

Date: 21 February 2024

Item: Approach to Talent

This paper will be considered in public.

1 Summary

- 1.1 Our Colleague Strategy sets out how we will achieve our ambition to be a great place to work for everyone to thrive. This way we can attract, retain, and develop people with the skills to move London forward safely, inclusively, and sustainably.
- 1.2 Our Talent Approach brings together six elements of coordinated activity designed to plan for the resources required in the future and to help everyone at TfL fulfil their work ambitions.
- 1.3 This paper will provide an overview of these six elements, before providing a more in-depth update on our Recruitment approach and Learning and Development (L&D) approach.

2 Recommendation

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

3 Our Talent Approach

- 3.1 This section provides a high-level overview of the six elements of our Talent Approach. One of these are currently in development and we will update the Panel on that in more detail in due course. Others such as Our People Leaders and Performance and Readiness approaches are already in place, and we continue to embed these further throughout the organisation.
 - (a) **Strategic Workforce Plan** - process we use to analyse and forecast talent and roles required informed by our people data and business strategy to determine the steps we need to take to meet our organisational current and future resourcing needs. *Currently in development.*
 - (b) **Recruitment approach** - Our vision through to 2030 on how we will attract, select, and hire colleagues whether via progression internally or through external recruitment. *For discussion today.*
 - (c) **Our People Leaders** - Our approach to building a strong culture of inclusive people leadership with clear levels of expectation and where all leaders support colleagues to achieve their work ambitions. *Currently embedding.*
 - (d) **Performance and Readiness** - An employee led approach where people leaders and colleagues have regular and open conversations about agreed

objectives, demonstration of vision and values, career aspirations and individual development plans. *Currently embedding.*

- (e) **Learning & Development approach** - Our vision on how we will create a learning culture that develops the skills we need through engaging, affordable, and evidence-based learning firmly aligned to business strategy. *For discussion today.*
- (f) **Succession Management** - Our proactive approach that provides a framework to retain critical skills and knowledge to meet our organisation current and future resourcing needs and to inform personal development plans. *Currently embedding.*

3.2 Each element will be data driven, identifying metrics to inform whether we are achieving our aims and ambitions.

4 Our Learning & Development approach

- 4.1 Our L&D approach outlines our vision on how we will create a learning culture that develops the skills we need to move London forward safely, inclusively, and sustainably. It forms one element that underpins supporting everyone to achieve their work ambitions.
- 4.2 Our aim is to create an engaging, affordable, and evidence-based approach, with learning firmly aligned to business strategy and skills development.
- 4.3 We recognise TfL needs to adapt to the changing world of work across economic, social, cultural, and technological dimensions. With that in mind the approach will be supported by short, medium, and long-term road map activities that will help us achieve against our ambitions.
- 4.4 The clear vision set out by our learning & development approach enabled by other aspects of our talent approach, is vital in creating the right learning culture to drive progress towards our vision of a strong green heartbeat for London.

5 Four Key Principles underpinning our L&D Approach

- 5.1 **Engagement, Personalised & Blended** - We will provide a blend of engaging accessible learning opportunities that meet the range of learning styles providing choice for our people relevant to role and career aspirations.
- 5.2 **Business Strategy Aligned** - We will ensure learning opportunities develop our people with the skills required to deliver our business strategy in the short, medium, and long term.
- 5.3 **Evidence Based** - We will continuously review and improve our learning and development solutions, based on market intelligence, best practice and data insights.
- 5.4 **Financially Sustainable** - We will create best value and affordable learning and development solutions, that can be appropriately resourced and are deliverable.

6 Our Recruitment Approach

- 6.1 Our recruitment approach outlines how we will attract, select, and hire colleagues whether via progression internally or through external recruitment and will be aligned with our organisation's strategic aims and ambitions.
- 6.2 Our Employer Value Proposition will be a key enabler of our Recruitment Approach and it has been aligned to support commitments of Action on Inclusion.
- 6.3 The approach is based on four principles and is supported by short, medium, and long-term road map activities like our L&D approach. These four principles are:
- (a) **Customer centric** - We will put our customers at the heart of our recruitment process creating a positive experience for candidates and hiring people leaders alike.
 - (b) **Evidence based** – We will be proactive with our recruitment solutions, based on market intelligence, best practice and data insights.
 - (c) **Inclusive** – We will continuously review and adapt our approach to attraction, selection and onboarding in line with our Action on Inclusion aims.
 - (d) **Sustainable** – We will create the best value and affordable recruitment solutions, enabling our net zero ambitions, whilst supporting communities in the city we serve to thrive.
- 6.4 We will adapt and update our road map activities to reflect any changing needs and priorities of the organisation, and in line with external market trends.

List of appendices to this report:

None.

List of Background Papers:

None.

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