Terry Deller,
Head of Employee Relations
Transport for London
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Letter by email

25/3/2026

Subject: End of year reviews

Dear Terry,

I am writing to express TSSA's serious concerns about how TfL has handled the End of Year (EoY) Review process this year 2025/6.

This issue started when you wrote on 15/7/2025 to General Secretaries of the unions in dispute around our action short of strike (ASOS) related to non-compliance with the P&D process as a result of our concerns about PRP proposals and TfL's failure to meaningfully engage with the unions over alternatives.

TSSA responded on 20/10/2025 based on our legal advice but have not received a response.

However, the knock on effect of your actions, by issuing guidance to People Leaders to disregard Trade Unions' ASOS mid-review cycle and subsequently updating training guidance in November 2025 has created a situation where staff and line managers are giving out completely incoherent and inconsistent advice resulting in many members telling us they have either received or been threatened to receive Being Supported ratings for this review cycle.

In your letter, the threat to our members was to consider non-participation 'as a reason for refusing otherwise reasonable instructions' however, this was changed in your address to the Company Council on 3/2/2026 this position was changed to only take effect from April 2026 and that instead of being charged with refusing a reasonable management request, staff would instead be penalised by being given a 'Being supported' rating if they did not complete the process using MyJourney.

I seem to recall you said that you would not put this in writing to the trade unions, because it would be in the minutes of the meeting. The draft minutes emailed 16/2/2026 state 'If an employee chooses not to take part in the process,

they are not eligible for a rating above “I am being supported.” Receiving the lowest rating is therefore a consequence of non-engagement rather than a detriment. He (Terry Deller) also clarified that this does not prevent people leaders from managing their direct reports, and they would still be required to record the employee’s objectives.' And ‘Terry Deller explained that if employees want a rating higher than “I am being supported,” they need to participate in the process and complete the required form. He stated that TfL wrote to all trade unions in July, and the trade unions subsequently responded. He explained that the business has reached a decision and that this will be the approach taken moving forward. Terry Deller also confirmed that the information on Platform will be updated to reflect the change. In response to the question regarding grievances, he stated that such a grievance would not be accepted.’

We have since noticed that TfL’s People Leader guidance has been updated to say that staff are not automatically put on a Support Plan if they get a ‘Being supported’ rating. But now there is no clear criteria for when a Support Plan is required despite being linked to the Performance Support Policy & Procedure.

Our concerns

Because of the confusion seeded by this guidance, we are becoming increasingly aware of staff who are being told that they will not receive anything higher than a ‘Being supported’ rating *this year.* This is either being threatened or it is being carried out. In some cases the TSSA reps have been able to intervene on members’ behalf and resolve the situation, but I am aware that this confusing picture is widespread and some are being given these ratings for no apparent reason. We note FAQs have appeared on the Conversation Matters and MyJourney SharePoints updated as late as 9/2/2026.

We have heard reports that staff are being given ‘Being supported’ ratings because they are new, and this is softened by explaining that they don’t have to be on a Support Plan, but they won’t get any payment uplift. I want to counter that new staff should not be penalised for being new to TfL, rather their objectives should be set accordingly and then they are judged based on whether they have met these objectives or not. To change the guidance in such a way seems antithetical to the spirit of the guidance and it is disadvantaging swathes of new staff to TfL.

We are also getting reports that staff with disabilities are having their disability related sickness taken into account for low ratings without understanding the reasonable adjustment processes.

Whether staff are trade union members or not, their EoY assessments should be based on merit, not swayed by the confusion of renewed guidance enacted to challenge the trade unions part way through a review cycle. This confusion may well have the effect of under-paying staff who are simply caught in the crossfire.

Our request

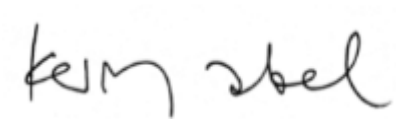
In order to assure us that these new measures are not disproportionate, we are requesting EoY ratings data pre- and post-calibration of how many staff (as a percentage) in each Directorate/Business Area have received Being supported/Succeeded/Exceptional by

- grade,
- gender,
- ethnicity and
- disability

as we have grave concerns based on those reporting these instances to us that underrepresented staff, women and BME workers are being disproportionally affected.

If this data is not supplied, we must make our own conclusions and make representations further as we regard this as a very serious matter. We believe a deadline of 28 days is reasonable for this.

Yours sincerely,



Kerry Abel
TSSA Organiser

cc. by email
Sue Taylor
Maryam Eslamdoust
Mel Taylor