

Date: 13 September 2023

Item: Leadership Development at Transport for London

This paper will be considered in public

1 Summary

1.1 This paper provides an update on the approach taken to developing our people leaders and aspiring people leaders, which seeks to build a strong culture of good people leadership, a key deliverable in our Colleague Strategy.

2 Recommendation

2.1 **The Panel is asked to note the paper.**

3 Background

3.1 In November 2022, we presented an update to the Panel outlining our leadership development to date and next steps.

3.2 Our People Leaders Framework and subsequent development self-assessment tool was launched in February 2023, outlining the five key expectations of our people leaders.

3.3 Our refreshed approach to leadership development has been designed to help deliver two of the three pillars in our Colleague Strategy; supporting everyone to achieve their work ambitions and creating an inclusive culture.

3.4 These initiatives will further embed our Vision and Values.

4 Why this is important to us

4.1 We are aware of how leadership development is changing, moving away from top-down programmes to more self-directed and experiential. We therefore need to provide our people leaders and aspiring people leaders with development opportunities that are personalised and appropriate to where they are in their leadership journey.

4.2 Our leadership pathways outline a clear narrative for our people leaders to progress their careers and achieve their work ambitions aiding attraction and retention, while supporting others to achieve theirs.

4.3 Embedded in each pathway are skills development opportunities that support cultural and behaviour change. Our people leaders are key to taking our colleagues on our journey to a sustainable, green future and make TfL an inclusive, great place to work where everyone can thrive.

5 Our Pathways

- 5.1 There are five key pathways by which we will create meaningful leadership development options, inclusive of all levels and experiences of people leadership to date:

People Leader Foundation

A refreshed leadership development hub setting out the basis of learning for all people leaders and aspiring people leaders. This will be the point of reference for content and self-guided development modules no matter where our colleagues are on their leadership journey and will support them to strengthen their leadership capability based on a self-led assessment approach.

First People Leader Role

We will support colleagues and new starters seeking their first people leadership role through stretching development programmes underpinned by Our People Leaders Framework.

Mid-Level Leadership

Making up our largest people leader population, continued development of our mid-level people leaders is fundamental to achieve a great place to work. We will introduce initiatives to support those aspiring to move into senior leadership.

Senior Level Leadership

Building on our Senior Leadership Strengths, we want to ensure our programmes and interventions continue to drive success for our senior leaders and their teams from the top down.

Executive Leadership

This pathway is designed to support our Chief Officers to ensure we are continuing to make strategic impact on being the strong green heartbeat for London.

6 Next Steps

- 6.1 Our refreshed approach to leadership development is underway. We will continue to analyse data from critical skills, objectives setting and Viewpoint, our annual colleague survey, to inform design, development and roll out of current and future leadership development initiatives.

List of appendices to this report:

Appendix 1 – Leadership Development at TfL

List of Background Papers:

Leadership Development at Transport for London, Safety, Sustainability and Human Resources Panel, 16 November 2022

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