

Date: 22 November 2017

Item: Diversity and Inclusion Strategy

This paper will be considered in public

1 Purpose

1.1 To provide the Safety, Sustainability and Human Resources Panel with an update on work to develop a comprehensive Diversity and Inclusion Strategy and vision for TfL.

2 Recommendation

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

3 Background

3.1 This is the first update to the Panel on the development of a new Diversity and Inclusion strategy.

3.2 This update outlines initial thinking that will inform the further development of this work.

3.3 This strategy will help to ensure further progress in our commitment to providing an inclusive and accessible network and developing a workforce that reflects the diversity of the city we serve.

3.4 A further update on the Diversity and Inclusion strategy will return to the Panel in early 2018.

Appendices:

Appendix 1: Diversity and Inclusion Strategy Update

List of Background Papers:

None

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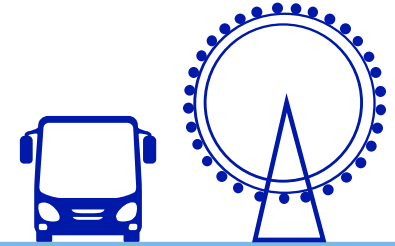
Diversity and Inclusion – demonstrating every person matters

Staynton Brown



Where we are now

- New focus on diversity and inclusion (D&I) – our commitments are to be truly inclusive and diverse
- Our changing organisation and move towards our new operating model
- Make up of our organisation – under-representation in some roles, the need to unleash talent
- Reinvigorated and business-focused Staff Network Groups
- Huge will and energy from across the organisation



External landscape

- Clear mandate from our Mayor to promote diversity and social inclusion
- Financial challenges
- Unknown impacts of Brexit
- Gender and Ethnicity Pay Gap reports
- Mayors Diversity and Inclusion strategy



How we can ensure success

Clear, action-orientated commitments to things we can do immediately.

Calls to action to be delivered at pace.

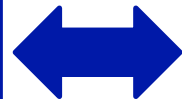
Embed diversity and inclusion in the way we do things day-to-day.



Tell our story

Visible, leader-led communications and engagement campaign focusing on

- what we are doing differently and why
- how we're showing equality in action
- the impact of our actions



Clear governance and monitoring achievement

- Refreshed Diversity and Inclusion Leadership Group with clear accountabilities
- Regular reporting on progress to the Executive Committee and SSHR Panel
- New Diversity and Inclusion indicator scorecard – triangulating, correcting and shifting information to intelligence (identifying the real story)



Calls to action – priority areas to focus on

Following a review of our current landscape, business feedback and ‘asks’ of our Staff Network groups the following areas should be priorities for action on equality

<p>Introduce robust diversity and inclusion governance</p>	<ul style="list-style-type: none">• Governance forums and clear, simple points of accountability, Diversity and Inclusion governance in the business• Create a TfL wide D&I forum that brings together SNG’s and key stakeholders from across the business to ensure alignment and joint working
<p>Develop a diversity and Inclusion indicator scorecard (measuring progress)</p>	<ul style="list-style-type: none">• Diversity and Inclusion indicator scorecard to measure and review our progress towards being a truly diverse and inclusive organisation It could include elements such as leaver interviews, recruitment trends, employee relations activity, sickness, appraisals and Viewpoint measures.• Clear local business responsibility for measurement, targets, accountability and actions• Scorecard to support business D&I governance to help set local priorities
<p>Refresh our approach to recruitment, performance and development</p>	<ul style="list-style-type: none">• The target of 50/50 shortlists for agreed roles - and all Band 5+ roles• Neurodiversity guidelines• Blind shortlisting for ALL vacancies across our business• Diversity on recruitment panels for ALL Band 4+ roles



Calls to action – priority areas to focus on

Following review of our current landscape, business feedback and ‘asks’ of our Staff Network groups the following areas are priorities over the next 6 months

Performance management	<ul style="list-style-type: none">• D&I is made a more explicit indicator in the performance management framework to ensure it is everybody’s business
Training and development	<ul style="list-style-type: none">• Positive action development programmes where there is systemic underrepresentation and avoid any potential bias• All Band 4’s and above to complete Unconscious Bias training
Transformation	<ul style="list-style-type: none">• Ensure more detailed EqlAs are completed for each Transformation workstream and that key themes are discussed at the Transformation Executive Committee• Executive Committee to champion a campaign supporting flexible working

And develop a Mental Health strategy



Proposed D&I Governance Structure



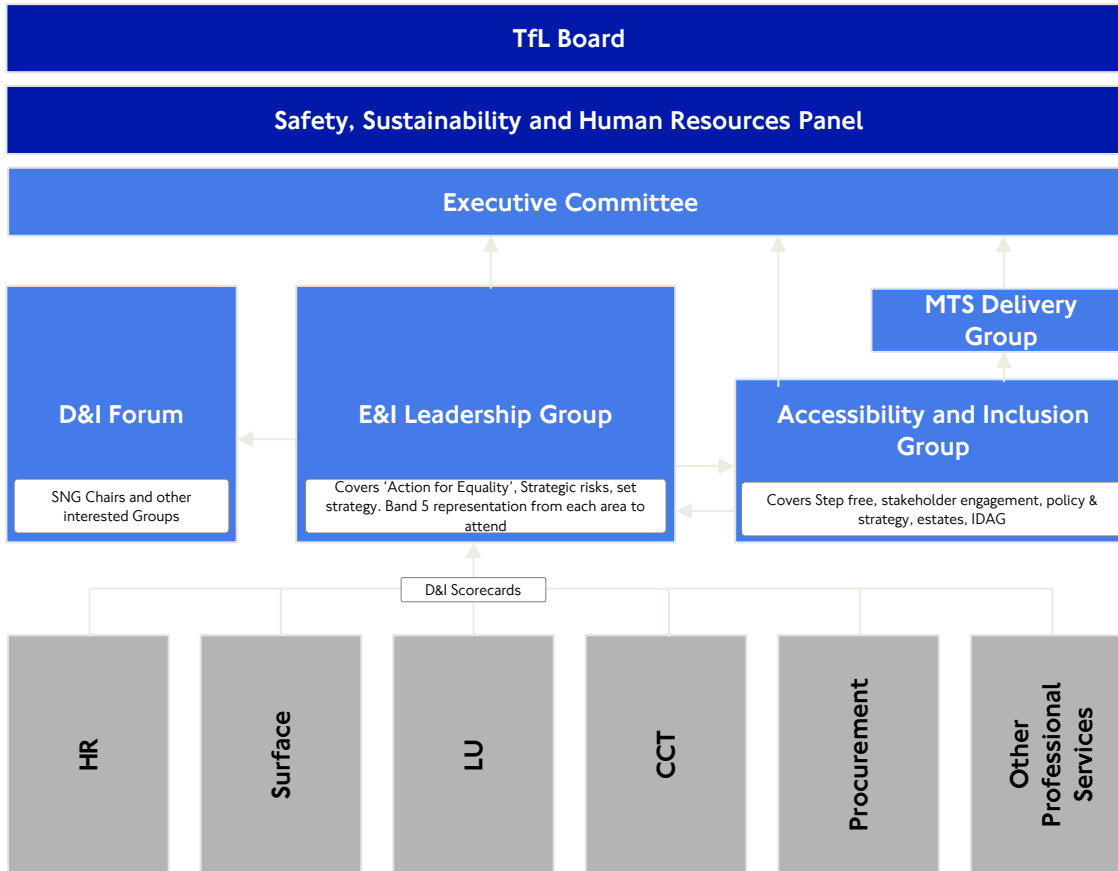
D&I HR Long Term Objectives

- ❑ Increase diversity in senior roles
- ❑ Likelihood of staff appointments to be the same for everyone
- ❑ Experience of all people is equal
- ❑ Reduce the gender pay gap year on year
- ❑ Highlight the link between D&I and safety as well as financials



D&I Passenger and Customer Long Term Objectives

- ❑ Fully understand demographic (including trends) of customers and public and use that to inform decision making
- ❑ Improve experiences of disabled people using the transport network
- ❑ Prioritise cross cutting activity that leads to access for all (e.g. step free, Wayfinding, Seat badges)



Key questions

Pan TfL Governance – D&I Forum/Leadership Group linked to HR People Strategy (discussion 8/1 | HRLT)

Accessibility/inclusion governance – customers/passengers

Business area governance