

Our Emerging Colleague Strategy SSHR Panel

24 May 2023



Overview of our emerging Colleague Strategy

- Our emerging Colleague Strategy is one chapter of our wider TfL Strategy, and sits beside and links with our other themes: Safety and Security, Customer, Green, and Finance.
- The Colleague Strategy has been developed with input from our colleagues who have told us what they value about working here and what we need to focus on to make our organisation a great place to work for everyone to thrive.
- The strategy will focus on three key themes which will be covered in more detail in the following slides, which outline how we will make TfL a better place to work from now up to 2030.
- Each year the initiatives and interventions that will help us achieve our ambitions will be included in an annual Colleague Roadmap which will be shared with our colleagues. This will demonstrate tangible actions we will take each year.



Our colleague priorities

Be a great place to work for everyone to thrive so that we attract, retain and develop people with the skills to achieve our goals

Create an inclusive culture

- Remove barriers to employment and progression so our workforce and our senior leaders, those in Band 4 and above, are more representative of our city, and to reduce our ethnicity and gender pay gaps
- Create a psychologically safe workplace, where everyone feels confident about sharing ideas and speaking up when things are wrong
- Achieve zero tolerance to inappropriate behaviour, to reduce experiences of bullying, harassment or discrimination
- Make inclusion and wellbeing guiding principles for everything we do

Provide a fair and attractive employee offer

- Ensure our employee offer focuses on the overall employee experience and responds to what colleagues value most
- Improve how we manage pay, balancing fairness and affordability with meeting the competitive challenge of attracting and retaining talent
- Introduce principle-based people policies, replacing rigid, rule-bound ones
- Make it easier for colleagues to access opportunities for part-time and flexible working where possible across our organisation

Support everyone to achieve their work ambitions

- Build a strong culture of good people leadership across the organisation, where colleagues and leaders have frequent, quality conversations on wellbeing and development
- Embed an operating model that reduces inefficiency and unnecessary bureaucracy, so we can all add more value and achieve our ambitions
- Support everyone to identify and progress their own career
- Build skills for the future by developing diverse talent pipelines and succession plans for all critical roles, and maintaining our position as a leading apprentice and graduate employer



Our 2030 success measures

- Being recognised as one of the best companies to work for in the UK, with employee engagement better than the UK-wide benchmark
- Where we are not already representative of London, we aim to halve the gap



Colleague roadmap for 2023/24

Quarter 1

April – June

- ➔ Publish our Action on Inclusion plan
- ➔ Publish our Pay Gap Action Plan
- ➔ Implement new programmes to remove barriers to employment
- ➔ Complete review of how we report when things aren't right
- ➔ Engage with trade unions on policy development
- ➔ Roll out Our People Leaders framework
- ➔ Finish mapping the activities we do and how they fit in our value chain
- ➔ Amend headcount governance to fill vacancies quicker

Quarter 2

July – September

- ➔ Launch our 'creating an inclusive place to work' e-learning course to all colleagues
- ➔ Launch our revised leavers process

Quarter 3

October – December

- ➔ Refresh how we present and advertise what we offer as an employer
- ➔ Complete review of work-life balance policies
- ➔ Establish succession plans for critical roles
- ➔ Complete the revamp and streamlining of our Equality Impact Assessment process

Quarter 4

January - March

- ➔ Deliver next tranche of rolling improvements to operational colleagues welfare facilities
- ➔ Complete review of reward strategy and approach to pay setting
- ➔ Be ready to start implementing our new policies
- ➔ Launch consistent talent approach, with defined learning, development and recruitment offerings
- ➔ Launch our colleague wellbeing plan
- ➔ Our People Leaders framework embedded into how we develop leaders

Quarter 1 2024/25

- ➔ Start the refresh of our colleague engagement survey
- ➔ Deliver new ways of working through our TfL operating model
- ➔ Improve technical capability to support people management by delivering next phase of myJourney

Our colleague priorities:

- ➔ Create a culture of inclusion
- ➔ An attractive and fair employee offer
- ➔ Support everyone to achieve their work ambitions