

# HR Quarterly Report June to October 2022

16 November 2022



# HR Quarterly Report

## June – October 2022

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### Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues from June – October 2022, to make Transport for London (TfL) a great place to work, for everyone.

The first section provides an update on our People Scorecard measures and targets for the 2022/23 performance year.

The second section updates on activity delivered across the HR function aligning to our top People Priorities:

1. Our TfL Programme
2. A More Inclusive and Diverse Organisation
3. An Engaged, Motivated and Healthy Workforce
4. The Right People, Skills and Capacity to Deliver the Business Plan



# Our TfL Programme

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## Our TfL Programme

The Our TfL Programme has been established to ensure that we are set up to deliver on our vision to be a strong, green heartbeat for London, whilst also supporting our TfL values to be caring, open and adaptable.

The programme has a dual purpose; to enable the delivery of an Our TfL Operating Model and bring costs down on our journey towards financial sustainability. The programme is led by Fiona Brunskill, Chief People Officer, and has five core workstreams, these are:

**Pan-TfL Operating Model** – This is the fundamental way in which TfL operate as an organisation.

**Customer & Strategy** - Setting direction, support, and deliver for our customers, colleagues and city.

**Capital** - Supplying sustainable and efficient outcomes for all our customers, working to build and drive whole life asset outcomes.

**Operations** - To plan, operate, and maintain a safe, integrated and sustainable transport network which delivers great value for London.

**Corporate Services**- Providing expert and consistent support and expert advice to our colleagues across TfL whilst holding the

organisation to account on safety, financial, compliance, people and legal matters.

An in depth update on Our TfL Programme is scheduled for the TfL Board meeting on the 7 December 2022.

We will report on the progress of this programme and key deliverables within this paper at subsequent Panels.

## The Executive Team

Following on from Andy Byford's departure in October, Andy Lord has been appointed as Interim Commissioner with effect from the 25<sup>th</sup> October 2022. Andy Lord was previously the Chief Operating Officer at TfL.

There has been a number of other moves across the Executive in October. Following a competitive recruitment process, Rachel McLean was appointed Chief Finance Officer (CFO) from the 31 October 2022. Rachel was previously the CFO for Crossrail and Finance Director for Operations.

Glynn Barton was appointed as the Interim Chief Operating Officer with effect from the 25 October 2022.

Tricia Wright has been seconded to lead on the Pension Review workstream, as Chief Officer – Pensions Review from the 10<sup>th</sup> October 2022.

Fiona Brunskill was appointed Interim Chief People Officer from the 10 October 2022.



# People Scorecard Measures and Performance 2022/23

Our Scorecard performance for our Engagement, Inclusion and Wellbeing measures will be calculated through our Viewpoint employee survey which took place between the 26 September and the 21 October 2022. As in previous years, we will reach out to Board and Panel members to schedule an informal briefing on these results ahead of the full update to the TfL Board on the 1 February 2023.

## Total Engagement

Last year's score – 61 per cent  
This year's target – 62 per cent

We are committed to making TfL a great place to work for everyone, caring for our people, and supporting them to be the best they can be. This is the only way we can truly deliver for London. The best indicator of how well we are doing at this is our Viewpoint engagement scores, which tell us how our

people feel about working for us and what needs to be better.

Our overarching measure of employee engagement at TfL is called Total Engagement. This is the average of positive responses across 20 questions about different parts of the working experience. These include engagement with change & leadership, customers, wider team and the TfL brand.

## Wellbeing at Work Index

Last year's score – 57 per cent  
This year's target – 58 per cent

Wellbeing is linked to engagement, so we introduced and continue to track our Wellbeing at Work Index from our Viewpoint results. This allows us check if colleagues within different areas of the business are at risk of work-related stress.

The six factors that can affect employees' wellbeing at work are: Control, Support, Role, Demands, Relationships and Change. These areas, if not managed well, are linked with stress and could lead to poor health and wellbeing, lower productivity and increased sickness absence.

## Inclusion Index

Last year's score – 51 per cent  
This year's target – 52 per cent

It is of the utmost importance to us that our workforce remains engaged and happy and feels included.

Our inclusion index is calculated from six questions on our Viewpoint Survey, measuring our colleagues views on their involvement in decisions, openness of senior managers, challenging the way things are done, on bullying and harassment and if the survey will result in change.

### **Diversity Declaration Rates**

Last year's score – 54 per cent

This year's target – 56 per cent

Improving our data and improving our colleagues' trust in us with their data is key to building an inclusive workplace and ultimately improving diversity. We have seen a steady decline in declarations on all demographics over the last two years – so driving this change represents a significant improvement from where we are now.

The top drivers of this measure are centred around issues of trust and inclusivity and colleagues feeling that it is safe to share their data with us and that it will have no bearing on their career. In previous years, declaration drive campaigns have encouraged people to declare and can have up to a 10 per cent impact, but we can't force people to declare, which is why creating the right environment is so important.

## **A More Inclusive and Diverse Organisation**

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### **Black History Month**

Throughout October, our RACE Staff Network Group will be hosting a series of events to celebrate Black History Month (BHM). Throughout BHM we recognise the achievements and contributions that Black people make to the United Kingdom every day, both past and present.

Events included lunch and learn sessions, guest speakers, music events, book clubs and more. We also reflected on the past, including learning about the historical legacy of colonialism and slavery, along with a visit to the Windrush Generation national monument at Waterloo station - dedicated to 'Windrushers' – which marks the 75th Anniversary of the arrival of the Windrush generation to the UK.

### **South Asian Heritage Month**

South Asian Heritage Month which takes place between 18 July - 17 August each year

seeks to celebrate, commemorate, and educate on all things South Asian with a particular lens on the historical, social and cultural ties to the UK. This includes looking at the role of trade and the British Empire, migration and wide-ranging contributions, influences, fusions and changes in modern society.

To celebrate this, we created a virtual exhibition space on our online Platform, where colleagues from across the organisation can share what South Asian Heritage Month means to them and the experiences they have had. This online exhibition enabled more of our colleagues join in and access the sketches, artwork and recipes shared by our colleagues.



In addition to this, throughout the month there were online and in person events, ranging from South Asian literature, to a museum visit, ending with a summer fair on the 16 August.

### **Pride at 50**

This year at TfL we are celebrating the huge diversity of our LGBT+ identities, [and?] intersectionality with other protected characteristics. Throughout June there were multiple events happening across the organisation to highlight our LGBT+ colleagues and allies, leading to our presence at Pride events across London.

We were proudly represented at the Pride in London Parade on the 2 July 2022, at Croydon Pridefest on the 16 July 2022, and at UK Black Pride on the 14 August 2022, giving our colleagues a chance to get involved in the 50<sup>th</sup> Anniversary celebrations.

Following the success of the LGBT Roundel campaign held in 2021, we launched a competition for colleagues to submit artwork associated with Pride that was displayed across the TfL estate during Pride month.



## Defence Employer Recognition Scheme – Gold Award

We have been successful in the revalidation of our Gold Employer Recognition Scheme (ERS) award by the National Employer Recognition Board on behalf of the Ministry of Defence. This award will run for a further five years and is in recognition of our commitment to support colleagues involved in the Armed Forces.

This is down to the work of the Reservist and Ex Forces Special Interest Group, placements for ex Forces, our annual Industry Day, including CV writing, interview skills, skills matching and engaging with our supply chain to attend along with key note speakers. Attendance at The Mayors Remembrance Service and attending the cenotaph on Remembrance Day and

engagements with outside agencies such as Career Transition Partnership, The Poppy Factory, Veterans Adi and SSAFA.

## Count me In

Our main drive to increase the number of our colleagues declaring their protected characteristics, Count me In, is due to launch in the next month.

Good data enables us to deliver schemes that demonstrate our commitment to our colleagues and potential applicants, that we are committed to equality and supporting our diverse workforce. This importance of sharing personal information will be cascaded from senior managers down to individual teams. There will be articles published on our Platform intranet pages, along with our On the move publication. Complementing this will be a poster campaign across our estate.

We are also building an App which will allow operational colleagues to enter their details directly, without the need to go via their line manager or call the HR Services phoneline. All operational colleagues will be sent a link directly asking them to share their details, removing barriers to them sharing their details with us whilst also explaining the importance of doing so.

## Our Pay Gap Action Plan

We are shortly due to publish our Pay Gap report Action Plan. This action plan sets out how we plan to increase the representation of women, Black, Asian and minority ethnic, and disabled colleagues across the

organisation, particularly in more senior roles.

We will provide an update to the Remuneration Committee at the February meeting and go into the interventions that will run up to 2025 as we look to reduce our pay gaps.

### World Menopause Day

World Menopause Day is held every year on the 18 October. The day was designated by the International Menopause Society to raise awareness of the menopause and to support options to improve health and wellbeing for women in midlife and beyond.

To celebrate this day, the Women's Staff Network Group (WSNG) is hosting a series of events hosted by the Menopause Hub. This operates with a 15-minute presentation on a specific aspect of Menopause. After this, the Hub will become a space for attendees to engage in conversation, share personal experiences and solutions used on their menopause journey.

There are open invitations to all our colleagues to participate or just observe and learn from any of our events whether you're menopausal or want to better support family, friends or colleagues.

## An Engaged, Motivated and Healthy Workforce

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### Viewpoint 2022

On the 26 September we launched our annual employee engagement survey, Viewpoint. This ran for four weeks and will allow us to measure our employee engagement, inclusion and wellbeing.

The response rate to the survey was over 57 per cent, an increase from 54 per cent last year, with over 15,000 colleagues telling us their views on what it is like to work here.

This increase was again helped by carrying out a paperless survey to help increase the response rate in operational areas.

Ahead of the survey, we hosted confidentiality sessions for our colleagues to sign up to. These aimed to provide reassurance that information provided will remain anonymous and that colleagues can not be identified. This is to provide confidence so that colleagues can provide accurate information for us to act upon. These sessions will be held virtually and take place at different times to allow for operational colleagues working shifts to take part.

As in previous years, we will reach out to Board and Panel members around December



to share these results with you in detail and talk through any key changes from previous years.

### **Employee Engagement – You Said We did**

Ahead of the 2022 survey, across the business we highlighted to our colleagues action which has been taken from last year's survey results via our 'You said, we did' process. This sought to demonstrate to our colleagues that their input into this survey does generate real change, which set out to drive a higher response rate for the 2022 survey.

An example of this includes one of the main themes to come out of Viewpoint around communication and engagement. Open and honest communication were highlighted in London Underground customer operations, in response to this we established a new monthly Customer Service Manager call, line engagement sessions, listening sessions and regular calls with the Area Managers.

Our City Planning function have actively promoted diversity & inclusion through a series of departmental listening sessions which have focused on issues around race, inclusion and more recently on specific topics such as mental health, neurodiversity and domestic abuse. This has been accompanied by including "diversity moments" at the start of key meetings and forums, where we reflect on issues that might be significant for our colleagues (e.g. faith festivals, celebrations of key moments, reflections on how we have handled or supported a particular issue in the workplace) and promote the work of SNGs.

Across Network Management, two key themes were identified from last year's survey results and acted upon, communication and development. The team have developed a new SharePoint site providing information for colleagues on health, safety and wellbeing, personal and career development, inclusion, job opportunities and a calendar of events of interest for our people. They have also established regular development seminars to improve awareness and competence in subjects including unconscious bias, time management and interview guidance.

### **Update on mydiscounts**

mydiscounts was launched at the end of March 2022 and so far nearly c16,000 employees are using the new discounts platform, hosted by Reward Gateway, with more joining each day. Employee feedback was key to establishing the requirements for the procurement of the new mydiscounts, and this has really paid off in the success of the scheme. In little more than four months after launch, employees have spent over £4.7 million, with total saving of c£330k, (average of c8% on each purchase). The next stage of the campaign is promoting the app, particularly in operational areas, ensuring that everyone can make the most of mydiscounts.

### **Further embedding our Hybrid Working**

Whilst our transition to hybrid working concluded on the 31 March, we continue to ensure that we make this as effective as

possible for our colleague and the organisation.

Starting on the 14 July, we introduced further Hybrid Working training sessions our colleagues can enrol on. These sessions involved guidance on setting up meeting room technology so that other attendees can log on virtually, hybrid meeting etiquette and how to co author documents live. These sessions are being held both virtually and in person across our estate.

### **Cycle to Work Day**

On the 5 August, we took part in the nationwide Cycle to Work Day initiative, providing colleagues who are able to do so the perfect opportunity to start exploring the benefits and possibilities of cycling in London.

Regular exercise such as cycling, can boost mental health, reduce stress, improve your mood, productivity and sleep quality. It also has the benefit making a cleaner choice for London's air quality - so it's a good choice for our colleagues and a more sustainable choice for London.

Online cycle safety schemes were available to our colleagues to help mitigate any safety concerns. We also continue to offer our colleagues the Cycle to Work scheme, allowing colleagues to hire cycles and cycling equipment to further encourage this active mode of travel.

## The Right People, Skills and Capacity to Deliver the Business Plan

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### **Our Graduate & Apprentice schemes update**

On the 19 September we welcomed our latest cohort of Graduates, Apprentices, and Interns. This comprised of 60 apprentices across 16 different schemes, 51 graduates across nine schemes and 11 year in industry interns across four schemes. A further five interns joined the Stuart Ross Communications Internship Scheme, a diversity initiative, aimed at addressing the underrepresentation of Black, Asian and minority ethnic communities in public relations, communications and marketing.

On the 31 October we were also welcomed 45 new Apprentices joining London Underground, Rail for London and TfL Engineering as part of our 2022/23 cohort. In January we will welcome our final tranche of additional level 3 apprentices as part of this cohort.

For our graduate scheme, we have a record 54 per cent joining from a BAME background, with Women starters falling slightly from 32 per cent to 29 per cent. Whilst these trends are positive news we are

not complacent and continue to seek further applications from under-represented groups.

<b>Graduate starts</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Women	18%	22%	25%	32%	29%
BAME	27%	53%	30%	45%	54%

We will share the trends for our apprenticeship scheme when the final new starters for 2022/23 join in January.

We have also concluded the re-tender for 17 apprenticeships commencing in September. The retender aimed to increase the quality of apprentice training provision by placing a greater emphasis on diversity and inclusion, embedding of sustainability into apprentice training, awarding longer contracts to improve supplier relationship, innovation and continuous improvement.

### **Steps into Work**

On 5 September we also welcomed our latest Steps into Work (SiW) cohort into the organisation. SiW is a 12-month programme offering neurodivergent participants the chance to gain skills and work experience.

Participants complete three unpaid work placements within Transport for London's offices, stations and across the GLA. They will have the opportunity to gain accredited and practical qualifications such as 'Work Skills', so they'll feel more confident and prepared to find work post programme.

Our previous Cohort of nine students have now rolled off the scheme after completing their 12-month programme. Three students have already secured permanent roles,

including two with MTR Crossrail who operate the Elizabeth Line. The remaining students continue to be supported into either paid employment or further training. A graduate event for the students will take place on the 8 December 2022.

### **Employability Outreach and Green Skills**

Our Skills and Employment team have attended 12 Green and future skills focused events promoting our Graduate, Apprenticeship, Internship and Employability opportunities.

On the 13 October, we attended the London Wildlife Trust Green Jobs Fair 2022 at Walthamstow Wetlands attended by more than 100 young people aged 16-25, particularly from backgrounds under-represented in the environmental sector.

On the 17 October we hosted a Green Skills Hackathon event at the London Transport Museum, which saw students from Uxbridge College propose solutions to tackle air quality in the capital.

### **Mentoring in TfL – Celebrating National Mentoring Day**

The 27 October was National Mentoring day and TfL marked the day by highlighting to our colleagues the different ways we support mentoring across the organisation, along with the opportunities available and benefits of mentoring.

We also used it as an opportunity to promote the TfL mentoring hub which hosts lots of support and resources for individuals wanting to find or be a mentor as well as departments setting up their own schemes.

We also launched a new Introduction to Mentoring e-learning.

feedback, develop talent and enable career development.

### **Embedding our new approach to Talent**

Following on from our colleagues' end of year conversations with their line managers, we have conducted a review of our first year using our employee-led Readiness talent model, new Performance Ratings and my Journey (the underpinning Performance & Development portal). This lessons learnt exercise will drive further improvements, helping us embed the employee led, inclusive and integrated approach to talent and performance.

The myJourney tool is where our end of year performance ratings are captured following discussions with line managers. Through the lessons learnt, we have reviewed the engagement of employees and managers in capturing new ratings on myJourney, alongside qualitative feedback on how well the new ratings have been understood and used by the business. myJourney also captures if colleagues are looking to strengthen in role, stretch or move, and we are already looking at how this data will be used to inform career agility & development initiatives.

The next steps are to further embed the MyJourney tool and the new talent approach throughout the year, helping our colleagues have better quality performance conversations, capture achievements and