

Our Colleague Quarterly Report - September to November 2023

15 November 2023



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Introduction

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

The report provides 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 also covers updates and achievements since the previous meeting of the Panel in September 2023.

The format of this report will provide an update on:

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3. Supporting everyone to achieve their work ambitions
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Our Colleague Strategy

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.

A healthy heartbeat 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 your role and wherever you are in your career.

Our Colleague Roadmap sets out the initiatives and activities that will take place across the Chief People Office over the next year. We have now started the process of creating our new Colleague Roadmap for 2024/25 to outline what we will be delivering for our colleagues over the next year. This will be completed by February 2024.

Our employee engagement survey Viewpoint concluded on 20 October. Our survey partner is now working through the results and we will share these with Board Members in January ahead of the meeting of the Board in February 2024.

Creating a culture of inclusion

Launch of 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.

Our first key deliverable of this strategy was the launch of our new internal eLearning training module, Inclusion Matters, which went live in September.

This is designed to give colleagues an understanding of what workplace behaviours are unacceptable and/or discriminatory and, importantly, focuses on the impact that such behaviour can have on colleagues' sense of belonging.

While we recognise that not everyone likes online training, it does have a role to play in helping us embed Action on Inclusion.

It helps us to explain the meaning of inclusion and what we mean when we talk about creating a sense of belonging. It gives colleagues a baseline understanding of what we (TfL) consider to be unacceptable or discriminatory behaviour. It also demonstrates in a very practical way how we can all play a part in making our organisation a more inclusive place for everyone through allyship.

This training is different to previous Diversity & Inclusion eLearning as it features colleagues talking about their



personal experience of diversity and inclusion in the workplace. By listening to our colleagues, we can learn first-hand why it's important to think about inclusion in everything we say and do.

The module is required learning for all colleagues, meaning we all need to complete it, with all people leaders expected to complete the training by the end of March 2024.

Reasonable and Workplace Adjustments

A multidisciplinary working group has been set up and tasked with reimagining TfL's current reasonable adjustment process. This process is whereby TfL can make either soft or physical interventions to how our colleagues work to help accommodate and make work easier for colleagues with a disability.

Our disabled colleagues have told us they have lower engagement via our Viewpoint survey and this is one of the key interventions we can make to help make their experience of working at TfL better.

An options paper was recently presented to Colleague Executive Committee which made a recommendation for centralised accountability to provide improved oversight, tracking and monitoring.

Following endorsement, the working group are now tasked with developing our new approach in more detail and we will return with further updates to the Panel as this progresses.

Disability Awareness

In October, we launched our new eLearning Inclusion Matters – Disability. This is required learning for all colleagues at TfL.

This course is the result of a collaboration with Inclusion London, a unique organisation run by and for deaf and disabled people across the city. We also used the valuable resources from Business Disability Forum and listened to the voices of the Greater London Authority's and TfL's colleague network groups for disability.

The aim of the course is to help colleagues learn more about disability and create a workplace where everyone can thrive at work.

In October and November, we are holding four pilot sessions of our Disability Awareness workshop. This workshop will be launched to the business in January 2024 and the pilots will help further shape and develop the course.

The course is required learning for all 4,678 People Leaders and will enable them to lead our people more effectively, by giving them the knowledge, skills and confidence to improve our disabled colleagues' experience in the workplace by providing every People Leader with access to continual development that broadens their understanding of their people.



Supporting everyone to achieve their work ambitions

Building Skills for the Future

Our Strategic Workforce Planning Dashboard and Retirement modelling is aiding in decision-making and understanding areas of risk.

We have completed the first review of our critical and hard to fill roles with approximately 250 unique roles 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, Technology and Data, 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.

An initial succession planning exercise for these critical or hard to fill roles recently concluded on 31 October, helping ensure we have a development pipeline for these roles. These will now be refined further and development plans for individuals on these succession plans put in place.

The outcomes of our critical and hard to fill roles will help inform our Strategic Workforce Plan alongside other initiatives such as our Reward work and Learning and

Development offering. This is set to be delivered in Quarter 3 of 2024/25.

Welcoming our latest Graduates, Apprentices and Interns

On 11 September, we welcomed over 270 graduates, apprentices and interns. This is our largest intake to date, with more than 1,000 candidates attending sessions at 77 assessment centres.

A summary of the demographic data of this year's intake is:

Graduates and interns

- The percentage of women hired into graduate and intern roles has increased to 42 per cent.
- There has been a significant increase in candidates with a disability, with representation now above London's economically active population of 11 per cent.
- The number of individuals from Black, Asian or ethnic minority backgrounds has increased to 60 per cent, significantly above London's economically active population 36 per cent.

Apprentices

- The number of people from Black, Asian or ethnic minority backgrounds has increased to 58 per cent, which is above London's economically active population.
- The number of candidates with a disability increased to eight per cent, this was previously too low to report.



- There was a reduction in the proportion of women hired, from 29 per cent last year, so this is a significant focus for our next intake.

The trend data for the percentage of women hired, along with Black, Asian and ethnic minority is provided in these tables. Trend data for Disability and other protected characteristics will be provided in future years with this year’s intake as a benchmark.

| Graduates | BAME | Women |
|------------------|-------------|--------------|
| 2018-19 | 27% | 18% |
| 2019-20 | 53% | 22% |
| 2020-21 | 30% | 25% |
| 2021-22 | 45% | 32% |
| 2022-23 | 53% | 29% |
| 2023-24 | 60% | 42% |

| Apprentices | BAME | Women |
|--------------------|-------------|--------------|
| 2018-19 | 35% | 20% |
| 2019-20 | 36% | 37% |
| 2020-21 | 34% | 40% |
| 2021-22 | 38% | 33% |
| 2022-23 | 46% | 29% |
| 2023-24 | 58% | 24% |

We are now starting preparation for the recruitment of our 2024/25 cohorts, collating demand from across the business, with assessment centres planned for early 2024.

Leading the Future – Group Coaching Proposals

At the last Panel meeting we provided an update on the leadership development opportunities for each stage of a people leader’s career.

Work has begun on a development programme based on Our People Leaders aimed at the Pay Band 3 (and 2) leadership population, those just below senior manager level. This group, who have a significant impact on the performance and experience of a large proportion of colleagues, have historically not received the same focus as more senior positions in terms of leadership development. This programme will open in 2024.

The objectives of this programme are to further embed our People Leaders Framework, demonstrating what good looks like. It will help our leaders navigate current people leadership challenges, focusing on resilience, inclusive leadership and adaptability. It will also establish coaching skills for participants so they in turn can develop their teams further.



An attractive and fair employee offer

Our Approach to Reward

We have continued work across the business to develop an appropriate definition and mapping of TfL roles into their component Job Families and disciplines. An overview of this work was provided to the Executive Committee at the Strategy Away Day on 14 September .

Following this meeting a round of individual engagement with each Chief Officer has been undertaken taking a detailed look at the high-level design and potential impact for each business area. Work will be ongoing to review mapping, remuneration benchmarking, and the overall feasibility of implementation options with Chief Officers and their teams. This will take place throughout November in the lead up to the next formal engagement with the Executive Committee to discuss Job Families and the wider Reward Strategy at the 1 December 2023 meeting.

Throughout August and September the Reward Strategy project team progressed work in conjunction with Deloitte as part of the wider Reward Strategy review looking at how we should align individual performance and Reward in future. This included undertaking a detailed review of existing performance award arrangements and looking at how these might be better shaped to support business needs.

Our TfL Programme

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The Our TfL Programme (OTP) is one of TfL's key change programmes looking to evolve the way we operate to deliver on our strategic objectives, making us more effective and efficient as an organisation.

The programme has gone through a process of prioritisation to ensure we're putting our effort against the areas of greatest potential reward, and we are now drawing this into a roadmap to tell the story of what OTP will collectively deliver and by when. The programme is largely entering a key phase of delivery.

A number of items are expected to move through design stage gates over the coming months, looking at all layers of our operating model including processes, governance, technology etc. Several initiatives are looking to start implementation in early 2024.

At the same time, work is continuing to understand our aims and ambition on some of our longer-term items, this includes looking at our assets through a whole life perspective to help us with consistency and process on our decision making on investment in the future.

A stand-alone update on our Change Landscape is on the agenda for this Panel meeting.

