



# Single Equality Scheme 2012-2015

Final progress report

# Foreword

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Michèle Dix, Managing Director, Crossrail 2

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### About Transport for London

We are responsible for London Underground, London Buses, Docklands Light Railway, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, the Capital's cycle hire scheme and the Emirates Air Line.

We regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network of key strategic roads, operate all of the Capital's 6,200 traffic signals and ensure a safe environment for pedestrians and cyclists.

Transport is central to driving economic growth, jobs and housing. In partnership with more than 14,000 organisations, we work to improve life in London.

Every day millions of people travel on Transport for London (TfL) services and we are committed to making sure that transport in the Capital is accessible to all. We have made progress in improving access to our network, but we recognise that we need to do a lot more.

In 2012 we brought our separate disability, gender, race and sexual orientation schemes together into a Single Equality Scheme for 2012-2015. It set out what we planned to do to improve equality for all of London's diverse communities in response to the key equality themes our customers, staff and suppliers identified as being important to them.

Since then we have worked hard to deliver our equality commitments. This update, which is the third and final report on our Single Equality Scheme 2012-2015, provides details of what we have achieved over the past year.

### Travel information

Our travel information is now more accessible; signage and wayfinding in stations is better, Legible London pedestrian maps have been introduced to nearly all boroughs and we have upgraded our online Journey Planner to provide further information on



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the accessibility of the network. This includes providing accessible routes with real-time planning information around service disruptions and the availability of lifts and escalators. When planning journeys, customers can now specify their accessibility requirements in relation to step-free access, escalator provision, walking distances within stations and the use of stairs.

### Transport infrastructure

We are continuing to invest in making London's transport infrastructure more accessible. Our work to make more stations step-free continues and we were delighted to be allocated a further £76m from Government in October





We have continued to make stations more accessible

2014, matching contributions from local councils and property developers, to provide a dozen more step-free Tube and London Overground stations by 2025. More than eight out of 10 bus stops now meet accessibility criteria.

### Customer experience

Our customers wanted us to provide a better customer experience by ensuring all bus drivers treat their passengers well, particularly hearing impaired, disabled and older people. To achieve this, we worked with disabled and older peoples' organisations to develop a new training programme for frontline staff. This included a DVD for bus drivers in which disabled people talk of the impact that good and bad service has on their ability to get around. Nearly all bus drivers have now received this training.

### Safer travel

Making sure our customers feel safe and secure while travelling remains a priority for our organisation. We have continued the implementation of our Safe Streets for London: Road Safety Action Plan for London 2020 and the Mayor of London's Cycle Security Plan and Cycle Safety Action Plan. In November 2014, we published an update of the latter, as well as our Pedestrian Safety Action Plan. We have targeted boroughs with the largest populations of black, Asian, minority ethnic (BAME) pre-school children to encourage them to enrol in the Children's Traffic Club. Pleasingly we have continued to see a fall in the numbers of both adults and children killed or seriously injured on the Capital's roads. We have also witnessed a steady decrease in the proportions of people

from London's diverse communities who are deterred from using public transport, because of concerns about crime and antisocial behaviour.

### Engaging with stakeholders

During the year we continued to engage with the Capital's communities, especially young, hearing impaired, vision impaired and disabled people and to share what these groups tell us with the London boroughs. We have done this by continuing to support our Youth Panel, Independent Disability Advisory Group and the five London sub-regional mobility forums. This dialogue helps us to improve customers' travel experience and shape our services.

### Health inequalities

We have worked to improve health and reduce health inequalities through transport and the public realm, by:

- Tackling poor air quality
- Promoting the health benefits of cycling to all equality groups
- Encouraging young people to walk or cycle for short journeys, where possible, rather than taking the bus

In May 2015, we published an update on the good progress we have made

in implementing our commitments in 'Improving the health of Londoners: Transport Action Plan', the first plan of its kind worldwide.

Our work with schools, colleges and academies has resulted in encouraging walking, cycling and road safety through accredited travel plans.

### Air quality

We have made progress on tackling the Capital's poor air quality by removing some of the older, more polluting cabs from London's streets and are planning to introduce the Ultra Low Emission Zone in 2020. We have also accelerated the introduction of ultra low emission hybrid buses.

### Workforce diversity

London's diversity is growing and we remain committed to reflecting this in our workforce. As reported in our Annual Workforce Monitoring Report, in the year to March 2015, we saw a slight increase in the percentage of women and BAME employees in our workforce as a whole and at senior levels. We have promoted the role of women in the transport industry through a number of initiatives, a highlight of which was our 100 Years of Women in Transport programme.



Croydon Market

### Diverse suppliers

We are continuing to work with our suppliers to address the under-representation of some groups in the transport industry – in particular BAME people, women, ex-offenders and disabled people. We have partnered with Race for Opportunity, a Business in the Community organisation that helps employers increase the numbers of BAME people they employ. We have also worked with our suppliers to offer apprenticeships to people from these groups.

Our current equality scheme has reached the end of its term. We have made progress over its lifetime although there is still much we need to do, to move us closer to achieving equality, both for London’s communities and for our own organisation.

With input from our staff and stakeholders, we are developing a new

TfL vision for equality and inclusion. It will underpin our future equality commitments and the way we work together as an organisation.

We have also reviewed the progress we have made in meeting our equality objectives over the last three years. We are using these findings, along with feedback from our staff and stakeholders, plus data on our organisation to develop our equality objectives and action plan to take this work forward over the next four years to 2020. We will be publishing our new objectives in March 2016.

**Michèle Dix**  
 Managing Director, Crossrail 2 and  
 Chair of TfL’s Equality and Inclusion  
 Leadership Group

# Single Equality Scheme 2015 progress report

The following section provides details of our progress towards achieving our 2015 equality objectives. Where actions last longer than a year we have provided an update on the progress we have made during the past year. We have not included actions that are complete and which were reported on in an earlier progress report.

### Activity status

The status of activities is either:

Complete – where the action has been fully completed and successfully closed off

Incomplete – where the activity has not been completed as intended

Continuing – where progress has been made over the last year and more activity is to take place before it will be completed

## Transport planning

Issue: Improving health and reducing health inequalities through transport and public realm

Activity status	Activity	TfL lead	Progress report
Complete	Introduce the first 10-point ‘Health Improvement Action Plan’, and publish annual progress against the report.	Strategy & Planning	<p>In May 2015 we published a report on our progress towards delivering our commitments to improve health and reduce inequalities which were set out in our first health action plan ‘Improving the health of Londoners: Transport Action Plan’.</p> <p>We developed our healthy streets survey into a tool which we will use to assess our performance in reducing health inequalities through street improvements.</p>



Issue: Poor air quality

Activity status	Activity	TfL lead	Progress report
Complete	Low Emission Zone nitrogen oxides (NOx) requirement (phase 5).	Surface Transport Planning	By the end of 2015, all our buses will meet the Euro IV NOx requirement.
Continuing	More than 1,700 hybrid buses in service by the end of 2016 (including New Routemaster vehicles).	Surface Transport	1,550 hybrid buses (including New Routemaster vehicles) will be in service by 31 December 2015.
Complete	Consider the development of an Ultra Low Emission Zone (ULEZ).	Planning	Following a public consultation, the Mayor confirmed the introduction of the ULEZ in central London in 2020.
Complete	Use of the Mayor's Air Quality Fund.	Surface Transport	<p>The Mayor's Air Quality Fund is being used to implement local measures to improve air quality.</p> <p>Forty innovative projects are being supported including:</p> <ul style="list-style-type: none"> <li>• Green walls to minimise pollution exposure by busy roads</li> <li>• A consolidation centre which is almost halving the number of delivery vehicles servicing council buildings from participating suppliers</li> <li>• Electric vehicle car clubs</li> <li>• Several campaigns to cut emissions owing to vehicle idling</li> <li>• A project working to reduce pollution from construction</li> </ul>
Continuing	Take forward the recommendations made by the Roads Task Force (RTF), as set out in our response to the RTF's report published in July 2013.	Surface Transport	In April 2015 we published a report highlighting our progress to date in tackling the challenges facing London's roads.

Issue: Cycling – promotion of the health and the environmental benefits of cycling to all equality groups

Activity status	Activity	TfL lead	Progress report
Complete	RideLondon event.	Surface Transport	<p>The third Prudential RideLondon FreeCycle event and RideLondon–Surrey 100 took place in August 2015. More than 95,000 cyclists took over the roads of London and Surrey for the two-day festival.</p> <p>An extensive Travel Demand Management campaign helped businesses and the public plan ahead and get around on the day. This ensured people living and working close to the route could avoid unnecessary inconvenience.</p>
Complete	The London Transport Community Safety Partnership set up Operation Cycle Ops to tackle cycle theft in London and increase cycling by addressing fears about safety and security. Activities included an assessment of victim type and looking at the possibility of working with minority groups.	Surface Transport	<p>We continued activities to tackle theft and support cycle security at schools and universities.</p> <p>As part of Operation Cycle Ops, unclaimed bikes which could not be returned to their rightful owners were donated to a number of charities, including the Bike Project which donates refurbished bikes to refugees and asylum seekers.</p>

**Issue: How to encourage groups of young people to walk or cycle for short journeys (where possible) rather than take the bus**

Activity status	Activity	TfL lead	Progress report
Continuing	<p>STARS (Sustainable Travel: Active, Responsible, Safe) provides a framework and guidance for nurseries, schools, colleges and academies to help them develop an accredited travel plan. It rewards educational establishments for their commitment to, and achievements in, encouraging walking, cycling and road safety.</p> <p>The scheme helps schools to identify issues, set targets, monitor progress and celebrate success at three levels (bronze, silver and gold). The more initiatives a school has and the greater the changes in travel behaviour, the higher the STARS accreditation award.</p>	Surface Transport	<p>We have encouraged all schools in London to develop travel plans to encourage safe and active travel.</p> <p>By the end of July 2015, 1,475 schools (more than 46 per cent of all London schools) were participating in our STARS accreditation scheme.</p> <p>A guidance document to help Special educational needs and disability (SEND) schools adapt the initiatives in the STARS criteria for the needs of their pupils and key stakeholders has been developed.</p>

**Issue: How to address the disproportionate number of BAME children involved in road traffic collisions**

Activity status	Activity	TfL lead	Progress report
Continuing	<p>The Children's Traffic Club is a road safety programme aimed at pre-school children and their parents/carers. The resource is designed to establish basic road safety skills for life.</p> <p>Statistically, BAME groups are at greater risk of becoming a casualty on London's roads. To address this, we are targeting boroughs with the largest populations of BAME pre-school children to enrol them in the Children's Traffic Club.</p>	Surface Transport	<p>We developed new materials for a bespoke Children's Traffic Club – London.</p> <p>We are on track to reach 85 per cent of our audience by March 2016, 50 per cent of which will be BAME children.</p>

**Issue: Need to reduce the number of people killed or injured on London's roads**

Activity status	Activity	TfL lead	Progress report
Complete	<p>We will:</p> <ul style="list-style-type: none"> <li>• Publish an annual road safety report</li> <li>• Monitor and report on progress against the casualty reduction target – to reduce the number of people killed or seriously injured (KSI) – by 40 per cent by 2020, based on a 2005-2009 average baseline</li> <li>• Monitor and report rate-based safety indicators for pedestrians, cyclists, motorcyclists and children</li> </ul>	Surface Transport	<p>We published our casualty figures and annual road safety factsheet which contains information on the progress towards the Mayor's road safety target.</p> <p>Road safety figures continued to show a strong long-term reduction in casualties, with a 50 per cent drop in the number of children KSIs. Figures for 2014 showed a reduction in KSIs of 40 per cent from the 2005-2009 baseline, meaning the Mayor's 2020 KSI reduction target was met six years early. This led to the Mayor stretching his target to reduce KSIs by 50 per cent by 2020, compared with the same baseline.</p> <p>By March a review of the Road Safety Plan will have taken place and the equality related activities will be reported in the 2016 Road Safety Plan.</p>

## Safety and security

Issue: Perception that young people are perpetrators of crime and antisocial behaviour, particularly among older and disabled people on the transport network, and especially on buses

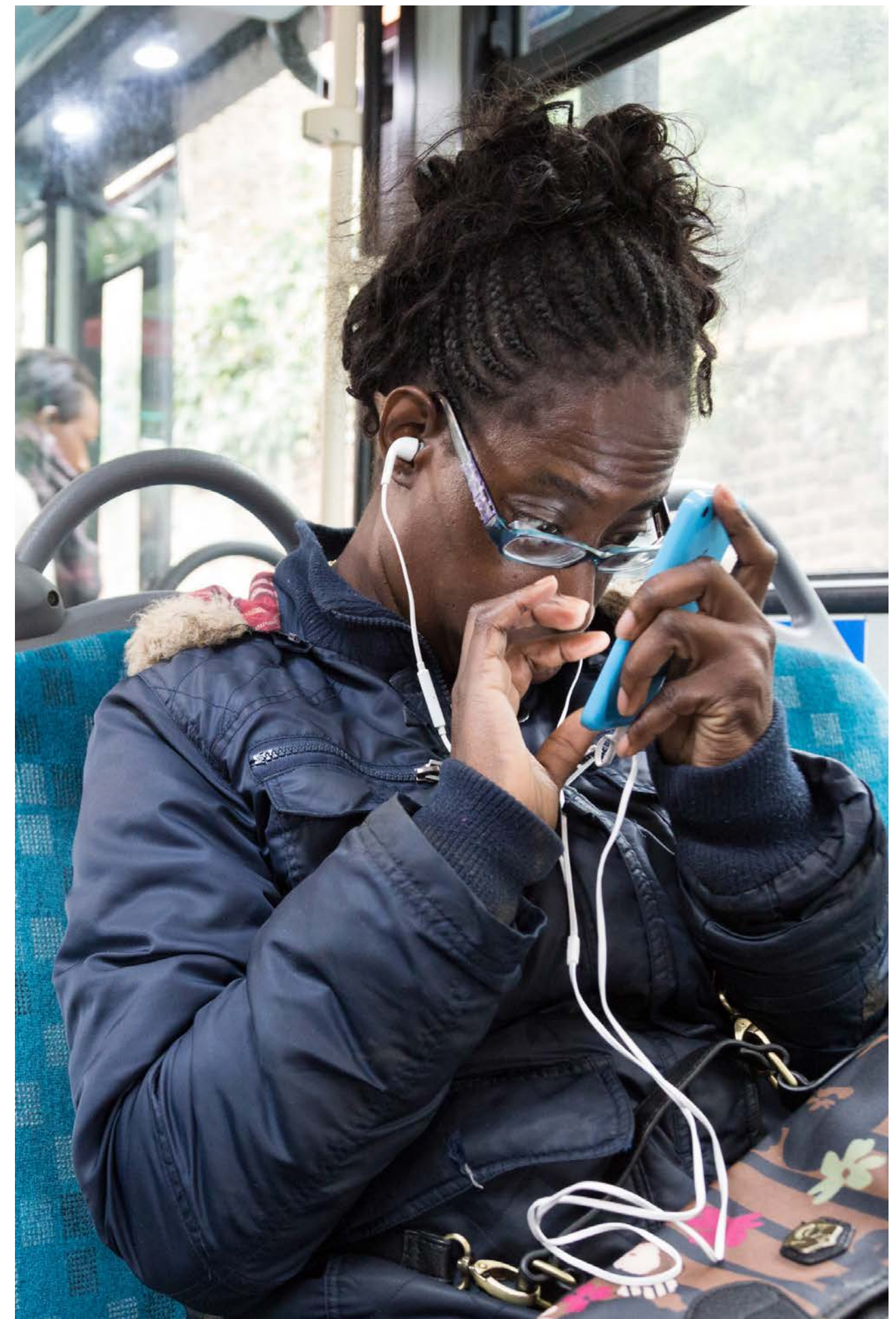
Activity status	Activity	TfL lead	Progress report
Complete	Activity involving Enforcement and On-street Operations (EOS) to promote positive relationships between younger and older people on the transport network.	Surface Transport	Our borough Safer Transport Teams participated in a number of events in 2015, which brought together older and younger members of the community. Our research into attitudes has shown that these activities have promoted positive relationships.
Complete	Hold events that focus on youth issues with teams from the British Transport Police (BTP) and Metropolitan Police Service (MPS), together with our Safety and Citizenship team.	Surface Transport	Working with the MPS, our Safety and Citizenship team continued to attend junior citizenship scheme events and presentations at schools.  TfL-funded police teams across London held inter-generational events.

Issue: Ensuring all people, and particularly women and young people, feel safer travelling on the transport network

Activity status	Activity	TfL lead	Progress report
Complete	Continue to run the successful Safer Travel at Night campaign and find new ways to get the message to a wider audience.	Surface Transport	We continued the successful Safer Travel at Night campaign, working with the Mayor, the MPS, the City of London Police (CoLP) and the BTP to improve safety through industry regulation and licensing, enforcement and education.  The related communication campaign aimed to make people aware of what constitutes a booked minicab, and the dangers of using un-booked minicabs. It ran across print, video on demand and cinema, mobile, outdoor, social and bar media, and also involved face-to-face engagement at key times and locations by both TfL funded police officers and TfL staff.
Complete	Project Guardian is a long-term project involving TfL, the BTP, the CoLP and the MPS, which aims to reduce sexual assaults and unwanted sexual behaviour on public transport in London.	Surface Transport	Project Guardian has seen increased levels of reporting and detection rates of cases of sexual assaults.  See case study on page 16.
Complete	Make it easier to report hate crime.	Surface Transport	Information about how to report hate crime is now available on <a href="http://tfl.gov.uk">tfl.gov.uk</a>
Complete	We will use the 32 'fear of crime' profiles to help identify which boroughs and communities are most fearful.	Surface Transport	We produced fear of crime profiles for all London boroughs. This has helped support Safer Transport Team inspectors to produce confidence plans for each of their boroughs and show how they will engage with all communities.  We continue to carry out quarterly surveys of the public's attitude to safety and security.



Activity status	Activity	TfL lead	Progress report
Complete	<p>Bus route 25 experiences higher levels of antisocial behaviour and crime. A review of this route was undertaken in order to:</p> <ul style="list-style-type: none"> <li>• Address the fear of crime</li> <li>• Identify solutions through police enforcement and community engagement. The intention is to use the model tried and tested on this route to address other 'high crime' routes</li> </ul>	Surface Transport	<p>Work on Route 25 has resulted in a reduction in crime and the fear of crime. Learning from this work is to be extended to at least two new routes.</p>
Complete	<p>Use the Youth Panel and other local youth groups to assess and respond to young people's feelings of safety and security.</p>	Surface Transport	<p>We continued regular engagement with our Youth Panel on safety and security issues, such as consultation on our new Teen Road Safety campaign, developing the Youth Travel Ambassador programme and roll-out of the Safer Travel at Night programme.</p>
Complete	<p>The Youth Travel Ambassador (YTA) scheme to adopt a pupil-led approach to help participants make a positive impact on their peers and local community.</p> <p>Groups of YTA students promote active, safer and more responsible travel to their peers, while the YTAs learn vital skills to improve their employability.</p>	Surface Transport	<p>Our YTA scheme for the 2014/15 school year came to a close in early July with 131 schools delivering behaviour change campaigns.</p> <p>A total of 150 schools have signed up for the 2015/16 academic year.</p>





# Report it to stop it – tackling unwanted sexual behaviour on London transport

The campaign is boosting confidence in the reporting of sexual offences.

Project Guardian, the partnership between TfL, the British Transport Police (BTP), City of London Police (CoLP) and the Metropolitan Police Service (MPS), set up in July 2013, is continuing to tackle sexual offences, reduce the risk of becoming a victim and target offenders.

A safety and security survey showed one in 10 passengers had experienced unwanted sexual behaviour on the network, with 90 per cent not reporting the crime to police.

Project Guardian has been widely supported by groups such as Everyday Sexism, End Violence against Women Coalition and Hollaback UK.

Enforcement activities have included targeted police operations and regular weeks of action. Apprehending offenders, bringing them to justice and publicising the results of court decisions is giving Londoners assurance that the police and courts take sexual offences seriously.

More than 2,000 police and Police Community Support Officers, as well as TfL Revenue Inspectors, have been trained to spot offender behaviour better, take reports and provide improved victim care.

To make it easier for victims to report incidents, the BTP launched a text message reporting service. By calling 61016 the public can report any behaviour that makes them feel uncomfortable on public transport in a discreet manner, and are guaranteed a reply.

Throughout the project, there has been face-to-face engagement and social media activity. In April 2015, we launched the 'Report it to stop it' advertising campaign, centred around a short film which shows a woman experiencing unwanted sexual behaviour on a Tube.

Nearly two million people have already watched the film – giving



TfL's new campaign encourages people to report inappropriate, unwanted sexual behaviour

more people the reassurance and confidence they need to report unwanted sexual behaviour. In the months after release, there were large rises in the number

of reports to the police, building on the 30 per cent increase we had already seen in the first two years of Project Guardian. For more information, visit [report-it.tumblr.com/](http://report-it.tumblr.com/)

# Helping people with learning disabilities to stay safe on public transport

Research shows that many passengers with learning disabilities have been victimised at some point while travelling, but very few have reported the incident to police.

Many also said they had altered their travel patterns, or had stopped going out, because they were afraid to.

The TfL-funded Metropolitan Police Service Barnet Safer Transport Team (STT) has been working with MENCAP and Barnet Borough Council since 2012 to increase awareness of this type of hate crime. It has found that some individuals were unable to identify when they were being subjected to crime or antisocial behaviour and that many were unsure of how to stay safe or request help. As a result, the team set up a project to teach members of the learning disabled community about crime prevention and travel safety, to help them feel less vulnerable and more confident using public transport.

The objectives were:

- To better equip passengers to deal with any potential crime or antisocial behaviour

- To understand how people with learning disabilities learn new behaviours and skills
- To work with professionals who have established relationships and trust with people with learning disabilities
- To have a sustainable outcome that would acknowledge the abilities of adults with learning disabilities by involving them in training others

In summer 2015, Barnet Roads and Transport Policing Command attended an event called The Happy Healthy Fun Day with MENCAP, Barnet Council, Adult Community Services and other support groups. Here, the STT was able to offer advice on safer travel and crime prevention. The STT regularly attends workshops with learning disabled peoples' groups on Saturdays and has come to know most of the members. The sessions have also resulted in improved confidence in policing and more use of public transport.



We want more people to report hate crime



## Customer experience

### Issue: Bus driver behaviour and training

Activity status	Activity	TfL lead	Progress report
Complete	Work with bus operators on effective local engagement initiatives with older and disabled people, highlighting and sharing best practice.	Surface Transport	By December 2015 we will have organised four sessions with bus operators to engage with people with learning difficulties.  We have also been working with the five, sub-regional mobility forums (central, north, east, west and south) on involving people with learning difficulties. In addition, bus operators are organising sessions with local groups to help shape services.
Complete	Hold bus driver workshop days with young people.	Surface Transport	The YTA team continued to work with London Buses to host driver/young people workshops at London Transport Museum. These give bus drivers and Youth Travel Ambassadors a chance to get a greater understanding of each other and build a rapport with the YTA project.
Complete	Ensure all bus drivers have watched the accessibility training DVD, developed in partnership with user groups for disabled and older people.	Surface Transport	In collaboration with Transport for All and Age UK, we developed a new accessibility training film. The interactive DVD, called All Aboard! has been included in bus driver training since October 2013.  The film has been seen by 95 per cent of bus drivers.

### Issue: The use of the priority wheelchair area on buses

Activity status	Activity	TfL lead	Progress report
Complete	Continue the customer information campaign to provide clarity on the use of the wheelchair bay.	Surface Transport	We ran a refreshed customer information campaign during 2015 to build and maintain awareness of the need for buggy users to make room for wheelchair users.  See the case study on page 22.

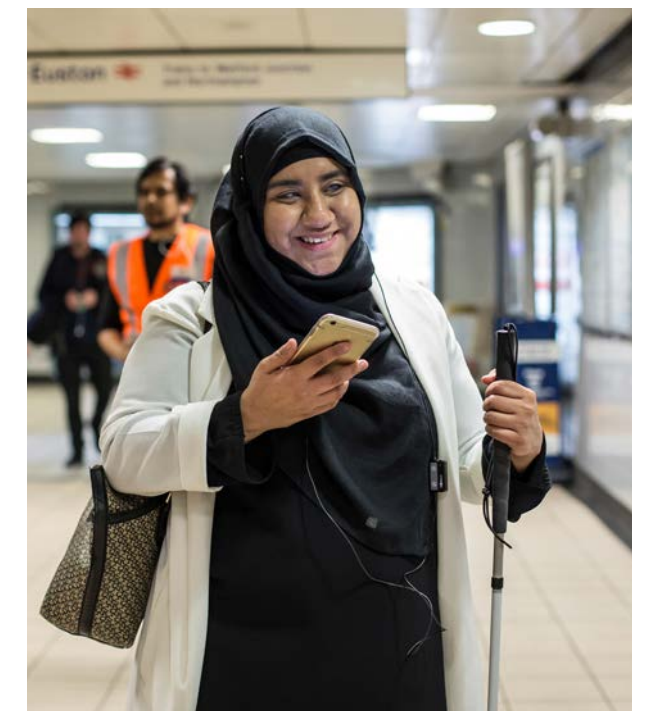
## App encourages independent travel

A new Tube app has been developed to help blind and partially sighted customers navigate their way around stations independently.

The app works by using Bluetooth low-energy beacons that transmit a signal to a smartphone which then translates it to a location specific instruction. The system was trialled at Pimlico Tube station over two weeks in 2015, with a number of participants.

We are working on the project in partnership with the Royal London Society for Blind People to help it realise one of the ambitions in its Youth Manifesto: to enable young, visually impaired people to use the transport network autonomously, promoting independence and equality.

Additional funding from the Department for Transport has allowed us to extend the trial to see if the technology could help users successfully navigate from the station to areas outside, such as bus stops and road crossings. The results from the trial will enable us to develop the technology further for use in larger stations with multiple lines.



Wayfindr trial at Euston Tube station

In December 2015, the initiative, called Wayfindr, was awarded a £1m grant for the next three years by Google.org. This will begin with a full-scale trial at Euston Tube station.

# The wheelchair priority space – hearing your views

Feedback from customers and bus drivers has shown a need to clarify how the wheelchair priority space should be used.

Results from research showed that inconsistent experiences when using the space are a major cause of stress for wheelchair users, people travelling with buggies and bus drivers.

Customers wanted to know:

- What priority means in practice
- When to share the space
- When to fold down buggies
- Which door buggies are able to use to board

Bus drivers also told us they needed support, so they can provide customers with a more consistent service.

To address the issue, we ran a communications campaign in 2012 to reinforce the message that buggy users need to make space for wheelchair

users. This included clearer signs in the wheelchair priority area, and posters on buses and at bus stops. This was also communicated to bus operators, so they understood the purpose of the campaign and the guidelines.

A year later, we saw better compliance from buggy users and an increased understanding of the guidelines by drivers and passengers. There was also a huge improvement in drivers asking buggy users to share, move or fold their buggies to make space for wheelchair users.

Since then we've received fewer complaints, but we do know that this is a continuing issue, as compliance had started to drop and some drivers are still not clear as to how they should deal with the situation. We are continuing to focus on this issue to ensure that wheelchair users can travel on our bus network with confidence.



We are continuing to focus on the issue of the priority space

Wheelchair user Jean Eveleigh had experienced poor service first-hand as a bus user and complained to her local bus operator Tower Transit. She met with Adam Leishman, the Managing Director, and told him she felt the company could do much better. Adam offered her a three-month contract to help him improve his customer service for disabled people. Nearly a year later, Jean is still with Tower Transit confidently working with drivers to talk about on-the-road issues. She is often seen reminding the supervisors of the effect their decisions can have on customers. In June, Jean was shortlisted for the Accessible Champion Award at the London Bus Awards.

'Jean has played an influential part in changing the views of driving, supervisory and managerial staff at the depots, as she can see it from both points of view, and in changing attitudes across staff groups at all levels'.  
**Adam Leishman, Managing Director, Tower Transit**





# Engaging with stakeholders

## Issue: Understanding the travel needs of London's diverse communities

Activity status	Activity	TfL lead	Progress report
Complete	Publish 'Travel in London: understanding our diverse communities'. This pulls together the majority of research/data that we have across all equalities groups to help us better understand the travel needs of London's communities and, if any, the barriers they face.	Planning	We published the 2015 edition of 'Travel in London: understanding our diverse communities' in September.  The updated information on trip patterns and the barriers to travel and transport across all equalities groups provides a good baseline to help shape services.
Complete	Introduce an Accessibility Mystery Traveller Survey (AMTS) to London Overground.	London Overground	Accessibility Mystery Traveller Surveys continued to take place regularly on London Overground.

## Issue: Engaging with stakeholders

Activity status	Activity	TfL lead	Progress report
Complete	Showcase our youth participation work and raise awareness of youth-focused campaigns.	Customer Experience, Marketing and Communications	Young people from youth organisations across London attended our annual Youth Participation Day at London Transport Museum in November 2015. The focus for this year's event was in our Transported by Design programme looking at the innovative ways in which the transport network benefits from good design. These included the Tube map, poster design and accessibility features, such as tactile paving. Attendees also had the opportunity to raise transport issues directly with staff.
Complete	Hold Youth Panel meetings (members aged between 13 and 25) every two months.	Customer Experience, Marketing and Communications	Our Youth Panel consists of 25 young people from across London who meet every two months. The Panel enables young people to influence our senior managers decisions. The Panel set the agenda for its one-year term at an induction day in February. This agenda is shaped by the ideas and opinions shared by young Londoners at the previous Youth Participation Day.  The Youth Panel gave its views on how to improve road safety among young people as part of our Tortoise and Hare campaign. It is also regularly consulted about major projects, such as the expansion of the Overground and developments in ticketing and concessionary travel.  The Panel worked with youth organisations (such as the Royal London Society for Blind People Youth Forum, Whizz-Kidz and borough youth councils) to hear about issues that are important to other young Londoners.
Complete	Review the progress of all the sub-regional mobility forums during their first year.	Planning	A review was carried out in the first year of operation of the forums in all the sub-regions. This included online, telephone and face-to-face interviews. The results have led to the forums' current format.
Incomplete	Hold annual transport-themed event for borough representatives and stakeholders focused on sharing information and equality best practice.	Planning	We are planning a borough event to share equality best practice using 'Travel in London: understanding our diverse communities' in February 2016.

Activity status	Activity	TfL lead	Progress report
Complete (programme continuing)	Hold stakeholder roadshow events to engage with older and disabled people across London, and share information on our accessible services.	Customer Experience, Marketing and Communications	We held more than 100 events with grassroots older and disabled people's organisations, meeting more than 2,000 people across all 33 London boroughs. We distributed around 3,500 campaign leaflets and 5,000 copies of our access guides and information. We also promoted information about access on social media and in articles in many stakeholder publications. Activity officially ended in November 2014, however, due to continuing demand we are still visiting organisations approximately every fortnight. The programme is being extended.
Complete (programme continuing)	Continue and extend engagement with disabled people's organisations, making sure these groups are involved in all aspects of service development. We will hold regular meetings and roundtable events to keep stakeholders up to date and involve them in improving accessibility.	Planning  Customer Experience, Marketing and Communications	We continued our strong tradition of engagement with disabled people's organisations, including the Come On Board local engagement campaign, step-free access workshops and the upcoming online, app and printed information workshops. We are also building stronger relationships with stakeholders, particularly with those representing people with hidden disabilities.

**Issue: 100 Years of Women in Transport – to celebrate the important role of women in our industry and to engage, motivate and inspire current and future generations of transport workers, particularly women**

Activity status	Activity	TfL lead	Progress report
Continuing	<p>We will achieve this by:</p> <ul style="list-style-type: none"> <li>• Showcasing the significant contribution women have made and continue to make to the transport industry, drawing from examples past and present</li> <li>• Attracting more women to join the transport workforce by targeting young women and setting out the variety of careers the industry has to offer</li> <li>• Engaging, motivating and inspiring our women employees and women working in our supply chain by offering them opportunities for personal development and progression at all levels</li> <li>• Establishing an industry-wide network to deliver an impactful, integrated programme to provide continued improvement and development</li> </ul>	Customer Experience, Marketing and Communications	<p>Following the launch of the 100 Years of Women in Transport programme in November 2014, we delivered a number of events, activities and initiatives to engage, motivate and inspire women currently working in the transport industry, as well as future generations. Proposals for legacy activity are being developed.</p> <p>See case study on page 30.</p>



**Issue: Procurement – working with our suppliers through our Responsible Procurement Policy to address underrepresentation within the transport industry, particularly in relation to BAME, women, ex-offenders and disabled people**

Activity status	Activity	TfL lead	Progress report
Complete	Ensure Strategic Labour Needs and Training (SLNT) provisions are included in contracts to maximise apprenticeship and employment opportunities to ensure that local communities and those most disadvantaged benefit from our work.	Finance	We include SLNT requirements in appropriate procurement contracts.
Complete	Ensure that our spend maximises apprenticeship, employment and training opportunities for Londoners. TfL/ Greater London Authority (GLA) are co-funding the Supplier Skills Team (SST) to work with our supply chain.	Finance	The SST is working with suppliers on more than £6bn worth of contracts, including the District and Circle line signalling upgrade contract, the Northern line extension and the Bank station capacity upgrade project. The team works closely with our suppliers to support them in providing skills and employment opportunities. Since the programme started, more than 4,000 apprenticeships have been created on our projects, and more than 4,500 out-of-work Londoners have entered employment with our suppliers.
Complete	Route into Work, a pre-employment training programme delivered by the London Transport Museum in partnership with the SST, uses the heritage of London's transport to provide future transport workers and young people not in employment education or training with the knowledge and skills they need to access employment opportunities arising with our suppliers.	Finance/London Transport Museum	Each month we run a Route into Work programme featuring a different TfL supplier who has employment opportunities available. More than 300 young people have taken part in the programme since 2010, with 50 per cent of the participants having moved into further training or employment as a direct result.  In June 2015 we ran a Route into Work programme specifically for young women, as part of our 100 Years of Women in Transport campaign and Women in Engineering Day. Fifteen young women completed the course and were able to discuss job opportunities in the industry with MTR Crossrail, Ferrovial Agroman Laing O'Rourke JV and London United.

Activity status	Activity	TfL lead	Progress report
Complete	Develop partnerships with organisations that support under-represented groups to ensure access is made available to employment and apprenticeship opportunities arising through our supply chain.	Finance	During National Apprenticeship Week we ran a recruitment fair at City Hall to provide a forum to promote our supply chain apprenticeship activity. At the event 14 suppliers presented more than 200 apprenticeship opportunities to more than 100 young, out-of-work Londoners.
Complete	Continue to support the partnership with Race for Opportunity (a Business in the Community campaign committed to improving employment opportunities for ethnic minorities across the UK).	Finance	In June 2015 the SST also hosted a careers in transport information session at the London Transport Museum for members of a Race for Opportunity mentoring circle from Brixton Jobcentre.  TfL's Director of Commercial, Andrew Quincey, currently sits on the Race for Opportunity Advisory Board.

# Marking 100 Years of Women in Transport

We launched the 100 Years of Women in Transport (YOWIT) programme in November 2014, to focus on developing our workforce and to inspire the next generation of women to build a career in transport.

A host of activities took place to encourage and motivate women already in the sector. The programme included industry insight sessions, debates, panel discussions and workshops, plus two speed mentoring evenings.

We also profiled more than 100 women from across the industry and set a Guinness World Record in which 864 people completed a simultaneous jumping high-five to mark National Women in Engineering Day in June 2015.

'Having delivered a successful 12 month campaign, we are turning our attention to the challenge of the programme's legacy. A key element of this work will be to develop a compelling brand for the transport industry, which clearly articulates our purpose in building cities, unlocking regeneration and sustaining future growth and sets out why we are the industry of choice.'

**Kerri Rogan,**  
Head of Corporate Affairs

At TfL, 'Bring your daughter to work day' proved popular with more than 70 people and their daughters participating. We took part in the first ever 50/50 work experience programme with the Royal Greenwich University Technical College and hosted an equal number of male and female work experience students. We also mobilised a network of YOWIT Schools Champions who volunteered their time to visit careers fairs and schools, providing information to young women about roles in the transport sector.

In addition, 46 industry leaders came to a speed mentoring event in September at the Institution of Civil Engineers, offering their advice and knowledge to the 86 people attending. In autumn 2015, we launched our first ever Great Schools Debate in partnership with Bechtel.



Record-breakers celebrate Women in Engineering Day

Activities for the YOWIT programme have resulted in an impressive network of more than 8,000 individuals from across the industry and other related industries and institutions. They have been supported by more than 260 different organisations.



# Mystery survey at the heart of accessible transport

Every day 1.3 million journeys are made by disabled people in London, and each mode of transport has its own set of challenges for disabled travellers.

We are committed to making it easier for disabled customers to travel around the Capital. To ensure we do this effectively, we carry out a regular Accessibility Mystery Traveller Survey (AMTS) to capture and measure travel experiences. The methodology is moulded around the individual needs of a skilled team of 45 disabled assessors, who are at the heart of the research design process. Any highlighted issues become part of the focus for our accessibility strategy. Two recent initiatives include the manual boarding ramps we now use on the Underground and wheelchair priority areas on buses.

The latest results from our reputation survey show that more than half of disabled people in the Capital are aware of at least one improvement to reduce barriers to travelling on the network. In addition, 45 per cent of respondents feel we are making it easier for disabled people to get around.

'The AMTS is unique across transport providers, as its main strength is the fact that a wide selection of disabled people take part and review real life day-to-day journeys. These insights have significant impact and drive our decision-making and strategies on the accessibility of the Capital's transport network.'

**Dr Alice Maynard, CBE,**  
**Chair of TfL's Independent Disability Advisory Group**



Every day 1.3 million journeys are made by disabled people in London





## Improving access to services

### Issue: Information needs to be more accessible

Activity status	Activity	TfL lead	Progress report
Incomplete (solution not found)	Work with Network Rail and the Association of Train Operating Companies to produce a step-free rail map for London, including the rail services we do not operate. This will give an overview of step-free access across all rail services in the Capital for the first time.	Customer Experience, Marketing and Communications	Research into possible options has taken place. This highlighted how complex showing Network Rail and Underground accessibility options effectively on a single map would be. Differing information needs of customers makes designing a map that suits all difficult. The limited use of the maps within the station and the existing complexities of the map design suggest that placing accessibility symbols on the rail and Tube map may be of limited benefit to customers. The research also acknowledged that it would be too complicated to include information on accessibility of interchanges on the map itself.
Incomplete	<p>Redevelop TfL's website with clearer, easier-to-read content, designed to work across a range of devices. Planned improvements for 2015 include the introduction of single accounts that require only one password to access all online services and a new online customer service and complaints system.</p> <p>Upgrade Journey Planner so it contains further information on the accessibility of the network.</p>	Customer Experience, Marketing and Communications	<p>With all online developments, we are maintaining high levels of accessibility, meeting and exceeding statutory standards. We are developing all our website services in line with current accessibility commitments (W3C Level AA), and will continue to audit all our sites and services against these standards.</p> <p>We have upgraded our Journey Planner to take account of the live status of lifts in stations. Customers can also save their accessibility requirements in relation to step-free access, escalator provision, walking distances within stations and use of stairs when planning their journeys.</p> <p>Work on a new customer service and complaints service and a single password to access to all of TfL's online services is continuing.</p>

### Issue: Enhanced infrastructure – to make parts of the network easier to access

Activity status	Activity	TfL lead	Progress report
Incomplete (programme continuing)	<p>Invest around £250m to provide step-free access at an additional six key London stations (Bond Street, Finsbury Park, Greenford, Tottenham Court Road, Vauxhall and Victoria). The works at Bond Street and Tottenham Court Road will provide step-free access to the heart of the West End and an interchange with Crossrail, revolutionising accessible transport across central London.</p> <p>Make four more stations partially step-free (the Hammersmith &amp; City line at Paddington in 2014, the Waterloo &amp; City line at Bank in 2015, and the Northern line at Elephant &amp; Castle and Bank by 2021).</p>	London Underground and Rail	<p>Step-free access has been provided from street to platform on the Hammersmith &amp; City line at Paddington.</p> <p>Step-free access on the Waterloo &amp; City line at Bank will be delivered in 2017.</p> <p>We are currently investing around £250m to provide step-free access at an additional six key interchange stations: Tottenham Court Road (2016), Bond Street (2017), Bank Waterloo &amp; City line (2017), Finsbury Park (2018) and Victoria (2018).</p> <p>The works at Bond Street and Tottenham Court Road will provide step-free access to the heart of the West End and interchange with a fully accessible Crossrail service, revolutionising accessible transport across London.</p> <p>We are planning to complete further step-free access by the early 2020s as part of the planned capacity upgrades at Bank (Northern line) and Elephant &amp; Castle (Northern line).</p> <p>In October, Greenford became the 67th step-free Tube station.</p> <p>Tower Hill and Vauxhall Tube stations are set to become step-free in spring 2016, and more than half of TfL's rail and Underground stations are due to be step-free by 2018.</p> <p>The work at Tower Hill and Bromley-by-Bow stations, which is being delivered in partnership with third parties, has inspired the Partnership Step-Free Access Programme. This programme was launched by the Mayor in June 2015 and, over the next 10 years, will aim to deliver step-free access at around a dozen Tube stations across London in partnership with developers and boroughs. The extent of the programme and locations added will be subject to a number of criteria and the potential for collaborative working with, and funding from, these third parties.</p>

Activity status	Activity	TfL lead	Progress report
Continuing	Retain manual boarding ramps at 16 stations on the Tube network and roll out to stations which would maximise the number of step-free journeys.	London Underground	<p>We continued to roll out manual boarding ramps. These are available at more than 50 Tube stations.</p> <p>We considered the use of slant ramps at 11 locations. These were not considered to be viable. We are planning to test a prototype of a turntable ramp.</p>
Incomplete	Install platform humps and other measures so that a third of the Tube network will have level access platforms in 2015, up from 15 per cent. Thirty-five more platforms across the Jubilee and Northern lines will have platform humps by the end of 2013. This includes current step-free stations, such as Golders Green and Kilburn, plus key step-free interchanges, such as Baker Street and Stockwell.	London Underground	<p>We have now installed a total of 38 platform humps on the Northern line, two on the Jubilee line and one on the Metropolitan line.</p> <p>So far, for 2015 we have installed 10 platform humps on the Northern line. Ramps will be going in at two platforms and we will trial a new style of ramp at five platforms. In addition, we lifted the track at Wembley Park and profiled a platform at Stanmore to facilitate step-free access.</p> <p>We will complete Colindale and Hampstead in early 2016.</p> <p>Further funding is being sought this financial year to improve compliance with the Rail Vehicle Accessibility Regulations on more platforms on the Jubilee line.</p>
Complete (programme continuing)	<p>Introduce 53 new, state-of-the-art, air-conditioned trains on the Hammersmith &amp; City and Circle lines. These will have wide doors, dedicated spaces for wheelchair users, a low-floor design for improved access between the train and platform, multi-purpose spaces throughout, and advanced audio and visual information.</p> <p>An additional 80 new trains with these features will be introduced to the District line, meaning that 40 per cent of the Tube network will be served by air-conditioned trains with improved accessibility.</p>	London Underground	<p>53 new trains are now running on the Metropolitan, Circle and Hammersmith &amp; City lines. We are continuing to roll out new trains on the District line. There are already new trains on the Wimbledon to Edgware Road District line service.</p> <p>36 of the trains have been delivered to London for use on the District line. 31 of these are in service. Ten more will be in service by the end of January 2016. The remaining 39 will be in service by December 2016.</p> <p>Passengers benefit from the spacious air-conditioned trains. The new trains also have provision for wheelchair access and positions where there are tip-up seats. This makes travel easier for people with pushchairs and luggage.</p>

Activity status	Activity	TfL lead	Progress report
Complete	Install 80 more wide-aisle gates at 60 Tube stations.	London Underground	We have completed this work. Plans are now in place to install wide-aisle gates at a further 74 stations. This means all Tube stations with an Underground ticketing system gateline will have wide-aisle gates by April 2017.
Incomplete	Introduce tactile paving on all platform edges across the Tube network.	London Underground	The project is being completed later than planned (in 2016/17) due to challenging structural requirements.
Continuing	<p>Provide small but important physical accessibility improvements on the Tube, including improved handrails, colour contrast features, tactile paving on stairs and replacement of obsolete Help Points.</p> <p>Thirty-seven more stations will be completed by the end of 2016, and a further 37 by 2020.</p>	London Underground	As part of our continuous programme of improvements at stations, we are adding tactile edges to the top and bottom of all stairs, to ensure we comply with regulations. We are also refreshing and preparing colour contrasts, as part of routine decorating updates and building this into our Integrated Stations Programme of works.
Complete	Invest £17m to improve bus stop accessibility and meet our target of making 70 per cent of bus stops accessible by spring 2013 and 95 per cent by end of 2016.	Surface Transport	We have improved bus stop accessibility, with 85 per cent now being accessible.
Continuing	We will continue to roll out Pedestrian Countdown at Traffic Signal Junctions (PCaTS).	Surface Transport	<p>We have provided more facilities for mobility impaired pedestrians.</p> <p>We have introduced Pedestrian Countdowns at 510 crossings. This technology replaces the 'blackout' period on traffic signals with a numerical counter, to show how long pedestrians have left to safely cross the road.</p> <p>By summer 2016, 800 crossings, or around 20 per cent of all pedestrian crossings in London, will have Pedestrian Countdown.</p> <p>The work forms a key part of the Mayor and TfL's road safety target to halve the number of people killed or seriously injured on London's roads by 2020, compared to the Government baseline.</p>



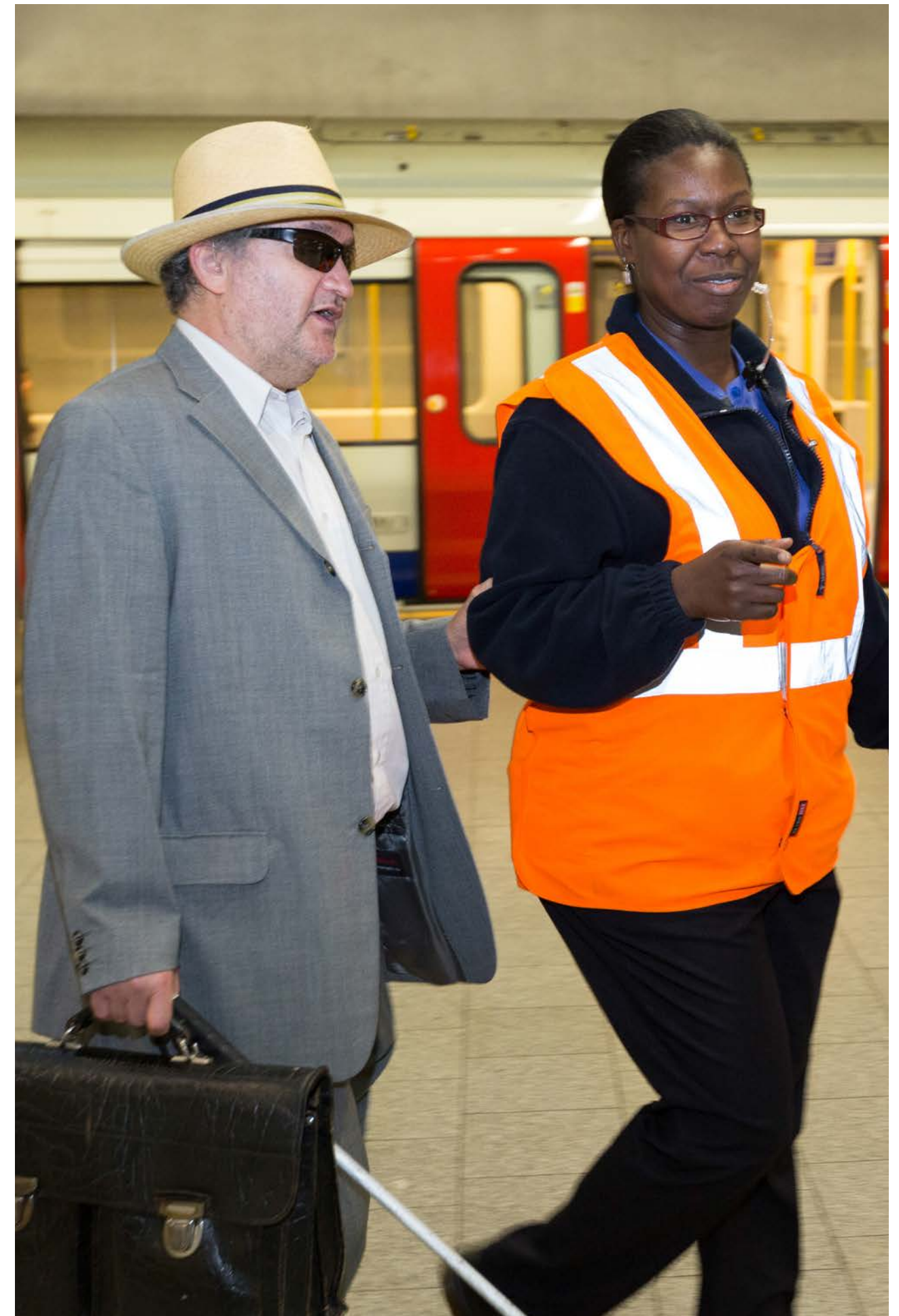
Activity status	Activity	TfL lead	Progress report
Continuing (on track)	Upgrade the remaining 211 signalised pedestrian crossings to include rotating cones and/or audible signals and tactile paving.	Surface Transport	Our accessible crossing programme will result in rotating cones and/or audible signals at all signalised pedestrian crossings by spring 2016.
Complete	Deliver pedestrian improvement schemes, including those at Tottenham Hale, Holborn Circus, Baker Street, Elephant and Castle northern roundabout, Waterloo roundabout and Vauxhall. These form part of a review of 500 junctions across London.	Surface Transport	We completed these schemes in 2014.
Complete	Work with boroughs to improve the accessibility of streets across the Capital, including funding a range of pedestrian and public realm improvements. This will see significant improvements at locations including Aldgate, Bromley, Croydon, Harlesden, Tolworth, Wood Green and the West End.	Surface Transport	We have completed these projects. We have removed the gyratory on Tottenham Court Road. We have completed the Bromley North scheme, as well as the Wood Green and Harlesden urban realms and accessibility improvements.
Complete	Trial new technology that will detect groups of people at pedestrian crossings and adjust the crossing time given to pedestrians to make sure that queues are cleared.	Surface Transport	We continued our trials to improve the accessibility of London's street networks, especially for disabled groups. Five trial sites are now in place.

#### Issue: Improvements to taxi and private hire access

Activity status	Activity	TfL lead	Progress report
Complete	<p>From 2012, develop systems over the next two years to support our Cabwise and Find a ride services, which should increase the number of private hire operators registered with these services and make it easier for all users to book a taxi or private hire vehicle.</p> <p>Over the next four years continue to promote the services across London.</p>	Surface Transport	<p>Our improvements to the online Cabwise search have made it easier to book a licensed minicab.</p> <p>We are also planning improvements to the taxi and private hire pages on the passenger facing section of our website.</p>

Issue: Improved customer experience

Activity status	Activity	TfL lead	Progress report
Complete	Develop a team of accessibility champions within contact centres who will have an in-depth understanding of accessible travel in London.	Customer Experience, Marketing and Communications	Through a new Accessibility Aware programme, we are providing training and support for all frontline Contact Centre Operations advisers, to equip them with a better knowledge of our range of accessibility services. It will also enable them to share information with their colleagues. We now include this information as part of our induction process for all new starters in our contact centres.
Complete	Simplify the online contact system to make it easier to give feedback.	Customer Experience, Marketing and Communications	We have made changes to the online and telephone options, to enable easier customer access.
Complete (programme continuing)	Change the way complaints are logged and categorised so trends can be better identified and specific issues can be addressed.	Customer Experience, Marketing and Communications	After an initial pilot was completed another will take place continuing to look at how we can make improvements to our reporting system and processes, to enable us to highlight and analyse feedback in relation to accessibility.
Incomplete (continuing)	Publish accessibility complaints data as part of our quarterly complaints report	Customer Experience, Marketing and Communications	Quarterly complaints data, integrating accessibility, has been published since 2013. A pilot programme is under way which may enable a more detailed level of reporting complaints data.
Continuing	Expand the travel mentoring service across the Capital, aiming to have a local mentoring project running in 90 per cent of London boroughs by spring 2016.	Surface Transport	In 2015 we established a monthly Bus Day in Greenwich and are preparing to launch bus days in Lambeth and Lewisham before spring 2016. We are running Bus Days in 16 boroughs in total.  Currently 85 per cent of boroughs have local travel mentoring projects. We expect to have them running in 90 per cent of boroughs by spring 2016.
Complete	Consult with the taxi trade on the introduction of customer service training during the Knowledge, with the aim that all drivers benefit from disability awareness training before being licensed.	Surface Transport	We completed the consultation on private hire regulations, including driver training. We are reviewing the responses to the consultation and will be developing a number of recommendations.  We conducted research among assistance dog owners about their experiences when using private hire services in London.  We have developed a poster, leaflet and animation designed to improve the experience for those travelling with assistance dogs in taxis and private hire vehicles.





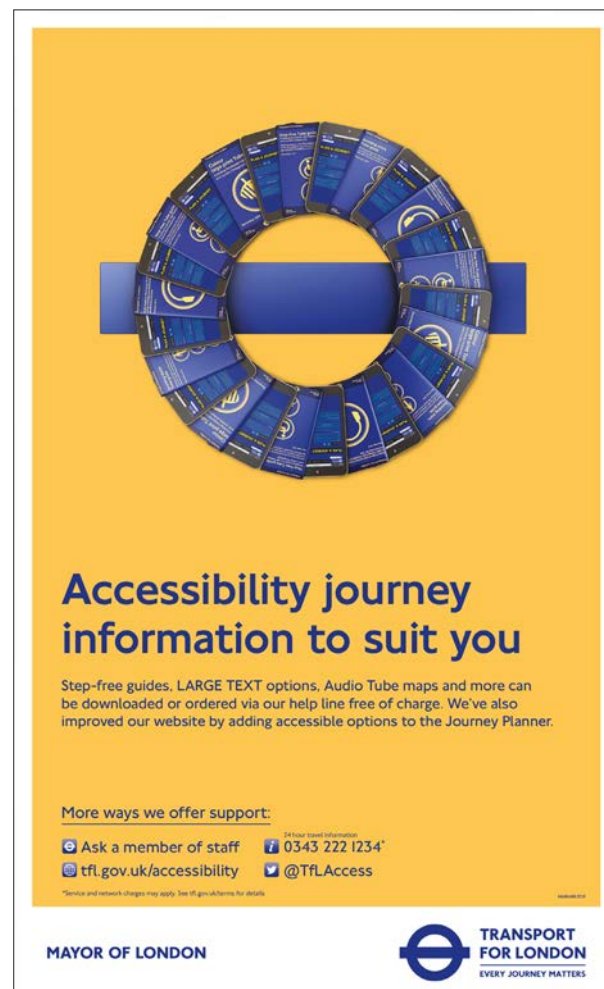
# Encouraging travel for all

Over the years, changes to the transport network have made it more accessible to everyone.

Improved step-free access, tactile paving, audio-visual announcements, wider gates and more accessibility information are making a real difference to people's lives. And, further improvements will come.

During the past year, we ran a campaign to highlight the improvements and to encourage customers with accessibility needs to find out more about and try new forms of transport. It included radio ads, posters, emails and online information. We continue to engage with local and grassroots organisations across the Capital, following the success of our 2014 campaign, which looked to provide older and disabled people with the knowledge and confidence to use more of our services. Although our surveys show overall customer experience has improved, we need to do even more to address everyday issues. Evaluation showed that the campaign was well received, but many customers were unfamiliar with it.

In response to all the feedback, we are running a new wave of the campaign in 2015/16. It focuses on the benefits of the improvements, and features a wider



Encouraging more people to give transport a go

reach of communications and support from staff to encourage more people to give transport a go.

# I'm inclined to use the lift at Greenford Tube

Greenford Underground is the first station in England to be installed with an incline lift.

Already in use in many major European cities and America, the introduction of this innovative lift design in Britain marks a major step forward for disabled access in London.

These types of lifts are easier to install and a more cost effective way of improving accessibility than a traditional vertical lift. In fact, it made a huge saving at Greenford, costing £2.2m, with a £200,000 contribution from Ealing Council, compared with an estimated £10m to install a vertical lift. It is also 50 per cent more efficient than a standard lift.

'The new incline lift is spacious, quick, and provides much-needed step-free access to our customers at Greenford. It is cheaper to install and cheaper to run and I am hopeful we can introduce this innovation elsewhere on the Tube network in the future.'

**David Waboso, London Underground's Director of Capital Programmes**

The lift replaces the old wooden escalator – which dated from 1947 – and makes Greenford the 67th step-free Tube station. Similar lifts are being installed at the Crossrail stations at Farringdon and Liverpool Street.

In addition to the lift, the men's toilet on the platform has been replaced with a unisex accessible toilet. Other improvements include more lighting and better signage, plus a new escalator and staircase.

Around 40 more Underground and Overground stations will become step-free over the next 10 years, including major stations such as Bond Street, Tottenham Court Road, Vauxhall and Victoria.



Greenford is the 67th step-free Tube station and the first with an incline lift

# A new Tube for London

New trains on the Metropolitan, Circle, Hammersmith & City lines and parts of the District line are making travelling by Tube easier.

The new carriages have wider doors and walkways, dedicated spaces for wheelchair users, a low-floor design for improved access between the train and platform, and advanced audio and visual information, providing on-board station announcements.

Walk-through carriages, which let people move to less crowded areas, and air conditioning make travelling more comfortable. The passenger alarms are easier to reach, but harder to set off unintentionally. In addition, CCTV enables the driver to see into every car, while track-to-train video links give the driver a view of the train exterior before leaving a station, making for a safer journey.

At the end of August 2015, 184 out of 192 trains were in use with the final train expected to roll off the production line in January 2016.



New trains are making travelling by Tube easier

# Counting down with confidence

Pedestrian Countdown at traffic signals provides people who may be uncertain of when they should cross the road with more confidence.

The system shows how long somebody has to cross the road after the green figure light has gone out and particularly benefits older and disabled people, wheelchair users, people pushing buggies and older children on their own. It is especially useful at intersections, where there is a 'blackout phase' between the red figure disappearing and the green figure appearing.

Before Pedestrian Countdown was introduced, research showed that around two-thirds of pedestrians either thought, incorrectly, that the green man is the total time they had to cross and/or did not understand the black out period.

Research this past year, with both adults and children, have been gathering people's views on the concept of Pedestrian Countdown and on the potential for optimising the designs for further versions of the system. An off-street public trial showed more than 85 per cent of pedestrians felt safer and more confident when crossing the road with a Countdown display.



The display shows how long a pedestrian has to cross the road

There are currently 435 sites in London with Pedestrian Countdown installed. More than 800 crossings or around 20 per cent of all pedestrian crossings will have the technology by summer 2016, exceeding the Mayor's target.

In addition, recent research has shown positive impacts of Pedestrian Countdown on traffic delays – with an estimated vehicle delay saving of eight per cent.



# Bus days – a safe introduction to independent travel

Using public transport can be a daunting task for many disabled Londoners, but Bus Days give people the opportunity to try out bus travel in a more relaxed, fun and informative environment.

Once a month at Dalston Junction station, TfL Travel Mentors, Revenue Protection Inspectors and officers from the local Metropolitan Police Service Safer Transport Team (STT) meet for Hackney Bus Day. A local garage supplies the bus, and the participants, accompanied by TfL staff and the STT, get on and off the bus at different bus stops along the route. This allows them to practise different aspects of a bus journey including stopping, leaving the bus, swiping an Oyster card and engaging with the driver. Participants also get to see information at bus stops and are shown how to use it.

Plain-clothed officers from the local STT help by acting out scenarios about antisocial behaviour and let attendees know what help is available. Uniformed officers are also on hand to answer any questions and explain what the police can do to help.

We are currently running Bus Days in 16 boroughs and they are the starting point for some people to go on to use public

transport independently and regularly. A total of 1,791 people attended Bus Days in 2014/15.



Bus Days allow participants to experience different aspects of a bus journey

‘The impact of independent travel for our students has been significant. Previously the expectation was that special needs students should be transported to and from their special school creating dependence on adults. Our students lacked confidence in their ability to move independently throughout the borough in which they live and this often led to difficulties for them when they left school, moving on to college or work. Now most of our students travel to and from school with their friends, and they are happy and much healthier.

‘We support them with travel training and this enables them to be like their peers in mainstream schools. Oakwood students enjoy the freedom of travelling on public transport, foot or bike and the benefits for them are life-long.’  
**Oakwood School, Bexley**

# Our workforce

## Issue: Workforce diversity monitoring

Activity status	Activity	TfL lead	Progress report
Complete	Publish our annual workforce report to ensure continued monitoring in areas of representation, recruitment, development, managing performance and employee engagement.	Human Resources (HR)	<p>We published our 2014/15 Annual Workforce Monitoring Report in September 2015.</p> <p>It details equality data covering recruitment and development, the outcomes of harassment and grievance cases, plus promotion statistics by gender, ethnicity and disability. The data covers all our permanent employees in both operational and non-operational roles.</p>
Incomplete	Improve the current equality data through an audit of the workforce to increase declaration rates for disability and ethnicity.	HR	<p>We ran a pilot to increase the declaration rate and improve the equality data we have for senior managers in the Finance Directorate. This showed positive results. A similar approach was due to be used in Surface Transport to improve their overall equality data, but this has not yet commenced.</p>

## Issue: Representation of disabled people in our workforce is too low

Activity status	Activity	TfL lead	Progress report
Continuing	Build on schemes, such as Steps into Work and Classroom to Boardroom, to encourage disabled people, BAME people and women into employment and increase the diversity of schoolchildren considering technical careers.	HR	<p>Our skills and employment schools programme aims to address the scarcity of key skills within TfL. We increased the number of young people participating in activities to:</p> <ul style="list-style-type: none"> <li>• Provide insights into our scarce skills, such as Civil Engineering, IM and Customer Experience</li> <li>• Attract young people to the transport industry, including our apprenticeships and graduate schemes within these scarce skills areas</li> <li>• Provide experiences which help young people develop the skills they need to gain employment.</li> </ul> <p>We reviewed our schools activity and used the findings to build on our successes and engage with more schools and young people in a cost effective way.</p> <p>One element of our new School Skills Programme is the Schools Challenge. This involves pupils from across the Capital presenting innovative ideas for improving London's transport network. In 2015, 180 students took part in our Schools Challenge launch events. More than 80 entered a submission to the Challenge. The programme provides fair access to work experience by linking the finalists to work experience in areas of TfL which they found interesting during the Challenge.</p> <p>Seventy-four per cent of the participants at the launch days were boys, 26 per cent girls, and 54 per cent were from a BAME background. Teams who reached the finals were 54 per cent boys and 46 per cent girls.</p> <p>In 2016, our Challenge will be open to all schools.</p>



Activity status	Activity	TfL lead	Progress report
Complete	Build on schemes, such as Steps into Work and Classroom to Boardroom, to encourage disabled people, BAME people and women into employment and increase the diversity of schoolchildren considering technical careers.	HR	<p>Seven students participated in our 2015 Steps into Work programme. We are monitoring the employment outcomes of the eight students who completed our 2014 programme.</p> <p>Our partners, Barnet and Southgate College and Remploy are leading our 2016 Steps into Work programme.</p>
New to SES	Build on schemes, such as Steps into Work and Classroom to Boardroom, to encourage disabled people, BAME people and women into employment and increase the diversity of schoolchildren considering technical careers.	Customer Experience, Marketing and Communications	<p>We partnered with Scope, Whizz-Kidz and the Royal London Society for Blind People (RLSB) to launch a work experience scheme for their younger members. The programme has placed eight disabled young people in areas across TfL, such as Public Affairs, Rail and Underground, External Relations, and Tube stations.</p> <p>We will continue to work with the charities to find new work experience opportunities for their younger members.</p>

Activity status	Activity	TfL lead	Progress report
Complete (programme continuing)	Implement our attraction strategy to maintain or increase the percentage of disabled candidates who apply for our apprenticeship and graduate schemes.	HR	<p>During 2015 we worked to attract a more diverse pool of talent through all the mediums we use for advertising. Our approach included:</p> <ul style="list-style-type: none"> <li>• Introducing a tagline in our adverts about TfL wanting to recruit graduates as diverse as the city we operate in</li> <li>• Advertising on the Great with Disability website and in PosAbility</li> <li>• Profiling existing disabled graduates in some adverts</li> </ul> <p>For our 2015 intake, of the 15,226 applications two per cent declared a disability.</p> <p>We introduced the situational strengths test for the recruitment of our 2014/15 graduates and apprentices. This is an important step to improving the equality of our assessment process.</p> <p>This move away from written competency answers has a positive impact on social mobility and under-represented groups.</p> <p>As part of the 2015 National Apprenticeship Week, we held a series of events with the wider GLA family to encourage more young people to consider apprenticeships as a pathway to a fulfilling career in the transport industry. We hosted an event with our seven partner schools, where students were able to meet our current apprentices and find out what roles are on offer. Together with our supply chain, we also hosted an apprenticeship fair for young Londoners.</p>

Activity status	Activity	TfL lead	Progress report
Complete	Investigate the results of the annual employee survey (Viewpoint) which has shown that disabled staff and those with caring responsibilities are less satisfied and have specific concerns.	HR	<p>The November 2014 Viewpoint survey highlighted that disabled staff and those with caring responsibilities were not as engaged as other staff.</p> <p>To help address this, we set up a working group, made up of stakeholders from across the business and Independent Disability Advisory Group representatives. It is working on initiatives to ensure information and support for both groups is improved and that all employees have access to it.</p> <p>The group has already delivered improvements, such as the development of carers' guidelines and improvements to the provision and location of key information on disability and caring issues.</p>
Complete	Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people, BAME people and women into employment and increase the diversity of schoolchildren considering technical careers.	HR	<p>Nine students are participating in our 2015 Steps into Work programme. We are monitoring the employment outcomes of the eight students who completed our 2014 programme.</p> <p>Our partners, Barnet and Southgate College and Remploy are leading our 2016 Steps into Work programme.</p> <p>We have a new careers advice website which enables young people to explore careers through a Plotr Game (a simple psychometric test). This matches them to potential careers, provides information about routes to these careers (including apprenticeships, graduate schemes etc) and highlights how their current skills align. To date, more than 70 per cent of the users are female, and the majority of users are aged between 14 and 21.</p>

Activity status	Activity	TfL lead	Progress report
Complete	Implement development/mentoring programmes for Band 1–3 employees to enhance skills and boost confidence among BAME and disabled staff, and women.	HR	<p>Our Springboard Women's Development Programme supports the development and progression of women in our organisation at support and middle management level.</p> <p>All 25 delegates on our 2014 scheme felt they had more self-esteem, confidence and assertiveness as a result of participating, and 90 per cent believed that the course would help them advance in their career. These delegates have continued to provide positive feedback on their personal progress, with secondments, promotions and further education.</p> <p>Thirty women are participating in the 2015 Springboard programme.</p> <p>We worked with Race for Opportunity to introduce mentoring circles for BAME employees.</p> <p>Feedback from mentees who participated in the first programme was overwhelmingly positive, with more than 95 per cent saying that the circles had supported them with:</p> <ul style="list-style-type: none"> <li>• Building confidence to progress at work</li> <li>• Providing informal peer networking opportunities across organisations</li> <li>• Gaining perspectives from other organisations to help them reflect on their own situation</li> <li>• Sharing and problem-solving career progression challenges and barriers</li> </ul> <p>We ran a second programme involving Surface Transport from January 2015, and we will start another programme in 2016.</p> <p>We will continue to work in partnership with Coaching Squared, which delivers cross-organisational talent engagement programmes. They will run nine-month peer-to-peer coaching programmes for Band 2 and 3 employees. These are targeted at BAME, lesbian, gay, bisexual and transgender (LGBT) and disabled staff and women. We are currently participating in a women's programme and an open programme, targeted at BAME, LGBT and disabled staff. Both will run until spring 2016.</p>



Activity status	Activity	TfL lead	Progress report
Complete	Develop strategies to attract a diverse pool of applicants to key roles, for instance engineering and some senior management positions, where there is a lack of diversity.	HR	<p>Following on from our 2014 Director Development Programme, supported by Cass Business School, we are focusing on senior manager development. Over the next two years senior managers will be participating in a similar programme.</p> <p>A senior women's network has also been formed, supported by Cass, with the aim of enabling women to achieve their potential as managers and leaders.</p> <p>One of our Cass groups is working on a leadership challenge on how to increase women and BAME representation at leadership level in TfL. Proposals are due to be presented to the TfL Leadership team in March 2016.</p> <p>A TfL-wide talent framework called Maximising Potential, which includes unconscious bias, has been developed. It will initially be rolled out to all senior managers.</p> <p>Data on visible characteristics (age, gender and ethnicity) is available.</p>
Complete	An attraction strategy is in place to maintain or increase the percentage of disabled candidates who apply for our apprenticeship and graduate schemes.	HR	<p>During 2015 we worked to attract a more diverse pool of talent through all the mediums we use for advertising. Our approach included:</p> <ul style="list-style-type: none"> <li>• Introducing a tagline in our adverts about TfL wanting to recruit graduates as diverse as the city we operate in</li> <li>• Advertising on the Great with Disability website, and in PosAbility</li> <li>• Profiling existing disabled graduates in some adverts</li> </ul> <p>For our 2015 intake, of the 15,226 applications two per cent declared a disability.</p>

#### Issue: Lack of BAME staff and women in senior roles

Activity status	Activity	TfL lead	Progress report
Complete	Build on schemes, such as Steps into Work and Classroom to Boardroom, to encourage disabled people, BAME people and women into employment and increase the diversity of schoolchildren considering technical careers.	HR	<p>As part of the 100 Years of Women in Transport (YOWIT) programme, Bechtel and industry partners joined us to engage, motivate and inspire future generations to consider the contribution of an effective transport system to a country's economic, political, military, health, career and social vitality, and to help get children to think about a career in transport. We organised a number of events, one of which was a Year 9 debate challenge. The teams judged to be the most effective were selected to debate in front of their peers at the iconic House of Lords.</p> <p>Twenty two Royal Greenwich University Technical College students undertook work experience placements with Schools Champions who volunteered as part of our 100 Years of Women in Transport campaign. Fifty per cent of these students were girls.</p> <p>To help us to develop our schools programme further, we are investigating what children and teachers feel would be useful to guide Year 7 pupils, especially girls, towards appropriate careers.</p>
Complete	Develop strategies to attract a diverse pool of applicants to key roles, for instance engineering and some senior management positions, where there is a lack of diversity.	HR	<p>Following on from our 2014 Director Development Programme, supported by Cass Business School, we are focusing on senior manager development. Over the next two years senior managers will be participating in a similar programme.</p> <p>A senior women's network has also been formed, supported by Cass, with the aim of enabling women to achieve their potential as managers and leaders.</p> <p>One of our Cass groups is working on a leadership challenge on how to increase women and BAME representation at leadership level in TfL. Proposals are due to be presented to the TfL Leadership team in March 2016.</p> <p>A TfL-wide talent framework called Maximising Potential, which includes unconscious bias, has been developed. It will initially be rolled out to all senior managers.</p> <p>Data on visible characteristics (age, gender and ethnicity) is available.</p>

Activity status	Activity	TfL lead	Progress report
New to SES	Increase representation of BAME staff on leadership and development programmes.	HR	We ran a positive action initiative with the House of Commons (HoC) in the form of a secondment opportunity. Following a rigorous recruitment process, two of our employees from BAME backgrounds are participating in a 12-month secondment at the HoC.

#### Issue: Improvements to development opportunities and support for career progression

Activity status	Activity	TfL lead	Progress report
Complete	Build on schemes, such as Steps into Work and Classroom to Boardroom, to encourage disabled people, BAME people and women into employment and increase the diversity of schoolchildren considering technical careers.	HR	<p>We have a new careers advice website which enables young people to explore careers through a Plotr Game (a simple psychometric test) which dynamically matches them to potential careers, provides information about routes to these careers (including apprenticeships, graduate schemes, etc) and highlights how their current skills level aligns. To date, more than 70 per cent of the users are female, and the majority of users are aged between 14 and 21.</p> <p>We continued to run our Inspire Engineering programme, supported by Science, Technology, Engineering and Maths (STEM) Ambassadors. Siemens now co-sponsors the programme. Since 2009 more than 6,000 young people have taken part in Inspire and Primary Inspire workshops. Based on sample data 52 per cent of attendees of Inspire (secondary pre-GCSE) were girls.</p> <p>We continued to support National Women in Engineering Day and ran Inspire workshops close to it.</p>

Activity status	Activity	TfL lead	Progress report
Complete (programme continuing)	Implement our attraction strategy to maintain or increase the percentage of women and BAME candidates who apply for our apprenticeship and graduate schemes.	HR	<p>During 2015 we worked to attract a more diverse pool of talent through all the mediums we use for advertising. Our approach included:</p> <ul style="list-style-type: none"> <li>• Introducing a tagline in our adverts about TfL wanting to recruit graduates as diverse as the city we operate in</li> <li>• Advertising in Black History Magazine</li> <li>• Profiling existing graduates from BAME backgrounds in some adverts</li> <li>• Visiting more than 70 events, including a number of targeted universities with an ethnically diverse population of students; among them Queen Mary London, Greenwich, Westminster, Southbank, Leeds, Aston, Birmingham, Leicester, UCL and Imperial College London</li> </ul> <p>For our 2015 intake, of the 15,226 applications 43 per cent were from a BAME background and 29 per cent were women.</p> <p>To attract more women, we showcased women from our schemes and the organisation in publications and held specific skills events for women in engineering. Our work with some marketing agencies, such as Bright Futures, focused on targeting university societies with large numbers of women members.</p> <p>For our 2016 intake, we will use our current graduates as ambassadors for our schemes and use their profiles to encourage further applications. We will also advertise on graduate-women.com and on a new platform called STEM graduates, which enables us to target emails to women applicants.</p> <p>We introduced the situational strengths test for the recruitment of our 2014/15 graduates and apprentices. This is an important step to improving the equality of our assessment process. This move away from written competency answers has a positive impact on social mobility and under-represented groups.</p> <p>As part of the 2015 National Apprenticeship Week, we held a series of events with the wider GLA family to encourage more young people to consider apprenticeships as a pathway to a fulfilling career in the transport industry. We hosted an event with our seven partner schools, where students were able to meet our current apprentices and find out what roles are on offer. Together with our supply chain, we also hosted an apprenticeship fair for young Londoners.</p>



Activity status	Activity	TfL lead	Progress report
Complete (programme continuing)	Implement development/mentoring programmes for Band 1–3 employees to enhance skills and boost confidence among BAME and disabled staff, and women.	HR	<p>Our Springboard Women's Development Programme supports the development and progression of women in our organisation at support and middle management level.</p> <p>All 25 delegates on our 2014 scheme felt they had more self-esteem, confidence and assertiveness as a result of participating. Ninety per cent believed the course would help them advance in their career. These delegates have continued to provide positive feedback on their personal progress, with secondments, promotions and further education.</p> <p>Thirty women participated in the 2015 Springboard programme.</p> <p>We worked with Race for Opportunity to introduce mentoring circles for BAME employees.</p> <p>Feedback from mentees who participated in the first programme was overwhelmingly positive, with more than 95 per cent saying that the circles had supported them with:</p> <ul style="list-style-type: none"> <li>• Building confidence to progress at work</li> <li>• Providing informal peer networking opportunities across organisations</li> <li>• Gaining perspectives from other organisations to help them reflect on their own situation</li> <li>• Sharing and problem-solving career progression challenges and barriers</li> </ul> <p>We ran a second programme involving Surface Transport from January 2015, and we will start another programme in 2016.</p> <p>We will continue to work in partnership with Coaching Squared, which delivers cross-organisational talent engagement programmes. They will run nine-month peer-to-peer coaching programmes for Band 2 and 3 employees. These are targeted at BAME, lesbian, gay, bisexual and transgender (LGBT) and disabled staff and women. We participated in a women's programme and an open programme, targeted at BAME, LGBT and disabled staff. Both will run until spring 2016.</p>

Activity status	Activity	TfL lead	Progress report
Complete	Develop longer-term career and succession planning for key roles and functions.	HR	We rolled out our talent framework, called Maximising Potential, to all senior managers. We included succession planning and workforce planning in this framework.
Incomplete	Introduce a new equality training programme to increase understanding of the positive impact of diversity and inclusion in the workplace.	HR	<p>Our updated Valuing People training course is open to all staff, and is now mandatory for new joiners and new people managers.</p> <p>Work on the following plans did not start in 2015 as planned:</p> <ul style="list-style-type: none"> <li>• Adapting the Valuing People training to help staff connect what they learn on the course with their personal objectives and our TfL behaviours</li> <li>• Identifying ways to ensure our line managers discuss the importance of the course with their staff before they attend</li> </ul> <p>In 2014/15, 1,300 employees attended the Valuing People course.</p>

# Embedding equality training

We value our customers and care about their experience.

As our customers have different needs we have developed equality and customer service training for all our Underground staff as part of our Fit for the Future Stations programme.

We want all customers to be safe and to get a reliable service from us – and to think of us as friendly, thoughtful and helpful. Even if there are problems with our service, being friendly and available to customers goes a long way to reassure them. The five-day training course uses a mixture of table top learning, practice-based exercises and workshops to bring different scenarios to life.

The training includes dedicated modules delivered by Transport for All and Inclusion London on increasing staff knowledge and confidence in meeting the needs of disabled and vulnerable customers, as well as those with accessibility needs.

It covers issues such as hidden disabilities, accessibility and using appropriate verbal and non-verbal communication with different customers in various scenarios. These sessions are also designed to raise employee awareness of the barriers that prevent different groups, including disabled people and vulnerable people, using London Underground on an equal basis. They also help them to identify how best to address these barriers when responding to customers.



Equality training for our customer service staff

‘Our Fit for the Future Stations programme is improving our customers’ experience on our network and the working experience of our staff. We value our customers and care about their journey experience. Our employees are building their knowledge and skills to provide exceptional customer service to all our customers, including those who are disabled. Feedback from our staff shows that they are finding it engaging, relevant and informative.’

**Xavier Brice, Head of Fit for the Future Stations Programme, London Underground**



# Getting the right experience

We partnered with Scope, Whizz-Kidz and the Royal London Society for Blind People (RLSB) to create a work experience scheme at TfL.

Our disability work experience scheme launched in February 2015, following a successful internal communications campaign to raise awareness among staff.

Eight disabled young people have been placed in various departments across TfL. We are continuing to work with the charities to find new work experience opportunities for their young members.

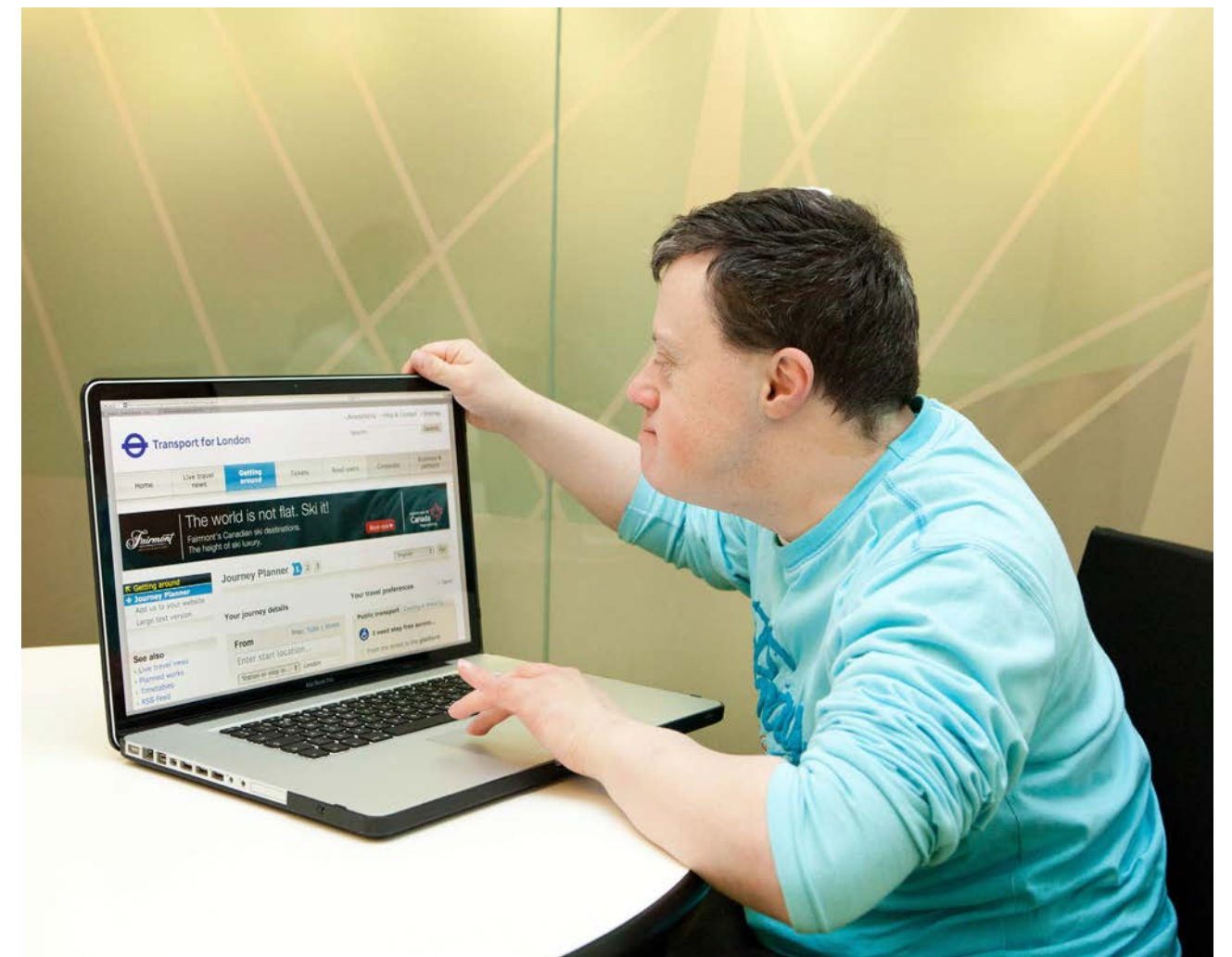
Azar Ali, a member of Scope, worked with our Public Affairs and Stakeholder Engagement team.

Helen Deakin, Stakeholder Engagement Manager, said: 'During the placement, Azar spent time with different members of the Public Affairs team to find out more about their roles and to shadow them. As he is currently studying for a degree in Business Management & Entrepreneurship at the University of Westminster, Azar focused on supporting our engagement with business. We were

all really impressed with his enthusiasm and the conscientiousness he applied to tasks to support the team.'

Azar said: 'Where do I start? My two-week work placement with TfL has been an incredible and a memorable experience. I enjoyed so many things while I was working with TfL – going to different meetings and learning how different executives of TfL dealt with hard questions.'

Lucia Raticova, from Whizz-Kidz, worked with the London Underground Investment Communication Team. She said: 'I must admit that just before the start of my work experience at TfL I was quite nervous. It was my first ever work experience and I learnt a lot about the company and also the city. I attended a number of interesting meetings and put together a range of articles, script preparations and posters. Most of all I got to meet some great people and I will miss them all.'



We have established a work experience scheme for disabled young people

# Employment opportunities for injured ex-service personnel

We have been working with The Poppy Factory, an organisation that supports and provides employment opportunities to injured ex-service personnel.

After serving in the Royal Navy, Jackson Simatei joined us as a Project Support Officer on a six-month work placement. With many transferable skills he quickly became a valued member of Surface Transport's Projects & Programmes Directorate delivery team and secured a permanent position as an Assistant Project Manager. He is currently helping to deliver the Upper Holloway Bridge refurbishment project as part of our £116m Structures & Tunnels Investment Programme.

Jackson said: 'After an impeccable nine-year service in the Royal Navy, my transition back to the civilian world was a massive challenge. It has always been my aspiration to work in London, the greatest city in the world. The opportunity to undertake the six-month work placement within the Projects & Programmes Directorate (PPD) was one I could not miss. I immediately discovered that the

skills I had amassed over the years in the Royal Navy were transferable to my new role of a Project Support Officer. The guidance, support and training I received, from my mentors and staff in PPD, has been second to none, and this enabled me to succeed in securing my current role. I look forward to helping other veterans and serving members of HM Forces to integrate into TfL in the future.'

Chad Frankish, Programme Manager, Structures & Tunnels Investment Programme, Surface Transport said: 'Jackson has proved to be an outstanding and dedicated member of the team. He has consistently demonstrated all the behaviours that TfL expects and always goes the extra mile to exceed in the tasks that he is given. Jackson is a real asset to the team and to TfL in general.'



Jackson Simatei joined TfL after nine years in the Royal Navy



# Human Resources policy development and implementation

## Issue: The potential for different ways of working could be improved

Activity status	Activity	TfL lead	Progress report
Complete	Introduce a consistent performance management process.	HR	<p>We now have a consistent performance management process, guidance and documentation.</p> <p>In response to feedback from London Underground (LU) employees on the performance review form, we have included an operational competence. Since April 2015, LU employees have been using the updated form and supporting guidance materials (optional for operational staff). This means, that for the first time, the entire organisation is recording performance and development conversations on the same paperwork that highlights our strategy and values. The process is enabling consistent and meaningful performance reviews, with improved support for employee development. We will evaluate feedback from employees to determine whether the materials need to be changed or updated.</p>
Complete	Improve performance management through initiatives such as coaching and mentoring.	HR	<p>We have introduced a new coaching framework for senior managers, which provides greater emphasis on evaluation and development planning. It is provided by ASK Europe, and is aligned to our senior manager development programme, which begins with a behaviourally-based 360 degree exercise. All managers receive a report and coaching, and can see how others experience their approach to being Fair and Consistent (one of our corporate behaviours).</p> <p>We produced a theme analysis report for Pay Band 5 staff which highlighted good scores for Fair and Consistent.</p>
Continuing	Increase the use of online systems to record the results of performance reviews and any relevant improvement plans	HR	<p>We are piloting the online performance management system (Success Factors).</p> <p>It is anticipated that the greater levels of transparency and clarity it brings will lead to a more consistent approach to performance and development assessment for both individual and team performance.</p>

Activity status	Activity	TfL lead	Progress report
Complete	Promote flexible working across the organisation	HR	<p>In January 2014 we introduced a job share register which allows staff to register their interest in finding a job share partner.</p> <p>Since its launch more than 80 people have either uploaded their details or viewed the register.</p> <p>A review of the register resulted in the following recommendations:</p> <ul style="list-style-type: none"> <li>• Increasing employee communications about job sharing</li> <li>• Clarifying the process</li> <li>• Making the online job share register easier to use</li> </ul> <p>The HR Leadership team is reviewing these recommendations.</p>

## Issue: Our policies need to be implemented consistently across the organisation

Activity status	Activity	TfL lead	Progress report
Complete	Improve performance management through initiatives such as coaching and mentoring.	HR	We introduced Managing Essentials, a toolkit for managers, to establish and improve line manager capability. It is being rolled out to all people managers.
Continuing	Ensure that staff feedback can be used to shape future training and policies.	HR	<p>We have tracked employee feedback on policies and training from People Management Advisors and HR Business Partners.</p> <p>We have produced a two-year strategic demand plan for learning and development. It is aligned to our business priorities and is designed to raise performance management standards, build strong teams, develop leaders and ensure succession plans are in place.</p> <p>Our development and training courses are being mapped to the TfL behaviours, which will widen the scope for including equality elements.</p>

## Issue: Create a more inclusive workplace

Activity status	Activity	TfL lead	Progress report
Complete	Annual publication of a faith calendar on our intranet.	HR	<p>We republished our annual faith calendar online in November 2015 and promoted it to staff.</p> <p>It helps create an awareness of faith and cultural issues affecting employees and customers across the business.</p>

**Issue: There needs to be visible progress towards salary equality**

Activity status	Activity	TfL lead	Progress report
Continuing	Continue equal pay audits and implement any recommendations.	HR	We continued to undertake equal pay audits and implement related recommendations.
Complete	Identify and provide meaningful analysis on any pay differentials among employees in equality target groups.  Share the equal pay report with stakeholder target groups.	HR	We introduced Pay for Performance arrangements for Band 1–3 employees (and those on equivalent grades) and for overtime. This should help to reduce disparities in the levels of base salaries paid to employees undertaking the same or similar roles.

**Issue: The approach to reasonable adjustments across the organisation is inconsistent**

Activity status	Activity	TfL lead	Progress report
Continuing	Embed the reasonable adjustment process and ensure best practice is shared by: <ul style="list-style-type: none"> <li>Improving managers' abilities to identify and implement appropriate, reasonable adjustments for staff</li> <li>Providing support and training to People Management Adviser specialists so they can advise on issues associated with reasonable adjustments</li> <li>Developing a network of managers with specific expertise so they can advise on the reasonable adjustment policy and process</li> <li>Recording relevant information using our online systems</li> </ul>	HR	<p>We are building awareness and understanding of our adjustment process through:</p> <ul style="list-style-type: none"> <li>Regular employee communications</li> <li>A streamlined online e-form process for employees and managers</li> <li>Workshops and one-to-one advice to highlight managers' responsibilities</li> </ul> <p>The Staff Network Group for Disability drafted a framework of potential reasonable adjustments which can stimulate conversation between line managers and employees. It is designed to establish consistent implementation of reasonable adjustments and will enable managers to work towards increasing the number of disabled employees in our organisation.</p>





# Our Staff Network Groups celebrate 10 years

Here at TfL, we have six Staff Network Groups – Black, Asian, Minority Ethnic (BAME), Carers, Disability, Faith & Wellbeing, OUTbound (LGBT) and Women.

Set up in 2005, these groups have actively supported employees across TfL and contributed to the success of our organisation.

The achievements of the groups are numerous and their input in shaping our equality and inclusion agenda has resulted in changes that have seen the wellbeing of our people improve.

For example, the BAME group has supported its members to help them navigate our competency interview system, ensuring they are better able to progress in our organisation. The Carers group has raised awareness among managers, helping them to better understand how they can support staff with caring responsibilities. The Disability group has focused on improving how reasonable adjustments are managed as well as setting up the peer support network WellMent, which focuses on mental health issues.

The Faith & Wellbeing group has played an important role by ensuring our staff canteens offer halal and vegetarian options, as well as consulting on the placement of quiet rooms for prayer and reflection.

OUTbound has been consulted on a number of our guidelines, including those related to transgender employees, as well as organising the Ride with Pride campaign. Finally, the Women group has highlighted the issues that women face in the workplace and has successfully lobbied and advised on a number of initiatives, including childcare vouchers, our harassment policy and guidelines on flexible working.

The groups' latest achievement was their collaboration on a film that captured the benefits of being a member of these staff groups and this will be shown at induction events for new employees.



Staff Network Groups 10 year anniversary celebration



# Carers guidance

Our Carers Staff Network Group, together with feedback from our staff survey, has made it clear that the growing number of staff who have caring responsibilities need more support and guidance.

We produced Carers guidelines, to provide greater clarity to line managers and staff on our approach towards supporting anyone who has caring responsibilities. They also signpost people to additional sources of information and support.

Our key aim is to help carers and their managers work together to manage the balance between caring and employment responsibilities, and to acknowledge the demands caring can make on working life. The guidelines set out what an employee needs to do and offer line managers relevant information to help them support their staff. They also highlight the many forms caring can take and the importance of establishing a climate in which the carer can feel it is normal to discuss caring issues.

The guidelines were launched at a staff event to mark Carers Week in June 2015 and we will be monitoring feedback over the coming months.

A significant contribution towards producing the guidelines was made by Peter Bush, Senior Employee Relations Manager. Peter also spoke at the event, about his own experience as primary carer for his son, bringing home to many people the significant impact caring can have. His talk also highlighted how important it is for many people to be able to continue in their career, while caring for relatives or friends.



Peter Bush, Carers Staff Network Group member, and his son Joe

'Recognising that I could not continue to work full-time and be able to do everything I needed to do as a carer was the first key step in getting my life back together; formalising my reduced hours was important. As a manager, I felt guilty every time I was not able to get into the office, or had to leave early; it felt like I was always letting my team and the business down. As soon as I reduced my hours to three days a week, a huge weight lifted from my shoulders, and I was able to start planning for and tackling the challenges I faced. I now feel less stressed, more in control, and more productive'.

It is easy for employers to find reasons to reject requests for reduced working hours. That would have placed me in an impossible situation. I am therefore appreciative and pleased that my managers felt able to test the water in allowing me to reduce my working days. The alternative would, I fear, have been resignation, something that continues to be a pressure on other people who suddenly find themselves facing long-term caring responsibilities.

As part of my work with the Disabled and Carers working group, my primary concern was to ensure that TfL gives a clear steer to its managers that they should seek to find solutions that enable individuals to continue working here. Surely, that can only be to the benefit of all of us'.

**Peter Bush, Senior Employee Relations Manager**

# Working without hatred or fear

World events and messages from the tabloid press, regarding behaviours of extremist groups, create strong emotions among people in the UK.

We wish to provide an inclusive working environment for all our employees. However we are aware that what happens in the world outside has an impact on us. We consider it important to continue to support people through difficult and challenging times.

Our Faith & Wellbeing Staff Network Group worked with Muslim Engagement and Development (MEND) to organise an event aimed at informing our workforce about how UK Muslims viewed these world events. The group believes a better informed workforce should make for a better workplace for everybody. The event included MEND's exhibition, which focused on Muslims who are key role models in UK society, and the tabloid press interpretation of world events. Speakers provided information on hate crime in general and Islamophobia, particularly in the UK. Hena Siddiqui, a TfL staff member, spoke about her experience as a Muslim working for us.



Hena Siddiqui

Hena said: 'The event, entitled Working without hatred or fear, was a brilliant way of engaging with staff and senior management about perceived negativity around particular faiths in the workplace, and how media portrayals can impact this. It was very informative and brought to light just how supportive and diverse TfL is as an employer, organising and enabling such an event to take place'.

We know, from our latest staff engagement survey, that staff who have declared they are Muslims are as, or more, engaged than staff from other faiths. Anecdotal evidence also indicates that Muslims feel proud to work for TfL. The purpose of the event was to encourage more dialogue and discussion between our employees on an informal basis.

'It was a really impressive line-up of speakers, and great questions and discussion with the audience, a really positive atmosphere'.

**Ben Plowden, Director of Surface Strategy & Planning and sponsor of the Faith & Wellbeing Staff Network Group**



# Notes

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