People and Remuneration Committee

Date: **24 February 2025**

Item: **TfL's Approach to Strategic Workforce Planning**

This paper will be considered in public

1   Summary

1.1   This paper provides an update on our proposed approach to strategic workforce planning, ensuring TfL have the right resources, in the right place at the right time.

2   Recommendation

2.1   **The Committee is asked to note the paper.**

3   Background

3.1   TfL has a relatively low turnover at 4.7 per cent which has remained broadly consistent over recent years. While this indicates an ability to retain skills and knowledge, it can impact prospects for development internally and opportunities for bringing in new and diverse talent.

3.2   There are some areas of our organisation that do have a higher turnover and where we have some challenges attracting the right skills and talent. This has, in some circumstances, led to a heavier reliance on borrowing resource via consultancies or contingent labour.

3.3   Our retirement model predicts 22 per cent of our organisation may retire by 2030. With an average length of service of 25 years, loss of knowledge and skill through retirement is one of our biggest risks.

3.4   Our resource and business planning approach focusses on our one-to-two-year resource and budget allocation within the financial envelope available.

3.5   Over the past year we have developed our TfL wide Strategic Workforce Plan (set out at Appendix 1). This is aligned to our long-term strategy to 2030 and will enable better forecasting and identification of workforce challenges and future skills needs, with plans to bridge gaps where needed.

3.6   We agreed the remit of the TfL-wide plan, interrogated common future skills and workforce challenges, taking account of external factors and internal data analysis.

3.7 A methodology for the development of local strategic resource plans was created and is set out in the principles of the TfL wide Strategic Workforce Plan.

4 Our Approach: Build, Buy, Borrow, Blend

4.1 The plan highlights the need to have the right resources in the right place at the right time. It sets out considerations to enable informed decisions on the best way to resource a particular skill or activity. These include:

(a) Build: Focus on the developing and upskilling of our existing workforce to meet capability requirements;

(b) Buy: Recruitment of permanent resource for long-term skill and talent requirements;

(c) Borrow: Bringing in contingent or contract resources; and

(d) Blend: A combination of growing, hiring and borrowing talent.

5 Our Methodology and Supporting Toolkit

5.1 As with our recruitment and learning and development approaches, we have defined key principles that underpin our approach to strategic workforce planning:

(a) Evidence Based: use of the wealth of internal data, such as performance and readiness data, critical roles and succession plans, retirement models, and turnover data, to help us understand where our workforce challenges are as well as predict where they might be. Use of external benchmarking and horizon scanning is also an important feature in the development of plans;

(b) Inclusive: linked to Action on Inclusion, we want to ensure plans help us form a diverse pipeline that will support an inclusive workplace with access to the skills development needed for colleagues to thrive;

(c) Alignment: it is crucial that our plans are in line with our strategy and goals and help inform our business planning practices; and

(d) Review: for our long-term planning to succeed and be relevant we have committed to regularly reviewing our plans, allowing for the process to be iterative.

5.2 A toolkit has been created (as set out in Appendix 2) to aid the development of local plans. It acts as a framework and aligns to the principles and approach outlined in the TfL wide plan. It comprises a five-step methodology:

(a) contextual analysis: this section provides guidance on horizon scanning (internal and external analysis), data considerations and decision points;

(b)   current workforce: this is where discussions to understand our current versus our future workforce needs and provides a decision tree to help understand potential sourcing strategies for future skill needs;

(c)   using the data: this addressed harnessing our dashboards and reporting to help uncover blockers. Guidance to help analyse the data available to understand how workforce;

(d)   sourcing strategies: this is linked to our build, buy, borrow, blend approach this section provides a simple triage to the right sourcing strategy; and

(e)   written workforce plan: this is a template to provide consistency across the organisation.

6   A New Way of Working

6.1   Local strategic workforce plans for all Chief Officer areas will be in place by the end of December 2025, and will inform our broader talent initiatives by providing:

(a)   our learning and development priorities;

(b)   a clear understanding of where we want to borrow/outsource skills and talent;

(c)   a forward look at recruitment needs to allow for proactive planning; and

(d)   a strategic approach to graduate, apprentice, internship, and employability programmes demand.

6.2   Putting longer term resource plans in place will support evidence-based resourcing decisions that will enable us to continue to move London forward safely, inclusively, and sustainably.

7   Next Steps

7.1   The toolkit is initially being adopted in three different Chief Officer areas to provide feedback for continuous improvement.

List of appendices to this report:

Appendix 1: TfL's Strategic Workforce Plan

Appendix 2: Draft Strategic Workforce Planning Toolkit

List of Background Papers:

None

Contact Officer: Fiona Brunskill, Chief People Officer
Email: FionaBrunskill@Tfl.gov.uk