

Our Colleague Quarterly Report

June to September 2024

4 September 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 Panel held in May 2024.

The format of this report will provide an update on

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2. Quarter I - Colleague Scorecard
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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.

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.

Quarter 1 - Our Colleague Scorecard -

Measure	Target	Period Target	Period End	Scorecard
Attendance	94.25%	93.75%	94.26%	Green
Senior Manager Representativeness				
Women	35.3%	34.2%	34.6%	Green
BAME	20.4%	19.4%	20.3%	Green
Minority Faith	13.1%	12.7%	12.6%	Amber
Disability	6.9%	6.0%	6.4%	Green
LGB	6.1%	5.6%	5.9%	Green

In line with the Safety, Health and Environment Report, the colleague section of the TfL Scorecard, reporting Quarter 1 2024/25 (Q1) figures is provided below.

At the end of Q1 (Period 3), we were on course to meet our attendance measure, and four of the five representativeness measures.

The final Colleague Scorecard measure will come from our annual Viewpoint colleague survey scheduled to take place this autumn.



Creating a culture of inclusion

Workplace Adjustments

A new centralised process for colleagues to apply for workplace adjustments was introduced in April 2024, to make the process more streamlined for colleagues. The Diversity and Inclusion team can track the spend for any 'hard' adjustments that have a cost attached and provide advice and guidance; as well as troubleshoot complex queries. We have worked to ensure that People Leaders are aware of the process, as it is their responsibility to ensure that adjustments are in place for their team. We are continuing to work with our Employee Comms team to ensure we continue communicating the change of process.

With a change of language from 'reasonable adjustments' to 'workplace adjustments', we have communicated our commitment to go beyond our legal responsibility. We recognise 'workplace adjustments' will benefit not just disabled colleagues, and we are working to revise our guidance to support People Leaders to make sustainable decisions which put our colleagues first.

The new centralised Workplace Adjustments Team is in the process of being appointed, and we will report the metrics in the next report.

Improving Disability Awareness

TfL's Disability Awareness training for People Leaders is required learning for all People Leaders, and since the roll-out 527 People Leaders have undertaken the training to date (11.3 per cent), with sessions available every fortnight. Further communication activities have been planned to ensure consistent uptake in line with targets. We are aiming to reach 40 per cent of People Leaders by March 2026.

The prerequisite of the new People Leaders training is undertaking Inclusion Matters: Disability eLearning module which has, to date, been completed by over 9,500 colleagues (33 per cent), and over 63 per cent of People Leaders (just under 3,000 People Leaders).

Development of a new EQIA App

In July we launched the Workforce Equality Impact Assessments (EQIA) app, a commitment in Action on Inclusion. This interactive and intuitive online portal streamlines knowledge sharing and processing of EQIAs. It is achieving its stated reduction in processing time by over 50 per cent and support calls on utilising the system have been minimal. Training and guidance are available to colleagues, with over 150 colleagues having attended a knowledge sharing session. A recorded session is now on our intranet for all to access.

The content of the app can be adapted, and with our Business Services Function taking over management of the app, this means that we can respond to changes of any definitions of the protected



characteristics. Additionally, in September we shall be seeking to establish a working group to collate feedback on the app to date and to review and plan future changes to enhance the product.

Our new Engagement Survey

This year we are moving our annual Viewpoint survey to a new system managed by our own teams. This is to provide us with greater flexibility to ask the questions that matter when they matter. We will be directly managing the reporting process; through this we aim to gather reports quicker and streamline action planning. We are on track to launch our new Viewpoint survey in October.

Supporting everyone to achieve their work ambitions.

Strategic Workforce Plan

TfL's first Strategic Workforce plan is now in development, with input from our Strategic Resourcing Group. The group has agreed a skeleton structure to include:

- Introduction and context – current workforce profile, internal and external drivers, risks.
- Methodology – pillars to underpin our approach.
- Future Proofing – ensuring we have the right skills we will need in the future.

- Actions – road map of activities to address resourcing needs.
- Toolkit – interactive resources to support local business resource planning including principles on make versus buy.

Detailed content is now being drafted along with the development of a toolkit.

Following the end of year performance talent action planning, our critical and hard to fill roles are being reviewed across the business with risks being fed back via our Strategic Resourcing Group.

GLA Mentoring Programme

Following its launch in January 2024, the Greater London Authority Collaboration Group Mentoring Programme continues to grow. We now have 246 mentors and 392 mentees overall. Specifically, within TfL, we have seen 105 mentors and 115 mentees as of 31 July 2024. These connections continue to have an impact in supporting people to explore their career development and personal development needs. As relationships start to conclude we will get more formal evaluation and feedback. Further embedding and awareness raising is being planned for the autumn.

Leadership Development

Our Leading the Future group coaching programme, aimed at payband 2 and 3 leaders, has now completed three of the four cohorts with a total of 526 participants to date. The next cohort will begin in September and has attracted high interest. We have received positive feedback relating to the impact the coaching has had on leader's ability to do



their role and support their colleagues effectively.

We are now looking at how we can build on this success including how groups can continue to work together if they wish to.

Alongside this our second cohort of 'Getting Ready for Senior Leadership,' TfL's sponsorship programme for payband 4 and 5 leaders who aspire to achieve the Director level, has been launched with 26 participants.

Early Careers – Rate My Apprenticeship Top 100 Employers

We have risen in the latest top 100 apprentice employers Rate My Apprenticeship ranking from 70 to 52.

Rate My Apprenticeship Top 100 Apprentice Employers is based on the thousands of reviews submitted to RateMyApprenticeship.co.uk by individuals who have completed an apprenticeship in the last year. This means that our position in the ranking is based on how our apprentices have rated us, providing validation of an improving trend as being a great place to work as an apprentice by the people that count.

Steps into Work

Twenty-three Steps into Work participants graduated from the programme at our end of programme event in July.

Commissioner Andy Lord and Chief People Officer Fiona Brunskill presented awards to the students, and we were joined by London Assembly Members Elly Baker and Chris Luck. Steps into Work

supports people who are neurodivergent, including people with learning disabilities and the graduating 2024 cohort will continue to be supported to secure paid employment over the coming 12 months, with two already having secured employment.

Nine programme alumni who graduated in 2023 are currently in paid employment. In addition, two further alumni have been made offers of employment with TfL, pending onboarding checks: one from a recent Customer Service Assistant 2 campaign and the other as a Track Engineering Trainee.

Innovate TfL Schools Challenge

Following our Innovate TfL Schools challenge final event in April, we welcomed our 15 Innovate finalist's students for their two-week work experience during July. Students are currently studying at Uxbridge College, Four London School, Yavneh College, Douay Martyrs School and Harrow College.

Week one saw the students undertake a variety of site visits, including the IFS Cloud Cable Car, Old Street roundabout, visiting our Innovate sponsor Cleshar, completing business insight sessions and meeting London Assembly members Elly Baker, Krupesh Hirani and Bassam Mahfouz. Week two involved the students visiting Cleshar, our sponsor of Innovate TfL, a Q&A session with Commissioner Andy Lord and commencing their individual placements in Engineering, Tech and Data and Operational Skills Development.



An attractive and fair employee offer

Our Approach to Reward

Development of Job Families for all business areas outside of London Underground, continued throughout May and June. This work included the definition of Job Families and the mapping of roles to both their job family and to the 'Job Discipline' within that family. Ongoing benchmarking and the definition of the proposed job family pay ranges has been undertaken as a result of the work on definition and mapping.

Detailed impact analysis and the drafting of an Equality Impact Assessment has also been completed.

The analysis currently must be treated as 'tentative' as it is dependent on the final pay position achieved for 1 April 2024 as part of the current pay negotiations.

Following a further round of engagement with senior Directors a decision was taken to enter consultation for the proposed implementation of job families combined with the 2024 pay talks for TfL.

A briefing was held for all senior managers at payband 4 and above on Monday 8 July in preparation of commencing consultation. A dedicated SharePoint page has been set up where communications and information including FAQs can be found in relation to the consultation.

So far, there have been four consultation meetings held that have covered our wider reward strategy and the need for changes in Pay Management along with a detailed focus on Job Families. Consultation talks are planned on a fortnightly basis,

alternating with pay talks, and are anticipated to continue into November.

We have also started the negotiations on pay for London Underground for 2024, talks are ongoing.

Our TfL Programme

We have made significant delivery strides across the Our TfL programme (OTP) including in rolling out several important changes in:

- Executive Support Offices – unifying our executive support community in a consistent model to clarify roles, accountabilities, and provide a clearer career development path, while also facilitating financial savings.
- Project Management Community – consolidating our Project Managers in a centralised location to enhance agility and optimise resource utilisation for delivering our critical projects and programmes, thereby ensuring greater uniformity, and fostering opportunities for career advancement.
- Consolidating our Operational training resources to enhance the design of our future training model.
- Establishing an Estates Strategic Planning function to ensure a clear roadmap for optimising our Operational Estate over the medium to long term.

All OTP initiatives remain focused on improvements to our operating model, including our structures, processes, governance, and technology to ensure the continued development of a streamlined and efficient TfL, in line with our corporate and people strategies as well as our financial plans and cost saving targets.



Employee Value Proposition

We have finalised the design concept for our new Employee Value Proposition with agreement from the Colleague Executive Committee sub-group. The next stage of development of the branding will be to capture imagery that will be featured in our branding; helping us to attract and engage individuals who share our vision.

