

# HR Quarterly Report November 2022 to January 2023

22 February 2023



# HR Quarterly Report

## November 2022 – January 2022

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### **Introduction**

This updated Human Resources (HR) Quarterly Report provides an overview of work taking place to make Transport for London (TfL) a great place to work, for everyone.

The new format will provide an update on our longer-term approach to people activity, and how we will ensure that TfL is able to attract and retain talent, while also improving the wellbeing of our colleagues. This will help us control our colleague Enterprise Risk, which will also be discussed as a separate item on the agenda for this meeting of the Panel.

The new format of this report will provide an update on:

1. Our emerging Colleague Strategy
  - a. Creating a culture of inclusion;
  - b. Supporting everyone to achieve their work ambitions; and
  - c. An attractive and fair employee offer; and
2. Our TfL Programme

# Our emerging Colleague Strategy

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Our emerging Colleague Strategy will set out our goals between now and 2030, recognising where we are now and what we will do to make this a great place to work for everyone.

Our Colleague Strategy will be broken down into three key commitments which we will make to our colleagues:

- **Creating a culture of inclusion across our organisation;**
- **An attractive and fair employee offer; and**
- **Supporting everyone to achieve their work ambitions.**

Updates contained within the HR Quarterly Report will align with these three commitments, demonstrating how we are working towards making this a great place to work for everyone.

A further update on our emerging Colleague Strategy is provided as a separate item on the agenda for this meeting of the Panel.

## Creating a culture of Inclusion

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### Action on Inclusion

While diversity has always been an important focus at TfL, we are moving towards a more inclusion focused approach to positively impact our organisation for our colleagues and customers. We are focused on creating an equitable, high-performing workplace where people from all backgrounds can get the support they need to thrive and grow.

In response to this challenge, we have developed our Action on Inclusion strategy which sets out steps we will take to make TfL a genuinely inclusive employer. Action on Inclusion will also set out how we will make our network more inclusive for our customers. This strategy will be published and shared with our colleagues in March 2023.

The document comprises of three key themes:

1. Representing our city – How we will ensure our organisation truly reflects the diversity of London;
2. An inclusive starting point – Practical steps to improving equity, diversity and inclusion (D&I) in the workplace; and

3. Skills and opportunities – How we will develop everyone to be their best at work, ensuring TfL is a great place to work.

We are currently establishing what key measures of success will look like so we can track progress and monitor the impact of Action on Inclusion. We will report back to the Panel on key deliverables and progress made.

### **Appointment of our new Director of Diversity & Inclusion**

Patricia Obinna will be our new Interim Director of Diversity and Inclusion (D&I), accepting the role on a secondment basis.

Patricia has worked for TfL for 18 years, most recently as the Head of Employment Law, where she has provided expert guidance to the organisation, including our D&I team.

Patricia will work closely with our Leadership and D&I teams and our colleagues, to implement a number of key actions, including launching Action on Inclusion. She is keen to ensure that there is a clear action plan in place to drive a more inclusive culture to 2030, and that we identify and put in place measures to address some of the issues that have been raised by our colleagues, including in the recent Viewpoint annual staff survey and subsequent listening sessions.

### **Our Pay Gap Action Plans**

We are due to publish our annual Gender, Ethnicity and Disability Pay Gap Reports in

March 2023. Alongside these we will publish our Pay Gap Action Plan, which will outline key activities planned up to 2025 and aim to reduce our pay gaps.

Our Pay Gap Action Plan is currently undergoing final review and sign off and is scheduled for discussion at the next meeting of the Panel.

## Supporting everyone to achieve their work ambitions

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### **Our People Leaders**

At the last meeting of the Panel, we introduced our People Leaders framework, which has established a shared understanding of what it means to be a people leader at TfL.

We know that having good calibre leaders is essential for the challenges we face in growing our organisation, retaining our talented employees, and building our brand and employee value proposition.

We have now launched and shared this framework with our colleagues. Rather than this being a stand-alone initiative, it is an articulation of what our leaders should be and what colleagues can expect from their leaders. We are currently developing a set of metrics where we can measure improvements in our leadership skills across

the organisation. It is our intention to share these on a regular basis.

### **Strategic Workforce Planning**

We are continuing to develop a strategic workforce planning tool, which will enable leaders to take a longer-term view of resourcing and development requirements within their areas.

This tool will give leaders access to key measures such as turnover, retention, how long it takes to recruit for a role, the number of leavers, the retirement profile for their area and readiness ratings for career progression.

The objective is to give data to leaders, enabling them to identify potential skills shortages and retention issues in advance, allowing them to take action where required.

### **Succession Planning**

We have developed a methodology which is being rolled out to local leadership teams to understand our Critical and Hard to fill roles. We are targeting the skills required now, and in the future, to support our business strategy. This work is allowing us to build succession pipelines and career pathways. We aim to have identified these roles with each leadership team by the end of the financial year.

Early stages of roll-out have identified roles (skills) in Tech and Data, Engineering, Safety, Health and Environment, Project Management Office and Communications. This work feeds into our Graduate and

Apprentice demand and a recent success has been the re-introduction of the Cyber Security apprenticeship as a result of this work and is anticipated to continue to help support the reduction of non-permanent labour using this talent pipeline to fill vacancies.

We will provide an update on our succession planning and strategic workforce planning at the meeting of the Remuneration Committee on 2 March 2023.

### **Update on our Graduate and Apprentice schemes.**

On 16 January 2023, we welcomed our third and final cohort of apprentices for the 2022/23 intake. A further 19 apprentices joined Level 3 apprenticeship schemes, including Transport Planning, Trams Engineering, Project Controls, Dial-a-Ride and Tech and Data.

For 2022/23, in total we welcomed:

- 127 Apprentices;
- 51 Graduates;
- 11 Year in Industry placements; and
- 5 Stuart Ross Interns.

The diversity breakdown for our Graduate and Apprentice schemes are provided below:

<b>Graduates</b>	<b>Women</b>	<b>BAME</b>
2018/19	18%	27%
2019/20	22%	53%
2020/21	25%	30%
2021/22	32%	45%
2022/23	29%	54%

<b>Apprentices</b>	<b>Women</b>	<b>BAME</b>
2018/19	20%	35%
2019/20	37%	36%
2020/21	40%	34%
2021/22	33%	38%
2022/23	29%	46%

## An attractive and fair employee offer

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### **Our Approach to Reward**

Our aim is to deliver a fairer and more transparent pay management proposition for our people that balances our need to ensure affordability with meeting the competitive challenges that our business faces in attraction and retention.

We are beginning to address employee perception of pay unfairness by identifying short-, medium- and longer-term changes to how we approach pay management. This will look at revising our pay frameworks to better align with market rates for key skills, along with in role salary progression to retain knowledge and experience.

### **Financial Wellbeing**

There was an action at the previous Panel to identify if we hold information on whether

our colleagues are in receipt of in work benefits. While we do not hold nor have access to this information, we do provide a suite of other employee benefits which aim to promote the financial wellbeing of our colleagues.

The cost of living has become a topic on many people's minds. In support of our employee's financial wellbeing there are a number of products and services that TfL offer:

#### Savings:

Our mydiscounts site offers our colleagues savings on everyday purchases including groceries, eating out, leisure activities and clothing. Colleagues can order reloadable cards and instant vouchers giving instant savings via the SmartSpending App our colleagues can use on their smartphone.

#### Finance:

TfL have partnered with two Credit Unions. These are financial services companies that run on a co-operative membership model. They are considered an ethical alternative to traditional high street banking offering preferential interest rates for both savings and lending.

TfL also offer our colleagues an emergency interest free loan facility giving targeted support should their life circumstances change suddenly.

#### Advice and Support:

Guides and tools on financial wellbeing are available to our colleagues on our mydiscounts page. Providing expert advice on topics such as fraud awareness, savings advice and tips for paying off credit card debts. Our Employee Assistance Programme is a confidential helpline available to our colleagues 24/7 which can also provide support with financial matters including managing debt and budgeting.

## Our TfL Programme

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### Our TfL Programme

The Our TfL Programme (OTP) concluded the initial Feasibility phase in November 2022 and has now entered Design and Delivery. The five core sub-programmes are working through the possible quick wins which will be delivered in the early part of 2023 and concurrently are developing their plans for the remainder of the programme which are expected to be baselined in early 2023.

The programme has engaged with TfL and London Underground Company Council on several occasions, providing them an overview of the programme's objectives, structure and feasibility outcomes. The programme will continue to engage with TfL Company Council on a regular basis through the duration of the programme, with sub-programmes engaging at a local level as appropriate.

An OTP Design Authority has been established to provide robust governance to the programme, in line with the change portfolio governance across TfL. This forum will ensure there is adequate scrutiny of emerging designs across the sub-programmes, designs are not assessed in isolation from one another and that they collectively contribute to the programme's dual mandate. The first forum took place on 16 February and will be held on a periodic basis.

### Update on the core sub-programmes:

#### 1 Customer and Strategy

Our ambition is to set the direction and support delivery for our customers, colleagues and city. This sub-programme of work will improve the way we set the direction for the organisation, helping us decide where to invest and to focus on effective, efficient and continuous delivery.

#### 2 Capital

Our planned sub-programme will ensure that Capital's operating model is optimised to invest, build and maintain our infrastructure. This will be achieved by being agile and efficient, and ensuring that green considerations are factored into investment and delivery governance.

#### 3 Operations

Following the creation of TfL Operations in 2022, bringing together all of the operating

modes across TfL into one business unit for the first time, OTP Operations has the dual mandate to achieve an operations function that acts as one, and to achieve financial sustainability.

#### **4 Support Services**

This sub-programme is to ensure the services which support our operations, such as Finance, People and General Counsel functions, are set up to provide an expert and consistent service to our colleagues across TfL, making their jobs easier. This will be achieved through consistent business partnering, specialist advice and getting the basics right. This will also align with our Enterprise Resource Planning programme which will modernise our business critical systems and ways of working.

A stand-alone update on OTP will be tabled at the next meeting of the Board on 29 March 2023.