

Appendix 1

# Our Colleague Quarterly Report

## June - September 2023



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### Introduction

Our Colleague Quarterly Report provides an overview of the work taking place to make Transport for London (TfL) a great place to work for everyone.

The report 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. The report will also cover updates and achievements since the previous Panel meeting held in May 2023.

The format of this report will provide an update on

1. Our Colleague Strategy
2. Creating a culture of inclusion
  - a. Action on Inclusion – Inclusion Matters
  - b. Deep Dive
  - c. Senior Representation
3. Supporting everyone to achieve their work ambitions
  - a. Leadership
  - b. Building Skills for the Future
  - c. Working alongside higher education
  - d. Critical Roles and Succession Planning
  - e. Steps into Work
4. An attractive and fair employee offer
  - a. Our Approach to Reward
  - b. Our Employee Value Proposition
5. Our TfL Programme



## Our Colleague Strategy

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### Launching Our Colleague Strategy

Our Colleague Strategy was successfully launched on 5 July 2023. This sets 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.

For TfL to be a strong, green heartbeat for London, this comes from colleagues feeling supported at work. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever their role and wherever they are in their career.

Alongside our trade unions and Colleague Network Groups, we will design and implement progressive and transparent policies and processes, that better meet the needs of our colleagues.

Our Colleague Roadmap sets out the initiatives and activities that will take place across the Chief People Office (CPO) over the next year. Updates on the progress of these initiatives are included within this report.

We will also be launching this year's Viewpoint colleague survey on 25 September, to run until 20 October. We will schedule an update on the results with Board Members once these are available.

## Creating a culture of inclusion

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### Action on Inclusion – Inclusion Matters

Our new long-term, diversity and inclusion strategy – Action on Inclusion launched in June; it sets out how we can create a truly inclusive organisation by 2030.

An organisation where everyone feels a sense of belonging and can bring their 'authentic self' to work. While diversity has always been an important focus at TfL, we are moving towards an 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.

We are currently in the process of delivering our course "Inclusion Matters" and are in receipt of the wire frame from T3 who are designing the course. Filming has also taken place, which involved colleagues from across our organisation sharing their own experiences and insights of inclusion/exclusion and microaggressions in the workplace. We are looking for a soft launch with executive colleagues prior to the course being launched on our internal eLearning platform on 18 September 2023.



## Deep Dive

Following a successful pilot of the Action on Inclusion Deep Dive, we are rolling these out to the rest of the business. The Deep Dive sessions are mandatory for all Band 5 and above colleagues to attend. It provides them with an overview of our new strategy, the key themes and the importance and role of allyship. It also utilises real life examples to TfL of microaggressions, banter and/or discrimination, allowing colleagues the opportunity to learn from each other and understand the appropriate steps to intervene/call out unacceptable behaviour.

The session also introduces forum theatre to create an immersive experience for colleagues to understand in greater detail the role of an ally. We have received extremely positive feedback from colleagues who have attended and the sign up rates have progressively improved for the remaining sessions.

## Representation at Senior Levels

Diversity without an inclusive culture is not sustainable in the longer term, as diverse talent will leave the organisation if we are not a truly inclusive place to work.

However, to best represent London, it is important that TfL represents Londoners at every level of the organisation. This is key to making sure that there is diversity of thought in decision making which in turn will make TfL a more inclusive place to work.

A Senior Leadership Representation metric has been added to the TfL Scorecard for 2023/24. This is a measure of the percentage of colleagues at senior manager and above, who have declared they identify as one or more of the following:

- Black, Asian or minority ethnic
- women
- disability
- lesbian, gay or bisexual (LGB) or
- a minority faith or belief.

We are currently using a Red Amber Green (RAG) rating to measure senior representation, with the current RAG statuses showing that we are very close to our target for Black, Asian and minority ethnic, women, disability and faith. Data shows that we are currently meeting our target for representation for LGB, however all targets can move on a periodic basis and flux throughout the year, so we are looking at ways on how to maintain this.

Our ambition is to halve the difference in representation between our current senior colleagues and the economically active population of London for five protected characteristics between 2023/24 and 2030.



# Supporting everyone to achieve their work ambitions

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## Leadership Development

Progress in building a strong culture in good people leadership has been strengthened with our pilot sponsorship programme, “Getting Ready for Senior Leadership” for 17 of our senior leaders.

Launched at the beginning of this year we are seeing very positive engagement from both participants and sponsoring Directors. Participants have gained practical benefits of using TfL’s 360 tool to identify their personal development plans, which has also been actively supported by their individual sponsors.

In addition to the pilot group, we have also offered development options to those who applied, met the benchmark, but due to high volumes of interest did not gain a place on the pilot. Following the success of the programme we are now planning the focus and scalability of the programme for further cohorts.

We completed the selection of our next cohort of seven Emerging Leaders from graduates and higher/degree level apprentices who have completed their schemes. They will now take on stretching People Leader placements alongside a one-year modular based learning

programme aligned to Our People Leader Framework.

A stand-alone update on leadership development is included elsewhere on the agenda for this meeting.

## Building Skills for the Future

Our Strategic Workforce Planning tool has been trialed and tested within the CPO community and will be launched to our people leaders within the coming months.

Critical and hard to fill roles have been identified across the business with work underway to analyse these in more detail, including understanding the future skills requirements of these roles.

The information gathered helped inform our demand of 326 graduate, apprenticeship and internship schemes for 2024 as a talent pipeline intervention for the roles identified.

On Monday 11 September we welcomed over 270 graduates, apprentices and interns. This is our largest intake of graduates, apprentices and interns to date, following the completion of 77 assessment centers with over 1,000 candidates in attendance.

A summary of the demographic data of this year’s intake will be provided at the next Panel meeting in November.



## Working alongside Higher Education

At the last Panel meeting in May, Members suggested forging closer links with universities and educational establishments to enhance TfL's ability to recruit for the necessary skills.

Karen Wallbridge, Head of Talent sits on the London South Bank University (LSBU) Employer Advisory Panel to help inform curriculum design.

In July we attended the Festival of Apprenticeships supported by LSBU and the careers event at the new London Southbank Technical College.

Our targeted approach to schools' outreach and university engagement supports diverse talent pipelines into our early careers' pathways and social mobility.

We are currently planning our next cycle of engagement with universities through academic partnerships within the business related and specific relevant skill disciplines through our early careers work.

## Critical Roles and Succession Planning

We have had robust discussions within TfL around the identification of our critical and hard to fill roles. We continue to analyse the information shared and ensure we have a full understanding of the future skills requirements of these roles. The information has also been cross referenced against our demand for our graduate, apprenticeship and internship schemes for 2024 ensuring we have a pipeline for the roles identified.

Succession plans for the critical and hard to fill roles will be in place by the end of October 2023.

## Steps into Work

On 7 July, we celebrated the graduation of our Steps into Work students' class of 2023, as the 21 graduating students were joined by their parents, carers and friends at our Endeavour Square office.

Commissioner Andy Lord, Chief People Officer Fiona Brunskill, and Board Members Ben Story and Anne McMeel attended. We were also joined by our programme delivery partner, Shaw Trust, placement hosts from across TfL and the Greater London Authority. Aaron Thompson shared his experience of life post-programme and the support he received to help him secure a Customer Service Assistant role at TfL.

One of this year's alumni has already been appointed as Customer Service Assistant for London Overground and we will continue to support the cohort until July 2024 to progress into employment.

Seventy per cent of the previous Steps into Work cohort have progressed into employment including positions in the London Transport Museum, London Underground (LU) Customer Services and externally in logistics and retail. The remaining 30 per cent are continuing to be supported until December 2023.



# An attractive and fair employee offer

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## Our Approach to Reward - Job Families Development – Non-Operations

A first iteration of mapping to job family, function and discipline was successfully completed by senior leadership working with our CPO Business Partners team in June 2023. TfL roles have been mapped to 20 TfL Non-Ops Job Families and circa 140 Job Disciplines that are defined within those families.

Work continues to resolve known issues and further refinement of this mapping will be undertaken in our next round of business engagement.

The initial Non-Ops Job Family pay ranges have been developed using 2022-23 Willis Towers Watson benchmarking data - these will be updated with 2023-24 data when this is published later in the year.

An Impact Modelling Dashboard for Non-Ops has been created. Modelling focuses on the cost and diversity impact of job families pay ranges if they are implemented in the way currently designed.

## Job Families Development – Operations

The first round of job family mapping completed within Operational areas to 11 Operations specific job families but this will require greater definition.

Work completed to separate out notional base pay from unsocial working allowances in LU pay - this will facilitate a like for like comparison of LU pay (both internally and externally) as well as potentially having a practical application in any future approach to pay.

While substantive benchmarking data for the LU Operation has already been gathered we are also working with an external consultancy to strengthen our rail industry pay data to match a broad range of LU roles – TfL has established a forum of the main train operating companies for this purpose.

We have engaged the support of a delivery partner to help us establish a renewed set of principles and philosophy for how we utilise performance based reward in future. This work is also looking at the specific design of TfL's current performance award arrangements.

## Governance

The project team are undertaking a review of progress and findings within the project's governance structure which will be discussed at our Executive Committee later this month.

Following this round of governance and the decisions that are taken as part of it, more detailed planning will be undertaken for developing the reward strategy through to implementation; including plans for trade union and further business consultation.



## Our Employee Value Proposition

Defining, refreshing, and publishing our employee value proposition (EVP) is a key enabler of our Colleague Strategy and a roadmap deliverable.

To deliver this, we are currently reviewing the material we use to attract people into our organisation and how we articulate our employee offer. Our offer needs to tell an authentic and aspirational story of the experience of working here.

That story will help us create a brand for recruitment, focusing on our vision and purpose and what it means to work for TfL: An organisation with a rich history and an exciting future, that lives a values driven culture, providing great service for London, and is actively tackling the climate emergency.

Our EVP will also positively set out what people can gain from their time working here – our development journey, our benefits offer, working in an inclusive workplace environment.

We aim to refresh the current ‘careers’ page on the external TfL website, with our refreshed EVP material, by the beginning of 2024. We also aim to use our existing social media channels to further promote our EVP.

# Our TfL Programme

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## Our TfL Programme

Work continues across the Our TfL Programme (OTP) to progress initiatives through the change lifecycle, with several initiatives now into the detailed design phase.

Alongside this, the programme has undergone an extensive exercise to prioritise and sequence our initiatives across the pan-TfL landscape to ensure the delivery of financial and non-financial benefits are both maximised and balanced against the capacity of the business. This work forms the basis for an updated OTP roadmap that is currently being developed with a greater focus on ensuring we are contributing to TfL’s overall financial requirements.

The programme has also been looking at how we can adapt our structure and governance to support enhanced collaboration and enable the effective delivery of initiatives across the value chain. An adapted structure has now been agreed and work is underway to put this in place.

We are looking to arrange a session with Board Members to run through the wider change landscape in more detail in the near future.

