

Appendix 1

# Our Colleague Quarterly Report

November 2023 to February 2024

21 February 2024



EVERY JOURNEY MATTERS

# Our Colleague Quarterly Report

## November 2023 to February 2024

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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 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 meeting of the Panel in November 2023.

The format of this report will provide an update on:

1. Our Colleague Strategy
  - a. Updating our Colleague Roadmap
  - b. Our Scorecard Performance
2. Creating a culture of inclusion
  - a. Reasonable and Workplace Adjustments
  - b. Raising Disability Awareness
  - c. Our Pay Gap Reports 2023
  - d. Appointment of our new D&I Director
3. Supporting everyone to achieve their work ambitions
  - c. GLA Group Mentoring Hub
  - d. Building Skills for the Future
  - e. Graduate and Apprentice Intake 2024Employability Outreach - Activate
4. An Attractive and fair employee offer
  - a. London Underground Pay Discussions
  - b. Our Approach to Reward
5. Our TfL Programme



# Our Colleague Strategy

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## 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 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.

## Updating our Colleague Roadmap

Our Colleague Roadmap sets out the initiatives and activities that will take place across the Chief People Office (CPO) over each performance year and will be refreshed each year to ensure we meet any emerging challenges and listen to what our colleagues are telling us.

We are in the final stages of approving our updated Colleague Roadmap for 2024/25, which will outline the key activity and areas of focus for CPO in the next financial year. Our second Colleague Roadmap will place more emphasis on embedding existing activity and initiatives such as Action on Inclusion, and finalising delivery of activity already in progress such as our Approach to Reward.

## Scorecard Performance

In line with the Quarterly Safety, Health and Environment Report and following the results from this year's Viewpoint colleague survey results, the colleague section of the TfL Scorecard is provided below:

Colleague Measure	P10		Annual Score	
	Target	Actual	Target	Year to date
Total Engagement	N/A		61 %	60%
Attendance	94.25%	93.49%	94.25%	93.86%
Senior Rep – Women	34.4%	34.5%	34.6%	34.5%
Senior Rep – BAME	19.2%	17.9%	18.5%	19.2%
Senior Rep – Disability	6.4%	5.7%	6.5%	5.7%
Senior Rep – Faith	12.2%	12.2%	12.2%	12.2%
Senior Rep - LGB	5.5%	5.8%	5.5%	5.8%



# Creating a culture of inclusion

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## Reasonable and Workplace Adjustments

A multidisciplinary working group was set up and has been tasked with reimagining our current reasonable adjustment process. This process is where we can make either soft or physical interventions to how our colleagues work to help accommodate and make work easier for those 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 sub-group 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 these progress.

We have approval for a centralised budget for adjustments which will be embedded for the new financial year. This will help to improve the experience of our disabled colleagues by ensuring a more consistent approach for how we support colleagues' requests for workplace adjustments,

ensuring that all colleagues have the support and tools needed to fulfil their work ambitions.

## Raising Disability Awareness

We celebrated International Day of Persons with Disabilities on 3 December, by introducing our new Inclusion Matters – Disability e-learning course. This is required learning for all colleagues at TfL (for completion by 31 March 2025). We are currently working towards launching our first poster campaign to raise awareness of the importance of undertaking this training, with the assistance of colleagues from our Colleague Network Group for Disability.



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 (GLA) 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. People leaders who attend this course will:

- learn the importance of understanding disability and the impact on employees;
- understand the organisation's legal requirements to support disabled employees;
- learn how to identify potential barriers for disabled employees;
- learn how to spot the signs they may need to discuss reasonable adjustments with an employee;
- learn how to apply the framework for determining what is reasonable and good practice when making adjustments for disabled employees;
- learn how to discuss key considerations when having sensitive conversations with disabled employees;
- learn how to discuss the importance of recording and reviewing adjustments; and
- know where to go for further information and support.

In November and December, we successfully delivered four pilots of our Disability Awareness workshops for people leaders and we have now incorporated the feedback from these workshops into the course materials.

The course is required learning for all of our 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.

### **Our Pay Gap Reports 2023**

Our combined Gender, Ethnicity and Disability 2023 pay gap report will be published on 23 February 2024.

Addressing our pay gaps is fundamental, both to treating everyone fairly, and to attract and retain a workforce as diverse as London.

This publication will also include our updated Pay Gap Action Plan. This action plan sets out the steps we will take to help reduce our pay gaps for women, Black, Asian and minority ethnic and disabled colleagues as referenced in our pay gap report. We will provide a more detailed update at the next meeting of the Panel.

### **Patricia Obinna appointed as our Director of Diversity and Inclusion**

Following a competitive recruitment process, Patricia Obinna has been permanently appointed to the role of Director of Diversity and Inclusion. Patricia has held this director role on an interim basis since last March. During that time, she has taken our diversity and inclusion (D&I) agenda from strength to strength, including supporting the team to launch Action of Inclusion, our first pan-TfL inclusion strategy.

Patricia will continue to shape our D&I strategies and initiatives delivering solutions to address issues that colleagues



have highlighted, helping to drive a more inclusive culture, and embedding D&I in everything that we do. All of which will enable us to become an organisation with a diverse workforce that reflects the city that we serve and a culture where everyone feels respected and valued.

## Supporting everyone to achieve their work ambitions

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### GLA Group Mentoring Hub

We are participating in the GLA Group Mentoring Programme which launched at the end of January, a joint venture with the other eight organisations in the GLA Group.

The Mentoring programme consists of a mentoring hub which allows colleagues to register and search for mentors within TfL and across the Group. The programme is also accompanied by learning and development resources, including e-learning, webinars, toolkits and guides, and Continuous Professional Development sessions for Mentors.

Several business areas across TfL have been engaged and expressed interest in participating when the platform launches, either to support existing, local mentoring schemes or in support of individual

development and share their diverse and extensive experience to benefit of other's professional and career development.

### Building Skills for the Future

We have completed our succession planning exercise for our critical and hard to fill roles, which has allowed us to understand our areas of focus.

This exercise will continue to be refined, and encouragement for career conversations linking readiness and performance will be used to help embed the employee-led approach to succession planning.

Common skillsets have been captured across the business such as Green, Leadership, Digital (AI), Project Management, Stakeholder Management, Data Analysis. Work continues to refine this intelligence gathering to inform our Strategic Workforce Plan and Learning and Development offering.

The Strategic Resourcing Group which will work together to develop our Strategic Workforce Plan has a refreshed membership including business representation for green skills and met for the first time on 1 February. The Strategic Workforce Plans are set to be delivered in Quarter 3 of 2024/25.



## Graduate, Apprentice and Intern Intake 2024

We have launched 106 Graduate roles, 25 Year in Industry and 12 Summer Internship roles in October having returned to an earlier recruitment cycle in line with traditional recruiting cycles pre-Covid to help support sustainable, inclusive talent pipelines into the organisation.

We are also launching 190 apprenticeship roles in February and aim to conclude assessment centres for these by May 2024.

We have engaged in approximately 50 events, varying from universities, schools and colleges and including Skills London, the largest careers event in London supported by the Mayor, to help promote our opportunities. This is in addition to the very successful internal Apprenticeship event held at our Endeavour Square and Palestra offices which attracted approximately 2,500 interested applicants.

### Employability Outreach - Activate

Activate is a 12-week programme offering people with little to no work experience the opportunity to develop the personal and professional skills needed to enter employment.

It is all about building confidence and nurturing talent in individuals aged 19+ through training and active learning.

Activate is delivered in partnership with Lewisham College who work with us to design courses that meet the needs of the participants and their placement hosts.

Everyone involved will be equipped with the knowledge and skills needed to make the programme a success.

In December, a total of 13 placements were hosted by the Chief Operating Officer and the Chief Customer and Strategy Officer, and this has already resulted in three participants starting jobs within the same business areas. The team will continue to support the alumni to find suitable jobs for the next 12 months.

## An attractive and fair employee offer

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### London Underground Pay Discussions

Proposed industrial action for the week beginning 7 January was suspended following discussions between the RMT and the Mayor. We will continue to meet with representatives of all trade unions to agree on the best way for this funding to be used to resolve the current dispute and ensuring we provide a fair, attractive but affordable pay offer for our London Underground (LU) colleagues.

### Our Approach to Reward

Work continued throughout the autumn on the concept and design for a pan-TfL job families pay structure which was discussed at length with the Executive Committee at its Away Day on 14 December. General support for the principles underlying this approach was given by the Executive Committee but concerns around affordability for



implementation were discussed based on the indicative cost modelling undertaken at that point.

Since then, events surrounding the LU pay talks for 2023 have necessitated a temporary shift in focus. We need to resolve '2023 pay' matters for both LU and, in turn, TfL, so that these can be fully incorporated into updated cost modelling for job families.

In the meantime, our design work continues, and it remains our aspiration to be able to implement a new approach to pay management incorporating both job families and a redesigned approach to rewarding performance. Engagement will continue with the Executive Committee on the reward strategy work, but we anticipate it is unlikely to be before April 2024 for all matters concerning pay 2023 to have been resolved.

## Our TfL Programme

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### Our TfL Programme

Over the past three months, we have successfully progressed our key initiatives and continued to embed our collaborative Value Chain ways of working as part of the Our TfL Programme (OTP). We remain focused on continuing to deliver at pace and putting our people and safety of operations at the heart of our transformation, with increased attention to sustainability and a focus on delivering both financial and non-financial benefits.

We are now in a key phase of delivery, with several items commencing implementation over the coming months. Our initiatives look at all layers of our operating model, including processes, governance and technology in addition to our people, to ensure that we are creating an efficient and effective TfL of the future which aligns with our colleague priorities to make TfL a great place to work.

As we progress through the programme, we remain committed to ensuring that our holistic transformation aligns with our strategic objectives including supporting financial sustainability, through ever greater integration of decision making and interrogation of benefits across our portfolio of change.

