People and Remuneration Committee

Date: 19 November 2025

Item: Strategic Workforce Planning Update

This paper will be considered in public

1 Summary

1.1 At the meeting of the Committee on 24 February 2025, we shared our first TfL wide Strategic Workforce Plan (SWP) and toolkit. Significant progress has been made since we shared our plan and this paper provides the Committee with an update on how these plans are progressing and initial findings.

1.2 This paper also provides a focus on SWPs being developed in our Technology and Data teams, as requested at the previous meeting.

2 Recommendation

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

3 Chief Officer's Workforce Plan Development

3.1 Since launching the TfL Strategic Workforce Plan and toolkit, each Chief Officer area has been tasked with developing their own local area plans, utilising the toolkit and template to ensure consistency.

3.2 To help support each Chief Officer area develop their plans, we have established a Strategic Resourcing group to provide governance, insight and support. Additional targeted support is being provided ensuring plans are evidence-based and aligned with future resourcing needs.

3.3 Each Chief Officer area has assigned a SWP lead who are using internal data and external horizon scanning to inform their long-term plans including identification of challenges, skills gaps and future skills needs.

4 Approach

4.1 TfL's complexity requires a tailored approach to workforce planning. SWP leads have developed department-level plans to generate relevant insights and support future-readiness. These feed into high-level Chief Officer area plans.

4.2 This is TfL's first time undertaking SWP in this way, and it has been met with strong engagement. The use of internal dashboards and broader thinking is helping shift the culture from reactive to proactive.

5 Strategic Workforce Planning Outcomes and Next Steps

5.1 As Chief Officers sign off local plans, a holistic view will emerge to inform our:

(a) Learning and Development priorities;

(b) Build, Buy, Borrow resourcing strategies:

(i) the Build element will focus on developing internal talent through upskilling and re-skilling, succession planning and creating programmes to support leadership growth. This approach not only strengthens institutional knowledge but also supports long-term workforce sustainability;

(ii) the Buy component will target the strategic recruitment of external candidates bringing in fresh perspectives, expertise and skill in emerging technologies that TfL will embrace; and

(iii) the Borrow element allows us to scale resources in line with demand without long-term commitments. It leverages contractors, consultants, and strategic partners to provide agility and access to specialised capabilities on a short-term or project-specific basis, without compromising upskilling internal resource and future knowledge; and

(c) monitoring of interdependencies and progress.

5.2 Early themes across all Chief Officer area SWPs include:

(a) focus on technology investment to unlock productivity;

(b) upskilling in areas such as artificial intelligence and robotics both as a specialist expertise and skills for all;

(c) continued strengthening of succession planning and talent pipelines, ensuring we are developing the skills and talent pipeline internally;

(d) areas of focus for creating a diverse and inclusive workforce, building on the Action on Inclusion ambitions;

(e) specific areas of focus for building leadership capability, informally through peer support and through structured leadership programmes; and

(f) considerations for multiskilling to create agility across the organisation.

5.3 We will return to the Committee in June 2026 to share outcomes, once each Chief Officer has signed off their SWP.

5.4 The plans will be reviewed holistically by the strategic workforce planning specialist supported by a working group to inform priorities and understand interdependencies.

6 Technology and Data – Overview

6.1 Our Technology and Data teams are organised in two distinct areas:

(a) Technology Products and Operations is responsible for the day-to-day running of our technology operations. This sits under the Chief Finance Officer, focusing on day-to-day operations and aligning with finance, procurement, and commercial teams to strengthen investment cases; and

(b) Technology Strategy and Revenue shapes the innovation and long-term technology strategy for TfL, aligned to our corporate strategy. Reporting to our Chief Customer and Strategy Officer, it leads on innovation, cyber security, data, revenue collection, and road user charging.

7 Technology – Strategic Workforce Planning Outcomes – Build, Buy, Borrow

7.1 There are many synergies and underlying themes within the technology space, including:

(a) a complex landscape and external factors;

(b) underrepresentation, especially in technical and senior roles, remains unresolved due to low turnover. Additionally, the aging workforce poses risks to institutional knowledge retention, requiring targeted interventions; and

(c) sourcing emerging and scarce skills in a competitive market.

7.2 **Build:** A focus on creating clear career pathways, upskilling in emerging technologies and having a strong internal pipeline of talent.

(a) we currently deliver multiple graduate and apprenticeship schemes each year. Considering recent government reforms including the introduction of shorter, more flexible apprenticeships, foundation apprenticeships, and streamlined assessment processes, we are initiating a comprehensive review of our early careers' programmes. This review, in collaboration with the Early Careers team, is scheduled to begin before the end of the financial year;

(b) as part of our review we are exploring the potential to shift towards higher-level schemes that support progression into Band 3 roles, helping to build and retain talent and strengthen our internal pipeline;

(c) to support capability building, in areas such as cyber skills and business planning, we will be reviewing our structure and approach to ensure our technology functions are running effectively and securely;

(d) we have aligned our roles to the government's Digital-Data and Technology framework, which is allowing for clearer career paths; and

(e) stretch roles and succession planning for internal staff are being used to build a strong pipeline of talent.

7.3 **Buy:** Using external recruitment to hire niche or hard-to-source skills, particularly in leadership and specialist technical roles.

(a) we are working alongside colleagues in recruitment to ensure we have a clear vision of the skills and roles needed to allow for a smooth recruitment process;

(b) to improve recruitment effectiveness, a fortnightly lookahead between resourcing and recruitment teams has been introduced to enhance vacancy visibility and address blockers early. Attraction strategies now target passive candidates through tailored campaigns and active promotion across Tech networks. Hiring managers are accountable for timely decisions, supporting faster recruitment. These efforts aim to boost transparency, responsiveness, and alignment between workforce supply and operational demand; and

(c) our SWP analysis has identified a need to focus on our diversity, specifically at the point of recruitment. We are actively exploring how to make roles more attractive to women. This includes working collaboratively with colleagues across the organisation to develop targeted outreach programmes, such as that promote careers in technology and operations to underrepresented groups.

7.4 **Borrow**: Taking a strategic view to ensure the short-term and specialised expertise provides the responsiveness needed.

(a) over the past 18 months, we have made significant progress in reducing our reliance on non-permanent labour (NPL), contributing to a more stable and resilient workforce. As of August 2025, NPLs account for less than five per cent of the total workforce in Tech and Data, a marked improvement from over 25 per cent in 2024. TfL, as a whole, has reduced NPL usage from a peak of over 3,000, to just under 1,300 as we continue to reduce their use; and

(b) as part of our ongoing resourcing strategy, we will aim to maintain NPL levels up to 10 per cent going forward. This will provide the flexibility needed to mobilise quickly during periods of increased demand or project-specific activity, the ability to buy in niche skill sets, while ensuring that the core workforce remains stable and strategically aligned.

8 SWP Technology Outcomes – Future Skills Support For All

8.1 Artificial intelligence (AI) requires sustained investment in skills, infrastructure, and enterprise architecture to unlock efficiencies and keep pace with rapid advancements. We will support the establishment of governance frameworks to ensure AI adoption aligns with data privacy, regulatory compliance, and organisational integrity. A consistent baseline of AI literacy across TfL,

supported by training, will build readiness and enable informed decision-making across teams.

8.2 Digital capability development is essential to support evolving ways of working. Technology Products and Operations is developing a corporate plan to support core digital skills being maintained across all colleagues. Advanced skills development, like data analysis and automation which are increasingly critical for our technology functions, are being monitored and supported. We are also creating a programme to support the embedding of digital behaviours and fostering of innovation across the organisation to help drive transformation, providing clear guiderails to protect system integrity and security.

9 Next Steps

9.1 Each Chief Officer area SWP is scheduled for completion by December 2025. We will then analyse the findings across TfL, identifying targeted interventions to ensure TfL have the right skills now and in the future.

9.2 We will present a more detailed update on our findings once these SWPs have been finalised and steps we are taking to ensure TfL is fit to meet the changing and emerging skill sets required.

List of appendices to this report:

None

List of Background Papers:

None

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