



# Our learning and development approach



# Introduction

We aim to create a learning culture that gives our colleagues the skills to achieve our shared goals

Our Colleague Strategy sets out how we will achieve our ambition to be a great place to work for everyone to thrive. This way we can attract, retain and develop colleagues with the skills to achieve our shared goals.

Our learning and development approach outlines our vision on how we will create a learning culture that develops the skills we need to move London forward safely, inclusively and sustainably. It forms one element that underpins supporting everyone to achieve their work ambitions.



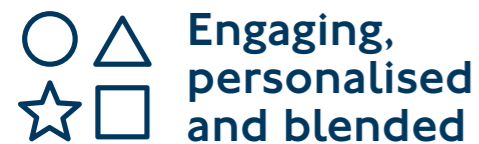
Our aim is to create an engaging, affordable and evidence-based approach, with learning both firmly aligned to business strategy and also supporting colleagues' skills development. We need to adapt to the changing world of work across economic, social, cultural and technological dimensions. With that in mind, the approach will be supported by short-, medium- and long-term roadmap activities that will help us and our colleagues achieve against our ambitions.

We will adapt and update our roadmap activities to reflect any changing needs and priorities of the organisation as well as colleague feedback, and in line with external market trends.

The clear vision set out by our learning and development approach, enabled by other aspects of our talent approach, is vital in creating the right learning culture to drive progress towards our vision of a strong, green heartbeat for London.

# Our key principles

We bring four key principles to our learning and development approach



We will provide a blend of engaging, accessible learning opportunities. These will align with preferred ways of learning, providing choice for our colleagues relevant to role and career aspirations.

#### Our commitments:

- We will provide a fully integrated development proposition that provides colleagues with the right mix of on- and off-the-job learning
- We will provide the right learning environment for our colleagues, supported by our people leaders
- We will continuously review and adapt learning interventions in line with Action on Inclusion aims
- We will create interventions that inspire, engage and embed the application of learnt skills



We will ensure learning opportunities develop our colleagues, giving them the skills required to deliver our business strategy in the short, medium and long term.

#### Our commitments:

- Our approach will align interventions with our strategy, enabling colleagues to realise their career aspirations
- We will prioritise investment in skills required to deliver a safe and reliable transport system and our corporate environment plan commitments, and meet emerging capability requirements
- We will support development of core skills required across the organisation to enable all colleagues to thrive in a rapidly changing working world
- We will identify, deliver and track required learning in line with legislative and statutory obligations



We will continuously review and improve our learning and development solutions, based on market intelligence, colleague feedback, best practice and data insights.

#### Our commitments:

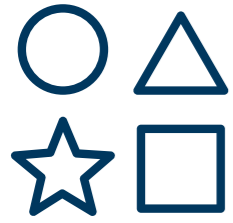
- We will use organisational data to identify learning and development needs, and to measure impact of learning and development on performance
- We will use feedback and evaluation data to drive continuous improvement in a timely manner
- Our strategic resourcing plan and local workforce plans will inform our learning and development priorities
- We will ensure that we benchmark our learning and development interventions against both external best practice and emerging trends



We will create best value and affordable learning and development solutions that can be appropriately resourced and are deliverable.

#### Our commitments:

- We will maximise the use of all available external funding streams to deliver cost-effective development opportunities
- We will engage any third-party learning providers in a financially and environmentally sustainable way
- Return on investment will be a cornerstone of how we evaluate the cost-effectiveness of our learning and development interventions
- We will prioritise interventions within available Business Plan budgets



# Engaging, personalised and blended roadmap

## Short term (March 2024 to December 2025)

- Determine the appropriate balance of online versus classroom learning based on demand, affordability and impact
- Review accessibility of learning for all colleagues, and implement identified improvements
- Review, update and launch People Leader Foundation learning resources, formerly known as Managing Essentials
- Review computer-based classroom learning facilities to ensure they are fit for purpose
- Identify options for the Stay Learning offering to evolve and be integrated with the management system
- Include required learning modules within the management system
- Implement the agreed leadership pathway programmes for aspiring first, mid-level and senior leaders
- Review and make recommendations for development options for aspiring leaders

- Identify opportunities to refresh all learning resources with inspiring and varied content
- Continuously review learning requirements in line with subject matter expert engagement, legislative changes and technology advances, and ensure materials are updated to reflect this

## Medium term (January 2026 to December 2028)

- Implement technology that supports bite-sized learning interventions when needed
- Implement access to learning materials aligned to the management system
- Implement an approach that links development plans to tailored learning paths in relevant learning systems
- Continuously review learning requirements in line with subject matter expert engagement, legislative changes and technology advances, and ensure materials are updated to reflect this

## Long term (January 2029 to December 2030)

- Continuously review learning requirements in line with subject matter expert engagement, legislative changes and technology advances, and ensure materials are updated to reflect this
- Harness artificial intelligence and other future predictive technologies to identify learning needs in real time, and suggest interventions to users and learning providers
- Deliver and manage content through the learning management system, tracking engagement



# Business strategy-aligned roadmap

## Short term (March 2024 to December 2025)

- Identify learning needs to build our capacity to deliver our strategy pillars and emerging skills
- Implement green knowledge programme for 2024/25 financial year
- Agree green knowledge programme for 2025/26 financial year
- Identify core skills required for colleagues to thrive in a rapidly changing working world
- Determine and implement principles that enable colleagues to gain qualifications
- Utilise the carbon assessment tool for the design of new learning interventions
- Complete the review of required learning, and implement changes with associated governance arrangements in place
- Deliver commitments determined by the Operational Training and Skills Development demand plans
- Review and implement core skills development offering for graduates, apprentices and interns aligned to our strategy

## Medium term (January 2026 to December 2028)

- Review and update our learning and development policy to reflect the learning and development approach
- Track return on investment from, and impact of, academic sponsorship/funding support for colleagues
- Implement sustainable approach to support colleagues to gain qualifications
- Implement interventions to enable colleagues to develop core skills required to thrive, continuously improve and innovate
- Expand annual approach to identify priority learning needs aligned to strategic workforce plans, critical roles and succession planning
- Agree and implement green knowledge programme as required up to December 2028

## Long term (January 2029 to December 2030)

- Review the approach to investment and the impact of academic sponsorship/funding support for colleagues
- Evaluate our strategy delivery approach as part of 2030 review
- Continuously review core skills development offering for graduates, apprentices and interns aligned to our strategy



# Evidence-based roadmap

## Short term (March 2024 to December 2025)

- Identify and agree the key data points to inform priorities, including outputs of critical role analysis, succession plans, readiness and development plans
- Design and embed a data review step within the training needs analysis and solutions consulting process
- Implement the annual identification of priority learning needs, informed by the strategic resourcing plan and local business resource plans
- Agree and implement new feedback form template
- Implement automated prompts to learning and development intervention designers to shape design
- Publish six-monthly progress reports into training effectiveness and continuous improvement

- Review PowerBI reporting dashboards to ensure they deliver the data required for monitoring and analysis
- Determine our baseline measures of success
- Identify how learning and development workstreams will be evaluated against the Safety, Health and Environment management systems

## Medium term (January 2026 to December 2028)

- Integrate data from multiple applications, including myJourney and Microsoft 365, to shape learning interventions
- Report on measures of success
- Continue to review the priority of learning needs for the short, medium and long term, informed by the strategic workforce plan and local business resource plans

## Long term (January 2029 to December 2030)

- Review use of automation and artificial intelligence to improve effectiveness of learning and development interventions
- Continue to review the priority of learning needs for the short, medium and long term, informed by the strategic workforce plan and local business resource plans



# Financially sustainable roadmap

## Short term (March 2024 to December 2025)

- Research and identify external funding sources available aligned to learning needs analysis
- Identify and itemise available training budgets within the 2024/25 and 2025/26 Business Plans
- Determine approach to managing and tracking budget spend against learning and development priorities
- Determine and start to track return on investment against budget spend
- Identify internal and external allocation of resources required to deliver learning and development priorities
- Identify a mechanism to support internal knowledge transfer as a preference to purchasing external training provision

## Medium term (January 2026 to December 2028)

- Continue to track return on investment against budget spend
- Identify and itemise available training budgets within the 2026/27 and 2027/28 Business Plans
- Manage and track budget spend against learning and development priorities
- Review and embed internal and external allocation of resources required to deliver learning and development priorities
- Review the level of return on investment of third-party provision
- Secure access to external funding sources in line with learning needs analysis
- Implement internal knowledge transfer solutions

## Long term (January 2029 to December 2030)

- Continue to track return on investment against budget spend
- Identify and itemise available learning and development budgets within the 2028/29 and 2029/30 Business Plans
- Manage and track budget spend against learning and development priorities
- Continue to secure access to external funding sources in line with learning needs analysis
- Review and implement continuous improvement to internal knowledge transfer mechanisms

# Delivering together

Everyone can be part of ensuring that our approach to learning and development is successful

Our learning and development approach success is underpinned by the commitment of all stakeholders involved in the learning journey, including people leaders, learning and development teams and our third-party providers. Equally, learning and its transfer back to the workplace is the individual responsibility of the learner.

Our approach to identifying learning needs will be driven by:

- Individual development plans: captured in myJourney



- Readiness planning: development linked to career ambitions
- Building competency management systems for our operational employees
- Technical training, as determined by professional bodies
- Local people plans setting out the needs of each of our business areas, and linked to our Colleague Strategy and Action on Inclusion
- Critical roles, career pathways and succession plans
- Critical skills, informed by our strategic workforce plan and local business resource plans
- Development needs of our apprentices and graduates

By working together, we can help everyone to achieve their work ambitions



## Our success measures

We will use three key tests to measure the success of our learning and development approach:

**Relevance:** how we meet the opportunities and challenges at TfL

**Alignment:** how the approach aligns to our business strategy and legal obligations, and supports everyone to achieve their work ambitions

**Measurement:** evaluating the approach using the following four levels of training evaluation ([Kirkpatrick Model](#))

- Reaction – initial capture of feedback following learning
- Retention – how learning has translated back into work settings
- Behaviour change – what has changed as a result
- Impact – looking at engagement, scorecard targets and progression



# Further reading

Click on an image below for further information



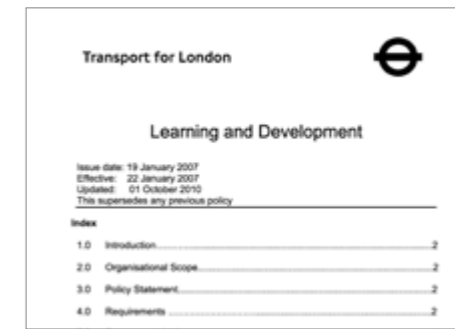
## Colleague Strategy

A document that outlines our overall strategy for our colleagues.



## Action on Inclusion

Our document that outlines our commitment to creating an inclusive workforce.



## TfL Learning and Development Policy

Our policy document that outlines roles and responsibilities for the way learning and development is carried out.



## Learning and Development Team

Our learning and development Platform page, which explains how the team can provide help and support.



## Operational Training and Skills Development

Our internal learning and development website providing access to information and resources for operational colleagues.



## Stay Learning

Our network of knowledge centres, providing access to learning and development material.

