

TRANSPORT FOR LONDON

ENVIRONMENT, CORPORATE AND PLANNING PANEL

SUBJECT: TfL WORKFORCE DIVERSITY – MID YEAR REPORT

DATE: 17 NOVEMBER 2010

1 PURPOSE

1.1 This report summarises TfL's overall workforce composition, as at quarter two (Q2) 2010/11. It provides the Panel with a suite of performance data and details of the current year's key workforce activities for equality and inclusion (E&I) for TfL.

2 BACKGROUND

2.1 The report covers gender representation, followed by representation of black, Asian and minority ethnic groups (BAME) and disabled employees. It provides information around joiners and leavers' data, and reports on faith and sexual orientation representation within TfL.

2.2 The report concludes by giving an update on progress made in the workforce action plans for 2010/11 and recommends the Panel members note the report.

3 SUMMARY OF YEAR END WORKFORCE PERFORMANCE

3.1 TfL employed 23,889 permanent staff at period 6 (Q2) which is down from 24,052 at period 1. These figures do not include Crossrail and British Transport Police.

3.2 From the beginning of the financial year, former Metronet staff numbers were incorporated into LU headcount reporting. The BAME classification under the definition adopted by TfL was incorporated in period 2. As a result, the overall BAME representation showed a drop from 31.7 per cent at the end of the last financial year (when former Metronet figures were not included) to 25.8 per cent at period 1 (former Metronet figures included but not BAME classification) and increasing to 29.5 per cent at period 6 (BAME classification in place). See Table 1A.

3.3 BAME percentage representation in senior management grades has remained at around nine per cent from period 1 to period 6, although the actual number of BAME senior managers has grown from 103 to 122. These additional numbers take into account the BAME former Metronet senior managers not included in period 1. It is, however, important to note that although actual numbers of BAME senior managers has increased, the number of BAME staff in payband 5 or at director level is still very small indeed and is remaining static with only eight BAME staff members at this level.

- 3.4 The percentage representation of women in the organisation has remained the same at 22.1 per cent, although the overall number of women fell slightly from 5,323 to 5,290. Representation of women in senior management grades fell from 22.8 per cent to 20.5 per cent, however there was a real terms increase in the number from 241 to 256 women senior managers. This increase in numbers was due to the transfer of LU grade data of former Metronet staff, which took place at the end of period 2. See Table 1B.
- 3.5 Disabled people's representation fell from 634 to 621 overall. The largest drop was in the Finance directorate. This was due to organisational change and 12 people moving from Finance to Group Human Resources.
- 3.6 A concerted effort has been made over the past six months to embed a consistent approach to reasonable adjustments across the organisation. However, there is still more to do, and the E&I team, working with colleagues in TfL Legal and HR business partners across the modes are delivering workshops around best practice in reasonable adjustments for disabled people. These workshops are also supported by e-learning.
- 3.7 In addition to this, TfL now has a dedicated team at Access2work who deal with all TfL staff requests. This model will allow Access2work advisers to develop a more detailed understanding of job roles within TfL and the levels of support in areas such as Information Technology that are available.
- 3.8 TfL's Disability Staff Network group has been working closely with Group Human Resources and other areas of the business, providing feedback on issues such as the time it takes to implement reasonable adjustments and pointing to best practice that exists elsewhere. Staff Network group members will be carrying out a survey during December, to provide TfL with information on the level of improvement that has been made. Results of this survey will inform the future work plan and approach.

Table 1A BAME representation at Q2 2010/11

Mode	BAME Employees					BAME employees in senior management				
	Actual P1	% P1	Actual P6	% P6	% Change	Actual P1	% P1	Actual P6	% P6	% Change
Pan TfL	6205	25.8	7037	29.5	+3.7	103	9.7	122	9.8	0
LU	4490	25.1	5324	30	+4.9	36	9	51	8.7	-0.3
Surface Transport	1046	28.7	1043	28.9	+0.2	26	10.5	27	10.9	+0.4
London Rail	42	20.4	40	19.5	-0.9	4	5.5	4	5.4	-0.1
Corporate										
Finance	358	26.8	328	28.5	+1.7	24	11.4	24	11.9	+0.5
Planning	18	12.9	22	15.9	+3.0	4	11.8	4	11.4	-0.4
Marketing & Comms	227	34.4	233	34.8	+0.5	4	11.4	6	15	+3.6
Group HR	Included in Finance		25	12.8	N/A	Included in Finance		1	10	N/A
General Counsel	23	15.9	21	14.4	-1.5	4	7.8	4	8	+0.2

Table 1B Women's representation 2010/11

Mode	Women Employees					Women in senior management				
	Actual P1	% P1	Actual P6	% P6	% Change	Actual P1	% P1	Actual P6	% P6	% Change
Pan TfL	5323	22.1	5290	22.1	0	241	22.8	256	20.5	-2.3
LU	3186	17.8	3157	17.8	0	85	21.2	96	16.4	-4.8
Surface Transport	1109	30.4	1103	30.5	+0.1	52	21	53	21.5	+0.5
London Rail	64	31.1	64	31.2	+0.1	12	16.4	13	17.6	+1.2
Corporate										
Finance	535	40.1	447	39.7	-0.4	49	23.3	46	22.9	-0.4
Planning	63	45	59	42.8	-2.2	9	26.5	9	25.7	-0.8
Marketing & Comms	291	44.1	293	43.7	-0.4	13	37.1	15	37.5	+0.4
Group HR	Included in Finance		84	42.9	N/A	Included in Finance		3	30	N/A
General Counsel	65	44.8	64	43.8	-1.0	18	35.3	18	36	+0.7

Table 1C Disabled Peoples' representation at Q2 2010/11

Mode	Disabled employees			Disabled staff in senior management				
	Actual P1	Actual P6	Change	Actual P1	Actual P6	Change		
Pan TfL	634	621	-13	31	33	+2		
LU	397	399	+2	10	11	+1		
Surface Transport	126	119	-7	9	10	+1		
London Rail	7	8	+1	1	2	+1		
Corporate								
Finance	56	35	-15	7	4	-3		
Planning	5	5	0	1	1	0		
Marketing & Comms	37	36	-1	1	1	0		
Group HR	Included in Finance		12	N/A	Included in Finance		2	N/A
General Counsel	6	7	+1	2	2	0		

4 JOINERS AND LEAVERS DATA

4.1 Table 2 shows the number of people who have joined or left the organisation. The comparison is mid year period 1 to 6 2010/11 with the previous three years. The table shows that, while for all groups there has been a decline in their representation in joiners over the past year, at recruitment stage a very low percentage of candidates identified themselves as disabled people. The numbers of women joiners and BAME joiners have fallen over the same period, but the percentage of BAME leavers over the year has also fallen and is below their current representation within the workforce. The percentage of women leavers is 5.1 per cent above the current representation of women in the workforce. Most women leaving the organisation, (42 per cent) resigned from the organisation. 21 per cent of women leavers, the second highest percentage, took voluntary severance / redundancy.

Table 2 – Joiners and Leavers data 2008-2010

	Joiners 2007/08	Joiners 2008/09	Joiners 2009/10	Joiners 2010/11 Pd1-6	Leavers 2007/08	Leavers 2008/09	Leavers 2009/10	Leavers 2010/11 Pd1-6
Total no	2,492	1,017	797	435	1,294	1,056	1,516	617
BAME %	30.7	38	22.7	20.2	26.3	30.8	28.6	25.6
Women %	34.9	35.9	28.8	28.3	30.4	29.8	22.4	27.2
Disabled people %	0.3	1.4	0	0.2	3.9	3.2	3.9	5.2

4.2 It is important to note that the number of BAME joiners over 2009/10 fell sharply. Period 1-6 shows that this has decreased again to 20.2 per cent, and the reduction in the recruitment of operational staff, particularly in London Underground is a key cause. If this trend continues, then it is reasonable to assume that this will have a negative impact on BAME representation overall.

5 RELIGION AND BELIEF AND SEXUAL ORIENTATION DATA

5.1 In line with the GLA and best practice, TfL monitors representation of people from Lesbian, Gay, Bisexual and Transgendered (LGBT) groups and from various religious and faith groups. Currently, 35 per cent of staff have shared information on their sexual orientation and Table 3 shows representation across TfL for this group.

Table 3 Pan TfL representation, declared sexual orientation (all percentages rounded)

Sexual Orientation	Period 1 2010/11	Period 6 2010/11
Lesbian	102 (0.4 per cent)	101 (0.4 per cent)
Bisexual Woman	26 (0.1 per cent)	27 (0.1 per cent)
Heterosexual Women	2,215 (9.2 per cent)	2,235 (9.4 per cent)
Gay Man	388 (1.6 per cent)	398 (1.7 per cent)
Bisexual Man	61 (0.3 per cent)	63 (0.3 per cent)
Heterosexual Man	5,282 (22 per cent)	5,403 (22.6 per cent)
Prefer not to say	716 (3 per cent)	802 (3.4 per cent)
No data	15,241 (63.4 per cent)	14,840 (62.2 per cent)

5.2 TfL continues to take part in Stonewall's Workplace equality index, and it is one of the few organisations in both the public and private sector that has remained consistently in the top 20 employers for the past three years.

5.3 Around 35 per cent of staff have declared their religion or belief status. Table 4 shows representation of the major faith groups that are represented in London's population. TfL is a member of the Employers' Forum on belief and its approach to faith equality is seen as good practice, through providing quiet rooms for prayer and reflection; it publishes an online calendar of major faith and cultural festivals and offers a variety of food options in its canteens that meet most dietary requirements. TfL has also been noted by Stonewall as a good example of co-operation between LGBT and Faith staff and presented at a national conference organised by it in Birmingham to share its experiences.

Table 4 Representation of faith groups across the organisation 2009/10

Faith or belief	Period 1 2010/2011	Period 6 2010/2011
Muslim	557 (2.3 per cent)	557 (2.3 per cent)
Hindu	405 (1.7 per cent)	412 (1.7 per cent)
Buddhist	78 (0.3 per cent)	81 (0.3 per cent)
Jewish	68 (0.3 per cent)	67 (0.3 per cent)
Christian	4,745 (19.7 per cent)	4,824 (20.2 per cent)
Sikh	134 (0.6 per cent)	134 (0.6 per cent)
Other	293(1.2 per cent)	306(1.3 per cent)
Prefer not to say	725 (3 per cent)	810 (3.4 per cent)
None	2,040 (8.5 per cent)	2,082 (8.7 per cent)
No data	15,007 (62.4 per cent)	14,616 (61.2 per cent)

6 WORKFORCE INDICATORS FOR 2010-11

- 6.1 The current economic uncertainty means that the number of opportunities to increase workforce diversity through recruitment activity will be limited, and the focus for the coming year will be on creating an inclusive working environment and developing our people. From April 2010, each mode and corporate directorate has agreed a set of workforce activity indicators that meet the need to build equality capability within the workforce and promote a more inclusive and accessible working environment.
- 6.2 All modes have identified equality training as a key area for development. From period 1-6, a total of 106 senior managers from across the business have attended the E&I leadership workshops against a year end target of 200. In addition, 328 employees have attended the Valuing People through Fairness and Inclusion training against a year end total of 561 people trained across the organisation.
- 6.3 Surface Transport continues to look for ways to address the representation of disabled people and has implemented a work placement scheme, which offers work experience to disabled applicants for up to six months in vacant positions with the aim of enabling them to compete for permanent vacancies as they arise. Although this continues to be a programme supported by the business, it is important to note that for more senior and specialised vacancies there has not been a ready supply of suitably qualified candidates to fill them. TfL will continue to explore options for increasing the numbers of disabled people who apply for roles in the organisation over the next 12 months.
- 6.4 The successful work experience programme launched by London Underground for disabled people has been developed over the past year and has been expanded to other areas of the organisation during 2010/11. This year, a total of nine disabled people took part in this programme. In addition, the Steps into Work programme has seen 14 trainees, with learning disabilities, participate in work placements across the business this year.
- 6.5 Developing internal talent over the coming year is a key aim across the organisation and particularly at levels just below senior management grades. London Rail and Surface Transport are developing programmes for middle managers, and Corporate areas will have a particular focus on ensuring staff

have relevant development opportunities in place. London Underground will continue its established programmes for development and support of middle managers through its considerable planned organisational change programmes.

- 6.6 In addition to the above, TfL had signed up to the Government's "Backing Young Britain" programme, with the aim of providing 20 mentors for young people between the ages of 18-24 who are seeking work. The Finance Directorate which is leading on this initiative, had successfully recruited and trained 38 mentors to participate in the programme. However, due to cost efficiencies, the Department for Works and Pensions withdrew the funding for this programme and were unable to meet its commitment to TfL. Finance has identified an alternative programme 'Route 154' run by the London Apprenticeship Company (LAC). The programme is targeted at young people aged 16-24 and provides activities to help young people into work, and is jointly funded by the LDA and Westminster City Council. The Finance team is currently matching mentors and mentees with a view to establish all relationships by December 2010.
- 6.7 TfL is continuing to deliver employment and skills opportunities for Londoners through its supply chain. By the end of Period 6, through the use of Strategic Labour Needs and Training (SLNT) requirements in TfL contracts and support from an LDA funded Supplier Skills team, TfL's suppliers had delivered 139 new apprenticeships and 454 workless job starts (of which 30 were ex offenders). By the end of the financial year, delivery is expected to be 396 apprentices and 923 workless people.
- 6.8 Over 3.5bn worth of contracts now include SLNT conditions, which will create over 3,500 employment, training and apprenticeship opportunities over the next three to four years.

7 THE MAYOR'S EQUALITY FRAMEWORK – 'EQUAL LIFE CHANCES FOR ALL'

- 7.1 The Mayor launched his equality framework in July 2009 and it has three key areas for TfL related to employment. These are:
- (a) Workforces should reflect London's diversity in all occupations and at all levels;
 - (b) Decrease the pay gap between excluded groups and average pay; and
 - (c) Provide employment opportunities for young or disadvantaged Londoners.
- 7.2 TfL has developed its approach to equality and inclusion to ensure that Mayoral priorities are delivered and detailed action plans have been developed across all areas of the organisation to ensure that TfL continues to lead the way across the GLA family.

8 SUMMARY OF KEY PRIORITIES FOR THE COMING YEAR

- 8.1 Over the coming months, TfL will focus on building on its achievements and deliver greater capability across the organisation to deliver equality and inclusion outcomes. It will also deliver the Equality Framework for Local

Government, and a single equality scheme which prepares TfL for the new public sector duty under the Equality Act 2010 that comes into force in April 2011, and continue to embed the principles of equality and inclusion in all its policies and practices.

8.2 TfL will deliver the actions set out in its Disability Equality Scheme in order to be a natural first choice for disabled Londoners who are seeking work.

8.3 TfL will also ensure that its very successful staff network groups will continue to flourish. These groups provide a useful feedback forum for the organisation and offer support to staff from across the modes.

9 RECOMMENDATION

9.1 The Panel is asked to NOTE the report.

10 CONTACT

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