

Date: 16 May 2024

Item: Our Colleague Strategy – Delivery to Date

This paper will be considered in public.

1 Summary

- 1.1 Our Colleague Strategy was launched on the 3 July 2023, setting 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 people with the skills to achieve our goals.
- 1.2 This paper provides an overview of delivery made against our Colleague Strategy, Colleague Roadmap and our Colleague Scorecard Results for 2023/24.

2 Recommendation

- 2.1 **That the Committee note this update.**

3 Background

- 3.1 On the 3 July, we launched our new Colleague Strategy which is our new value driven approach to make this a great place to work, setting out key objectives between now and 2030. Our Colleague Strategy will be broken down into three key commitments that we have made to our colleagues.
- 3.2 **Creating a culture of inclusion** - Across our organisation, every one of us has a role to play. Building a safe space for conversations and challenge will ultimately lead to a more effective, innovative organisation that meets everyone's needs and promotes wellbeing in the widest possible sense.
- 3.3 **An attractive and fair employee offer** - We are working towards a new approach to reward and our overall employment offer. Our employee benefits, policies and ways of working need to help colleagues build their career here and motivate others to join us.
- 3.4 **Supporting everyone to achieve their work ambitions** - We will deliver London's future with the skills, ideas, energy and creativity of our colleagues. Great leadership with a continued focus on your ambitions and wellbeing, with everyone having access to opportunities, is at the heart of how we will make TfL a great place to work.

4 How we will measure Success

- 4.1 Our two primary measures of success for our Colleague Strategy are that by 2030, we:
- (a) Will halve the gap where we are not already representative of London; and
 - (b) Are recognised as one of the best companies to work for in the UK, with employee engagement better than the UK wide benchmark.
- 4.2 We track these two measures on our TfL Scorecard, along with attendance. For 2023/24 we made improvements in both of these measures:
- (a) Overall, our colleagues are more positive and more engaged than the previous year, with our engagement scoring increase +1 per cent to 60 per cent. This compares with the UK wide benchmark of 64 per cent. We have set ourselves an ambitious target in 2024/25 to increase our engagement score by +2 per cent; and
 - (b) Our senior managers have become more representative of London for all five protected characteristics. We are on track to halve the difference in representativeness at the start of the Colleague Strategy by 2030 for BAME, minority faith and LGB senior managers, with female and colleagues with disability falling short of our target in 2023/24, however, still improving in year.

5 Creating an Inclusive Culture

Launched our Action on Inclusion Strategy

- 5.1 On the 26 June 2023, we launched our Action on Inclusion strategy, which sets out the steps we will take to make TfL a genuinely inclusive employer and organisation. This strategy highlights the practical steps we are taking to improving equity, diversity and inclusion in the workplace, including how we will work to help colleagues be mindful and supportive of each other, ensuring our organisation is a great place for everyone to work and thrive.

<https://content.tfl.gov.uk/tfl-action-on-inclusion-creating-inclusive-workforce.pdf>

Launched our Inclusion Matters online learning courses

- 5.2 One of the key deliverables in our Action on Inclusion strategy was to design and launch a new colleague led training course. This course launched in September 2023, containing scenarios demonstrating what workplace behaviours are unacceptable and why. The training draws directly from our people about their personal experiences of diversity and inclusion in the workplace. By listening to our colleagues, we can learn first-hand from them about why it's important we think about inclusion in everything we do and say.
- 5.3 Since launch, over 47.5 per cent of our colleagues, approximately 13,500, have completed the course. For our people leaders, who are essential in creating a truly inclusive environment, 86.7 per cent have completed this learning.

Inclusion Matters - Disability

- 5.4 We want to better understand the barriers and issues our colleagues face in the workplace. Following on from the launch of Inclusion Matters, we launched in December our Inclusion Matters – Disability e-learning course, which was designed to give everyone a greater awareness of disability and the barriers disabled people can face. Since its launch in December 36.2 per cent of all colleagues have completed the course, this again increases for our people leaders, with 67.8 per cent having completed the course.

Published our 2023 Pay Gap Reports and Action Plan

- 5.5 In February we published our 2023 Gender, Ethnicity and Disability pay gap reports, alongside an updated Pay Gap Action Plan which sets out steps we will take to reduce these. While we're pleased to have achieved positive progress in reducing the gender pay gap, further work needs to be done, notably in respect of our ethnicity and disability pay gaps. A stand alone update on our pay gaps is on the agenda at this Panel.

	Median	Mean
Gender	14.8% (down from 16.6%)	9.0% (down from 9.5%)
Ethnicity	11.8% (up from 8.1%)	11.4% (up from 10.8%)
Disability	5.2% (up from 2.9%)	2.4% (down from 3.1%)

Being fully representative of the city we serve

- 5.6 A key way to reduce our pay gaps is to ensure we are fully representative of the city we serve at all levels of the organisation, especially at more senior levels. This is a core commitment in our Colleague Strategy to halve the difference between our current representatives and that of the economically active population of London by 2030.
- 5.7 For the first time on our 2023/24 TfL Scorecard we set ourselves a target to increase the representativeness of our senior managers. We have increased representativeness for the five protected characteristics, meeting our scorecard targets for these. Whilst we fell short of our target for women senior managers, we have still seen an increase in representativeness in this year.

Category	Target	Floor Target	Year End	Scorecard
Women	34.6%	33.8%	34.0%	Amber
BAME	18.5%	17.3%	20.0%	Green
Minority Faith	12.2%	11.6%	12.6%	Green
Disability	6.5%	5.8%	6.5%	Green
LGB	5.5%	5.1%	6.1%	Green

- 5.8 Senior Manager Representativeness has again been included on the TfL Scorecard for 2024/25 as we look to halve the gap in representativeness by 2030.

6 Support everyone to achieve their work ambitions

- 6.1 Our colleague strategy sets out our ambition to build a strong culture of good leadership across the organisation, where colleagues and leaders have frequent, quality conversations on wellbeing and development.

Supporting everyone to progress

- 6.2 We want all colleagues to be the best they can be and drive their own development journey. We now have in place a clear approach enabling all colleagues to have regular quality conversations on their performance and readiness to progress their careers and to receive feedback in real time from their colleagues. This resulted in over 90 per cent of colleagues holding an end of year conversation to discuss performance, development and readiness to progress in their careers.
- 6.3 To help support our people leaders in these discussions, this year we launched our People Leader Framework, which for the first time describes what we expect every person responsible for the performance and development of others to do.
- 6.4 The principles are the same whether you are Chief Officer or a Supervisor. The framework underpins every people leader's performance, and development, marking a shift from 'line manager' to 'people leader'.

Building skills for the future

- 6.5 We have continued to grow talent through our internship, apprenticeship, graduate and employability programmes over the past year. In September, we welcomed over 270 graduates, apprentices and interns. This is our largest intake to date and is key to helping us attract diverse talent into our organisation.
- 6.6 Our graduate and apprenticeship schemes are also constantly evolving, ensuring we develop and grow the skills we need internally. This year we introduced our first sustainability graduate and apprenticeship schemes, reflecting our ambition to be the green heartbeat of London.
- 6.7 The fantastic work we have done in building this talent pipeline has culminated in TfL being awarded a place in the Times Top 100 Graduate Employers for 2024. We were also awarded the Graduate Employer of Choice Award for the Transport and Logistics sector, an amazing achievement for the team, demonstrating our position as an employer of choice for young talent.

Critical roles and Succession Planning

- 6.8 We have completed the first review of our critical and hard to fill roles with approximately 250 unique roles identified across the business as critical or hard to fill. These include roles with special and generic skills, and within job family areas such as Project Management, Engineering, Technology and Data, and Sustainability. As part of these discussions several business areas have also

identified single points of failure and have committed to addressing these through succession plans.

- 6.9 An initial succession planning exercise for these critical or hard to fill roles concluded on the 31 October, helping ensure we have a development pipeline for these roles. These will now be refined further and development plans for individuals on these succession plans put in place.

7 Provide a fair and attractive employee offer

Improving how we manage pay

- 7.1 Improving how we manage pay, balancing fairness and affordability with meeting the competitive challenge of attracting and retaining talent is one key ambition of our Colleague Strategy. Our 2023 Pay Talks concluded in March, with an additional pay increase provided to TfL colleagues, ensuring parity in pay awards across the organisation.
- 7.2 Feedback from our colleagues via Viewpoint and our trade unions, coupled with data analytics show that in parts of the organisation we have issues to address, including internal pay disparity, external market relativity and the increasing perception of unfairness from our colleagues.
- 7.3 One component of our Pay Management is the Job Family concept and is our current area of focus. Job Families are a group of roles with common features, such as output, skills, knowledge or experiences which are consistent across the organisation. We are now progressing with this work and will look to consult on any proposals in 2024/25.

Introducing principle-based policies

- 7.4 Developing principle-based people policies, replacing rigid rule-based ones is an essential part of making this a fairer place to work. Our current policies follow a 'one size fits all' approach. This means we have to apply prescriptive rules without exception, making it difficult to do the right thing by our people and our organisation.
- 7.5 We are in the process of updating our people policies, and have already launched principle based policies covering workplace violence and aggression, domestic abuse, safeguarding and a smoke free workplace.
- 7.6 We are also in the process of reviewing our work-life balance policies and have at the start of April 2024 launched our updated Flexible Working policy in response to changing Government legislation. This allows all colleagues to make a formal request for flexible working from day one. All colleagues can also request informal flexible working arrangements with their people leader.

8 Next Steps

- 8.1 We have now published our Colleague Roadmap for 2024.
- 8.2 We are also finalising a data pack which will measure progress of our Colleague Strategy over time. We will look to share a snapshot of what this will look like at an upcoming CPO Quarterly Report.

List of appendices to this report:

None

List of Background Papers:

None.

Contact Officer: Fiona Brunskill, Chief People Officer
Email: Fionabrunskill@TfL.gov.uk