

Our Colleague Quarterly Report

September to November 2024

20 November 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 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 will also cover updates and achievements since the previous update to the final meeting of the Safety, Sustainability and Human Resources Panel held in September 2024.

The format of this report will provide an update on

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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 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.

Our Colleague Scorecard

The table below provides Period 5 figures (ending 17 August 2024) of the colleague section of the TfL Scorecard for financial year 2024/25

As of Period 5, we were on course to meet four of the five representativeness measures.

We are currently unable to provide data updates for Quarter 2 2024/25 (23 June to 14 September 2024) on attendance or representation due to the cyber incident. We aim to include up-to-date figures in the next quarterly report.

The final colleague scorecard measure will come from our annual employee engagement Viewpoint survey, now scheduled to launch in January 2025 due to the recent cyber incident.

Measure	Year End Target	P5 Period Target	P5 Period End	P5 Scorecard
Attendance	94.25%	93.75%	93.96%	Amber
Senior Manager Representativeness				
Women	35.3%	34.4%	34.8%	Green
Ethnic Minority	20.4%	19.6%	20.3%	Green
Minority Faith	13.1%	12.8%	12.4%	Red
Disability	6.9%	6.1%	6.4%	Green
LGB	6.1%	5.7%	5.9%	Green



Creating a culture of inclusion

Workplace Adjustments

A new centralised process for colleagues to apply for workplace adjustments was introduced in April 2024, making the process more streamlined and accessible for colleagues who may face barriers to achieving their full potential. The Diversity and Inclusion team can track the spend for any adjustments that have a cost attached from the centralised workplace adjustment budget and provide advice and guidance; as well as troubleshoot complex queries.

The newly established Workplace Adjustments team is now fully operational.

Their primary objective is to continue to raise awareness of workplace adjustments across TfL by developing a comprehensive strategy aimed at educating and informing all colleagues and People Leaders about the importance and benefits of workplace adjustments.

We remain committed to supporting People Leaders in making informed and sustainable decisions that prioritise the wellbeing of our colleagues.

Improving Disability Awareness

TfL's Disability Awareness Training for People Leaders is a required learning for all People Leaders. Due to the recent cyber incident, we are currently unable to provide figures on the uptake of TfL's

Disability Awareness Training for People Leaders. We aim to include up-to-date figures in the next quarterly report, pending their availability.

Implementation of the 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.

Although the EQIA app experienced a brief outage during the cyber incident, it is fully functional again.

A working group has been established to review the app with the aim of making improvements and further enhancements.

Our new Engagement Survey

We remain committed to transitioning our annual Viewpoint survey to a new system managed internally by our teams.

While the survey questions have been finalised, the launch has been postponed due to the recent cyber incident.

The survey is now scheduled to launch in January 2025.



Supporting everyone to achieve their work ambitions

Leadership Development

The last of the four cohorts of our Leading the Future group coaching programme is underway. A total of 744 leaders, mainly pay band 2 and 3s have benefited from the programme this year from which we have received overwhelmingly positive feedback from participants. The team are now looking at evaluating the programme's overall effectiveness and building on this success.

Our second cohort of 'Getting Ready for Senior Leadership,' TfL's sponsorship programme for pay band 4 and 5 leaders who aspire to achieve the Director level is underway. All 26 participants have been paired with Director sponsors who are working together to build experience, gain exposure, and develop senior leadership skills.

Performance Management

Following feedback from colleagues, we have slightly amended our performance ratings descriptors. 'I am achieving' has now changed to 'I am succeeding' to better reflect the vast majority of colleagues who succeed in meeting all their objectives and performance expectations. Descriptors for all four

ratings have also been improved for better clarity.

Strategic Workforce Plan

TfL's first Strategic Workforce Plan is in its final stages of development for internal publishing by end of December. A number of internal stakeholders have contributed to the development of the plan across all Chief Officer areas and Value Chain through a Strategic Resourcing Group.

The plan is complemented by an interactive toolkit to support local business areas with their long-term resource planning. Our next steps include piloting the toolkit within one to two local business areas to support the development of their long-term resourcing plans. The Strategic Workforce Plan will be shared with the Committee in February 2025.

Graduates, Apprentices and Interns

On Monday 9 September we welcomed 271 new graduates, apprentices and interns to TfL. Our new cohort of talent consists of 88 graduates, 163 apprentices and 21 interns across 65 different development programmes. The new cohort attended our one-day corporate induction which included a variety of welcome speeches from senior People Leaders, team building activities and panel talks. They also met our Colleague Network Groups and trade union colleagues, finishing the day with a networking session. Following the corporate induction, the new cohort were hosted by their business areas for their local inductions.



The representation of graduates declaring a disability rose to its highest level at 17 per cent and the representation of women rose from 24 per cent in 2023 to 28 per cent in 2024. While this is positive, women are still underrepresented on our apprenticeship scheme compared to the demographics of London. In all other areas, the latest cohort of graduates is representative.

Increasing the number of women in our graduate and apprenticeship schemes remains a priority. We utilise a number of tools such as mentoring, using role models and extensive marketing activities to build on our extensive young people outreach work with the aim of increasing the pipeline of women in transport.

Graduate starts (including interns)	2024	London's economically active population
Women	38%	46%
Black, Asian, Ethnic Minority	63%	36%
Disability	19%	11%
LGBT	19%	5%
Minority faith	24%	22%
Unemployed	less than 10%*	5.5%**

Apprentice starts	2024	London's economically active population
Women	28%	46%
Black, Asian, Ethnic Minority	53%	36%
Disability	8%	11%
Minority faith	26%	22%
LGB	7%	5%
Unemployed	8%	5.5%**

*Data presented in compliance with data protection requirements

**London's unemployment rate

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/regionallabourmarket/october2024#main-points>

2025 Recruitment Campaign

In November we launched Graduate, Summer and Year in Industry internship vacancies to start in 2025, across 33

schemes including Engineering, Technology and Data, Real Estate, Finance, General Management, Commercial Partnerships, Project Management Office, Commercial and Procurement, Planning, Communications and Corporate Affairs, and Sustainability.

To support the launch planned for 20 November, we hosted two events at our head offices and attended Gradjobs Live! at Olympia London to promote our roles.

Other events included hosting Queen Mary University students for an insight session about TfL graduate roles. Over 40 students registered and we have presented application tips and mock group exercises to help prepare them for our assessment centres.

Employability Programmes

Steps into Work is our supported internship for neurodiverse students who spend 12 months with TfL and are supported into work for a further 12 months.

Activate is our three-month employability programme supporting people who have limited or no work experience become work ready.

We have welcomed 24 new Steps into Work students and 16 Activate programme participants who will complete training and placements across the business to support the strengthening of core skills in readiness for employment.

Eleven of the 23 Steps into Work students that graduated in July 2024 have successfully moved into paid



employment. We continue to support the remainder with progression activity including job applications, interview preparation and exam revision to gain their maths and English functional skills qualifications, a common requirement for entry level roles.

Preparations will also resume for the Customer Service Assistant (CSA2) campaign pathway for alumni that was rescheduled due to the cyber incident.



An attractive and fair employee offer

Our Approach to Reward

Consultation on Job Families continues with our trade unions and focuses on non-operational areas including the impact assessment (EQIA), analytics and, the principles governing how the Job Families framework would work in non-Operations including detailed examples of Job Families and pay range design.

Pay Talks

Pay talks with our trade unions continue.

Employee Value Proposition

Following the sign off of our employer value proposition (EVP) design concept we are working on the final developments of the design guidance, materials and resources. We have completed photoshoots with colleagues from across the organisation to ensure our EVP is visually representative of our people and are working towards the refresh of content on our recruitment website that engages potential colleagues as to why TfL is a great place to work.

You Matter Awards 2024

The Executive Committee and the Commissioner will attend the annual You Matter awards ceremony on 21 November. Now in their third year, these pan-TfL awards are a golden opportunity to celebrate champions from across the organisation who have steered us closer to

achieving our vision. They are also a chance for colleagues to recognise their peers and show appreciation for their efforts.

There were 315 nominations received across 14 individual and team awards, all aligned to our Vision, Values and strategic themes. Once again, the event includes the hugely popular Lifetime Achievement award and People's Choice award categories, the winner of the latter determined by colleagues.

This fantastic event showcases the immense volume and variety of important work we deliver across our organisation and the enthusiasm and commitment of our hard-working colleagues.

Our TfL Programme and Change Landscape

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

Enterprise Resource Planning - myJourney (Phase 2)

myJourney is delivering transformational upgrades to our core people systems, replacing our ageing systems with more agile and integrated solutions that are easier to support and maintain, and enable us to remodel our processes to deliver a great user experience for our colleagues and candidates.

Phase 2 will go live on 18 November and delivered new functionality across TfL, the Greater London Authority and Old Oak and Park Royal Development Corporation (circa 30,000 colleagues), including a new,



modernised system for recruiting with improved features and user interfaces that minimises manual data entry and enhances document management for core HR processes.

This is a significant step on our Enterprise Resource Planning (ERP) Transformation roadmap and will provide both the technical and user adoption foundations for future enhancements and maintenance in this space.

Customer and Strategy (OTP)

In October we launched a consultation with our colleagues in Investment Planning. The proposed changes will ensure the Investment Planning Directorate has a clear remit across the business and will introduce a scalable approach to resource allocation for our investment projects.

We also commenced consultation in our Strategy team. Within the Strategy Directorate our aim is to create a single, joined up strategic function providing a golden thread from overarching strategies to business led delivery.

Stations Change Programme (Customer Services Phase 2)

The programme and business have been making progress on enabling the new Stations operating model for 2025: Setting up a more effective management structure with clear and consistent roles and responsibilities, more engaged and motivated frontline colleagues with managers who focus on people leadership and more consistent number of direct reports and team sizes for Area Managers and Customer Service Managers.

Consultation has been progressing throughout the process both at Stations Functional Council and Managers Functional Council and we are currently in the process of confirming final timeframes for go-live.

