

Date: 26 June 2017

Item: Human Resources Quarterly Report

This paper will be considered in public

1 Purpose

1.1 To provide the Safety, Sustainability and Human Resources Panel with an update on key Human Resources (HR) led activities during Quarter 4, 2016/17.

2 Recommendation

2.1 The Panel is asked to note the report.

3 Background

3.1 This is the third HR update to the Safety, Sustainability and Human Resources Panel. This paper seeks to build upon the previous quarterly report, providing an update on key developments that have occurred over the previous quarter.

4 HR Quarterly Report

4.1 The third HR Quarterly Report focuses on providing the Panel with an update on a number of key HR activities underway, with chapters covering Equality & Inclusion and Recruitment.

4.2 The final chapter also provides highlights of key achievements from HR over the past financial year.

Appendices:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

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HR Quarterly Report

2016/17 Quarter 4 Update

HR Quarterly Report – 2016/17 Quarter 4 Update

Introduction

Human Resources (HR) is a core function supporting our delivery businesses (London Underground, Surface Transport, Major Projects and Commercial Development) and works alongside other Professional Services. HR has a key role in delivering the Mayor of London's manifesto commitments particularly in relation to skills for Londoners and a fairer and more equal city. One of our priorities is to invest in our people and lead them to be the best that they can be every day.

To do this we need to recruit, manage, reward, develop and engage our workforce, recognising the important contribution our people make to life in our city.

This Q4 report outlines key developments and achievements that have taken place over the final quarter of 2016/17. It also provides the opportunity to recap some of the activities that have taken place over the last year.

Report Content

Section 1 – Equality & Inclusion

- International Women's Day
- Action on Equality
- Workforce composition
- Workplace adjustments

Section 2 – Recruitment

- Apprenticeship recruitment
- School Skills challenge
- Out for Good programme

Section 3 – 2016/17 Highlights

- Graduate Scheme
- Apprenticeship programme
- Steps into Work
- IR35 Transition
- Staff Network Groups
- Non permanent labour
- Schools engagement

Section 1: Equality & Inclusion

International Women's Day

To celebrate International Women's Day 2017, TfL with our Woman's Staff Network Group, coordinated a week long programme of employee events during March for our employees to highlight the work we are doing to champion gender diversity.



Women Returners

One of these events held in Partnership with Women Returners, delivered a number of workshops designed to help enable the return to work of professional women after an extended career break. These sessions advocated the importance of flexible or remote working and the benefits this offers.



Parental Community Networking

The Women's Staff Network Group Parental Community ran a series of networking events for working parents and parents-to-be. These events provided support services, guest speakers and the opportunity to meet other mums at TfL. Occupational Health and Tommy's Midwives were also present to offer any support or guidance required.

Skills workshops and seminars

Throughout the week multiple seminars were held, these ranged from CV and Interview skills to Confidence and soft skills workshops. All of which were geared towards providing the tips and tools to enhance career progression.



Male Allies

On the 28 February, a new support group, 'Male Allies' was established to work in partnership with the Women's Staff Network Group. This group has been set up to increase awareness of all issues related to gender equality and diversity. It will also continue to host events throughout the year to encourage people to take personal responsibility for positively changing behaviour and the culture of TfL.

Action on Equality: Annual Progress Report 2016/17

The 2016/17 Annual Progress Report, documenting our annual progress made against our Action on Equality programme has recently been published and is available on the TfL website.

Action on Equality is a report setting out TfL's commitment to promoting equality and inclusion for our customers, staff and stakeholders up to 2020, in line with the Equality Act 2010 and was developed following extensive research and engagement with interest groups and colleagues. These commitments are based on our vision that 'every person matters in keeping London moving, working and growing'.

This annual report will be followed by the publication of the Year Two Action Plan which will outline the updated objectives and targets for TfL over 2017/18 and commits to a range of activities to champion diversity and inclusion at TfL.

Key achievements in the Annual Progress Report include the successful trial and wider roll out of the 'Please offer me a seat' campaign, as well as the review and relaunch of the TfL Staff Network Groups.

Springboard

The objective of the Springboard Women's Development Programme is to support the development and progression of women across TfL to ensure that senior management teams better reflect the communities we serve.

This programme of support and training was open to all Women Staff Network Group members as well as middle managers who have been identified as high potential identified under the Maximising Potential Programme, with 32 enrolling in March 2017. This will help ensure a diverse talent pipeline into the future.



Workforce Composition

We are in the process of compiling our Annual Workforce Monitoring Report for 2016/17, which is due for publication in September 2017. This report outlines our progress made towards reflecting the make up of London and sets out what we have done so far to diversify our workforce. It provides quantitative and qualitative equality data covering recruitment and development, the outcomes of harassment and grievance cases, plus promotion statistics by gender, ethnicity and disability.

Workplace Adjustments

We have begun to develop a prototype Workplace Adjustments tool that will enable all employees to request adjustments they feel necessary for them to fulfil their role and to maximise their ability. The pilot of this tool is scheduled for the summer 2017.

This tool will enable employees to request adjustments to their duties, work equipment or other adjustments to their role. Additional advice and assistance will be provided by Occupational Health, Facilities or IM to help with changes requested.

Dyslexia Awareness

On the 20 March, Kim Brown, a TfL dyslexia specialist attended Parliament to give evidence to the Westminster AchieveAbility Commission on the support we offer employees with Dyslexia. The Commission is investigating barriers to employment and learning.

The Learning & Development team in HR offers a range of support for those with Dyslexia and learning difficulties, with weekly support classes, assessment tools and awareness workshops for managers, all contributing to allow staff with Dyslexia and other learning difficulties to fulfil their duties and develop in their role.

Section 2: Recruitment

Apprentice Recruitment Fair

For the fifth year in a row, TfL hosted the Apprenticeship Recruitment Fair at City Hall on Thursday 9 March. Those who attended the fair were able to discover what the transport industry has to offer them, with around 400 apprenticeship positions at TfL and our suppliers being advertised on the day. The transport industry is currently facing a skills gap and it is vital that organisations work together to tackle the challenge.

Over the past year TfL have helped create 175 apprentice places, an increase of more than 30 positions compared with 2015/16. This has helped contribute towards more than 7,600 apprentice positions at TfL, its suppliers, Crossrail and the Transport Museum since 2009.

We are also supporting the Department for Transport Strategic Apprenticeship Taskforce to help meet targets set by the Transport Infrastructure Skills Strategy which aims to create 30,000 new apprentices in the transport industry by 2020/21.



School Skills Challenge

This TfL School Skills Challenge, delivered alongside industry partners, aims to equip all young people to consider a career in Science, Technology, Engineering or Mathematics within the transport industry.

On the 10 March nineteen schools and colleges signed up to participate in our annual TfL Schools Challenge in association with Cleshar. This year saw the participation of five girls' schools for the first time. Students were challenged to work together to come up with an innovative solution to a real TfL issue.

Team AMHR Engineers from City and Islington College beat four other finalist teams to the top spot and scooped the winning title. Their idea, to introduce seating made from a material that generates energy when pressure is applied, meaning the force of people sitting down on vehicles could be used to create energy to power things like air conditioning, heating and USB power points on our network.

Students were quizzed on their proposals by a panel made up of senior leaders from across the organisation, before the winning team were awarded an iPad each, a trophy and a certificate to recognise their achievement. Work experience placements (also part of their prize package) will take place later this year.



'Out for Good' Pilot Programme

In March the Smart Sourcing Team ran a number of workshops at HMP Brixton to give an overview of TfL, the opportunities available and to provide employability skills practice to help prepare offenders for competency based interviews and assessments.

Successful candidates will be provided with ongoing support to help them make the transition into employment and begin their career at TfL. Of these recent workshops four offers have already been made to ex-offenders. Following the success of this pilot the Smart Sourcing Team plan to expand this programme to other London Prisons later this year.

Section 3: Review: 2016/17

Graduate and Year in Industry schemes

This past year has seen us overhaul our graduate programme to attract and select more diverse talent. Our selection process is now more about potential than past experience so it's fair, regardless of people's social background and the opportunities they have already had.

Our fresh thinking is award winning - we've won the Diversity and Inclusion Initiative award from the Chartered Institute of Personnel and Development.

This has led to 40 per cent of all graduate offers in 2016 being made to women, up from 31 per cent in 2015. The number of offers to BAME candidates has increased from 11 per cent in 2011 to 26 per cent in 2016.



Apprentice Schemes

More than 175 people joined TfL as part of the last apprentice intake, an increase of more than 30 on the previous year. Of these 24 per cent were women, a 9 per cent increase on last year.

London Underground is now registered as an 'Employer Provider' which means it can deliver some of our own apprentice training. We are looking to achieve the 'Lead Provider' status which would allow us to deliver apprentice training to the wider transport industry.

This next year will see TfL strive to meet the ambitions target for apprentice numbers set under the Government's Apprenticeship Levy, with the number of apprentice schemes available expanding to 35 this summer.

Steps into Work

Steps into Work is a one-year work experience programme for adults with learning disabilities. The programme is a partnership between TfL, Remploy and Barnet and Southgate College.

In 2016 10 students completed the programme, with a further 12 students recruited in January 2017. The benefits of this scheme are demonstrated by 71 per cent of the 2015 cohort now being in paid employment, with one 2016 student now working full time at TfL in our Tech and Data team.

IR35 Transition

The 6 April 2017 saw the beginning of the new fiscal year and the new legislation of IR35 coming into effect. This change required TfL to stop paying all employees who supplied their services through Personal Service Companies (PSCs).

Last year saw the transition of 1,600 service providers from PSCs to either permanent employees or on to fixed term contracts. This has involved a considerable effort across the business coordinated by HR.

Staff Network Groups

In 2016/17 we have reviewed and relaunched our staff network groups. Each group has a senior manager appointed to act as sponsor for the group's activity going forward as well as a member from the TfL Board.

Elections were also held to appoint new chairs for the group and member committees established to add additional momentum

Non Permanent Labour

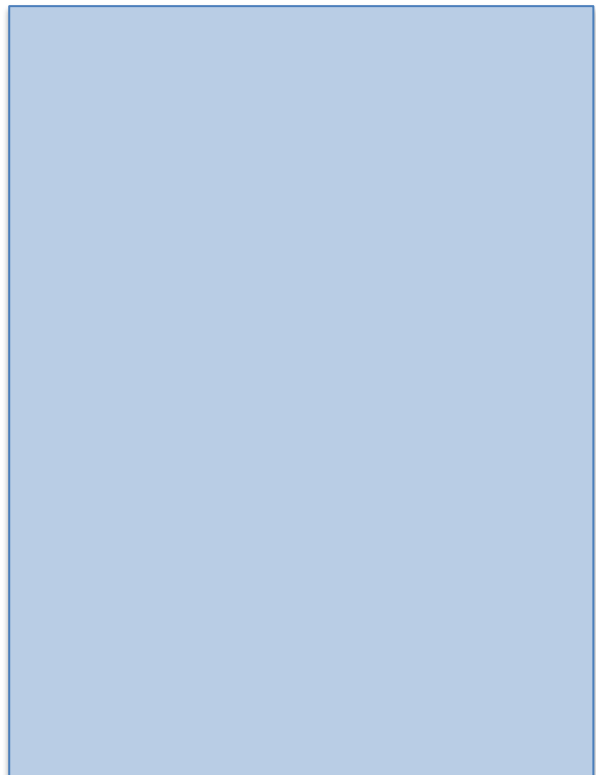
Non Permanent Labour (NPL) are agency staff employed by TfL to complete project work or short term assignments, often in areas of scarce skills or where their flexibility during times of change provides an advantage.

Over the past year HR has worked to significantly reduce the number of NPL staff employed. The total number of NPL staff used across TfL has reduced from 3,095 at the start of 2016/17 to 1,742, a fall of 44 per cent over the past year.

School Engagement

Our school engagement programme has sought to engage with young people, especially girls, to tackle underrepresentation in our industry whilst also raising aspirations of BAME and working class students.

In 2016/17, our 225 engineering ambassadors, 177 inspiring future volunteers, along with the school skills and apprentice recruitment team have delivered STEM (Science, Technology, Engineering and Mathematics) and careers initiatives at schools across London. Initiatives start at Primary school age, seeking to build enthusiasm for transport and STEM subjects at events hosted by the London Transport Museum, through the School Skills Challenge in secondary school, to apprentice and graduate opportunities.



In 2016/17 we have successfully targeted schools in 15 of the most deprived Boroughs, with schools targeted having an average of 32% of students on free school meals against the London wide average of 18.1%. We will seek to build upon this success in 2017/18.

These initiatives help support the Mayor's ambitions for more young people to pursue STEM subjects and careers. These also help contribute towards targets set by the Strategic Transport Assessment Taskforce, chaired by our Commissioner, which targets 20% of all engineering and technical apprentices in the transport sector to be female by 2020.



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