



Single Equality Scheme

Progress report
One year on 2013/14

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

Contents

- 3 Executive summary
- 8 Section 1
Single Equality Scheme action plan
progress report
- 44 Section 2
Sharing best practice

Executive summary

Michèle Dix

Our Single Equality Scheme (SES) is the result of extensive research that has involved people and organisations from many of London's communities.

As part of this research our customers and stakeholders identified the following themes that we should cover:

1. Accessibility of the transport network
2. Transport planning – how we make sure that equality issues are addressed in our plans
3. Affordability
4. Safety and security – including antisocial behaviour
5. Procurement – how we work with our suppliers to deliver equality outcomes
6. Our workforce – what we are doing to ensure the organisation reflects London's diversity

Each of the themes has associated actions and these constitute our statutory equality objectives. This SES update provides a detailed report of our progress in meeting these objectives. It showcases key achievements from the past year and sets out what we are going



Michèle Dix
Managing Director – TfL Planning,
Chair of TfL's Equality and Inclusion
Leadership Group

to do in the next year, including actions set out in the SES action plan and others that we will develop.

Accessibility

For many people, the biggest equality challenge remains one of accessibility. In the past year, we have continued to deliver improvements and in December 2012 published a revised activity plan called 'Your Accessible Transport Network'. This sets out in detail all the improvements that disabled and older people can expect over the next three years.

The document was published as a result of feedback we received following the success of the London 2012 Games. This showed us that some disabled people didn't know how accessible the transport network was already.



The Games provided an opportunity for innovations like using boarding ramps at Tube stations, which have since been installed at a further 19 stations across the network. We also carried out a comprehensive review of our accessibility information, involving disabled stakeholders.

In spring 2014 we will be launching a new marketing campaign to show what we have done and how it is becoming easier to make independent and accessible journeys in London.

Staff assistance for disabled customers is key and we have launched a new training DVD for bus operators, made

with the participation of disabled people. Five London Underground (LU) stations have piloted a training programme designed and delivered by disabled passengers with the aim of creating centres of excellence for accessibility. It is our intention to roll this out to other stations once the pilot has been evaluated.

The bus network is the most popular and accessible form of public transport for disabled travellers. In the past year we have focused on a comprehensive campaign to address the issue of wheelchair users sharing space with parents with buggies, and the campaign has received the support of groups

Last year, the Mayor secured an extra £96m from Government to keep the fare increases for this past year lower than had been expected.

such as Mumsnet. The Transport Select Committee, which published its own report into the accessibility of transport for disabled people, also highlighted this as a best practice.

We have not only progressed but have exceeded our target for improving the accessibility of London's bus stops. By March 2014, 75 per cent of them will meet the Department for Transport accessibility criteria.

We continue to value the input of all stakeholders in the development of our accessibility plans and we are grateful for their time and their ideas. Our own Independent Disability Advisory Group (IDAG) continues to support and challenge us on the development of our plans and I would like to thank them for their contribution.

Beyond accessibility

Although providing an accessible transport network for disabled people forms a major part of our action plan, we have also been working on issues that have been identified as having an impact on other groups. Part of our transport planning activity is to ensure that major schemes and projects have equality impact assessments that are current and relevant. We have published

our annual update 'Understanding London's Communities', which sets out the key issues for all the groups named in the Equality Act 2010. This document is available through the Greater London Authority (GLA) data store and will be published on our website (tfl.gov.uk) early in 2014.

Cost of fares

One area, identified by almost all groups as an issue, is the cost of fares. We are acutely aware that we need to demonstrate that we are delivering value for money. We continue to examine our operational costs alongside our huge investment programme to ensure we get the best deal from Government and that our fares remain affordable.

Last year, the Mayor secured an extra £96m from Government to keep the fare increases for this past year lower than had been expected. In addition, the Oyster daily price cap was frozen at 2012 levels for this year. The Mayor also committed to protecting all concessionary travel, including reduced fares for those on low incomes and introducing a new 60+ London Oyster Card, giving free travel to older Londoners, who otherwise would have had to wait for their older person's Freedom Pass.

Safety and security

Safety and security are important for everyone, and although crime and antisocial behaviour on the network are very low, some still feel vulnerable when they are travelling around. In our 'Attitudes to Safety and Security Survey' we learnt that threatening behaviour, large groups of school children or youths and those under the influence of alcohol are the three main causes of worry.

We are working with colleagues in the Metropolitan Police Service, bus operators and other stakeholders to address these concerns. We have worked with older and younger people, bringing them together to talk about their experience of travelling, and this has led to local groups being set up in a number of boroughs.

We also recognise that road safety is an important issue for children and young people. According to statistics children from black, Asian and minority ethnic (BAME) groups are more likely to be a casualty on London's roads, so we have ensured that our road safety programme, called the Children's Traffic Club, takes this into account by setting targets for BAME participation. Currently 43 per cent of children enrolled come

from BAME communities and we want to increase this to 50 per cent.

Equality and inclusion

We spend large amounts of public money in the private sector and for many years have used this as a means to progress the equality agenda. This year, we were again recognised as a leader in this field and won the Race for Opportunity award for diversity through procurement. We are very proud of what we have achieved and continue to work with suppliers to deliver greater opportunities for equality and inclusion.

We have a diverse workforce, but, like many other large organisations, this is not yet apparent at all levels. We remain committed to reflecting London's diversity thoroughly. We know that the best way to do this is by developing our people, as well as recruiting from a diverse talent pool.

We have had some success in getting more young women and people from BAME groups onto our apprentice schemes. We are also trying to match the skills of disabled ex-service personnel with our own requirements to offer them a route into employment. Our commitment to a truly diverse workforce is long term, and although



there may be some 'quick-fix' opportunities, we know that diversity has to be truly embedded in how we manage our teams, select our leaders and develop our talent – all of which requires leadership and determination.

There are some areas where we know we can do more, and in the next 12 months we will be developing our equality activity to address this. We know that we need to ensure that reducing inequality is a key consideration in the development of our schemes and plans at a local and city level. We also know that disabled people find it harder to get into employment, so we will continue to look for ways in which we can develop our own disabled employees and create more opportunities for disabled people to join our organisation.

We have achieved a lot, and are seen to be ahead of many other organisations, but we know that this is an area where continued focus and drive is necessary. It is also an area where we need to listen carefully to our customers and stakeholders so that we respond to their priorities. We have a key role to play in ensuring that our great city truly becomes a place of opportunity and I am confident that the plans outlined here will move us closer to that goal.

Michèle Dix
Managing Director – TfL Planning,
Chair of TfL's Equality and
Inclusion Leadership Group

Section I

Single Equality Scheme action plan progress report

The following section provides detail of our progress towards achieving our SES objectives in 2013. Where actions last longer than a year we have provided an update against progress achieved. We have also provided red, amber and green (RAG) markers to show status at a glance.

Transport planning

Issue	Poor air quality		
Activity	TfL lead	RAG status	Progress report
Low Emission Zone nitrogen dioxide requirement (phase 5).	Surface Transport, Strategy and Planning	By end of 2015 ●	On track, see page 46 on poor air quality.
More than 1,000 hybrid buses in service (including 600 New Routemaster models).	Surface Transport, Strategy and Planning	By end of 2016 ●	There has been an increase in the number of cleaner hybrid and hydrogen buses on the road. By the end of 2013, there will be 119 New Routemaster models and 500 hybrids in service. By 2016 there will be 1,700 hybrids, including 600 New Routemaster vehicles on the Capital's roads.
Strategic review of the road network.	Transport Strategy and Policy, Planning	Summer 2013 ●	Road's Task Force completed. See case study on page 48.

Issue	Cycling – promotion of the health and the environmental benefits of cycling to all equality groups		
Activity	TfL lead	RAG status	Progress report
<p>Community Cycling Fund for London (CCFL)</p> <p>The CCFL provides grants to a range of organisations and establishments to encourage more cycling within their communities. It also funds a programme of events aimed at those who already cycle or are thinking about cycling regularly. These are targeted at colleges, universities, workplaces, hospitals and schools</p>	Surface Transport, Strategy and Planning	Continuing ●	<p>Nineteen new organisations were awarded grants and five organisations that have previously received funding were awarded small top-up grants.</p> <p>We will host 10 two-day events in further education establishments and 25 two-day events at universities.</p> <p>In 2013, we will have invested more than £320,000 in approximately 100 projects/activities. For example, more than £44,000 has been allocated to BAME groups to fund nine projects, and £15,000 has been awarded to fund three projects aimed at vulnerable or marginalised people.</p>
RideLondon event	Surface Transport, Strategy and Planning	August 2013 ●	<p>The first Prudential RideLondon cycling festival took place on 3-4 August 2013.</p> <p>In the RideLondon FreeCycle 55,000 people cycled on closed roads. This was followed by a youth grand prix and elite women's and handcycle racing, which drew more than 5,000 spectators to a closed-road circuit around St. James's Park, finishing on The Mall.</p> <p>Sunday 4 August saw 16,000 amateur cyclists take part in the Prudential RideLondon-Surrey 100 challenge ride, which attracted huge crowds and positive coverage.</p> <p>Extensive travel demand management (TDM) prior to the event ensured transport disruption over the weekend was minimal.</p> <p>About 50 per cent of the 100-mile challenge ride participants, 37 per cent of FreeCycle participants and 19 per cent of spectators claimed they would cycle more as a result of their RideLondon experience.</p> <p>Next year's event will take place on 9-10 August.</p>

Issue	Cycling – promotion of the health and the environmental benefits of cycling to all equality groups		
Activity	TfL lead	RAG status	Progress report
The London Transport Community Safety Partnership has set up Operation Cycle Ops to tackle cycle theft in London. It aims to increase cycling by addressing fears about safety and security. Activities include an assessment of victim type and looking at the possibility of working with minority groups.	Enforcement & On-street Operations (EOS)	March 2013 ●	Cycle Ops ran from October 2012 to September 2013 and achieved a 10 per cent reduction in cycle theft across the Capital. As part of Cycle Ops, unclaimed bikes which could not be restored were donated to a number of charities, including the Bike Project, who donate refurbished bikes to refugees and asylum seekers.
Deliver security advice to people who may not normally consider cycling (and in doing so reduce the perception that cycling is for a particular community).	EOS	March 2013 ●	Students and universities were targeted, with police officers attending fresher fairs. Welfare officers received marketing material and articles for internal newsletters to encourage safe and secure cycling.

Issue	How to encourage groups of young people to walk or cycle for short journeys (where possible) rather than take the bus		
Activity	TfL lead	RAG status	Progress report
STARS (Sustainable Travel: Active, Responsible Safe) provides a framework and guidance for nurseries, schools, colleges and academies to develop an accredited travel plan. It rewards educational establishments for their commitment to, and achievements in encouraging walking, cycling and road safety. The scheme outlines criteria that help schools to identify issues, set targets, monitor progress and celebrate success at three levels (bronze, silver and gold). The more initiatives a school delivers and the greater the changes in travel behaviour, the higher the STARS Accreditation award.	Surface Transport, Strategy and Planning	Continuing ●	Over 40 per cent (1,248) of primary and secondary schools in London are STARS-accredited, up 16 per cent from 2012. These schools are making a significant difference to their communities by implementing safer and sustainable travel initiatives, resulting in increases in walking and cycling on school journeys, learning road safety skills and more responsible use of public transport. STARS accredited schools have delivered more than 16,000 travel initiatives in the last three years such as cycle training, walking incentive schemes, independent travel skills training and campaigns to reduce congestion around the school gates. Since 2004, schools taking part in the STARS Accreditation scheme have seen an eight per cent reduction in car use as part of the school journey, with silver and gold schools achieving a six per cent increase in walking and a two per cent increase in cycling. More than 250 schools attended a STARS training seminar in October 2013 to learn innovative techniques to further their travel activities in schools. We are committed to encouraging even more schools to join the STARS scheme. Visit www.staccreditation.org.uk for more details.

Issue	How to address disproportionate number of BAME children involved in road traffic collisions		
Activity	TfL lead	RAG status	Progress report
Children's Traffic Club (CTC) is a road safety programme aimed at pre-school children and parents/carers. The resource is designed to instil basic road safety skills for life.	Surface Transport, Strategy and Planning	Continuing ●	Statistically members of BAME groups are at greater risk of becoming casualties on London's roads. To address this, we are targeting boroughs with the largest populations of BAME pre-school children to enrol in the CTC. In 2012/13, 75,195 pre-school children enrolled in the CTC, of which 43 per cent were from a BAME background. The majority were from Tower Hamlets, Hackney, Newham, Brent, Redbridge and Harrow. Building on this for 2013/14, we are aiming to enrol a minimum of 77,000 pre-school children into the club, of which 50 per cent will be from a BAME background.

Safety and security

Issue	There is an ongoing perception that young people are perpetrators of crime and antisocial behaviour. This view has been raised particularly by older and disabled people on the transport network, and especially on buses.		
Activity	TfL lead	RAG status	Progress report
Activity involving Enforcement and On-street Operations (EOS) to promote positive relationships between younger and older people on the transport network.	EOS	March 2013 ●	Completed. The event was attended by older and younger people from across London. Presentations at the event included example of best practice from local level intergenerational safer transport team – Islington, and presentations from our youth panel. EOS continues to promote local engagement between groups. See page 52 for more details.
Continue to use the TfL Youth Panel and other local youth groups to assess and respond to young people's feelings of safety and security.	EOS	Continuing ●	Themed workshop at a youth event in November as a means to discuss crime and disorder with young people.
Hold events that focus on youth issues with British Transport Police and Metropolitan Police teams and the TfL Safety and Citizenship team.	EOS	Continuing throughout 2013	Police continue to attend junior citizenship scheme events. Intergenerational events have also been held by TfL-funded police teams across London.

Issue	Ensuring all people, and particularly women and young people, feel safer travelling on the transport network.		
Activity	TfL lead	RAG status	Progress report
<p>Safer travel at night Continue to run the successful campaign and seek new ways to deliver the message to a wider audience.</p>	EOS	Continuing ●	Campaigns included 'If it's not booked, it's just a stranger's car' (Christmas 2012).
<p>The Youth Travel Ambassador Scheme This was initially piloted in 2011/12 with the aim of promoting active, safer and more responsible travel for 11 to 16-year-olds. Projects were intended to deliver important messages relating to travel and transport issues, road safety and the role of young people in their communities. The scheme adopted a pupil-led approach to help participants make a positive impact on their schools and local community. The project will be piloted in a further six schools with a plan to launch across London in October 2013.</p>	Surface Transport, Strategy and Planning	Continuing, pilots launched, November 2012–June 2013 Pan-London October 2013 ●	<p>The pilot Youth Travel Ambassador (YTA) scheme came to a close in July 2013. More than 100 pupils from 11 schools were involved. Within each school the pupils formed a YTA team and delivered a travel/transport campaign to address the needs and issues of the students. Two of the schools addressed concerns about safe travel on the transport network.</p> <ul style="list-style-type: none"> Plasht School for Girls in Newham created an online forum for girls at the school to share their concerns and solutions Enfield County School for Girls produced a film and social network page on bus behaviour. With support from the London Transport Museum's (LTM) Safety and Citizenship team, the Year 10 YTAs led a discussion with pupils in Years 7, 8 and 9 <p>Following the pilot, an evaluation report with case studies was produced and can be requested by emailing yta@tfl.gov.uk. The YTA scheme was officially launched in October 2013 at the TfL STARS workshops. One hundred schools were invited to take part in the scheme by contacting a borough road safety or school travel plan officer. A team of YTA coordinators at the LTM were recruited by November 2013 to help support schools deliver the scheme. Facilitation resources and YTA team guides are available from the STARS website – www.staccreditation.org.uk.</p>

Customer experience

Issue	Bus driver behaviour and training		
Activity	TfL lead	RAG status	Progress report
Work with operators on effective local engagement initiatives with older and disabled people, highlighting and sharing best practice.	Surface Transport	Continuing ●	We have supported meetings involving bus operators and stakeholders, such as Age UK, Guide Dogs and the RNIB, as well as individuals who have encountered issues using a particular route. Bus operators are now organising engagement sessions with local groups and individuals. The 'Thinking Outside The Bus' events have helped build relationships.
Launch an accessibility training video for bus drivers developed in partnership with user groups for disabled and older people.	Surface Transport	Spring 2013 ●	In collaboration with Transport for All and Age UK, we have developed the new accessibility training film. An interactive video, 'All Aboard!', has been included in bus driver training since October 2013.

Issue	The use of the priority wheelchair area on buses		
Activity	TfL lead	RAG status	Progress report
Launch a new communications campaign following feedback from drivers, wheelchair users and passengers with buggies.	Surface Transport	November 2012 ●	In December 2012, we published a marketing campaign targeted at buggy users that reinforced the need to make space for wheelchair users. We also updated the guidance in the Big Red Book, leading to an increase in driver compliance. See page 58 for full details.
Continue the recently launched customer information campaign to provide clarity on the use of the wheelchair bay.	Surface Transport	During 2013 ●	The campaign has been immensely helpful in clarifying the purpose of the wheelchair priority space and will continue as a key message in future customer information campaigns. We will also focus resources on other issues, such as ensuring those who need priority seats are given access to them. Associated activity, including engagement with buggy manufacturers, will continue.

Engaging with stakeholders

Issue	TfL Youth Panel		
Activity	TfL lead	RAG status	Progress report
Event to showcase our youth participation work and raise awareness of youth-focused campaigns.	Public Affairs and Stakeholder Engagement	November 2012 (annual event) ●	<p>Around 100 young people from youth organisations across London attended our fourth annual Youth Participation Day, including representatives from Centrepunt, City Year London, The Prince's Trust, the Volunteer Police Cadets, youth councils and the UK Youth Parliament.</p> <p>The event was led and designed by our Youth Panel and LTM's Young Consultants, with support from staff. Participants at the event evaluated our programmes for young people and youth-focused campaigns, such as teen road safety and promoting active, safe and responsible travel in interactive workshops. The youth representatives were also able to influence the content of our School and Young Person Delivery Plan.</p>
Meetings are held every two months. Members are aged between 13 and 25.	Public Affairs and Stakeholder Engagement	●	<p>Our Youth Panel consists of 20 young people from across London who meet every two months to give their views on our programmes and campaigns. The forum enables young people to influence the decisions of our senior managers. The Youth Panel sets an agenda for a one-year term at their induction day in February. This was shaped by the ideas and opinions shared by young Londoners at Youth Participation Day.</p> <p>Throughout 2013, the group has shared its views with our staff on issues such as promoting cycling to young people, sharing road safety messages with teenagers and helping more young Londoners to consider career opportunities in transport. The Panel was also consulted throughout the development of our new website and the Single Equality Scheme. The Youth Panel has also engaged other young Londoners in their work through events and meetings with youth organisations including the Diana Awards, British Youth Council, Uprising and Royal London Society for the Blind Youth Forum.</p>

Issue	Sub-regional mobility forum proposal and pilot		
Activity	TfL lead	RAG status	Progress report
Consultation	Equality and Corporate Sustainability	●	<p>The pilot research was completed on time and two areas identified for the pilot:</p> <ul style="list-style-type: none"> • South region, which includes Kingston, Richmond, Wandsworth, Croydon and Merton • Central region, which includes Islington, Southwark, Westminster, the City of London, and Kensington and Chelsea.
Setting up pilot	Equality and Corporate Sustainability	●	Pilots set up and first meetings held throughout the spring and summer. The pilot will conclude with the meeting of the central forum in November.
Completing pilot	Equality and Corporate Sustainability	●	The review will begin in December 2013 after the final meeting of the central forum.

Issue	Developing borough and stakeholder relations		
Activity	TfL lead	RAG status	Progress report
Annual transport-themed event for borough representatives and stakeholders focused on sharing information and equality best practice.	Equality and Corporate Sustainability	●	Borough meetings to share equality best practice using 'Understanding the transport needs of London's diverse communities'.

Improving access to services

The following section provides details of our progress towards achieving our SES objectives in 2013. Where actions last longer than a year we have provided an update against progress achieved. We have also provided red, amber and green (RAG) markers to show status at a glance.

Issue	More accessible information			
	Activity	TfL lead	RAG status	Progress report
	Conducting an end-to-end review of signage and wayfinding throughout the Tube network to make it easier for people to navigate through stations across the whole system. TfL will also review complex step-free interchanges such as Green Park and London Bridge to make it simpler for passengers needing these routes.	Customer Experience	●	<p>We have a new signage strategy, which is now being used in stations. It is based on the principles developed for the London 2012 Games and includes:</p> <ul style="list-style-type: none"> • Use of magenta signs for major events such as the Notting Hill Carnival and Hyde Park Winter Wonderland • Use of Legible London style for permanent 'attraction signage' at King's Cross, London Bridge and Stratford
	Replacing the highly effective accessibility signage that was introduced for the London 2012 Games with distinctive permanent signs which highlight step-free routes and accessible boarding points.	Customer Experience	●	<p>Permanent signs in a distinctive blue are now installed at 19 stations, including those that had them for the 2012 Games.</p> <p>Roll-out continues across the network, including signs with information about new boarding ramps on the Northern, Metropolitan and Piccadilly lines. Accessible boarding point signs, showing people the location of platform humps, are currently being fitted to step-free stations on three lines (25 stations).</p> <p>Roll-out will continue as more stations are supplied with ramps and humps.</p> <p>20 more stations will have this signage by spring 2014.</p>

Issue	More accessible information			
	Activity	TfL lead	RAG status	Progress report
	Reviewing all the information produced about accessibility, including improving the way that step-free advice is displayed on the standard Tube map, in consultation with disabled people. This will make it clearer which stations have level access throughout and which are step-free in the station but have a gap between the platform and the train.	Customer Experience	Summer 2013 ●	<p>A wide-ranging research project with customers, staff and stakeholders completed in August 2013.</p> <p>Recommendations are being developed into an action plan, which we will publish in early 2014 when we update our commitments in 'Your Accessible Transport Network'.</p> <p>Awareness will be raised through the accessibility campaign in spring 2014 through stakeholder engagement and through the new accessibility Customer Relations Management database.</p>
	Working with Network Rail and the Association of Train Operating Companies to produce a step-free rail map for London, including the rail services we don't operate. This will give an overview of step-free access across all rail services in the Capital for the first time.	Customer Experience	Summer 2013 ●	<p>We have been researching this idea and developing different versions of the map to test with groups of disabled people. We expect an approved design to be ready in early 2014.</p>
	Redeveloping the transport accessibility section of tfl.gov.uk so that the information it gives about services is simpler, clearer and more consistent across all types of transport.	Customer Experience	Summer 2013 ●	<p>Organisations for older people and disabled people have been consulted about content and structure. The new section will be published when the new website is launched in early 2014.</p>

Issue	More accessible information		
Activity	TfL lead	RAG status	Progress report
Making available real-time travel apps for smartphones in accessible formats. TfL will work with developers to produce apps that make realtime information for the bus and Tube networks accessible, particularly for people with sight loss, and motor and learning disabilities.	Customer Experience	Summer 2013 ●	<p>We ran a competition to find new accessible apps to make it easier for disabled and older people to travel around the city. Developers were asked for ideas for new 'Accessibility Apps' which will make our Realtime information easier to use. All apps use live information from us free of charge. Winners were announced on International Day of Persons with Disabilities. The following categories were awarded:</p> <ul style="list-style-type: none"> • Best app for visually impaired people: London's Nearest Bus. This app allows the user to find the nearest buses and live departure times from their location. Users can also set individual bus alerts to trigger when a bus is due • Best app for accessibility/step-free information: Station Master. This app offers detailed accessibility information for every LU, London Overground and DLR station • Best all round app: Tube Tracker. A multi-modal app that finds the nearest station to the user with directions. Provides automatically updated live departure information, a journey planning function, first/last Tubes and Tube status alerts • Judges' award: Colour Blind Tube Map. This app displays the Underground map in various formats for easier viewing by people with all forms of colour blindness, and other vision impairments such as cataracts, loss of contrast sensitivity and hyperopia <p>In addition, our Fare Calculator, Citymapper and London Bus Times Preview were all Highly Commended.</p>
Making the step-free Tube guide available in smartphone apps. For the first time TfL will publish Tube accessibility data electronically so that developers can incorporate detailed information about access into their apps. This will include the information contained in the step-free Tube guide, locations of level access areas on platforms and information about toilet provision.	Customer Experience	Summer 2013 ●	This new data feed was published in August 2013. At the time of publication, 66 developers had signed up for data, and we are looking to see how it can be incorporated in our own digital information.

Issue	More accessible information		
Activity	TfL lead	RAG status	Progress report
TfL will have completely redeveloped tfl.gov.uk with clearer, easier-to-read content, designed to work across a range of different devices. The improvements will be seen next year, as single accounts will be introduced which require only one password to access all online services. TfL will also introduce a new online customer service and complaints system. With all online developments TfL will maintain high levels of accessibility, meeting and exceeding statutory standards.	Customer Experience	By 2014 ●	Our new website, which has undergone thorough accessibility testing and engagement with organisations for disabled and older people, is being rolled out progressively through a test version available via the current site. It is anticipated that the new site will go live in early 2014.
TfL will complete an upgrade of Journey Planner to contain further information on the accessibility of the network. This will include:	Customer Experience	By 2014 ●	<p>This is still on target for 2014. We are investigating further enhancements that could be made to Journey Planner as part of the action plan from our information research project (see above).</p> <ul style="list-style-type: none"> • providing accessible routes that plan in real-time around service disruptions and the availability of lifts and escalators. When planning • journeys, customers will be able to specify their accessibility requirements in relation to step-free access, escalator provision, walking • distances within stations • use of stairs. <p>They will also be able to save journey preferences, including access requirements, for future searches.</p>

Tube and rail

We will continue to deliver more step-free Tube stations, reduce the difference in journey time between step-free and non-step-free routes, and open up new routes across the Capital. Over the next 10 years, we will provide step-free access at an extra 26 stations. The number of journeys made each year by step-free routes will almost treble, from 67 million at present to 189 million in 2021.

Issue	Enhanced infrastructure		
	TfL lead	RAG status	Progress report
Investing 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 interchange with Crossrail, revolutionising accessible transport across central London.	London Underground	By 2018 ●	Works are under way at Greenford, Bond Street, Victoria and Tottenham Court Road.
Making four more stations partially step-free (Paddington to the Hammersmith & City line in 2014, Bank to the Waterloo & City line in 2015, and to the Northern line at Elephant & Castle and Bank by 2021)	London Underground	Between 2014 and 2021 ●	Work is underway at Paddington (Circle and Hammersmith & City lines).
Looking for opportunities to go beyond this programme by encouraging step-free projects enabled by third parties, beginning with the committed schemes at Bromley-by-Bow in 2015 and Tower Hill in 2016	London Underground	Between 2015 - 2016 ●	Initial feasibility work is complete. We are continuing to explore how we can bring the cost of our step-free schemes down, and how we can work in partnership with local authorities and developers to make more stations step-free. White City, Colindale and Mill Hill East are all currently being investigated.
Developing a short-term programme for step-free access by spring 2013. This will identify stations where relatively quick and inexpensive improvements can be made	London Underground	Spring 2013 ●	
Retaining manual boarding ramps at 16 stations on the Tube network and rolling out to stations which would maximise the number of step-free journeys.	London Underground	During 2013 ●	We have retained the original 16 manual boarding ramps (MBRs) implemented for the 2012 Games, and introduced MBRs at an additional 19 stations.

Issue	Enhanced infrastructure		
	TfL lead	RAG status	Progress report
Installing platform humps and other solutions so that a third of the Tube network will have level access platforms, up from 15 per cent at present. Thirty-five additional 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	2013–2016 ●	We have implemented platform humps and other level-access solutions on 21 platforms on the Northern and Jubilee lines between December 2012 and December 2013. Work on a further 14 more complex platforms is scheduled to be completed by 2016.
Introducing 53 new, state-of-the-art, air-conditioned trains on the Hammersmith & City and Circle line. These will have wide doors, dedicated spaces for wheelchair users, a low-floor design for improved access between the train and platform, multipurpose spaces throughout and advanced audio and visual information.	London Underground	By end 2014 ●	At the end of 2013, 30 new trains were in service on the Hammersmith & City and Circle lines.
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 high standards of accessibility.	London Underground	2013–2016 ●	Roll-out of new trains on the District line will begin in February 2014, starting with the Wimbledon to Edgware Road branch.
Install an extra 80 wide-aisle gates at 60 stations.	London Underground	Summer 2013 ●	Completed. We installed 93 gates at 60 stations.
Introduce tactile paving on all platform edges across the network.	London Underground	●	By the end of 2013, a total of 695 of the 711 platforms (97.7 per cent of the network) will have tactile paving on platform edges. Two of the remaining 16 platforms – at Cannon Street – will be completed as part of a station project in 2014. Infrastructure issues on the remaining 14 platforms – north of Queen's Park on the Bakerloo line and at Leytonstone – mean we are currently not able to install tactile paving. A number of alternatives have been explored but have been unsuitable. We will continue to seek opportunities to install tactile paving.

Issue	Enhanced infrastructure		
Activity	TfL lead	RAG status	Progress report
<p>Deliver small scale but important physical accessibility improvements on the Tube, including handrail enhancements, 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	2016–2020 ●	By the end of 2016, 19 of the 72 stations within the Station Stabilisation Programme will be completed. The remaining stations are due for completion by 2019.
<p>Buses Invest £17m to improve bus stop accessibility and are on-track to make 70 per cent of bus stops accessible by spring 2013 and 95 per cent by end of 2016.</p>	Surface Transport	Ongoing ●	Target of 70 per cent met in spring 2013. New target is 75 per cent by spring 2014.
<p>Continue the recently launched customer information campaign to provide clarity on the use of wheelchair bays.</p>	Surface Transport	●	The campaign clarified the purpose of the wheelchair priority space effectively and will continue as a key message in future customer information campaigns. We will focus resources on other issues, such as ensuring those who need priority seats are given access to them. Work connected to the campaign will continue, including engagement with buggy manufacturers.
<p>Facilities for pedestrians Roll out Pedestrian Countdown at Traffic Signal Junctions (PCaTS) to a total of 200 sites.</p>	Surface Transport	From 2013 ●	The programme is still on track to deliver PCaTS at 200 sites around the Capital by spring 2015. Some notable sites delivered recently were Trafalgar Square in March 2013, Highbury Corner in April 2013, and the crossing outside the Victoria and Albert Museum in South Kensington in October 2013.
<p>Upgrade the remaining 211 signalised pedestrian crossings to include rotating cones and/or audible signals and tactile paving.</p>	Surface Transport	By 2016 ●	Now at 95.5 per cent (4,652 out of 4,931), 19 TfL Road Network (TLRN) and 20 borough sites will be completed by March 2014.
<p>Expand the use of Legible London signs, which aim to increase the number of walking journeys, new sites include Clapham Junction, Brixton, Kingston and Bromley.</p>	Surface Transport	2013 ●	Since August 2013 there have been 1,267 signs in place in 27 boroughs. Brixton is the latest town centre to adopt the signs, with Clapham Junction, Kingston and Bromley set to follow.

Issue	Enhanced infrastructure		
Activity	TfL lead	RAG status	Progress report
<p>Deliver pedestrian improvement schemes including Tottenham Hale, Highbury Corner, Elephant and Castle Northern roundabout, Waterloo roundabout and Vauxhall. These form part of a review of 500 junctions across London.</p>	Surface Transport	By 2016 ●	<p>The removal of the Tottenham Hale gyratory, is currently in progress and due to be completed by October 2014. This will provide a better environment for pedestrians in this area and improve connectivity between the High Road and the public transport network. The scheme will remove the existing severance created by the high volume and speed of traffic. It will transform Broad Lane into a quieter and calmer environment. There will be a 20mph speed limit, wider footways and new zebra crossings, while traffic will be reduced to one lane in each direction. Interchange with the transport system will be improved at Seven Sisters and Tottenham Hale stations with the creation of new crossings, a new bus station and a public square enabling the regeneration of Tottenham Hale and creating a new gateway to Tottenham.</p> <p>Examples of work already carried out at other junctions:</p> <ul style="list-style-type: none"> • The Henlys Corner scheme delivered staggered signal-controlled pedestrian and cycle crossings on all arms of the junction. As a result of the scheme, the total pedestrian use at this junction has increased by 75% from 218 to 382 pedestrians a day, and in the PM peak hour the number of pedestrians has increased by 118% • Complex pedestrian routes at Euston Circus have been replaced by a single crossing point for the majority of arms of this junction (with the exception of Hampstead Road where a centre island is provided). Road space has been rationalised to provide additional footway space for pedestrians to alleviate congestion plus a predicted increase in pedestrian flows owing to new developments currently under construction. A contra-flow bus lane has been provided on the slip road outside University College Hospital for westbound buses, offering pedestrians more direct access to the hospital <p>In addition, we have installed high-quality benches, improved street lighting, planted semi-mature trees, built two 'green walls', added a number of planters around the junction and used granite footway surfacing to create an improved environment for pedestrians</p>

Issue	Enhanced infrastructure		
Activity	TfL lead	RAG status	Progress report
Work with boroughs to improve the accessibility of streets across the Capital, including funding a wide range of pedestrian and public realm improvements. This will see significant improvements made in locations including Aldgate, Bromley, Croydon, Harlesden, Tolworth, Wood Green and the West End.	Surface Transport	By 2016 ●	<p>Tolworth – was completed in October 2013. Accessibility improvements include: new shared space on a central reservation (pedestrians and cyclists) replacing extensive guard-railing, a 20mph maximum speed limit zone, three informal crossings and two controlled crossings at each end of the Broadway. Surface access has replaced the need to use the subways, and coloured paving introduced to highlight pedestrian movement at a junction.</p> <p>Bromley North Village – East Street implementation (Phase 1) was completed in December 2013. Phase 2 (High Street) and Phase 3 (Market Square) will be completed by summer 2014. Accessibility improvements will include: Legible London, extensive de-cluttering and public realm enhancements, improved crossings for pedestrians, shared surface in East Street with tactile paving.</p> <p>Harlesden town centre – urban realm and accessibility improvements are due to start in December 2013 and finish by March 2015. The scheme includes removing the one-way operation on Harlesden High Street and on Manor Park Road (to and from Tavistock Road). High Street Harlesden (between Station Road and Tavistock Road) will become a restricted section for buses only and new footway paving is being laid along this stretch. Straight ahead pedestrian crossings are being introduced on all four arms at the Manor Park Rd/High Street Harlesden/Park Parade junction. The existing puffin pedestrian crossing is being converted to a pelican facility and relocated to a site immediately north of the junction between Manor Park Road and Tavistock Road to better serve the pedestrian desire line. All bus stops are being upgraded and kerb heights adjusted to meet bus stop accessibility (BSA) requirements.</p>

Issue	Enhanced infrastructure		
Activity	TfL lead	RAG status	Progress report
Cont.			<p>Wood Green – urban realm and accessibility improvements are due to start in February 2014 and be completed in February 2015. Improvements will include new paving and pedestrian wayfinding using Legible London along the A105 (from Wood Green to Turnpike Lane Tube station). Special areas will also be created along this corridor that will provide additional seating and improved lighting, for example at Spouters Corner and Lymington Avenue. All bus stops are being upgraded and kerb heights adjusted to meet BSA requirements.</p> <p>Aldgate – traffic changes and public realm improvements will include decluttering, footway widening, surface level crossings to replace subways, new seating, better lighting, public amenities (café kiosk, accessible public toilets), wayfinding and connections to transport hubs. Scheme completion is scheduled for 2016.</p> <p>West End – the project consists of conversion of the gyratory on Tottenham Court Road and Gower Street into two-way working. The scheme will deliver significant public realm and cycle route improvements, including safer crossings at all junctions. The scheme is currently under development and options are being modelled to understand their impact on the road network.</p>
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. TfL hopes to have developed a prototype for this innovative technology by the end of 2013.	Surface Transport	End 2013 ●	A successful trial has been completed that highlighted requirements for development. Further on-street trials at two sites will begin in 2014.

Taxis

Over the next year we will develop a taxi rank action plan. It will review the accessibility of ranks at London's mainline rail stations so passengers can use taxis more easily. Other improvements will include:

Issue	Enhanced infrastructure		
Activity	TfL lead	RAG status	Progress report
Monthly on-street compliance from 2013 to check that accessibility features in taxis, such as wheelchair ramps and swivel seats, are in working order and drivers know how to use them. Where an accessibility feature is not working, the taxi licence will be suspended until the feature is fixed.	Surface Transport	From 2013 ●	This is now part of the 'business as usual' on-street taxi compliance checks.
Developing systems over the next two years to support our Cabwise and Findaride services, which should see an increase in the number of private hire operators registered with the service and make it easier for all users to book a taxi or private hire vehicle. Over the next four years the services will continue to be promoted across London.	Surface Transport	2013-2015 ●	From 30 September 2013 this database will be used to provide the information for Cabwise and Findaride services. A number of initial issues with the new system needed to be resolved. Once it is fully functional the Cabwise and Findaride information will be reviewed along with the actions to increase registration for the services provided by licensed private hire operators.

Transport staff guide and help customers access the transport network very well. However, we are serious about improving the experience of travel in London, which means giving more expertise to staff about how best to assist customers.

Issue	Improved customer experience		
Activity	TfL lead	RAG status	Progress report
Developing a team of accessibility champions within contact centres, who will have an in-depth understanding of accessible travel in London. By summer 2013 this team will have enhanced training and will be able to provide a better service, and share their knowledge with colleagues.	Customer Experience	Summer 2013 ●	Our first accessibility champions have been in place since March 2013. We are developing training plans and will extend the service to include telephone staff in 2014.

Issue	Improved customer experience		
Activity	TfL lead	RAG status	Progress report
Improve the quality of responses to complaints, making sure that any concerns are dealt with fully and efficiently and that comments are fed back.	Customer Experience	Summer 2013 ●	Accessibility-related correspondence is channelled through an accessibility champion to provide a detailed and tailored response. The training roll-out will further enhance the quality of our responses by phone and correspondence. We are also improving our internal reporting of accessibility feedback. This will give us more insight into our customers' concerns and experiences to help develop our services further.
Simplify the online contact system to make it easier to give feedback. Changing the way complaints are logged and categorised so trends can be better identified and specific issues can be addressed. We will publish accessibility complaints data as part our quarterly complaints report.	Customer Experience	Summer 2013 ●	In September 2013 the customer options/categories on our online feedback forms were changed to make it simpler to contact us. We are continuing to look at ways to make it easier to contact us, including improvements to our automated telephone system and a dedicated email address for accessibility enquiries.

Issue	Improved customer experience		
Activity	TfL lead	RAG status	Progress report
<p>Improve training for Tube staff so customers get the level of support they need on every journey.</p> <p>From summer 2013 TfL will introduce new training for frontline staff. For the first time we will make sure older and disabled people play an active part in the development of the new training. A key feature of this will be an emphasis on practical operational scenarios to help staff demonstrate and develop their customer service skills.</p> <p>By the end of 2013 we will have created five accessibility centre-of-excellence stations, whose staff will have an enhanced level of disability training, delivered in partnership with disabled people. This programme will be evaluated and, if appropriate, rolled out to other stations that are most used by older and disabled passengers.</p> <p>Ensure staff training is as effective as possible by providing key members of the training team with additional guidance on accessibility. This will make them experts on the subject and enhance their skills. We will involve disabled people in this additional training.</p>	London Underground	By the end of 2013 ●	<p>We have teamed up with disability organisations Inclusion London and Transport for All (TfA) to introduce new disability equality training for staff.</p> <p>Inclusion London and TfA developed the course, which includes videos of disabled customers talking about their experiences and giving their views on the difference that staff can make to their journeys. As part of the course development process, Inclusion London and TfA ran a focus group with a number of their members.</p> <p>The training is delivered jointly by a disabled trainer from Inclusion London and TfA, and a trainer from our team.</p> <p>In May 2013, 12 members from our team received the training.</p> <p>Training for frontline staff is currently being delivered at our five accessibility centre-of-excellence stations – Stratford, King’s Cross St. Pancras, Green Park, London Bridge and Westminster – and will be complete by the end of March 2014.</p> <p>Staff have given positive feedback about the training, which has included comments such as ‘it makes you realise that the other person just wants to be treated fairly’. We are working with Inclusion London and TfA to identify ways of measuring the impact of the training on customers’ experiences.</p>
<p>Working with bus operators to thoroughly review driver training. Progress is already under way:</p> <p>By spring 2013 TfL will launch a new training DVD for bus drivers, developed in partnership with disabled bus passengers. It will feature customers’ stories about their own experiences of bus travel and explain how drivers’ actions can ensure consistently safe and comfortable trips.</p> <p>From summer 2013, all bus drivers will receive new training which will include, as a key element, the additional involvement of older and disabled people.</p>	Surface Transport	During 2013 ●	<p>In spring 2013 we launched ‘All Aboard’, a new training DVD for bus drivers developed in partnership with disabled bus passengers. It features customers’ stories about their own experiences of bus travel and explains how drivers’ actions can ensure consistently safe and comfortable trips. All bus drivers will have participated in the interactive training session by December 2014 as part of their annual training. We will monitor the feedback from the training and its impact.</p>

Issue	Improved customer experience		
Activity	TfL lead	RAG status	Progress report
<p>Expanding 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. TfL is currently involved in collaborative travel mentoring projects in 21 of the 33 London boroughs, and is encouraging the expansion of provision through and with external partners.</p>	Surface Transport	From 2013 ●	<p>We are currently involved in collaborative travel mentoring projects in 21 of the 33 London boroughs, and are encouraging the expansion this with external partners.</p> <p>Further travel mentoring projects have been established in Merton, Sutton and Croydon in the form of monthly ‘Bus Day’ events introducing disabled people to bus travel in a safe, controlled environment, as well as providing a training opportunity for bus operator staff.</p>
<p>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.</p>	Surface Transport	From 2013 ●	<p>Travel mentoring projects are currently in the process of being established in another two London boroughs and are scheduled to launch by the end of 2013.</p>

Issue	Better engagement		
Activity	TfL lead	RAG status	Progress report
<p>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 roundtables to keep stakeholders up to date and involve them in improving accessibility.</p>	Equality and Corporate Sustainability and Customer Experience	From 2013 ●	<p>We have continued our strong tradition of engagement with disabled people’s organisations, including hosting round table discussions on our new website, information needs of disabled and older people and the accessibility of Crossrail. (See also case studies on large-scale accessibility events, for example ‘On the Right Track’ on page 66.)</p>
<p>Keeping customers informed with accessibility-related service updates via email, starting in summer 2013. TfL will maintain an opt-in database of customers who want to receive the information. This will allow TfL to spread news of service changes more widely and directly to disabled and older people.</p>	Customer Experience	Summer 2013 ●	<p>Initial email to whole customer relationship management database generated 43,000 sign-ups for accessibility updates. People will also be able to opt-in on the new website.</p>

Issue	Better engagement		
Activity	TfL lead	RAG status	Progress report
Make the 'Thinking outside the bus' (TOTB) event an annual opportunity for disabled people's organisations to meet with senior representatives from our organisation and the bus operators to discuss concerns and issues with bus travel.	Surface Transport	Summer 2013 ●	Thinking outside the bus 2 event was held on 3 October 2013. It was attended by a wide range of older and disabled stakeholders, such as Transport for All, Age UK and RNIB, and was used to update attendees on bus accessibility and local engagement between bus operators and user groups. Along with the bus operators we discussed forthcoming activities, including Your Accessible Transport Network, Accessibility Champions and the 'All Aboard!' training video. We are considering how best to take this event forward and to explore ways of combining this with other parts of our organisation, such as Underground and Rail. Although we are committed to this being an annual event, we question whether this is the best approach and whether it should be a bi-annual event that is pan-TfL, for example.
Develop a sister event for Tube and rail services, launched in summer 2013. This creates an opportunity to meet senior staff from across the organisation including the customer service centre, staff training and station upgrade teams. Station staff, especially from stations that are challenging in terms of accessibility, would also attend. Both events will increase and encourage communication between staff and customers, developing greater mutual understanding and delivering improvements to services.	London Underground	Summer 2013 ●	Completed in May 2013 – please see page 66 for details of event.

Issue	Better engagement		
Activity	TfL lead	RAG status	Progress report
Holding a targeted recruitment drive for Dial-a-Ride for groups in greatest need of the service. By spring 2013 TfL will have contacted and visited organisations and forums across London that will help reach the people in most need of the service. These include people over-85, those on the higher rate mobility component of Disability Living Allowance, people registered blind or partially sighted and those on a War Pension mobility supplement.	Surface Transport	Spring 2013 ●	By spring 2013 we had contacted and visited organisations and forums across London that reach the people in most need of the service. These include people over-85, those on the higher rate mobility component of Disability Living Allowance (DLA)/Personal Independent Payment (PIP), people registered blind or partially sighted and those on a War Pension mobility supplement. By the end of summer 2013, face-to-face meetings had been held with 21 different local organisations to promote the use of Dial-a-Ride among hard-to-reach groups most in need of door-to-door transport. At the end of summer 2013 Dial-a-Ride membership figures indicated that there had been a fall in the number of people applying for membership who did not meet the eligibility criteria. This was down from 2.2 per cent in the previous year to one per cent in P6 (18 August – 14 September 2013). There was also an increase in the proportion of applicants who were automatically eligible for the service by virtue of being: <ul style="list-style-type: none"> • Over 85 • Receiving higher rate mobility component of DLA/PIP • Registered blind or partially sighted • On a War Pension mobility supplement • Already assessed as qualifying for a Taxicard by their local authority This suggests that the recruitment drive is successfully targeting eligible groups who are in most need of a door-to-door service.

Workforce diversity

Issue	<ul style="list-style-type: none"> Representation of disabled people in our workforce is too low Lack of BAME staff and women in senior roles Leadership is not visible/effective Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people, BAME and women into employment and increase the diversity of schoolchildren considering technical careers.	HR Organisation Development	●	<p>Steps into Work – the current group of 10 students started the programme in January 2013. Measures have been introduced to track their success against pre-determined objectives (programme completion, employment, education and training outcomes, student confidence, benefits to TfL).</p> <p>In 2012 nine out of 11 participants were engaged in employment, education or training (81.82 per cent) within six months of completing the programme. The target was 60 per cent. Four participants had entered paid employment (36.36 per cent) – against our target of 30 per cent and a national rate of 6.4 per cent.</p> <p>Placements have included office-based and operational posts in Crossrail and bus enforcement, and as London Underground customer service assistants.</p> <p>Students find further employment, education or training within three months of completion of the placement.</p> <p>The programme provides enhanced awareness/skills for placement management and staff, around issues and barriers facing disabled staff.</p>

Issue	<ul style="list-style-type: none"> Representation of disabled people in our workforce is too low Lack of BAME staff and women in senior roles Leadership is not visible/effective Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Cont.	HR People Planning and Organisational Effectiveness (PPOE)	●	<p>Classroom to Boardroom events – we have worked with Entrepreneurs in Action for two years, delivering challenges to pupils from various London schools. The events and outcomes are reviewed as part of the Mayor's Educational Inquiry, which examines key challenges for schools in London.</p> <p>Previous events in January and June 2013 involved pupils from Enfield and Uxbridge academies. In November 2013 another event was held with 50 young people from Aylward Academy in Enfield. The majority of students attending Aylward are from BAME groups and the academy also has 10.3 per cent students with a declared disability or special educational needs. Forty-seven per cent of students are eligible for free school meals.</p> <p>The aim is to encourage participating pupils to feed into the pipeline for our apprentice and graduate schemes.</p>
	HR PPOE	●	<p>Fair Access to Work Placements/Work Experience Forum –</p> <p>The first forum has taken place and best practice shared with advocates from our business. The aim is to make work experience meaningful and to increase support for work experience placements provided as a result of the Classroom to Boardroom events.</p> <p>Membership of this forum comes from engineering departments in London Underground (LU) and Surface Transport, as well as LU Customer Experience, LU Operational, Dial-a-Ride and HR teams.</p> <p>The aim is to increase the number of work placements offered by the business has increased and provide greater clarity on what should be offered and support available.</p>

Issue	<ul style="list-style-type: none"> Representation of disabled people in our workforce is too low Lack of BAME staff and women in senior roles Leadership is not visible/effective Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Cont.		●	<p>Greenwich University Technical College (UTC) opened to students in September 2013. An overview of BAME, women and disabled students will be provided once the intake is confirmed.</p> <p>We will help shape the curriculum of the students of the UTC.</p> <p>The aim is to encourage participating students to then join our apprentice and graduate schemes.</p>
Develop strategies to attract a diverse pool of applicants to key roles, for instance engineering and some senior management positions, where there is a current lack of diversity.	HR Organisation Development	●	<p>Leadership and Specialist Development Programme – Organisational Development has created an approach to support the succession to leadership ensuring we have a good, diverse choice of candidates for the most senior roles. This will be achieved by reviewing nominations for any talent programmes to ensure the proportion of under-represented groups is maintained or improved.</p> <p>Organisational changes in the business have resulted in a revision of timescales to 2014.</p>

Issue	<ul style="list-style-type: none"> Representation of disabled people in our workforce is too low Lack of BAME staff and women in senior roles Leadership is not visible/effective Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Over the next three years, increase the annual number of women, BAME and disabled candidates who are accepted on TfL's apprenticeship and graduate schemes.	HR Organisation Development/ HR Delivery	●	It is anticipated that the events listed in the previous section, including Classroom to Boardroom, Fair Access to Work placements and the Greenwich UTC, will act as a feeder for apprenticeship and graduate schemes. This includes scoping a pilot to use the Mayor's Work Programme as a way on to one of our apprenticeship schemes.
	HR Delivery	●	<p>With a view to increasing the number of BAME enrolling on our graduate schemes, we have worked with RARE Consultancy, which specialises in connecting people from diverse backgrounds with organisations. The 2013 recruitment drive attracted 78 RARE students, with four offers being made – three women in project management, civil engineering and transport planning and one man in civil engineering. Additionally, three first or second year BAME engineering students who had been accepted onto the RARE National Grid summer work experience programme were supported by us. The contract with RARE Consultancy ended during 2013 and we will be seeking alternative partners to look at ways of attracting and recruiting BAME graduates over the next three years. There has been an increase in the number of applications and appointments from students for all graduate schemes as follows:</p> <ul style="list-style-type: none"> BAME – 13.5 per cent Unknown ethnicity – 11.5 per cent Women – 32.0 per cent Disabled – 3.8 per cent

Issue	<ul style="list-style-type: none"> Representation of disabled people in our workforce is too low Lack of BAME staff and women in senior roles Leadership is not visible/effective Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Cont.	HR Delivery	●	<p>TfL participated in the African Caribbean Society (ACS) marketing event on 1 November. Other partners taking part were the Financial Conduct Authority (FCA), HMRC, Bank of England, NHS and National Audit Office. The event is based around skills sessions and a graduate panel, and aims to engage students into employment. Additionally we are working to attract more African Caribbean students to apply to our graduate schemes.</p> <p>The aim is to increase the number of applications and appointments from BAME students for all graduate schemes.</p>
	HR Delivery	●	<p>We advertised in the October/November edition of PosAbility magazine – a key disability lifestyle publication. The aim was to raise awareness and encourage disabled students and graduates into employment. The advert included careers advice and highlighted positive examples of how disabled people are supported into and during employment. If outcomes are positive, another advert will be placed in February 2014.</p> <p>The aim is to increase the number of applications and appointments from disabled students for all graduate schemes.</p>
	HR Delivery	●	<p>The 2014 Apprentice Programme marketing is to be targeted at seven schools in London when apprentice schemes go live in January 2014. The aim is to target under-represented groups. All seven schools have a significant BAME population and up to 18 per cent of pupils with a disability or special educational needs.</p> <p>Additional advertising for the new year will be considered in the coming months. There has been an increase in the number of under-represented groups accepted onto apprenticeship schemes.</p> <p>Intake on 2013 programme:</p> <ul style="list-style-type: none"> BAME – 55 per cent Women – 30 per cent

Issue	<ul style="list-style-type: none"> Representation of disabled people in our workforce is too low Lack of BAME staff and women in senior roles Leadership is not visible/effective Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Cont.	HR Organisation Development/ HR Delivery	●	<p>Track and Train Graduate Internship Scheme, sponsored by Network Rail, provides paid work experience to unemployed graduates for 18 months. The intention is to provide a step up for unemployed graduates, providing valuable work experience. During the first 18-month programme, of the 11 graduates on the TfL scheme, eight applied for permanent roles. Five were successful in securing jobs on the graduate schemes, demonstrating that this successfully acts as a pipeline to the schemes.</p> <p>The second programme started in October 2013 with three graduates taking TfL placements. The low number is due to the success of this scheme, with Network Rail only able to offer us three candidates. Data from the recruitment process has highlighted the significant number of women and BAME candidates successfully applying and it is hoped that this will result in more people joining our graduate schemes.</p>
	Improve the current equality data through an audit of the workforce to increase declaration rates for disability.	HR PPOE	●

Issue	<ul style="list-style-type: none"> • Representation of disabled people in our workforce is too low • Lack of BAME staff and women in senior roles • Leadership is not visible/effective • Improve development opportunities for all staff and support career progression 		
Activity	TfL lead	RAG status	Progress report
Develop longer-term career and succession planning for key roles and functions.	HR Organisation Development/ HR Delivery	●	<p>A process for tracking capability/talent that will ensure that capability and talent pipelines are visible and traceable is being scoped. This will include identifying and agreeing relevant talent populations and working with Information Management on implementing a system solution. Organisational change in various parts of the business has resulted in a revision of timescales to 2014.</p> <p>Organisation design and job description processes and guidance have been developed as an additional tool to identify capability within the business.</p> <p>This work will increase opportunities for BAME, women and disabled staff to progress to key roles.</p>

Policy development and implementation

Issue	<ul style="list-style-type: none"> • Improve potential for different ways of working • Our policies need to be implemented consistently across the organisation 		
Activity	TfL lead	RAG status	Progress report
Introduce a consistent performance management process	HR Reward and Pensions	●	<p>The existing process was felt to be complex and confusing, leading to inconsistent assessment of an individual's performance.</p> <p>The process and supporting guidance has now been reviewed. Ratings descriptions have been clarified and aligned with our behaviours. Supporting documentation and guidance material has been rewritten and redesigned to ensure clarity, consistency and ease of use. The new materials were launched in September 2013 and a hard copy performance management pack was distributed to key employees and stakeholders who contributed to the development of the materials. Online content is available for all employees to view and use to support their performance review conversations. Feedback has been captured from employees on the improved guidance to ensure the best fit for our organisation is achieved. Full launch for the entire organisation is scheduled for March 2014.</p> <p>The process should provide consistent and meaningful annual reviews, with improved support for development and progression.</p>
Improve performance management through initiatives such as coaching and mentoring.	HR Organisation Design	●	<p>Strategic Development Plan – a strategic demand plan for learning and development has been produced. It is aligned to business priorities in order to raise performance management standards, build strong teams, develop leaders and plan succession. The two-year plan is to be reviewed bi-annually. Learning and Development courses are being mapped to the TfL behaviours, which will widen the scope for including equality elements. This will ensure that equality and inclusion is aligned to TfL behaviours and business priorities.</p>

Issue	<ul style="list-style-type: none"> • Improve potential for different ways of working • Our policies need to be implemented consistently across the organisation 		
Activity	TfL lead	RAG status	Progress report
Cont.	HR Organisation Design	●	<p>Managing Essentials pilot – a toolkit for managers has been developed to establish and improve line manager capability. This includes defining the role of a people manager and the standards needed to ensure quality and consistency of people management. Learning-needs analysis and appropriate training for new and existing managers is now in place.</p> <p>A pilot has started in several areas in Specialist Services, Surface Transport and London Underground. These programmes will assist and validate the content and methods of delivery of the programme and enable line managers to observe individuals putting knowledge and skills into practice. Following evaluation of the pilots, we will launch the programme across the organisation.</p>
Increase the use of online systems to record the results of mid-year reviews and any relevant improvement plans.	HR Reward and Pensions	●	<p>Through the launch of the improved performance management process, there will be better awareness, understanding and, therefore, more consistent application of performance development conversations and assessment of overall performance.</p> <p>Online entry of ratings at mid-year is now mandatory to help drive an auditable and traceable track on employee performance and it is planned to have a fully online system by April 2015.</p>
Introduce consistent guidelines and processes for managers and staff.	HR Delivery	●	Company Management System introduced in July 2013.
Ensure that staff feedback can be used to shape future training and policies.	HR Organisation Design (training)/ Employee Relations (policies)		The TfL Policy team track feedback from People Management Advisors and Human Resources Business Partners. The monthly meeting of the Human Resources Policy Working Group reviews any policy/guideline and agrees on a rolling programme for development or change. They also act as subject matter experts for learning and development in their review/redesign of training courses.

Issue	<ul style="list-style-type: none"> • Ensure visible progress towards salary equality • Improve staff development opportunities 		
Activity	TfL lead	RAG status	Progress report
Annual publication of a faith calendar on TfL's intranet	HR PPOE	●	Produced annually in November, available on Source with general communications to alert staff. The calendar maintains awareness of faith and cultural issues affecting employees and customers across the business.

Issue	Create a more inclusive workplace		
Activity	TfL lead	RAG status	Progress report
Continue equal pay audits and implement recommendations.	HR Reward and Pensions	●	<p>Equal Pay Audit 2012/13, containing data captured on 31 March 2013 was finalised in June 2013. The headline conclusions were:</p> <ul style="list-style-type: none"> • At the higher levels of the organisation where base pay and total cash is higher, there are a higher percentage of male, white, heterosexual and non-disabled employees in the older age groups • At senior management levels, employees across all equality groups, albeit a small number, are rewarded equitably. However the population size is too small to make appropriate comparisons • Men are more likely to work full-time and in roles with a consolidated shift allowance, which carry a premium • On a collective basis there are no apparent issues regarding equal pay; however, there are likely to be issues of diversity within some levels of the organisation. It should also be noted that our employee population is ageing, which may in the longer term provide opportunities <p>This fulfils the statutory requirement and ensures visible and more rapid progress towards salary equality across the business. It also highlights any anomalies in key equality groups or business areas.</p>

Issue	Create a more inclusive workplace		
	Activity	TfL lead	RAG status
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 Reward and Pensions/ HR PPOE	●	Recommendations of the report: Feed the findings of the 2013 annual workforce monitoring report into the development of the TfL Reward Strategy. Equality and Inclusion team to work with all business areas via Human Resources Business Partners (HRBPs) to identify relevant equality action plans to address any significant differentials.
Ensure an equal pay audit report is compiled and issued to directors and heads of HR.	HR Reward and Pensions/ HR PPOE	●	The report, together with a summary, was presented to the Human Resources Leadership Team on 25 July and it was agreed that HRBP teams will liaise with Equality and Inclusion and Reward teams to review analysis and develop appropriate action plans.
Introduce a new equality training programme to increase understanding of the positive impact of diversity and inclusion in the workplace.	HR PPOE	●	<p>An overall review of internal equality training within TfL (the Valuing People – Fairness and Inclusion course) has been carried out and this course will continue to be delivered to all TfL non-operational and Surface Transport operational staff. London Underground operational staff will continue to attend the Network Operational Learning MEDI training course. Organisation Design and Equality and Inclusion have reviewed the evaluation process for staff who have attended the course and will look at making this more robust. A new external supplier was appointed in September 2013.</p> <p>Learning and Development has recommended that an improved e-learning module is made available to managers who don't manage people, including an assessment that can be monitored and tracked through e-zone.</p> <p>All TfL employees should be able to demonstrate understanding of the impact diversity and inclusion has in the workplace.</p>

Reasonable adjustments in the workplace

Issue	<ul style="list-style-type: none"> • Inconsistent approach to reasonable adjustments across the organisation • TfL policies need to be implemented consistently • The representation of disabled people is too low 		
Activity	TfL lead	RAG status	Progress report
<p>Embed the reasonable adjustment (RA) process, and ensure best practice is shared by:</p> <ul style="list-style-type: none"> - Improving managers' ability to identify and implement appropriate, reasonable adjustments for staff - Providing support and training to People Management Adviser (PMA) specialists so they can advise on issues associated with reasonable adjustments - Developing a network of managers with specific expertise so they can advise on the RA policy and process - Recording RA information, using TfL's online systems 	HR PPOE	●	<p>The existing process and tools have been reviewed by the Equality and Inclusion team, in consultation with PMAs, the Disability Staff Network Group and the Independent Disability Advisory Group. The process and form have been simplified and the FAQs and process maps on Source have been updated.</p> <p>An e-form will be produced to streamline the process for employees and managers.</p> <p>A communications programme will be rolled out in January 2014 to raise awareness among staff, managers and HR.</p> <p>Workshops, facilitated by the Equality and Inclusion team, will be available to assist managers in the RA process, promote managers' responsibilities and increase awareness of the process. All PMAs will be encouraged to attend.</p> <p>The process will result in consistent implementation of reasonable adjustments for employees and provide a robust system that enables managers to deliver the outcome of increasing the number of disabled employees at TfL.</p>



Section 2

Sharing best practice

This section provides detailed examples of the actions in place to address some of the equality objectives raised in the SES.

These include:

- Clearing the air – tackling London’s pollution, page 46
- Better roads for a growing city – the work of the Roads Task Force, page 48
- Our school of thought and Delivery Plan for Schools and Young People – how we engage with young people, page 50
- Safety and security – intergenerational work and tackling sexual harassment, page 52
- Chain reaction – increasing diversity within our supply chain, page 54
- Wheelchair priority area on buses – managing the conflict between wheelchair users and those with buggies, page 58
- Signs of the times – accessible signage, page 62
- On the right track – how LU and rail is working with older and disabled people, page 66
- Classroom to Boardroom – a work experience scheme for young people, page 70
- Steps into Work – our work experience programme for people with learning difficulties, page 72
- Work/life balance – setting up a job share register, page 74

1. Clearing the air

The Mayor has introduced a robust range of short and long-term sustainable measures to improve air quality in the Capital and achieve European Union air quality limit values for pollution as soon as possible.

The Low Emission Zone (LEZ) roughly matches the Greater London boundary and is used to control levels of particulate matter from larger vehicles, such as lorries, buses and vans. The next phase of the scheme (Phase 5) was announced by the Mayor in February 2013 and will ensure that all of the Capital's buses meet a minimum specification for Nitrogen Oxide (NOx).

The Mayor is committed to improving air quality in London. In support of this commitment we are: investigating the feasibility of delivering an Ultra Low Emission Zone in central London by 2020; developing a Transport Emissions Action Plan for London; and developing a low-emission vehicle road map for the Capital.

We recently established the Mayor's Air Quality Fund for boroughs. A total of £20m will be invested into innovative schemes to reduce transport emissions and address local air quality hotspots over the next decade. Nearly £6m has already been allocated to boroughs to be spent over the next three years.

Our 2013 Business Plan and other measures that the Mayor is taking to improve air quality include:

- Extra hybrid buses. The delivery of 600 New Routemasters and another 600 conventional hybrid buses over the next three years would increase the number of hybrid buses in the Capital to more than 1,700 by 2016
- New Euro 6 buses. To achieve LEZ Phase 5, the Mayor now proposes an £18m programme to retire the last 900 Euro 3 standard buses in London so that all of the bus fleet will meet Euro 4 standard or better for NOx emissions by the end of 2015
- Maintaining the existing five hydrogen buses, plus an additional three vehicles currently being purchased and existing infrastructure until 2019
- Conducting electric bus and inductive charging trials for buses and other bus technology trials



- Increasing biodiesel in the existing bus fleet to a 30 per cent blend at 10 garages
- Working with manufacturers to achieve the Mayor's vision of a new zero-emission capable taxi
- Continuing to enforce age limits for black cabs (15 years) and private hire vehicles (10 years) to ensure the oldest, most polluting vehicles are taken off the street. Since introducing age limits in 2012 more than 3,000 taxis have been retired from the fleet
- Creating a low-emission taxi incentive scheme and providing smarter driver training for taxis and private hire cars, and a no engine idling campaign for taxis and freight
- Providing infrastructure and advice on low-emission vehicle and behaviour change
- Record investment in cycling infrastructure
- Introducing 120 electric vehicles to the TfL fleet (to meet our element of the Mayor's 1,000 vehicles commitment, at a cost of £1.5m)
- Implementing an energy efficiency plan for surface transport
- Continuing the programme of low-carbon and decentralised energy for the Tube (less reliance on the national grid), eg upgraded Greenwich Power station
- Continuing with low-carbon station projects and maintenance improvements
- Providing funds to boroughs to introduce additional infrastructure for car clubs

2. A force to be reckoned with

Every Londoner, business and visitor is affected by what happens on the city's streets and roads.

Today, around 80 per cent of all trips made by people and 90 per cent of all goods moved in the Capital each day are on roads. Streets also account for 80 per cent of London's public spaces. With the population set to rise by a further 1.7million to around 10million by 2031, demand for the city's roads and streets is only set to grow.

In 2013, the Mayor's Roads Task Force (RTF) undertook a major review of the future of London's roads and streets. This was to ensure the Capital can cope with major population growth, support jobs and thousands of new homes while remaining one of the most attractive, vibrant, accessible and competitive world cities.

Over the past year, the RTF has studied the challenges facing London's roads and the best examples of street management and urban design around the globe. It recognised that major improvements have been achieved in recent years, but called for bolder, innovative solutions in future, at a local, strategic and city-wide level.

The RTF contends that quality streets and roads are vital for all users, including emergency vehicles, business, freight, buses, taxis, pedestrians, cyclists and powered two-wheelers, as well as car drivers for whom there often isn't an alternative, particularly in outer London. Streets are also where we live, our shopping and leisure destinations and constitute a major part of our urban realm.

The London Street Family

In response to the need to secure improvements across all the functions that London's roads and streets perform, the RTF has set out a new framework – the 'Street Family' – that takes account of local and network priorities and aims to guide operational, policy and investment decisions. The priorities for streets and roads will differ depending on their role and location. Accordingly, the RTF proposes nine 'street-types', representing the variety of roles that streets and roads play in a well-functioning and successful city.



The RTF's bold new approach includes:

- A world-class public realm and re-imagined iconic streets and places
- Roofing over arterial roads to create new surface space
- Changing the way goods and services are delivered
- Embracing 'next generation' travel demand
- Efficient road links and tackling junction 'pinch points'
- Even greater use of intelligent systems and technology
- Enhanced road links and connectivity including new river crossings
- Smarter charging for the use of road space
- New capacity for sustainable modes

- More area-wide 20mph zones
- High levels of accessibility across transport modes
- Good quality parking
- Village-style streets in new development

The RTF also calls for studies to investigate the potential for tolled road tunnels to replace surface capacity that could be used to improve the public realm and public transport. This could also encourage more walking and cycling journeys, while enabling a more efficient and reliable strategic road network.

It is estimated that delivery of the vision will require substantial, long-term investment of at least £30bn over the next 20 years. This is a comparable level of investment to that being made by other world cities.

3. Our school of thought and Delivery Plan for Schools and Young People

There are 2.8 million young people living in Greater London, many of whom frequently use the transport network.

More than 406 million journeys were made by under-18s on buses in the 12 months to March 2012. By 2031, there are likely to be 3.1 million young people under the age of 25 living in the Capital.

In 2013, we launched our Delivery Plan for Schools and Young People which details all of our work with young people, educational establishments and youth organisations. This includes: ensuring young people are aware of the travel options available to them; are educated and engaged in travel-related issues; and are aware of the career opportunities in transport. Our work is mainly channelled through educational establishments and falls into five key programme areas:

1. Community and personal safety – reducing the disproportionate level of young people as offenders and victims of crime and promoting secure and responsible travel
2. Skills and employment – using transport to access learning and

training, and raising the awareness of careers with us, our suppliers and the transport industry

3. Casualty reduction – cutting the number of young people killed or injured on and around all modes of transport
4. Active and independent travel – promoting active travel choices such as cycling, walking and confident use of public transport
5. Youth involvement – connecting with young people and youth stakeholders to involve them in informing, influencing and communicating our priorities and key messages

To support the Department for Education's Every Child Matters Policy, our School and Youth programme also targets groups at greater risk of injury on and around London's roads, such as BAME groups.

To find out about the full range of programmes we offer to young people, visit tfl.gov.uk/younglondon

Sustainable Travel:

Active Responsible Safe (STARS)

More than 40 per cent of London schools are STARS accredited. This equates to 1,248 primary and secondary schools across the Capital, up 16 per cent from 2012. These schools are making a significant difference to their communities by introducing safer and sustainable travel initiatives. This means that more children and young people are walking and cycling to school, learning road safety skills and how to use public transport responsibly.

STARS-accredited schools have introduced more than 16,000 travel initiatives in the past three years. These include cycle training, walking incentive schemes, independent travel skills training and campaigns to reduce congestion around the school gates.

Schools which take part can achieve Bronze, Silver and Gold status, depending on what they have achieved in terms of introducing sustainable travel initiatives. For example:

- A Silver level school demonstrates greater participation in active, sustainable and safer travel initiatives



with the involvement of pupils and wider stakeholders. Silver schools must carry out staff hands-up surveys and have shown modal shift away from the car has been achieved

- A Gold school demonstrates a high level of participation and involvement where travel planning activities are ingrained into the school community. Gold schools must demonstrate that at least a six per cent shift away from car use or ninety per cent of pupils are travelling sustainably

Since 2004, schools taking part in the STARS scheme have seen an eight per cent reduction in car use as part of the school journey.

More than 250 schools attended STARS training seminars in October 2013 to learn innovative techniques to further their travel activities in schools. We are committed to encouraging even more schools to become STARS schools. Visit www.staccreditation.org.uk for further details.

4. Safety and security

Although London's transport network is a low-crime environment, we are continuing in our efforts to drive down offences and antisocial behaviour.

Older people have, for a long time, expressed worry about 'large groups of school children/youths'. This has created an opportunity to address perceptions of potential inequality as well as tackling antisocial behaviour that can have an adverse impact on all passengers.

Fostering good relations between people and improving the travelling experience of all passengers contributes to reducing worry. We are now working with the police to address misunderstandings and encourage positive behaviour when using our services.

Enforcement and On-street Operations (EOS) are developing local initiatives to bring older and young people together at events. MPS Safer Transport Team inspectors were briefed in April and are now developing their own Youth Engagement Plan as well as monitoring youth victimisation and offending.

Islington Safer Transport Team (STT) held an intergenerational event in May at the Peel Centre with older members of the centre and pupils from Central Foundation

Boys School. It involved the groups sharing their experiences of using the transport network and was designed to encourage greater awareness. All people involved gained a better understanding of each other's needs and shared this success at the London Transport Museum's Mind the Age Gap event in July.

Lewisham STT organised a diversity event in July aimed at challenging different age groups about the impact of their activities on other passengers. More than 40 people attended the event, which was held at Second Wave Youth Arts. Experiences and ideas were shared on how to improve travel on buses and on our other services, and everyone was challenged to consider the effect of their behaviour.

Brent STT has been running 'Bridge the Gap' in partnership with Age UK Brent and Newman Catholic College to improve the relationship between different generations. Young and older people shared views and experiences on using public transport. This resulted in everyone learning how sharing space and having consideration for others can improve travel.

Croydon STT held an intergenerational meeting at Croydon Police Station to help build bridges and create understanding between younger and older people. Students from Addington High School and St Mary's School attended a forum with people from Age UK, the Croydon Older Person's Network and the Lions Club. The aim of the meeting was to discuss behaviours, issues and concerns that affect the group members when using buses and trams in the borough. With the aid of videos and real life stories, the meeting proved positive and demonstrated that both groups had a better understanding of each other and the issues that they faced on public transport and how these could be resolved.

Enfield STT has started work with older members of the community by visiting coffee mornings and open days with groups of young people and a group of volunteer police cadets. These meetings aim to improve the relationship between the two generations by opening up communications, increasing awareness and breaking down stereotypes.

Project Guardian

According to our safety and security survey, 15 per cent of women passengers have experienced unwanted sexual behaviour on the network in the last 12 months. However, 91 per cent did not report the incident to the police, many believing it wasn't serious enough.

We are working in partnership with the British Transport Police (BTP), City of London Police (CoLP) and the MPS on

Project Guardian to address unwanted sexual behaviour on the network. Project Guardian aims to demonstrate to passengers that any form of harassment including unwanted touching, sexual comments or exposure, is unacceptable and we take any sexual offence seriously.

All 2,500 police officers from the BTP and MPS Safer Transport Command (STC) funded by us have recently taken part in Project Guardian workshops where they learnt the impact of sexual harassment on victims and how to identify offenders based on behaviour traits.

Project Guardian has already resulted in police securing significant convictions for offenders, such as five years on the sex offenders register for a man who inappropriately touched a woman on the London Underground. We have completed research to further understand passenger behaviours, particularly looking at the attitudes of under-16s, the results of which will shape a public awareness campaign due to go live in spring 2014.

Project Guardian is not just about police officers and marketing campaigns, our operational staff, bus drivers and other teams such as customer services all have a vital role to play in improving passenger confidence. Teams will receive briefings and advice on the project, the importance of encouraging the public to report incidents to the police, and how to behave should a member of the public report unwanted behaviour.

5. Chain reaction

We have been recognised as leaders in developing a diverse workforce after winning the 2013 Business in the Community, Race for Opportunity Collaboration and Partnership Award.

We won the award for our 'London Work Programme' partnership. This is a collaboration between six contractors which are delivering the Department for Work and Pensions (DWP) work programme. All six agreed an approach to find work for programme candidates.

In return, we used our supply chain to identify vacancies, while the contracts jointly funded a position, hosted by us, for an impartial recruitment coordinator for the work programme. This provided our suppliers with a bespoke recruitment service, with one point of access to the contractors, and enabled large numbers of unemployed BAME people to access employment opportunities.

In the first year of the pilot, 240 jobs have been created and 112 long-term unemployed Londoners have begun sustainable employment, of which 40

per cent were of BAME origin. We have also been able to share best practice with industry partners and public sector commissioning bodies such as the NHS and the BBC.

Sandra Kerr OBE, National Campaign Director of Race for Opportunity, said: 'Dynamic and effective leadership is key to create real, sustainable change for BAME people in UK organisations. Companies' tone, culture and priorities are set from the top, so it's essential for senior business leaders to engage in developing a diverse and inclusive workforce. TfL has worked incredibly hard to provide that leadership, and we should celebrate their efforts and achievements in promoting diverse talent across the organisation.'



Budding Brunels

In 2010, our strategic labour needs and training requirements (to generate skills and employment opportunities through our supply chain) were embedded within the new Engineering and Project Management Framework contract. This required engineering consultancies to find innovative ways of recruiting apprentices. These consultancies, which had traditionally relied on their graduate intake to attract new talent to the sector, joined together to form a consortium to deliver civil engineering technician apprenticeships.

This highly successful initiative has grown rapidly over the last three years, from eight apprentices employed by

six consultancies in 2010 to more than 30 companies working with 10 colleges across the UK to recruit and train more than 400 apprentices. In addition to civil engineering, the consortium also delivers a building services engineering framework, with a new apprenticeship in transport planning set to launch in 2014.

Despite these successes, the diversity of the apprentices recruited remained a key issue; nearly all were white, British males. In response, the consortium agreed to look into this and run a pilot, commissioned by the Construction Youth Trust (CYT), to attract more BAME candidates to the apprenticeship vacancies.

CYT devised a programme which included school engagement, employability support, work placements and networking opportunities with current apprentices and employers. They targeted schools with high BAME representation, a large percentage of free school meal students and girls' schools to raise awareness of engineering and the opportunities available.

As a result, in 2013, 15 young people secured apprenticeships of which 70 per

cent are from BAME backgrounds; this is a significant achievement especially when compared with the 2012 intake of which only 11 per cent of recruits were BAME. In addition, 80 per cent of these recruits are from London boroughs that were ranked in the top 50 of the most deprived local authorities in England, indicating vital support of social mobility and increased access to professional careers in the built environment.

These outcomes demonstrate the programme has successfully broadened ethnic diversity in the sector by reaching out to groups currently under-represented in the construction industry. Together with the consortium, we are keen to continue to support such initiatives in the future.

Endrit Badallaj, structural engineering apprentice at Arup and Construction Youth Trust, said: 'When I found out I had been offered a position at Arup I

was so excited and overwhelmed. Budding Brunels was the most important thing in helping me to secure [the role] – I don't think I would have made it without this support.'



6. Wheelchair priority area on buses

Buses are increasingly used by a range of customers who wish to use the wheelchair priority area (WPA).

Usually located in the middle of the bus, the WPA is the only place in which a wheelchair user can safely travel. Passengers with buggies are welcome to use the space, but they may be asked to vacate it or fold up their buggies should a wheelchair user need the space. On some buses the WPA is big enough for a wheelchair and buggy to share, but the wheelchair takes priority.

Conflicts between wheelchair users, buggy users and bus drivers have arisen. Customer complaints and feedback from the Accessibility Mystery Traveller Survey (AMTS) indicated a need to understand the tensions more fully and deliver a communications strategy to reduce the conflict.

Wheelchair assessors in the 2012/13 AMTS reported that the WPA was initially blocked on 34 per cent of bus journeys, and usually by passengers and unfolded buggies.

In order to unblock the space:

- The driver asked for the obstacle/s to be moved from the WPA 29 per cent of the time
- Assessors requested the area to be made available 29 per cent of the time
- The passengers made the area available themselves 27 per cent of the time

There were some instances where the WPA was initially blocked, however enough room was available to share the space and it was not necessary to clear.

'It was possible to squeeze past without the buggy being moved out of the way and share the space.'
(Wheelchair assessor)

There were also some instances where it took some time for the area to be cleared, and the assessor had to travel part of the journey in the gangway.



'The passenger with the baby buggy also owned the luggage. They did not really know what to do and it took some time to organise the space. I travelled until the first stop, stuck awkwardly neither in nor out of the wheelchair space.'
(Wheelchair assessor)

Through our policies and guidance to bus operators and front line staff, we made it clear that, wherever possible, access to the wheelchair space should be offered to wheelchair users, even if

the space is occupied by buggies and other passengers.

Last year we funded a research programme that informed a public campaign in the with the strap line 'Buggy users please make space for wheelchair users'. This appeared on the network as posters at bus shelters and adverts in buses as well as A4 bus stop 'fillers'.

We also changed the statutory notice in the wheelchair priority area using the same strap line above it with a bigger, clearer and bolder design.

To accompany this work we produced a pack for bus company managers to help them brief and engage their staff, prefaced by a letter to all company managing directors from Leon Daniels, Managing Director, Surface Transport. This was followed up by a series of manager briefings where we explained the issues and challenges, and invited input as to how to resolve the problem.

Each bus company devised their own solutions to ensure bus drivers knew and understood the policy and its rationale. The aim was to ensure that drivers consistently asked people occupying the wheelchair priority area in a polite but firm way, using the tools available, to make space when a

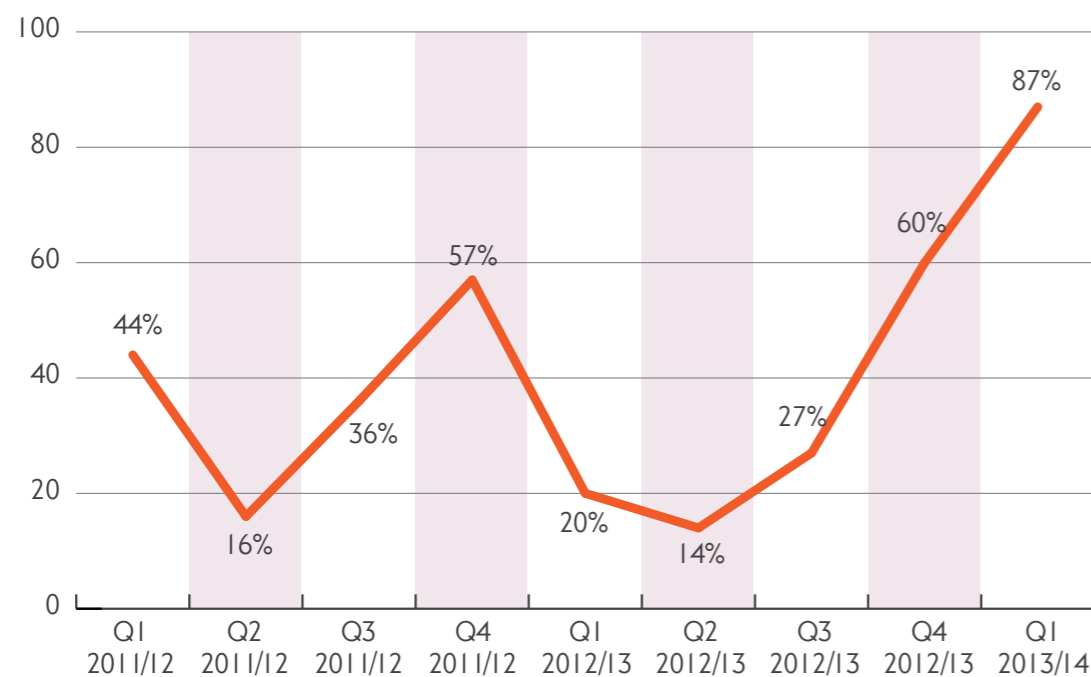


wheelchair user needed to board. To help drivers do this, we also changed the pre-recorded 'iBus' message on their console so that it now says:

'The wheelchair priority area is now required. Can passengers in this space please make room – thank you.'



Figure 1 Driver asked buggy users to fold buggies to make space



This was moved higher up the console listing so drivers were more familiar with it. This strategy has worked and activations of this message have risen from about 12 activations per weekday to a consistently higher 500 or so.

We also have evidence to show that as a result of our efforts, drivers are consistently reported by the accessibility mystery traveller surveyors as attempting to clear the space – results from the latest quarter show a marked rise in this measure (see Figure 1).

In the coming few months, we plan to engage buggy manufacturers and retailers to try to persuade parents buying buggies for use on public transport to make sensible choices over buggy type (small, collapsible etc.) and

to make them aware of the priority given to wheelchair users. We are doing this in collaboration with the Confederation of Passenger Transport and with the support of the rest of the industry.

We believe our efforts to bring about public behaviour change over this issue is demonstrating best practice. While we acknowledge there is still work to be done, considering the size and complexity of our network, we think our policies and practices ensure a high degree of success for wheelchair users' occupancy of the designated space. The Accessibility Mystery Traveller Survey regularly reports 97–99 per cent success rate for older and disabled people (including wheelchair users) getting on the first bus, where it is not full.

7. Signs of the times

Getting to the 2012 Games was an exciting part of the Olympic experience but when we looked at how customers would get there, one of the key issues identified was that wheelchair users often had to take different routes from pedestrians.

In partnership with disabled people we developed a separate series of accessible, Games-specific signs that would allow mobility impaired people to confidently find designated routes through the transport network to the venues. As well as the step-free routes to the various lifts and accessible interchanges, the signing also directed users requiring level boarding to find the correct point on the platforms to coincide with the boarding ramps at their destination station (picture 1).

Following the Games, in consultation with disabled customers, we carried out a full review of the effectiveness of these signs with the aim of making permanent improvements to accessible signing.

The separate distinctive format of these signs was seen as particularly effective, but we felt that a vibrant blue, to provide consistency with existing accessible zones and products, should replace the magenta used for the Games. We then developed a new

standard for accessible signing that is now being implemented across the network (picture 2).

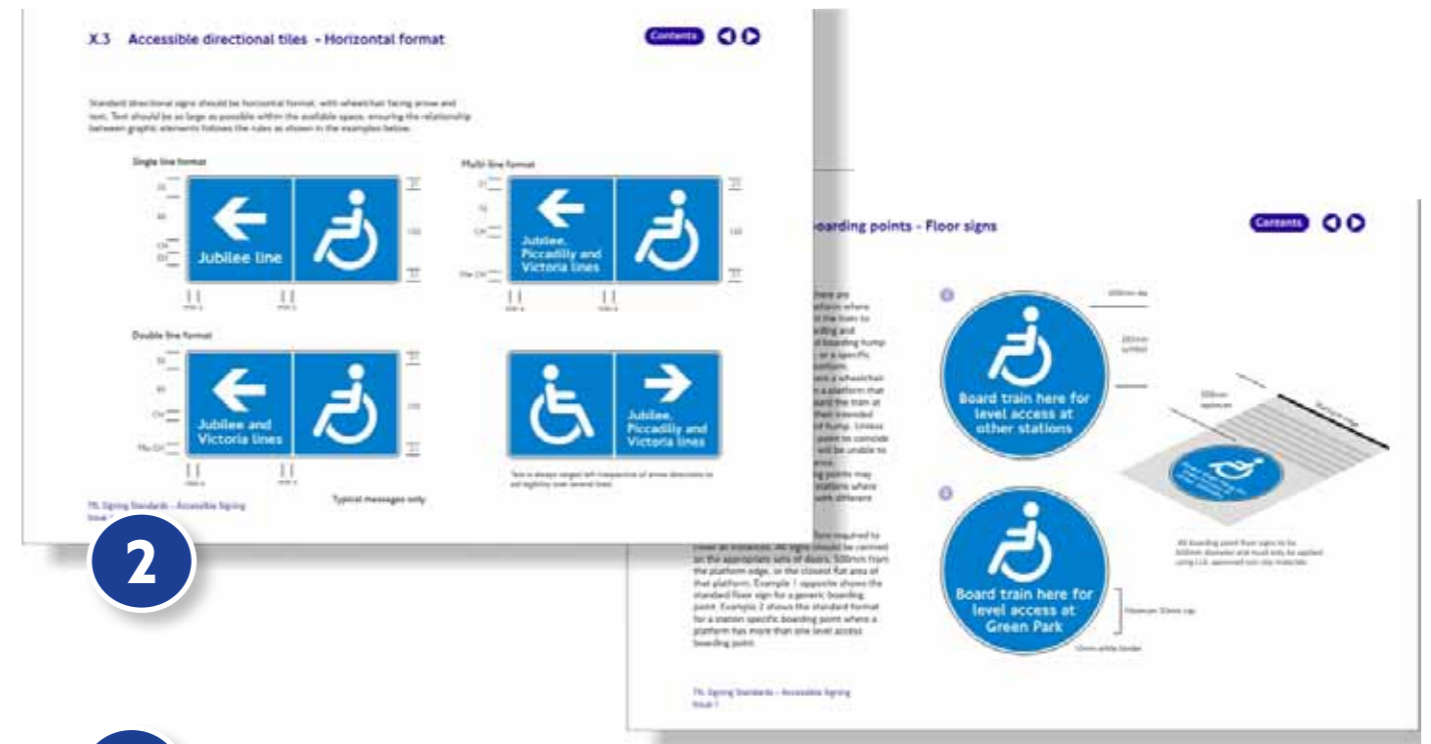
All the Games directional signing and boarding point signs (pictures 2 and 4) fitted at the key stations (around 19 have been replaced in the new blue accessible signing, including permanent floor signing marking platform boarding points).

Stations affected include:

- Green Park, which now has an additional level of blue accessible signage to ensure the various lifts and level boarding points can be easily identified. Prior to the Games the station had standard overhead signing to lifts only
- London Bridge also has a separate level of accessible signing throughout the station. As the interchange between lines involves a route between entrances at street level, the same format signs



1



2

3



4



5

have been fitted to ensure users can navigate this very complex interchange effectively (picture 5)

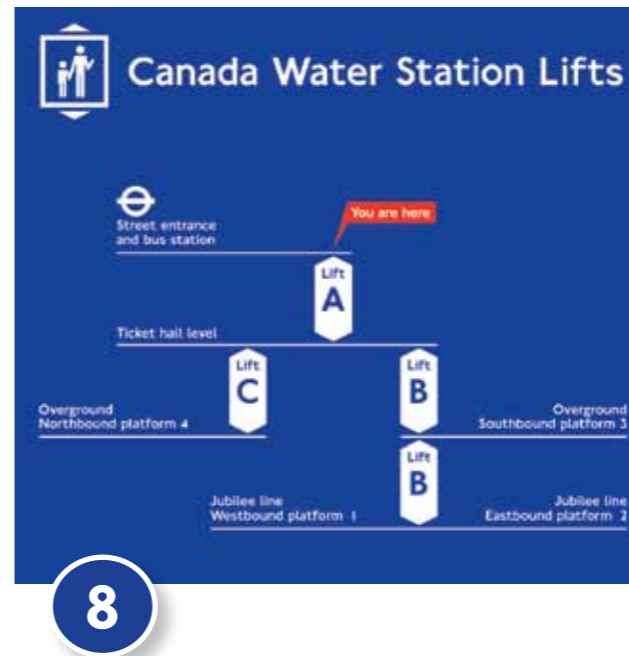
This standard of blue accessible signage has also been used for temporary signing, where lifts have been removed from service for maintenance, giving wheelchair users clear alternative directions for the duration of these works (picture 6).

Where lifts were being under-used at stations such as Heathrow Terminals 1,2,3, we developed and researched a simpler format of signing showing the way to lifts (picture 7).

Following the research findings we have now adopted this simplified larger format lift signing as a standard and this is currently being implemented on all new signing projects. Our review of lift signing standards also includes clearer level labelling and schematic diagrams within lifts (pictures 8 and 9).

The recent introduction of manual boarding ramps has meant that there are many more level interchanges. Where lines now have some step-free stations with fixed boarding points for arriving customers and some requiring manual boarding ramps, it is essential wheelchair users board trains at the correct point along the platform. To address this we have introduced signs throughout the line to clarify the alighting points, indicating the stations where a user is expected to use the help point to request a ramp prior to boarding the train (picture 10).

We have currently fitted around 300 signs on three Underground lines to address this potentially confusing issue, and these signs will be periodically updated as access expands.



Station	Access from train when arriving
Acton Town	Step/gap between train and platform
Caledonian Road	Manual boarding ramp - Please contact staff before boarding train (see below)
Earl's Court	Level access via platform hump
Finsbury Park	Interchange with Victoria line only - Level access via platform hump
Green Park	Level access via platform hump
Heathrow T1,2,3	Level access via platform hump
Heathrow T4	Level access via platform hump
Heathrow T5	Step/gap between train and platform
Hillingdon	Step/gap between train and platform
Hounslow East	Manual boarding ramp - Please contact staff before boarding train (see below)
Hounslow West	Level access via platform hump
King's Cross St. Pancras	Level access via platform hump
Oakwood	Level access via platform hump
Sudbury Town	Step/gap between train and platform
Uxbridge	Step/gap between train and platform

To request a manual boarding ramp at the station where you intend to get off please press the Assistance button on any Help Point and talk to a member staff before you board the train.



8. On the Right Track

Engaging with our older and disabled customers is critical in helping us shape the services we provide.

In April this year, London Underground – working with partners from London Overground and London Rail – ran ‘On the Right Track’. This event brought disabled people and their organisations together with our staff to discuss accessibility issues for the Tube and London’s rail services. Forty-five disabled people attended, representing a range of disability organisations:

- Action on Hearing Loss
- Alzheimer’s Society
- British Deaf Association
- Disabled Persons Transport Advisory Committee
- Guide Dogs
- IDAG
- Inclusion London
- Leonard Cheshire Disability
- Mencap
- National Autistic Society
- RLSB
- RNIB
- Scope
- Trailblazers (Muscular Dystrophy Campaign)
- Transport for All

- Vision 2020
- Whizz-Kidz

Through a series of presentations from people such as Baroness Tanni Grey-Thompson DBE, Sir Peter Hendy CBE, Commissioner of Transport and Mike Brown MVO, Managing Director of London Underground and London Rail, we were able to share the work that we have undertaken and are planning in the future.

Ann Bates OBE and Athena Stevens presented some of their experiences and views both as disabled people using rail services, and as people who have worked with transport operators to make improvements.

Discussions during the breakout sessions focused on accessibility issues around four areas – trains and train upgrades, stations and station upgrades, customer services and staff training, and signage and customer information. This gave us valuable feedback on a range of issues, including:



- Improvements that could be made to our station signage
- Problems using textphones with our customer contact centre automated phone system. We have since introduced a dedicated textphone number which links directly to a contact centre agent
- Difficulties knowing which operator to direct queries and complaints to. We have now amended our ‘Tell us what you think’ poster at each station to include who manages each station
- Specific station incidents that we could have responded to better. We will use this feedback as learning points for future

The event ended with a Q&A session with senior managers from London Underground, London Overground and

London Rail. A short YouTube video, showing highlights from the event is available to watch: <http://youtu.be/NXkj3ISFPkQ>.

We asked for feedback from attendees after the event, and of those who responded, 75 per cent said that it was good or very good. All respondents said that they would attend a similar event in the future.

Comments included ‘you did a great job in getting a diverse audience’ and ‘excellent event overall’. We had constructive feedback from some attendees about how we could improve future events, which included calls for them to be longer and for a different balance between presentations and breakout sessions.

We also had some feedback about the accessibility of the venue and we



will incorporate this into our plans for future events. It was clear, however, that attendees valued the event. Of those who gave feedback:

- 92 per cent agreed or strongly agreed that they 'have a better understanding of the accessibility improvements that TfL has made/is planning to make'
- 92 per cent agreed or strongly agreed that they 'left the event feeling that TfL has a genuine commitment to making disabled people's journeys better'
- 75 per cent agreed or strongly agreed that they 'left the event feeling that TfL will listen and respond to disabled people's feedback from the event'

And we have listened

We have already made some changes to the way we do things following the event and have published a 'Responding to your Feedback' document, answering all of the questions and comments raised on the day. This document

includes commitments to further actions, such as doing more to promote the service we offer to disabled people, and improving online information about interchanges distances at key locations. We have also committed to exploring the following issues:

- Improving information on lifts that are out of service
- Having priority seating cards
- Tube stations having iPads/tablets to make communicating with some disabled customers easier
- More consistent signage in lifts
- Developing internal positioning systems to assist visually impaired people with wayfinding

Committed dates for these actions will be provided in the update to 'Your Accessible Transport Network' in early 2014.

9. Classroom to Boardroom

To deliver the Mayor's Classroom to Boardroom challenge, we have worked with Entrepreneurs in Action.

Last year, Nightingale Academy in Enfield and Aylward Academy in Edmonton were chosen to take part in the event. A tough consultancy brief was delivered to students between the ages of 13 and 14; they were asked to work out how they would efficiently replace old, faulty and expensive traffic lights within a budget of £11m a year.

The requirements of the project included:

- Detailing how the £11m would be spent
- Reducing transport's contribution to climate change (detailing emissions from the generation of electricity need to power the signals)
- Examining the effect on safety
- Explaining how the benefits could be measured

The students were given a week to research and develop solutions,

including detailed finance and strategic awareness, then present findings to us and our stakeholders. Given that we are responsible for 6,000 sets of traffic lights in Greater London, with around 400 sets needing replacing every year at a cost of £80,000 each, it was no easy task.

Ideas included connecting traffic lights wirelessly to avoid having to access underground wiring when things go wrong and using longer lasting, robust, energy efficient LED lamps rather than halogen. The students also pointed out that traffic light heads (where the lamps are fixed) are currently painted black, which absorb heat and makes the bulbs burn out quicker. Painting them a light colour would make the bulbs last longer and more visible to drivers.

Brendan Sleight, Chief Engineer, Real Time Operations, set the challenge and said: 'Engineering is about doing real things and making real decisions and these students offered some great ideas. Our overall impression is



that they understood and really got to grips with the brief, better than some commercial firms I've seen make presentations. They understood the constraints that we work under and also what the public wants. They came up with some pretty solid ideas, got the numbers right and understood the physics behind it.

We really hope that they consider a career in engineering.'

These pupils who excelled on the challenge were offered work experience placements. It is hoped that the next step in the process will be for some of the pupils who have taken part in the challenge and work placements to become an apprentice with us.

10. Steps into Work

Steps into Work is a one-year work experience programme for adults with learning disabilities.

The programme is a partnership between us, Remploy and Barnet and Southgate College. The purpose of the programme is to enable individuals with learning disabilities to gain real work experience to put on their CV, as well as new skills and knowledge. Ultimately, the aim of the programme is to bridge the gap between education and employment for a group which is under-represented in employment compared with other disabled people.

As well as the benefits to the students themselves, positive feedback was received from the teams who hosted a student including how the scheme has helped their own development. Other benefits included:

- Raising awareness around disability and, in turn, increasing confidence
- Team-building and working together to support the student
- Breaking down barriers and challenging perceptions

- Challenging individuals/teams to consider processes, for example how we give instructions

The Steps into Work programme proved effective and within six months of completion of the 2012 programme, nine of the 11 participants were engaged in employment, education or training (82 per cent) against a target of 60 per cent. Additionally, within six months of completing the programme, four participants had entered paid employment (36 per cent) against our target of 30 per cent and a national level of 6.4 per cent.

Amelia Johnstone completed her placement in 2012, working in Occupational Health, London Taxi and Private Hire, and as a customer service assistant at Canary Wharf. During this time, Amelia completed a BTEC in work skills and at the end of the programme she secured a six-month, paid placement in Surface Transport's Performance Directorate.



Former Director Clare Kavanagh said: 'Amelia came to us with some really valuable experience and the confidence she had gained from Steps into Work really helped her to quickly fit into the post with us. Amelia is grateful for the opportunities we offered her and feels she now has a part to play in the world of work. She is keen to find a permanent role with the organisation and said that TfL has shown faith in her and given her the opportunity to show what she can do.'

Our managers and staff are also benefiting from the programme with a better understanding of the issues facing disabled employees as well as the skills they bring into the workplace. Colin

Ward, Production Services Manager at London Underground, decided to involve his team with Steps into Work with the objective of giving the students an insight into scheduling services and his team an opportunity to develop their skills by working with people with learning difficulties.

Colin feels that the whole department has benefited from the placements. The training provided for the students has enabled his team to widen their own experience. To date, they have hosted two students and have recently taken on a third, and Colin will definitely consider hosting placements in the future.

11. Work/life balance

To help promote flexible working in the organisation, HR has introduced a pilot job share register, which will be accessed via the HR share point site. This tool allows staff to register their interest in finding a job share partner.

Business benefits are promoted to managers, including retention of talent, enhanced productivity, the benefit of two heads over one and continuity cover for holidays, sickness and absence, as well as practical advice. The employee guidelines highlight the job sharers' responsibilities and include guidance on setting out a clear business case for their manager.

The register will be launched by January 2014 and will be monitored by the Equality and Inclusion team over the following six months to understand the take up and impact across the business.

Sue O'Malley works in London Underground's Contract Management team and has worked for us for 38 years. She started working part-time after her first child was born. At a Women's Staff Network Group meeting she talked about the fact that her career had stalled because she couldn't develop or progress in a part-time role and that she and other colleagues had struggled to make a case for job sharing as it was

difficult to find a working partner. This discussion started the idea of a job share register.

Sue was invited to sit on the working group set up by Equality and Inclusion, which incorporated key internal stakeholders. Some initial desktop research was carried out to see what other organisations were doing and what advice was available from voluntary organisations supporting flexible working. A meeting with the Metropolitan Police Service also informed the group how a register might work in an organisation with both operational and non-operational members of staff.

Sue's input has been invaluable in helping all involved see the situation from the employee's viewpoint, and her advice helped to shape the guidance documents that will support the register.



Notes.

© Transport for London
Windsor House
42–50 Victoria Street
London SW1H 0TL

December 2013

tfl.gov.uk

PS13_060_SES Document 2013 v04