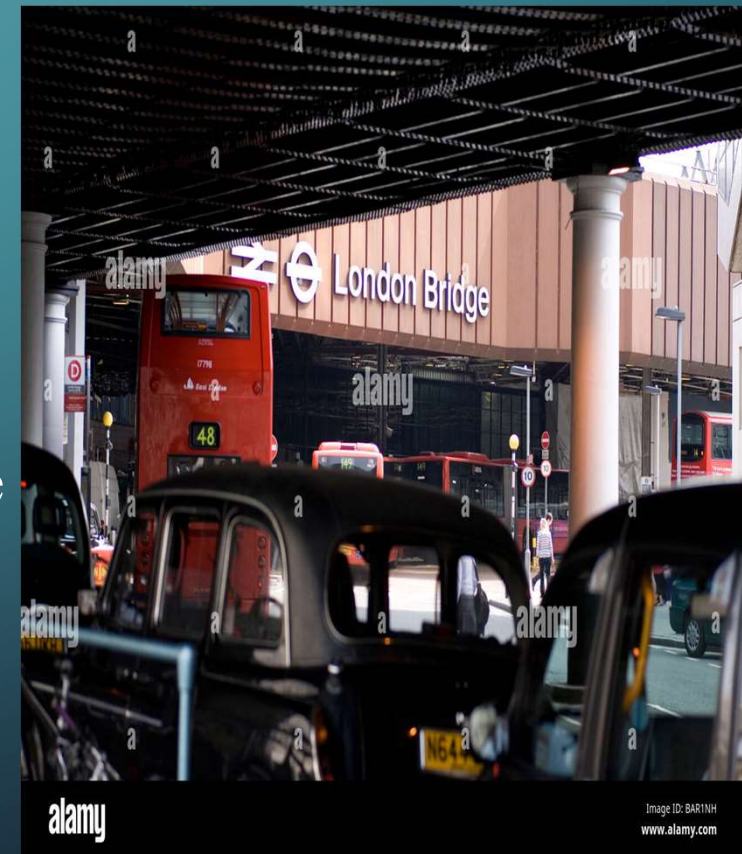
INTRODUCTION

TfL Historical Overview

TfL is an Executive arm of the London Authority reporting to the Mayor of London.

Formed in 2000 for the purpose of bringing together almost all transport modes in London – including the London Underground to opened in 2003

Two major structures of TfL business operation that form the bases for changes: “Surface Transport & specialist services and Rail & Undergrounds”.



INTRODUCTION CONTINUES

TfL is committed to safety and compliance with quality assured service with over 3,000 buses compliance and maintaining Bus Safety standards.

Between 2021-2022 - Serving Standard 4.4bn passenger journeys (up from 4bn in 2019/20)

Creating Bicycle lane for 11.3m cycle hires between 2021 - 2022 (up from 10.8m in 2019/20)

Huge commitment to New DLR trains will arrive on the network before the end of the year.

TfL's Business networks include:

London Buses, London Dial-a-Ride, London River Services, London

Taxi, and Private Hire, Santander Cycles, Victoria Coach Station, Emirates Air Line, London Underground

including the new Elizabeth line currently operating as TfL Rail, DLR, London Overground, and London

Trams, Commercial and Residential estate, and building portfolio, Media Advertising estate and

digital marketing infrastructure Commercial Consulting and International Operations Our global

consultancy operation and brand licensing.

IMPORTANCE OF CHANGE

Since TfL came into existence in 2000, the agency has continuously engaged in one change management project or another and its business operations are dependent on the external and internal factors that affect its business environment (such as SWOT, PESTEL) and Business management models (such as Kotter's Model). However, the emergence of the Covid-19 Pandemic ushered a new approach to work-life with AI and Automation with an increased focus on sustainability and reducing carbon emissions and greenhouse gases in the atmosphere that pollutes our environment and endanger the common existence of human, animal, and plant species through disease transmission (Morgan 2020).

The UK government's commitment goal of zero transportation necessitated a paradigm shift from the usual unethical norms about transportation with the introduction of Hybrid Electric 2018 and full electricity during the pandemic in 2020 in addition to hydrogen fuel combustion vehicles during the same period. These projects will need charging stations including hydrogen refilling stations being built across the city of London and M25 to accommodate the needs of EVS such as buses, rental Evs, electric private hire vehicles (EPHVs), electric taxis and light commercial vehicles (Mazur et al., 2018).

The change process enhances TfL control over when and how the proposed changes can be enacted to TfL digital service sites. For example, a change would be unlikely enacted on TfL's website during peak periods when they are in use. However, having a controlled approach to change brings clear opportunity for higher level of operation, performance and consistency.

POLICY TOWARDS ZERO-EMISSION

A charge point approach would involve the improvement of existing properties, highways, and infrastructures for charging stations, which Mayor has little authority to implement (Santos and Rembalski, 2021). For example, the SWOT analysis tool has been used to strengthen collaboration with the state authority which empowers GLA to scale certain boundaries that may offer the tools to implement these.

An elected mayor may also enact laws that support these plans. For example, the mayor enacted and implemented congestion charging and Ulez laws and plan to phase out the combustible gasoline vehicles by 2030, offer charging stations including hydrogen refueling stations, and increase the Automation and Electric Vehicles Act has yet to be tested.

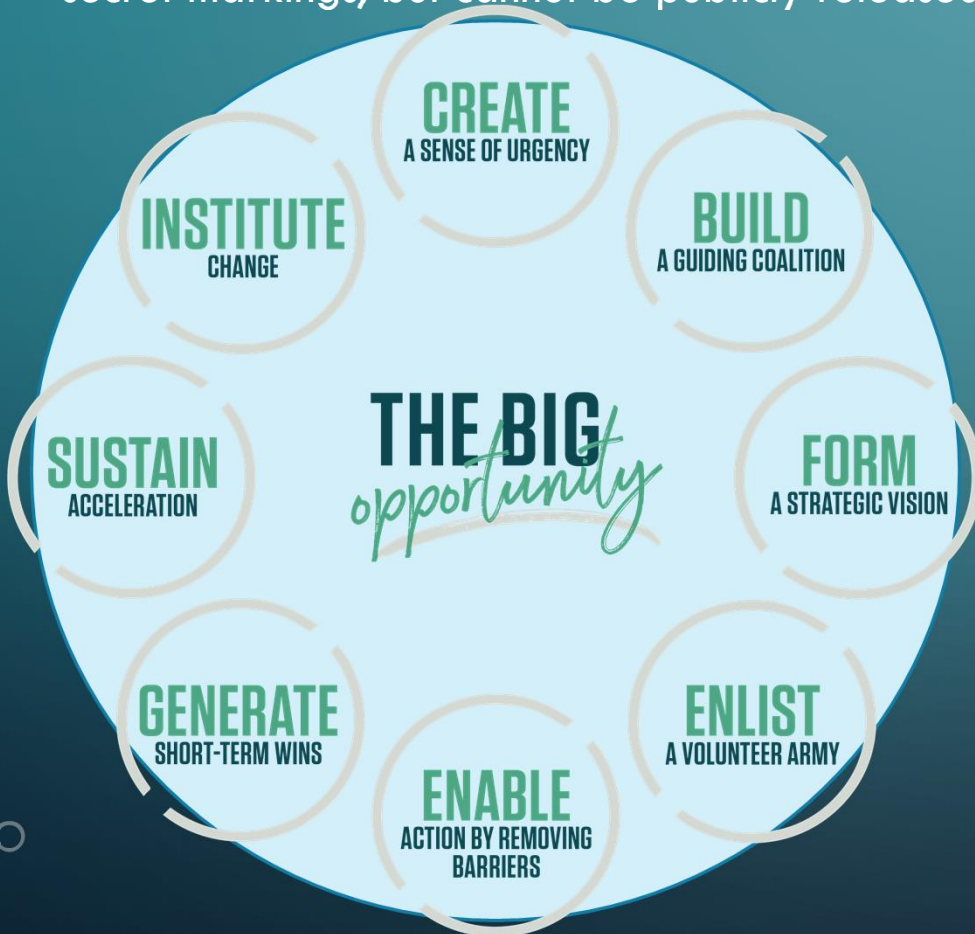
CHARGING FACILITIES

Electric vehicle charging facilities in residential construction must supply 20% "active" and 80% "passive," according to the proposed London Plan. 13 options for charging electric vehicles (Morganti and Browne, 2018)

Fueling stations, whether new or repurposed, must provide quick charging stations or hydrogen refueling stations (Boroza et al., 2022).

TFL IS THE KOTTER'S 8 STAGES WITH AN UNCLASSIFIED COMPLIANCE POLICY

Unclassified compliance is a security classification assignment mandate without a warrant of confidentiality or secret markings, but cannot be publicly released without authorization.



1. Create a sense of urgency
2. Build a guiding coalition
3. Form a strategic vision and initiatives
4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short-term wins
7. Sustain acceleration
8. Institute change

HOW TFL MANAGED KOTTER'S 8 STEPS

- **Request for Change Form (RCF):** Completed RCF will contain record of the scope and reasons for the change, and after authorisation, it will be made available at TfL service site.
- **RFC recording:** The RCF is logged in the TfL Online business management systems for all concerned with the change to view before final review by the review board.
- **Change Approval Board reviews:** Members of this board meet on weekly basis to formally review and to consider all potential changes.
- **Assess and review change:** All suggested changes are subjected to a thorough assessment to determine their impacts, and input from technical point of view.
- **Technical Design Authority review:** Once the technical impact of a change is determined, the changes undergoes further scrutiny online by TfL's Technical Design Authority (TDA) if necessitated.
- **Final change authorisation or rejection:** All changes that succeeded or failed the final scrutiny will be communicated to those who raise them with reason for their acceptance or rejection.
- **Plan updates:** The approved changes are finally published online.
- **Further communication of the plan:** Further schedule is planned to produced change documents that will be communicated to all teams including staff, developers, project collaborators, testing teams, suppliers, and stakeholders responsible for supporting TfL's services
- **Coordinate change implementation:** All changes are finally applied and implemented.

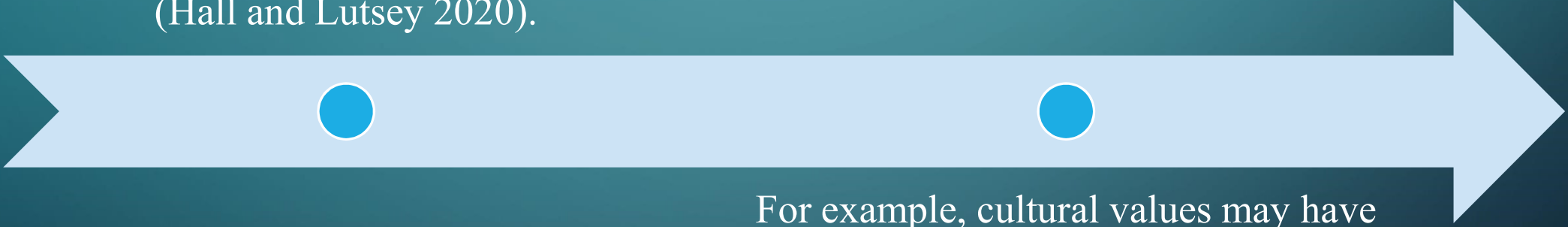
LOW EMISSION ZONE & THEORETICAL PERSPECTIVES

The Mayor of London plans to implement ULEZ (Ultra Low Emission Zone) in central London to encourage the use of cleaner cars, such as electric vehicles (Pickett et al., 2021). The reason for charging is to cut down on CO2 emissions and reduce congestion which causes emissions. For example, a 2000 diesel vehicle is known to produce double of CO2 emission than a 2018 diesel vehicle of the same make and model which is why the late model diesel vehicles are not charged

From a theoretical perspective, the "Mayor of London's EV Infrastructure" scenario undergoes periodic technological commercialization through TfL. If the Mayor's business does not keep abreast of new advances, it runs the risk of losing market share (Pickett et al., 2021). Both the congestion and Low Emission Zone have been given serious public attention, expanding Ulez to include the city neighbourhood within the South Circular road so that unqualified vehicles pay £12.50 to access those parts of London.

CULTURE SIGNIFICANCE IN PROJECT

Customers' perspectives on sustainable service use may be linked to their behaviour, according to recent study, however, some research studies reported that the impact of culture on sustainable consumption via moral appraisal cannot be overemphasized (Hall and Lutsey 2020).



For example, cultural values may have a significant effect on commuter's behaviour, these influences are generally indirect and occur via specific mediating processes (Schwanen, 2020).

TRANSFORMATIONAL LEADERSHIP

Before applying to London's Mayor about EV infrastructure, the researcher's original ideas on the model for transformative leadership were examined (Nicholas and Lutsey, 2020).



For example, a good number of adjustments have been made to lessen the adverse health and environmental effects of CO2 emissions in the atmosphere. As a first step, Change Management Drivers must pay closer attention to the tech. team's participation in order to ensure that crucial aspects from unidentified sectors are included in the Mayor of London's computational strategy.

DELIVERY PLAN AND CONSUMER AWARENESS

Distribution and assessment plans for excellent international practices on electric motor awareness among customers and community participation to increase public attitudes and knowledge of electric motors (Borozan et al., 2022).

The Mayor of London's Delivery Plan should indicate that a range of commercial and non-financial incentives, charging infrastructure development, high model availability, and initiatives to enhance consumer knowledge and comprehension are all crucial to the growth of the market for electric cars (Chakrabart et al., 2019).

CONCLUSION

TfL Investing in London transport network is an essential part for achieving sustainability, better healthy, greener, and more resilient future. The Coronavirus pandemic has created an uncertain environment that require increased pace of deliverability, and unstoppable stability, and long-term funding sufficiency. operations touch millions of lives and with a safer environment. With record passenger demand, a challenging stakeholder environment, a huge investment cohort, huge technology systems development, and over 28,000 employees equipped with significant efficiencies to deliver the widening scope of change has transformed the whole range of operational model, process, roles, and technology application. A further introduction of all night, and weekends running service were essentially extensive change management phenomenon that was achieved.

A further more change programs highlighted in the TfL Changes Management portfolio include improvement, reliability, management and team capabilities, the transformation of the Finance function , IT projects funding and the entire funding and budgeting regime.

In addition to saving the government money, the mayor of London's proposal for electric infrastructure may also encourage a business strategy for charging infrastructure.

As a creative means of finance, the Mayor of London's EV infrastructure has proven to be quite beneficial.



RECOMMENDATION

- TFL change case management has been a continuous process since the past 10 years and with commitment to zero emission by 2050, the process is recommended to continue until the final goal is reached.

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