

**Date: 9 November 2023**

**Item: Resourcing at TfL**

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## **This paper will be considered in public**

### **1 Purpose**

- 1.1 This paper is a follow up to the Resourcing at TfL paper considered at the meeting of the Committee on 2 March 2023, providing an update on how TfL are addressing our skills challenge through our Strategic Workforce Planning Activities.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplemental information on the outcomes of a recent exercise to change the current arrangements for 485 non-permanent labour (NPL) workers, helping ensure we have the right short-term resource in critical roles. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

### **2 Recommendation**

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

### **3 Skills for the future**

#### **Green Skills**

- 3.1 Green skills remain a key focus with the recognition that each role at TfL will require an aspect of understanding of sustainability and environment. To this end, a Sustainability Summit was held in September reaching 5,000 colleagues and further educating them on their roles in sustainability and environment. A further 1,500 colleagues have been carbon literacy trained, with future sessions fully booked.
- 3.2 Work is underway with colleagues in Safety, Health and Environment, Chief People Office and Capital Programmes (including Engineering) to capture and identify the competency and skills needed in these areas. This includes competency frameworks and feeding into our learning and development approach.

- 3.3 Early conversations and insights have identified the need for an understanding / competency in the following areas: whole-life carbon assessment; climate adaption; climate risk assessment; and collection of green data.
- 3.4 We welcomed five graduates and five apprentices on our Sustainability programme in September which is the first time we have recruited for these schemes.

### **Digital Skills**

- 3.5 With digital skills being a key to the delivery of an innovative, sustainable transport service our Technology and Data (T&D) department is ensuring it has a robust approach to resourcing and more strategic direction for retaining and attracting talent.
- 3.6 As part of its Strategic Resourcing Plan, T&D intend to bolster early careers pipelines by increasing its graduate and apprentice demand further and exploring the leveraging of further different government employment schemes. It will continue to develop in-house skills and explore the right mix of resources.
- 3.7 We had a total of 23 digital starters in September 2023, via our graduate and apprenticeship schemes, in areas such as Data Science, Software Development and Cyber Security.

### **Leadership Skills**

- 3.8 A key theme across all the roles identified by the critical and hard to fill role methodology was the need for great leadership skills.
- 3.9 In February 2023, we launched Our People Leaders' Framework as well as a self-assessment development tool. This was designed to outline five key expectations of our people leaders across TfL. The last nine months have been spent embedding this framework.
- 3.10 The Our People Leaders' programme and their leadership skills are key to supporting the development, attraction and retention of our colleagues. We are incorporating the Our People Leaders' Framework into our recruitment and selection, from 1 November 2023, for everyone who will have a role in managing and leading colleagues.
- 3.11 There are five key pathways which support the development of leaders at all levels. These include those in their First People Leader roles to those in Executive Leadership.

## **4 Update on Critical Roles and Succession Planning**

- 4.1 We have completed the first review of our critical and hard to fill roles using our established methodology. Around 250 unique roles have been identified across the business as critical or hard to fill. These include roles with special

and generic skills, and within job family areas such as Project Management, Engineering, T&D and Sustainability. As part of these discussions several business areas have also identified single points of failure and have committed to addressing these through succession plans.

- 4.2 Succession planning is now taking place across with the business embracing the Talent approach of employee led and thoughtful transparency. As of 31 October 2023, all critical and hard to fill roles should have succession plans in place, and therefore a pipeline. The intention is for better succession management to be part of business as usual for several of the roles across TfL.
- 4.3 The outcomes of our critical and hard to fill roles, aligning the skills needs to our business strategy, the data from the Strategic Workforce Planning dashboard, external intelligence, our Reward Approach, Action on Inclusion and defining of our Learning and Development approach will all inform our Strategic Workforce Plan. This is set to be delivered in Quarter 3 of 2024/25.
- 4.4 Our graduate, internship and apprenticeship schemes are commissioned in response to our longer term critical and scarce skill requirements. The critical and hard to fill role analysis informed our demand for the 2024 intake. New graduate schemes have been introduced in Environment and Sustainability Engineering, Geographic Information Systems and Strategic Planning, as well as a new apprenticeship scheme in Land Surveying and Business Analyst.

## **5 Review of Notice Periods for our Senior Managers**

- 5.1 At the meeting of the Committee in March 2023, there was an action to revisit the notice periods for our senior managers and to identify whether these were sufficient for us to identify and recruit replacements for those senior managers leaving their role.
- 5.2 Following on from the Dawn Jarvis Review in 2018, which looked at notice periods across the Greater London Authority family, for our different senior manager populations the notice period for Band 4/5 colleagues was 12 weeks, with Directors and Chief Officers between three and six months.
- 5.3 Not within the scope of the Dawn Jarvis Review was other colleagues at TfL who have a notice period of four weeks.
- 5.4 Due to the time taken to complete internal processes, including where appropriate the approval process for roles remunerated at £100,000 or more, it is often the case that colleagues have left their roles before we are able to recruit for their successors or fully plan transition arrangements.
- 5.5 We are investigating whether it is appropriate to tailor notice periods by, whether they have been identified as a critical role, tenure, or whether to directly link notice period to the recruitment 'time to fill' service level of 12 weeks. We will update the Committee of any changes as these emerge. Should the Committee have views or experience of other organisations' notice periods these can be directly raised and discussed at the meeting.

## **6 Resourcing in our T&D area**

- 6.1 On 11 August 2023, a Chair's Action paper was circulated to the Committee seeking endorsement of plans to change convert the arrangements of 485 NPL workers, of which 399 were in our T&D team.
- 6.2 This process was to ensure that they were compliant with updated guidance and that this area retained the right skills and talent required for TfL to deliver our Enterprise Resource Planning programme, which plays a pivotal role in updating our IT systems and processes.
- 6.3 We were able to retain 87 per cent of these NPL colleagues which was above expectations. Further detail is provided in the exempt paper on Part 2 of the agenda.

### **List of appendices to this report:**

A paper containing exempt supplementary information is included on Part 2 of the agenda.

### **List of Background Papers:**

Exempt Chair's Action paper, dated 11 August 2023, on NPL Contractual Arrangements Update

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