



Single Equality Scheme

2012-15
Progress report
Year 2

Contents

- 3 Introduction from Michèle Dix, Managing Director
TfL Planning
- 10 Section 1
Single Equality Scheme action plan progress report
- 75 Section 2
Sharing best practice – case studies
 - 1. Transport Emissions Roadmap – cleaner transport for a cleaner London
 - 2. The Roads Task Force – a successful first year
 - 3. The Hackney volunteer police cadets cycling project
 - 4. Understanding the travel needs of London’s diverse communities
 - 5. Project Guardian – tackling unwanted sexual behaviour on the network
 - 6. Cash-free buses – supporting vulnerable groups
 - 7. Access All Areas – London’s transport accessibility show
 - 8. Youth Travel Ambassadors – working with special schools
 - 9. Recognising 100 years of women in transport
 - 10. Valuing people, engaging with all
 - 11. National Apprenticeship Week 2014 – working with young people
 - 12. TfL Staff Network Groups
 - 13. The reasonable adjustments process
 - 14. Graduate recruitment
 - 15. The BAME mentoring circle

Introduction

Michèle Dix, Managing Director, TfL Planning

London is one of the most diverse places in the world and it has one of the most accessible transport networks of any global city.

We know the Capital’s population is growing and changing. Currently, eight million people live in London and this is forecast to rise to 10 million by 2031. The diversity of the Capital has also changed. The 2011 Census tells us that:

- Black, Asian and minority ethnic (BAME) groups make up 40 per cent of all Londoners
- 51 per cent of Londoners are women
- 32 per cent of Londoners are aged 24 and under
- 11 per cent of Londoners are people aged 65 and over
- 14 per cent of Londoners are disabled

This growth and change not only offers vast potential for the further development of our city, it also presents huge challenges for us as a transport provider. Quite simply more people living and working here means more pressure on the transport network and on the Capital’s streets. We need to make sure



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

the London we design and build for can grow along with its communities.

Our Single Equality Scheme (SES), which was launched in 2012, has a number of important themes identified by our customers and stakeholders. These are:

- Accessibility
- Transport planning – how we make sure equality issues are addressed
- Affordability
- Safety and security – including tackling antisocial behaviour
- Procurement – how we work with our suppliers to deliver equality outcomes
- Our work to ensure our organisation reflects London’s diversity



Access all areas
The spotlight was on accessibility at our recent event

Each of the themes has a number of actions associated with them, and these constitute our statutory equality objectives. This second-year update to our SES provides detailed progress against these objectives.

We have also included additional activities in our action plan as projects have evolved. For example, last year we ran two events where our stakeholders could talk to senior managers in London Buses and the Underground. These were called 'Thinking Outside the Bus' and 'On the Right Track'. This year we have seen more collaboration between TfL services and stakeholders, culminating in a wonderful event called 'Access All Areas'. The day saw 1,500 disabled and older people visit ExCeL to take part in workshops covering a range of topics including the future of Dial-a-Ride and bus driver training. It also offered an opportunity to talk to managing directors of bus companies.

It has been a busy year at TfL and in January we published 'Improving the health of Londoners', our first health action plan. The document identifies the links between travel, transport and the health of the Capital's residents and recognises health inequalities between different groups. We have made this central to the development of our policies impacting on health.

Investing in London

Following last year's launch of the Roads Task Force (RTF) strategy we have achieved much progress with our investment in London's roads, tackling congestion and working with our borough partners. Fulfilling the recommendations of the RTF has included introducing the exciting Future Streets Incubator Fund. This £1.8m investment supports innovative on-street schemes that aim to encourage sustainable transport and create vibrant

The city's poor air quality has been a major concern for Londoners and we have been working to reduce carbon dioxide emissions across the Capital

public spaces. Some highly original ideas have been selected this year and we will work with partners, local highways authorities and the Department for Transport (DfT) to deliver the schemes in 2015. If successful, trials could potentially be extended elsewhere.

The city's poor air quality has been a major concern for Londoners and we have been working to reduce carbon dioxide (CO₂) emissions across the Capital. Taking forward the Mayor's commitment to improve air quality, we have been developing proposals for an Ultra Low Emission Zone (ULEZ) within central London. This initiative aims to encourage people, where possible, to use low-emission vehicles, including buses and taxis.

We have carried on building strong relationships with our stakeholders and customers. Continued dialogue, through our forums and events, has helped to shape our services and improve the travel experience. This year we:

- Published our third edition of 'Understanding the Travel Needs of London's Diverse Communities', which gives us a valuable insight into, and baseline information for, trip patterns, travel behaviours

and barriers to transport across all groups living in London

- Continued to work closely with our Independent Disability Advisory Group (IDAG), which acts as 'a critical friend' at a strategic level on issues of accessibility in transport
- Introduced the Sub-regional Mobility Forums for older and disabled people across all five London sub regions. These forums provide representatives with an opportunity to engage with TfL on many diverse transport initiatives, from Crossrail to bus driver training
- Continued to engage with our Valuing People Group for individuals with learning disabilities, which provides us with guidance for major schemes such as the introduction of cashless buses, Fit for the Future – our plan for modernising London Underground (LU), London Overground, trams and the Docklands Light Railway (DLR) – and the impact on vulnerable groups. Meeting three times a year, we have up to 60 participants across 28 boroughs attending these sessions
- Carried on working with our Youth Panel to discuss issues such as safe



In partnership with the police we are working to improve safety and security on our network

and responsible travel. This year's annual youth event celebrated the Year of the Bus and the importance of travel for young people

- Organised a successful information campaign for older and disabled people on our accessible services across all London boroughs. This included 70 events and distributing 4,000 accessible guides and 2,500 leaflets

Stakeholders have told us that making the transport network accessible is vital for everyone travelling to work, school, college or seeing friends or family. It is also essential for getting to the shops, leisure activities and for important trips such as visiting the doctor. We also recognise that accessibility is a barrier for many people living and working in London. We have continued to invest in our transport infrastructure and this year have seen:

- A new £75m funding package recently approved through our Business Plan. This will be used to match contributions from local councils and property developers for improvements to step-free access in a number of priority locations. This could help unlock large numbers

of new accessible journeys

- The introduction of step-free access on the Circle and Hammersmith & City lines at Paddington station
- A new fleet of air-conditioned, walk-through trains on the Circle, Hammersmith & City and District (Wimbledon to Edgware Road) lines. The trains have wide doors, dedicated spaces for wheelchair users, a low-floor design for improved access between the carriage and platform, multi-purpose spaces throughout and advanced audio and visual information
- Manual boarding ramps, introduced during the 2012 Games, at 40 locations on the network, with plans for more at a further 23 locations by mid-2015
- The 'turn-up-and-go service' extended to London Overground. This means easier travel for disabled passengers who now no longer need to book assistance in advance

The bus network is still the most popular and accessible form of public transport for older and disabled people and this year, while we have celebrated the Year of the Bus, we have also:

- Achieved the target of making 75 per cent of kerbs meet DfT accessibility criteria by March 2014, which is good progress towards our 95 per cent target for 2016
- Launched the fourth edition of the 'Big Red Book' which includes important information for our bus drivers on vital issues for vulnerable groups
- Continued to distribute the bus driver training DVD designed with Transport for All and Age UK so that, by the end of March 2015, more than 95 per cent of drivers will have received this training

Making sure all our customers feel safe and secure while travelling on the transport network remains a priority for us. We are pleased to see crime figures continuing to fall – by more than 11 per cent this year compared with last year. However, our stakeholders have said there is still concern about unreported incidents of unwanted sexual behaviour, particularly against women. Working with

the Metropolitan Police Service (MPS) and the British Transport Police (BTP), we launched Project Guardian to raise public awareness of unwanted sexual behaviour on the transport network. This initiative focuses on encouraging victims to report these types of crimes, alongside more proactive police enforcement and engagement. We have already seen a significant increase in both the reporting of incidents and detection rates.

We have continued to work across our business areas to ensure all our major programmes and projects have Equality Impact Assessments. This ensures we fully understand any potential negative impacts or barriers these projects may have on all communities so that we can work to reduce them. Some of these major projects include:

- The Northern line extension
- Fit for the Future
- Cashless buses
- The ULEZ



Valuing diversity

We recognise the importance of serving customers from all walks of life

Reflecting London's diversity

Along with the Mayor we remain committed to achieving a workforce that reflects the diversity of London at all levels. We have a strategy in place that recognises how we need to recruit, manage, reward and develop our workforce with the right skills, capabilities and behaviours to ensure we provide the best possible service to customers.

We work with our Staff Network Groups (SNGs) – BAME; Women; Disability; Carers; Faith; and Lesbian, Gay, Bisexual, Transgender (LGBT) – to ensure we are addressing workplace issues, and you will see in our case studies some of the exciting initiatives that have come from the SNGs. These include:

- 100 Years of Women in Transport – a programme recognising the vital contribution women have made and continue to make to the transport industry
- The LGBT SNG's installation of London's first rainbow zebra crossing, as a symbol of diversity and inclusion
- The Disability SNG's recent launch of a mental health support group –

WellMent – that provides confidential support and advice to employees

2015 is the third year of our SES and in the coming months we will continue to work with our stakeholders and employees to review our equality objectives to ensure they still reflect the issues that matter most. We know our future plans and activities need to reflect not only the future development of our city, but also the local issues that impact on our customers and users.

I would like to thank all the groups, stakeholders and employees that continue to make a contribution to the way we design travel and transport for people living, working and visiting London. I look forward to engaging with you over the coming year as we develop our SES for the next three years.

Michèle Dix

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

Section I

Single Equality Scheme action plan progress report

The following section provides details of our progress towards achieving our SES objectives for 2014. Where actions last longer than a year, we have provided an update against progress achieved. This year we have introduced a number of new actions. We have also provided red, amber and green (RAG) markers to show status at a glance.

Transport planning

		Improving health and reducing health inequalities through transport and the public realm		
Activity status	Activity	TfL lead	RAG status	Progress report
New to SES	We have introduced our first 10-point health improvement action plan. We will publish annual progress against the plan.	Strategy and Planning	February 2015 ●	We recognise that London's transport system can play its part in reducing the unfair differences in the health of communities in London (health inequalities). We have therefore put this at the centre of our policy for improving people's health. We have adopted the 'Healthy Streets' approach, which considers how street environments are negatively impacting on health and prioritises actions that deliver improvements. The document is available online at tfl.gov.uk . In our first year of working on this action plan we have commissioned research to understand how the health of different groups is impacted by the street environment. This will be published in our Travel in London 7 report in January 2015.

		Improving health and reducing health inequalities through transport and the public realm		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing				We have shared our Healthy Streets approach with stakeholders and encouraged them to adopt a similar philosophy. We are also making sure the potential for reducing health inequalities is considered in our internal decision-making processes and policy making.

		Poor air quality		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	Low Emission Zone nitrogen oxides (NOx) requirement (phase 5).	Surface Transport, Planning	By end of 2015 ●	On track. By the end of 2015, all our buses will meet the Euro IV NOx requirement.
Continuing	More than 1,700 hybrid buses in service (including New Routemaster vehicles).	Surface Transport	By end of 2016 ●	We have introduced cleaner hybrid and hydrogen buses, with a planned 1,700 hybrids on the road by 2016 (including 600 New Routemasters). Since 2014, all new buses adhere to Euro VI and the ULEZ regulations (see below). Proposals are that all buses should be Euro VI in central London by 2020. As of September 2014, there were more than 920 hybrid buses in service in London, including 260 New Routemasters.
New to SES	ULEZ	Surface Transport	By 2020 ●	Proposals for a ULEZ for central London are under development. Public consultation began in October 2014.
New to SES	Mayor's Air Quality Fund	Surface Transport	2013-2015 ●	There is £6m allocated for the Mayor's Air Quality Fund over three years. Funding for first-year projects has been awarded to London boroughs to implement local measures to improve air quality.
New to SES	Transport Emissions Roadmap	Strategy and Planning	By end of 2014 ●	We have developed a Transport Emissions Roadmap that has identified potential ways to reduce air pollution and CO ₂ from transport across the Capital. It was published in September 2014. See case study on page 76.

	Issue	Poor air quality		
Activity status	Activity	TfL lead	RAG status	Progress report
Completed	Strategic review of the road network.	Strategy and Planning	Summer 2013 ●	The RTF published its 'Vision and direction for London's streets and roads' in July 2013.
New to SES	We are taking forward the recommendations made by the RTF, as set out in our response to the RTF's report published in July 2013.	Strategy and Planning	●	<p>We are taking forward the RTF's recommendations through:</p> <ul style="list-style-type: none"> • The development and delivery of a programme of investment in roads to improve conditions for all users • Continued engagement with boroughs and stakeholders to develop a 'street types' concept applicable to all areas of London. This will help shape priorities, programmes and projects • Further development of the range of strategic measures required to tackle congestion, including demand management and/or the provision of additional space • Working with London boroughs, developers and other stakeholders to improve programme management and governance processes, including providing more and better information on our website • Working with stakeholders such as Business Improvement Districts to explore innovative solutions through our Future Streets Incubator Fund • Continuing to build on the scope and depth of our monitoring processes to better understand the road and street-related improvements • Carrying on the programme of stakeholder engagement with regards to London's roads and streets. We held an event in March 2014 and published a summary progress report on our website. A further stakeholder event took place on 3 December. See case study on page 78.

	Issue	Cycling – promotion of the health and environmental benefits of cycling to all equality groups		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	The Community Cycling Fund for London (CCFL) provides organisations and establishments with grants to encourage more cycling within their communities. It also funds events aimed at those who already cycle or are thinking about doing so regularly. These are targeted at colleges, universities, workplaces, hospitals and schools.	Strategy and Planning	Continuing ●	<p>In 2014/15, grants of up to £5,000 per organisation were made available for new projects, alongside smaller top-up grants for those that have previously received a CCFL grant. See case study on page 82.</p> <p>As in previous years, the CCFL offers funding to community groups and organisations to finance projects and programmes that enable people from London's diverse communities, where access to bikes could be limited, to experience the benefits of cycling. This includes BAME groups; deprived, hard to reach groups; not for profit organisations and social enterprise groups.</p> <p>In 2013/14, two events were held at 24 universities and nine further education establishments. During these sessions, 1,225 email addresses were collected from students who were interested in taking part in cycle training. These details were forwarded to borough officers who offered training to the students. A total of 134 took part in training with the London Cycling Campaign and 32 led rides were held, with 97 students attending.</p> <p>Research was carried out earlier this year to identify:</p> <ul style="list-style-type: none"> • How best to pitch cycling to students • How to pitch safety messaging/training • What would encourage students to participate in cycle training <p>Using this research and feedback from last year's events programme, this year's engagement is being developed further. More information will be available in December 2014.</p>

	Issue	Cycling – promotion of the health and environmental benefits of cycling to all equality groups		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	RideLondon event	Strategy and Planning	August 2014 ●	<p>Around 60,000 people cycled on traffic-free roads in the annual RideLondon FreeCycle event on 9 August.</p> <p>Owing to the extremely wet weather, the RideLondon 100 was shortened to 86 miles. Around 20,000 cyclists completed the ride and many more turned out to watch elite riders in the RideLondon Classic and Grand Prix.</p> <p>There were five Festival Zones on Saturday 9 August (at Green Park, St Paul's Churchyard, Guildhall Yard, Leadenhall Market and Tower Hill), with a range of bike-based entertainment. A cycling festival in Kingston-upon-Thames was held on Sunday 10 August. We also hosted cycling activation hubs at the ExCeL Bike Show, Green Park and Kingston, offering information and advice on cycling and safety.</p> <p>An extensive travel demand management campaign helped businesses and the public plan ahead, get around and avoid unnecessary inconvenience.</p>
Completed	The London Transport Community Safety Partnership set up Operation Cycle Ops to tackle cycle theft in the Capital and increase cycling by addressing fears about safety and security. Activities included an assessment of victim type and looking at the possibility of working with minority groups.	Enforcement and On-street Operations (EOS)	March 2013 ●	<p>Cycle Ops ran from October 2012 to September 2013 and achieved a 10 per cent reduction in cycle theft across the Capital.</p> <p>As part of the operation, unclaimed bikes that could not be returned to their rightful owners were given to a number of charities, including the Bike Project, which donates refurbished bikes to refugees and asylum seekers.</p>
Continuing	Offer 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	February 2014 ●	During 2013/14, the Safer Transport Teams set up, and were involved in, a number of events to deliver security advice to students, businesses and universities. Real success has been seen at universities.
New to SES	Produce a cycle security best practice guide.	Strategy and Planning	December 2014 ●	This updates the Cycle Security Action Plan and is on track for December 2014.

	Issue	How to encourage groups of young people to walk or cycle for short journeys (where possible) rather than take the bus		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	STARS (Sustainable Travel: Active, Responsible, Safe) provides a framework and guidance for educational establishments to help them develop an accredited travel plan. It rewards their commitment to, and achievements in, encouraging walking, cycling and road safety. The scheme helps schools to identify issues, set targets, monitor progress and celebrate success at three levels (bronze, silver and gold). The more initiatives a school has and the greater the changes in travel behaviour, the higher the STARS accreditation award.	Surface Transport, Strategy and Planning	Continuing By 2015 ●	<p>More than 45 per cent (1,385) of primary and secondary schools in London are STARS accredited, up 11 per cent from 2013. These schools are making a significant difference to their communities by implementing safer and sustainable travel initiatives, resulting in more people walking and cycling to and from school, improved road safety skills and more responsible use of public transport.</p> <p>STARS accredited schools have set up more than 42,000 travel initiatives in the past three years, ranging from cycle training, walking incentive schemes, independent travel skills training and campaigns to reduce congestion around the school gates.</p> <p>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 rise in cycling.</p> <p>In September 2014, we launched an upgraded version of the STARS Online website, which allows schools to create a travel plan and apply for accreditation at the same time. The new version now contains a dedicated Youth Travel Ambassador (YTA) section so pupils can add their activities and assist school staff in creating and updating their plans. To view STARS Online, visit tfl.gov.uk/stars</p> <p>We have more than 23 STARS accredited establishments, that are either special educational needs schools or pupil referral units, and six of these have achieved gold and silver. We will continue to build on this and, in autumn 2014, we launched a new case study video featuring special needs schools on STARS Online.</p>

	Issue	How to address the disproportionate number of BAME children involved in road traffic collisions		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	The Children's Traffic Club (CTC) is a road safety programme aimed at pre-school children and their parents/carers. The resource is designed to establish basic road safety skills for life.	Surface Transport, Strategy and Planning	Continuing ●	<p>Statistically, BAME groups are at greater risk of becoming a casualty on London's roads. To address this, we are targeting boroughs with the largest populations of BAME pre-school children to enrol in the CTC.</p> <p>In 2013/14, a total of 89,933 pre-school children enrolled in the CTC, of which 46 per cent were from a BAME background. The majority were from Tower Hamlets, Hackney, Newham, Brent, Redbridge and Harrow.</p> <p>Building on this for 2014/15, we are aiming to enrol a minimum of 90,000 pre-school children into the club, of which 50 per cent will be from a BAME background.</p> <p>Up to mid-September, nearly 30,000 children have been enrolled into the club.</p>

	Issue	We will reduce the number of people killed or seriously injured (KSI) on London's roads. We will build on our work to tackle injury inequality through targeted evidence-led interventions to reduce inequality by ethnic group, deprivation and for those with mobility impairments and special educational needs		
Activity status	Activity	TfL lead	RAG status	Progress report
New to SES	<p>We will:</p> <ul style="list-style-type: none"> • Publish an annual road safety report • Monitor and report on progress against the casualty reduction target – to reduce the number of KSIs – by 40 per cent by 2020, based on a 2005-09 average baseline • Monitor and report rate-based safety indicators for pedestrians, cyclists, motorcyclists and children 	Surface Transport, Strategy and Planning	● ● ●	<p>We publish an annual road safety factsheet that contains information on progress towards the Mayor's road safety target of a 40 per cent reduction in KSIs by 2020 (compared with the 2005-09 baseline). The latest was published in June 2014.</p> <p>We also produce an annual road safety report that contains further collision and casualty information. This report will be published by the end of 2014.</p> <p>KSI casualties fell by 23 per cent (3,018 to 2,324) in 2013 compared with 2012. Comparing the number of casualties in 2013 against the 2005-09 baseline:</p> <ul style="list-style-type: none"> • KSIs were reduced by 36 per cent • All child KSIs were down 43 per cent • Slight casualties fell by three per cent <p>In 2013, fatal casualties dropped by one per cent (134 to 132) compared with 2012. This is the second lowest level since records began.</p> <p>We publish quarterly progress towards the road safety target in our Operational and Financial Performance Report.</p> <p>In February 2014, we published the Road Risk and Vulnerable Road User Working Paper, which presents analysis of road safety risk to pedestrians, cyclists, motorcyclists and children. We are currently revising this analysis to include the most up-to-date casualty data.</p>

Safety and security

There is a continued 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, especially on buses				
Activity status	Activity	TfL lead	RAG status	Progress report
Completed	Activity involving EOS to promote positive relationships between younger and older people on the transport network.	EOS	Summer 2013 ●	An event was attended by older and younger people from across London. It featured an example of best practice from Islington's Inter-generational Safer Transport Team and presentations from our Youth Panel. Further events have been organised by other Safer Transport Teams.
Continuing	Continue to use our Youth Panel and other local youth groups to assess and respond to young people's feelings of safety and security.	EOS	November 2013 ●	We ran a themed workshop at a youth event in November to discuss crime and disorder. Continuing engagement with our Youth Panel.
Continuing	Hold events that focus on youth issues with teams from the BTP and MPS, together with our Safety and Citizenship Team.	EOS	Continuing throughout 2014 ●	Working with the MPS, our Safety and Citizenship Team and staff, we continue to attend junior citizenship scheme events and presentations at schools. Inter-generational events have also been held by TfL-funded police teams across London.

Ensuring all people, and particularly women and young people, feel safer travelling on the transport network				
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	Safer Travel at Night (STaN). Continue to run the successful campaign and find new ways to get the message to a wider audience.	EOS	Continuing ●	January 2014 saw more than 170 arrests for cab-related offences during two crackdowns as part of STaN, a joint initiative by the TfL-funded MPS Safer Transport Command and City of London Police (CoLP). The autumn phase of STaN resulted in more than 40 arrests being made for touting and other cab-related offences, and more than 10,000 women were told about the dangers of using illegal cab touts. Further bursts of enforcement activity will take place throughout the winter. The 2014 STaN communications campaign, running throughout the latter part of the year, aims to make people aware of what constitutes an unbooked minicab, and the dangers of picking up unbooked minicabs off the street.
New to SES	Project Guardian is a long-term project involving ourselves, the BTP, MPS and the CoLP, which aims to reduce sexual assaults and unwanted sexual behaviour on public transport in London.	EOS, BTP, MPS, CoLP	Continuing ●	Project Guardian has seen increased levels of reporting and detection rates of cases of sexual harassment: <ul style="list-style-type: none"> • Officers made 15 arrests in connection with various sexual offences during one week of action in December 2013 • The Project Guardian week of action, from 9-15 March 2014, resulted in 16 arrests as officers talked to thousands of commuters about the project • A Global Guardian week of action took place from 7-11 April 2014. This saw Metro Vancouver Transit Police, Massachusetts Bay Transportation Authority and Washington Metropolitan Area Transit Authority visiting from across the Atlantic to work with the Project Guardian partners • Work is being undertaken with 10 schools to define a lesson plan to communicate Guardian messages to schools and young people See case study on page 88.

Customer experience

Issue				
Ensuring all people, particularly women and young people, feel safer travelling on the transport network				
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	<p>The YTA scheme adopts a pupil-led approach to help participants make a positive impact on their peers and local community.</p> <p>Groups of YTA students promote active, safer and more responsible travel to their peers, while the YTAs learn vital skills to improve their employability.</p>	Surface Transport, Planning	Continuing ●	<p>Academic year 2013/14 Five YTA coordinators were recruited to work with schools and boroughs across London.</p> <p>Ninety-two schools took part in the YTA scheme during 2013/14 and all prepared and submitted campaign proposals to us. Of these, 18 focused on road safety, 52 on active travel and 37 on personal and community engagement (some campaigns cover two areas). A number of campaigns aimed to encourage pupils to walk instead of taking a short bus journey.</p> <p>Three special schools are involved in the programme, delivering projects on bus behaviour and cycling safety/promotion. See case study on page 94.</p> <p>Academic year 2014/15 A total of 120 schools have signed up to this year's YTA programme.</p>

Issue				
Bus driver behaviour and training				
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	Work with operators on effective local engagement initiatives with older and disabled people, highlighting and sharing best practice.	Surface Transport	Continuing ●	We have taken part in meetings with bus operators and stakeholders, including those organised by Age UK, Guide Dogs and RNIB, as well as with individuals who have encountered issues using a particular route. Bus operators are also organising sessions with local groups and individuals.
Continuing	Ensure all bus drivers have seen the accessibility training video, developed in partnership with user groups for disabled and older people.	Surface Transport	December 2014 ●	More than 50 per cent of bus drivers have seen the new accessibility training film 'All Aboard!', produced in collaboration with Transport for All (TfA) and Age UK. We expect more than 95 per cent of drivers to have seen the film by March 2015.

Issue				
The use of the priority wheelchair area on buses				
Activity status	Activity	TfL lead	RAG status	Progress report
Completed	Launch a new communications campaign, following feedback from drivers, wheelchair users and passengers with buggies.	Surface Transport	November 2012 ●	In December 2012, we ran a marketing campaign aimed at buggy users that reinforced the need for them to make space for wheelchair users. We updated our guidance in the Big Red Book for 2014, following consultation with groups representing older and disabled customers. Previous work to engage the bus operators led to an increase in driver compliance.
Continuing	Continue the recently launched customer information campaign to provide clarity on the use of the wheelchair bay.	Surface Transport	During 2014 ●	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 be refreshing the campaign in 2015. We also updated our guidance in the Big Red Book in 2014 following consultation with groups representing older and disabled customers. A slight revision of the wording, to 'wheelchair priority area', reinforced the message. Most new buses have sufficient space for both a wheelchair and a buggy.

Engaging with stakeholders

		Understanding the travel needs of London's diverse communities		
Activity status	Activity	TfL lead	RAG status	Progress report
New to SES	We published 'Understanding the Travel Needs of London's Diverse Communities', which pulls together the majority of research/data that we have across all equalities groups to help us better understand the travel needs of the Capital's communities and the barriers they may face.	Strategy and Planning Equality & Inclusion	August 2014 ●	In its third year of publication, this research document offers travel and transport information showing trip patterns and barriers to travel across all equalities groups. It provides a good baseline to explore issues further and help shape services. See case study on page 84.
New to SES	Introduce an Accessibility Mystery Traveller Survey (AMTS) to London Overground.	London Overground	Spring 2014 ●	A successful pilot AMTS for London Overground was run in November 2013 and it was decided to introduce this more widely. The fieldwork for the first survey took place between January and March 2014.
Continuing	Reporting hate crime.	EOS	March 2014 ●	Approved by the TfL Board to further develop our website for online reporting. The website update is primarily for the reporting of antisocial behaviour but will also signpost people to a preferred way of reporting hate crime. Initial meetings have taken place to discuss the improvements to make it easier to report crime and hate crime.
New to SES	Thirty-two 'fear of crime' profiles have been produced to help identify which boroughs and communities are most fearful.	EOS	June 2014 ●	We continue to carry out quarterly surveys of the public's attitude to safety and security. In addition, we have produced fear of crime profiles for all London boroughs. This has helped support Safer Transport Team inspectors to produce confidence plans for each of their boroughs and show how they will engage with all communities.

		Understanding the travel needs of London's diverse communities		
Activity status	Activity	TfL lead	RAG status	Progress report
New to SES	Bus route 25 experiences higher levels of antisocial behaviour and crime. A review of this route was undertaken to: • Address the fear of crime • Identify solutions through police enforcement and community engagement The intention is to use the findings to address other high crime routes.	EOS	Continuing ●	Targeted enforcement across key boroughs (including Redbridge, Newham and Tower Hamlets) to develop a confidence and engagement plan for equality groups. Several Partnership Joint Transport Action Group meetings were held to update and share progress with boroughs and other partners.

		TfL Youth Panel		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	Event to showcase our youth participation work and raise awareness of youth-focused campaigns.	Public Affairs and Stakeholder Engagement	November 2014 ●	Young people from youth organisations across London attended our fifth and sixth annual Youth Participation Days on 27 November 2013 and 22 November 2014. This included representatives from the UK Youth Parliament, the MPS cadets and the charity Whizz-Kidz. The events were led and designed by our Youth Panel and London Transport Museum's Young Consultants, with support from our staff. Participants explored our programmes for young people and youth-focused campaigns – such as teen road safety and promoting active, safe and responsible travel – in interactive workshops. During 2014 we have been celebrating 'Year of the Bus' and the role of buses in the Capital. This year's event enabled young Londoners to explore what the bus network meant to them.

	Issue	TfL Youth Panel		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	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. This enables them to influence the decisions of our senior managers. The Youth Panel sets an agenda for its one-year term at an induction day in February. This is shaped by the ideas and opinions shared by young Londoners at the Youth Participation Day.</p> <p>The Youth Panel recently gave its views on how to improve road safety among young people, including how to share the message on the importance of not getting distracted while crossing roads.</p> <p>The Youth Panel wants to continue talking with youth organisations across the Capital to hear what matters to other young Londoners. Alongside representatives from the Royal London Society for Blind People's Youth Forum and Whizz-Kidz, Youth Panel members helped run a workshop at our Access all Areas event to examine how we can further support young disabled people to use our network.</p>
New to SES	Bus driver workshop days with young people.	Surface Transport	●	<p>The YTA Team is working with London Buses to host three driver/young people workshops at London Transport Museum. They will give bus drivers and YTAs a chance to get a greater understanding of each other and build a rapport with the YTA project.</p>

	Issue	Sub-regional Mobility Forum proposal and pilot		
Activity status	Activity	TfL lead	RAG status	Progress report
Completed	<p>Consultation on development of Sub-regional Mobility Forums</p> <p>Setting up pilot forums (central and south)</p> <p>Completing pilot</p>	Strategy and Planning Equality & Inclusion	Phase I end December 2013 ●	<p>The Sub-regional Mobility Forums were established to provide older and disabled people with an opportunity for engaging with us on strategic travel and transport issues. Based on the Mayor's sub-regional model, the pilots were set up in the south and central regions and the first meetings were held in the spring and summer. The pilots concluded in November 2013 and a detailed review with stakeholders was completed the following month. The review found the forums were useful to participants and boroughs. Several recommendations were made, including ensuring boroughs had a more proactive role and each one nominating three people to participate. Forums were rolled out to the remaining sub-regions – north, east and west.</p>
New to SES	<p>Phase 2 of the Sub-regional Mobility Forums. Roll-out of the remaining sub-regions (north, east and west).</p> <p>Review the progress of all Sub-regional Mobility Forums against year one of all the forums.</p>	Strategy and Planning Equality & Inclusion	<p>Throughout 2014 ●</p> <p>October 2015 ●</p>	<p>Borough officers were identified in the three remaining sub-regions and four briefing sessions were held in May to find older and disabled people who were keen to participate in the forums. Meetings have taken place for the central, south and west sub-regions and forums were delivered for north and east by November 2014. All forums are chaired by IDAG members. Briefing sessions were also provided to IDAG sub-regional chairs. See case study on page 98.</p>

	Issue	Developing borough and stakeholder relations		
Activity status	Activity	TfL lead	RAG status	Progress report
Continuing	Annual transport-themed event for borough representatives and stakeholders focused on sharing information and equality best practice.	Strategy and Planning Equality & Inclusion	November 2014 ●	Borough event to share equality best practice using 'Understanding the Transport Needs of London's Diverse Communities' has taken place. As we have developed the Sub-regional Mobility Forum model, we are working with borough contacts. This workshop explored the key issues for BAME and LGBT people, women and low-income groups to help inform SES activity next year.
New to SES	Stakeholder roadshow events engaging with older and disabled people across London, sharing information on our accessible services.	Stakeholder Engagement, Public Affairs	End of June 2014 ●	Seventy events have been held across 31 London boroughs, with grass roots, older and disabled people's organisations. Around 2,500 campaign leaflets were distributed along with 4,000 copies of our access guides and information. There was also social media promotion and articles in numerous stakeholder publications. Activity continued until November 2014.
New to SES	'Access all Areas' exhibition and conference.	Stakeholder Engagement, Public Affairs	October 2014 ●	We held a large-scale accessibility exhibition and conference for older and disabled people, and relevant organisations. It provided a safe environment for people to learn about transport, talk with our staff and help shape the future of accessible transport in the Capital. See case study on page 92.

	Issue	100 Years of Women in Transport To celebrate the important role of women in our industry and to engage, motivate and inspire current and future generations of transport workers, particularly women		
Activity status	Activity	TfL lead	RAG status	Progress report
New to SES	We will achieve this by: <ul style="list-style-type: none"> Showcasing the significant contribution women have made and continue to make to the transport industry, drawing from examples past and present Attracting more women into the transport workforce by reaching out to young women and setting out the variety of careers the industry has to offer Engaging, motivating and inspiring our women employees and those in our supply chain by offering them opportunities for personal development and progression at all levels Establishing an industry-wide network to deliver an impactful, integrated programme to provide continued improvement and development 	Marketing and Communications	During 2014/15 ●	We hosted an event to mark an industry-wide commitment to promoting women in transport, for the purpose of diversifying and strengthening our industry. It celebrated the achievements of women, past and present, and demonstrated the diversity of roles in the industry, by profiling 100 women in the centenary year. The event was also used as an opportunity to showcase the role of women in transport over the past 100 years, share best practice from across the industry, touch on the issues that remain and, most importantly, set out the purpose of doing all of this now. It also: <ul style="list-style-type: none"> Inspired and informed young women about careers in transport through our educational partnerships and employability programmes Engaged our staff through a programme of events with speakers and supporting networks for peers and mentors Helped us to understand the diversity of our workforce and the barriers to women entering and progressing in our industry Supported the career development of women through mentoring and work shadowing opportunities See case study on page 96.

		Procurement Working with our suppliers through our responsible procurement policy to address under-representation within the transport industry, particularly in relation to BAME individuals, women, ex-offenders and disabled people		
Activity status	Issue	TfL lead	RAG status	Progress report
New to SES	<p>Strategic Labour Needs and Training (SLNT) provisions included in contracts to maximise apprenticeship and employment opportunities to ensure that local communities and those most disadvantaged benefit from our work.</p> <p>TfL/GLA co-funded Supplier Skills Team (SST) works with our supply chain to ensure that our spend maximises apprenticeship, employment and training opportunities for Londoners.</p> <p>Routes into Work, a pre-employment training programme delivered by London Transport Museum in partnership with the SST, uses the Capital's transport heritage to provide young people not in employment, education or training (NEET) with the knowledge and skills they need to access employment opportunities with our suppliers.</p>	Commercial	Continuing ●	<p>SLNT requirements continue to be included in procurements based on relevance and proportionality. Recent high profile procurements with these requirements include the new DLR concession, the Crossrail train operator concession and the traffic control maintenance and related services 2 contract.</p> <p>The SST works closely with our suppliers to support them in providing skills and employment opportunities. Since the inception of the programme, more than 3,600 apprenticeships have been created on our projects, and more than 4,000 out-of-work Londoners have entered employment.</p> <p>The Routes into Work programme runs each month and features a different TfL supplier with employment opportunities available. More than 230 young people have taken part in the programme since 2010, with 50 per cent of the participants having moved into further training or employment as a direct result.</p> <p>National Apprenticeship Week took place from 3-7 March 2014. A recruitment fair was held at City Hall on 4 March to provide a forum to promote our supply chain apprenticeship activity. More than 300 apprenticeship vacancies were advertised and 180 NEETs attended through our relationships with referral partners.</p> <p>See case study on page 102.</p>

		Procurement Working with our suppliers through our responsible procurement policy to address under-representation within the transport industry, particularly in relation to BAME individuals, women, ex-offenders and disabled people		
Activity status	Issue	TfL lead	RAG status	Progress report
Continuing	<p>Develop partnerships with organisations that support under-represented groups to ensure access is made available to employment and apprenticeship opportunities arising through our supply chain.</p> <p>Continue to support the partnership with Race for Opportunity (RFO) – the Business in the Community campaign committed to improving employment opportunities for ethnic minorities across the UK. Our Director of Commercial Andrew Quincey currently sits as a Board Member.</p>	Commercial	●	<p>The SST gave presentations at the Race for Opportunity Awards showcase on 20 March. This was to present our 2013 award-winning approach to collaboration.</p> <p>The purpose of the event was to highlight examples of best practice and to encourage other companies to consider applying for the 2014 Race for Opportunity Awards.</p>

Improving access to services

This section outlines progress towards the equality objectives of improving accessibility to services. This also features in the 'Your Accessible Transport Network' report, which is updated every February.

	Issue	More accessible information		
Activity status	Activity	TfL lead	RAG status	Progress report
Completed	Conducting an end-to-end review of signage and wayfinding across the Tube network to make it easier for people to navigate through stations. We will also review complex step-free interchanges such as Green Park and London Bridge to make it easier for passengers using these routes.	Marketing and Communications	2014/15 ●	We have a new strategy for signage that is now being used at stations. It is based on the principles developed for the London 2012 Games and includes: <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 St. Pancras, London Bridge and Stratford
Completed	Replacing the effective accessibility signage that was introduced for the London 2012 Games with distinctive permanent signs that highlight step-free routes and accessible boarding points.	Marketing and Communications	2014/15 ●	Permanent signs in a distinctive blue are now installed at 39 stations, including those that featured signage for the 2012 Games. <p>We have also fitted signs containing information about new boarding ramps on the Northern, Metropolitan and Piccadilly lines. Accessible boarding point signs that show the location of platform humps at step-free stations now feature on three lines (covering 25 stations). Roll-out will continue as more stations are supplied with ramps and humps.</p>

	Issue	More accessible information		
Activity status	Activity	TfL lead	RAG status	Progress report
Completed	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.	Marketing and Communications	Summer 2013 ●	A research project with customers, staff and stakeholders was completed in August 2013. <p>An action plan was drawn up, which fed into the update of the 'Your Accessible Transport Network' document in February 2014.</p> <p>Awareness has been raised through the accessibility campaign in spring 2014, stakeholder engagement and the new accessibility CRM database.</p>
Continuing	Working with the Association of Train Operating Companies to update the combined Rail and Tube map to provide information about step-free stations. This will give an overview of step-free access across all rail services in the Capital for the first time.	Marketing and Communications	Winter 2014/15 ●	We have been researching this idea and developing different versions of the map to test with groups of disabled people. We expect a final approved design to be ready during winter 2014/15.
Completed	Redeveloping the transport accessibility section of our website so the information about services is clearer and more consistent across all types of transport.	TfL Online	March 2014 ●	This was published with the launch of our new website in March 2014.

Activity status	Issue	More accessible information		
		TfL lead	RAG status	Progress report
Completed	Making available real-time travel apps for smartphones in accessible formats. We have worked with developers to produce apps that make real-time information for the bus and Tube networks accessible, particularly for people with sight loss, or motor or learning disabilities.	Marketing and Communications	Summer 2013 ●	<p>A competition was completed in November 2013 and four winners were announced:</p> <ul style="list-style-type: none"> • Best visual impairment app – London's Nearest Bus. This allows the user to find the nearest buses and live departure times from their location. They can also set individual alerts to trigger when a bus is due • Best app for accessibility/step-free information – Station Master. This offers detailed accessibility information for every Tube, 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 Tube and Tube status alerts • Judges' award – Colour Blind Tube Map. This displays the Tube map in various formats for easier viewing by people with all forms of colour blindness and other visual impairments such as cataracts, loss of contrast sensitivity and hyperopia
Completed	Making the step-free Tube guide available in smartphone apps. For the first time, we have published Tube accessibility data electronically so that developers can incorporate detailed information about access into their apps. This included the information contained in the step-free Tube guide, locations of level access areas on platforms and information about toilet provisions.	Marketing and Communications	Summer 2013 ●	<p>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 into our own digital information.</p> <p>It is also being used in the 'Tubemaster' app, which was developed as a result of us making this data available.</p>

Activity status	Issue	More accessible information		
		TfL lead	RAG status	Progress report
Continuing	We have completely redeveloped our website with clearer, easier-to-read content, designed to work across a range of devices. Further improvements will be seen in 2015 and beyond, as single accounts will be introduced that require only one password to access most services. Improvements to the online customers service and complaints sections are being reviewed. With all online developments, we will maintain high levels of accessibility, meeting and exceeding statutory standards.	TfL Online	By 2014 ●	<p>Our new website, which has undergone thorough accessibility testing and engagement with disabled and older people's organisations, was launched in March 2014 after an extensive beta phase.</p> <p>Work on single sign-in is still in progress.</p>
Continuing	We will upgrade Journey Planner so it contains further information on the accessibility of the network. This will include 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 and the use of stairs. They will also be able to save journey preferences, including access requirements, for future searches.	TfL Online	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 identified during our information research project (see above).</p>

Tube and rail

We will continue to deliver more step-free Tube stations, reducing the difference in journey time between step-free and non-step-free routes, and opening up new routes across the Capital. Over the next 10 years, we will provide step-free access at an extra 28 stations. The number of journeys made each year by step-free routes will almost treble, from 67 million at present to 189 million by 2021.

	Issue	Enhanced infrastructure		
		Activity	TfL lead	RAG status
Continuing	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 an interchange with Crossrail, revolutionising accessible transport across central London.	LU	By 2018 ●	Works are under way at Greenford, Bond Street, Victoria and Tottenham Court Road.
Continuing	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).	LU	2014-2021 ●	Paddington (Circle and Hammersmith & City lines) completed in December 2013.

	Issue	Enhanced infrastructure		
		Activity	TfL lead	RAG status
Continuing	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.	LU	Between 2015 and 2016 ●	To widen the benefit of the step-free programme, and to maximise value from public investment, we continue to look at how we can bring the cost of the schemes down, and how we can work with local authorities and developers to make more stations step-free. Initial feasibility works on some indicative locations (White City, Colindale and Brent Cross) are complete. In addition, a new £75m funding package has been approved for the duration of our Business Plan and will be used to match contributions from local councils and property developers for step-free improvements at priority locations. This could unlock a large number of new accessible journeys. For instance, we are already working to deliver step-free access lifts, made possible through third-party 'match funding', at Bromley-by-Bow and Tower Hill. We will be looking to extend this to other parts of London, with the number of stations depending on affordability and availability of third-party funding.
Completed	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.	LU	Spring 2013 ●	See above.

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Continuing	Retaining manual boarding ramps at 16 stations on the Tube network and rolling out to stations that would maximise the number of step-free journeys.	LU	During 2020/21 ●	Operational manual boarding ramps have been installed at 40 LU stations across the Capital. Phase 2 of the work is continuing and will see the ramps introduced at a further 23 stations. Another four stations will have them installed following requests from local station groups for assistance at locations where, for operational reasons, trains sometimes terminate short of their scheduled destination. These will be incorporated into the phase 2 works. Separate projects are continuing, which will provide manual boarding ramps for new sub-surface trains at approximately 27 locations, and install humps as well as ramps at selected stations on the Jubilee, Northern and Piccadilly lines.
Continuing	Installing platform humps and other measures so that a third of the Tube network will have level access platforms, up from 15 per cent at present. Thirty-five more platforms across the Jubilee and Northern lines will have platform humps by the end of 2013. This includes current step-free stations, such as Golders Green and Kilburn, plus key step-free interchanges, such as Baker Street and Stockwell.	LU	2013-2016 ● 2020/21 ●	We implemented platform humps and other level access solutions at 21 platforms on the Northern and Jubilee lines during December 2012 and throughout 2013. Detailed surveys have shown the remaining 14 platforms to be more complex, and we are working towards identifying solutions for these. We expect to be able to address most of these platforms by 2016. Golders Green ramps are to be installed by December 2014 and raising track at Kilburn is currently scheduled for 2020/21. Certain platforms (Finchley Road, Canons Park, Stanmore, Willesden Green, Kilburn and West Hampstead) require specialist track work to achieve compliance. These have been included in the Track Programme to ensure efficiencies, with completion dates expected by 2020/21.

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Completed	Introducing 53 new, state-of-the-art, air-conditioned trains on the Hammersmith & City and Circle lines. These will have wide doors, dedicated spaces for wheelchair users, a low-floor design for improved access between the train and platform, multi-purpose spaces throughout, and advanced audio and visual information.	LU	End of 2014 ●	All Hammersmith & City and Circle line trains are new.

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Continuing	An additional 80 new trains with these features will be introduced to the District line, meaning that 40 per cent of the Tube network will be served by air-conditioned trains with improved accessibility.	LU	2013-2016 ●	Roll-out of new trains on the District line began in February 2014, starting with the Wimbledon to Edgware Road branch.
Completed	Install 80 more wide-aisle gates at 60 Tube stations.	LU	Summer 2013 ●	We installed 93 gates at 60 stations.
Ongoing	Introduce tactile paving on all platform edges across the Tube network.	LU	End of 2013 ●	Sixteen platforms on the Tube network are without tactile paving. Plans to install tactiles at Cannon Street in 2014 were delayed owing to a re-phasing of the programme to deliver platform resurfacing works. This is now expected to be completed in 2015/16. The remaining platforms all require structural works to level the surface before the paving can be installed. Full structural surveys and designs will be commissioned in 2015/16, with delivery pending access agreements and financial authority.
Continuing	Provide small but important physical accessibility improvements on the Tube, including improved handrails, colour contrast features, tactile paving on stairs and replacement of obsolete Help points. Thirty-seven more stations will be completed by the end of 2016, and a further 37 by 2020.	LU	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.
Continuing	Invest £17m to improve bus stop accessibility. Make 70 per cent of bus stops accessible by spring 2013 and 95 per cent accessible by the end of 2016.	Surface Transport	Continuing ●	The target of making 70 per cent of bus stops accessible was met in spring 2013. The new target for spring 2014 was 75 per cent and 75.4 per cent was achieved by Surface Transport and the boroughs. The target for spring 2015 is 81.9 per cent. As at November 2014, 78 per cent of bus stops were accessible.

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Continuing	Roll-out of Pedestrian Countdown at Traffic Signal Junctions (PCaTS), bringing the total to 200 sites.	Surface Transport	From 2013 ●	Our PCaTS programme was completed on 31 March 2014. Pedestrian Countdown has now been installed at 200 sites across London. As at November 2014, Pedestrian Countdown has now been installed at 307 sites across London. We aim to have completed 441 sites by the end of March 2015.
Completed	Upgrade the remaining 211 signalised pedestrian crossings to include rotating cones and/or audible signals and tactile paving.	Surface Transport	By 2016 ●	Signals are now at 97.5 per cent of crossings (4,936 out of 5,062). A total of 284 sites have been upgraded between March 2014 and the beginning of November. Owing to the number of signalised crossings installed on the network increasing, the base number of crossings to be upgraded has risen from that previously reported.
	Expand the use of Legible London signs, which aim to increase the number of walking journeys.	Surface Transport	2014 ●	Since September 2014, there have been 1,478 signs put in place across 30 boroughs. Bromley and Enfield are the latest areas to adopt the signs and others to follow include Colindale and Hounslow.

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Continuing	Deliver pedestrian improvement schemes, including at Tottenham Hale, Holborn Circus, Baker Street, Elephant and Castle northern roundabout, Waterloo roundabout and Vauxhall. These form part of a review of 500 junctions across London.	Surface Transport	By 2016 ●	<p>The removal of the Tottenham Hale gyratory was completed by October 2014. This will provide a better environment for pedestrians 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 also transform Broad Lane into a quieter and calmer environment. There will be a 20mph speed limit, wider footways and new zebra crossings, and 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 include the Henlys Corner scheme, which has delivered staggered signal-controlled pedestrian and cycle crossings on all parts of the junction. As a result the number of pedestrians using this junction has increased by 75 per cent from 218 to 382 a day, and in the evening peak the number has increased by 118 per cent.</p>
Continuing	Work with boroughs to improve the accessibility of streets across the Capital, including funding a range of pedestrian and public realm enhancements. This will see significant improvements made at locations including Aldgate, Bromley, Croydon, Harlesden, Tolworth, Wood Green and the West End.	Surface Transport	By 2016 ●	<p>Bromley North Village East Street implementation (phase 1) completed in December 2013. The scheme includes phase 2 (High Street) and phase 3 (Market Square). Completion of the entire scheme is scheduled for December 2014. Accessibility improvements will include Legible London, extensive decluttering and public realm enhancements, better crossings for pedestrians, and shared surface in East Street with tactile paving.</p>

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Continuing	Work with boroughs to improve the accessibility of streets across the Capital, including funding a range of pedestrian and public realm enhancements. This will see significant improvements made at locations including Aldgate, Bromley, Croydon, Harlesden, Tolworth, Wood Green and the West End.	Surface Transport	By 2016 ●	<p>Harlesden town centre Urban realm and accessibility improvements started in December 2013 and are due to finish by March 2015. The scheme includes removing the one-way operation on High Street Harlesden and on Manor Park Road (to/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 Road/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. This will better serve the pedestrian 'desire line', which is the route people prefer to take. All bus stops are being upgraded and kerb heights adjusted to meet bus stop accessibility (BSA) requirements.</p> <p>Wood Green Urban realm and accessibility improvements started in February 2014 and completion is on track for February 2015. Improvements will include new paving and pedestrian wayfinding using Legible London along the A105 (from Wood Green to Turnpike Lane Tube station). 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>

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Continuing				<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. It will deliver significant public realm and cycle route improvements, including safer crossings at all junctions. The scheme is under development and options are being modelled to understand their impact on the road network.</p>
Continuing	Trial of new technology that will detect groups of people at pedestrian crossings and adjust the crossing time to make sure that queues are cleared. We developed a prototype for this technology by the end of 2013.	Surface Transport	2013/14 ●	<p>In early 2013, Pedestrian SCOOT phase 1 was tested as a proof of concept at the Blackfriars Road/The Cut junction. When large numbers of pedestrians were waiting on the kerb just before the pedestrian green man invitation to cross was due to appear, the sensors successfully detected the numbers or density of pedestrians waiting and the system increased the time available to cross.</p> <p>Pedestrian SCOOT phase 2 implemented two further site trials on the A24 Balham High Road, at the junctions of Upper Tooting Road (10 June 2013) and Chestnut Grove (10 August 2013). Development of the SCOOT software is complete and the equipment is installed. A trial took place in October 2014 to test the capability of new pedestrian sensors, modern communications hardware and urban traffic control SCOOT software to develop the capability for use at other sites across London.</p>

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 are shown below.

	Issue	Enhanced infrastructure		
	Activity	TfL lead	RAG status	Progress report
Completed	Monthly on-street compliance was introduced 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 ●	<p>This is now part of business as usual on-street taxi compliance checks.</p> <p>Prior to the Liberty Festival/ National Paralympic Day in August 2014, a joint operation between our Compliance Team and the MPS was conducted in Stratford. It involved checking the wheelchair ramps and other accessibility features of licensed taxis and providing advice and guidance to taxi drivers on how to support and assist disabled passengers.</p>
Continuing	Developing systems over the next two years to support our Cabwise and Findaride services. This 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 ●	<p>There are three Cabwise services – the text service, online search and an app. Information can also be obtained by calling our Travel Information Call Centre.</p> <p>The new taxi and private hire licensing database went live on 30 September 2013 and is used to provide the public with information on TfL's Cabwise services.</p> <p>The Cabwise services are being promoted as part of this year's STaN campaign and will be reviewed following this.</p>

Our staff help millions of people to access our transport network. We are serious about improving the experience of travel in London, so are providing our people with even more guidance on how best to assist customers.

	Issue	Improved customer experience		
	Activity	TfL lead	RAG status	Progress report
Continuing	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	During 2014 ●	Our first accessibility champions have been in place in our Correspondence Teams since March 2013. This was rolled out to telephone staff during 2014 and we are developing our training plans.
Completed	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 further enhanced the quality of our responses. We are also improving our internal reporting of accessibility feedback, which will give us more insight into customers' concerns and experiences to help develop our services further.
Continuing	Simplify the online contact system to make it easier to give feedback. Change 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 of 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 easier to contact us. We are continuing to look at ways to improve this, including enhancing our automated telephone system and a dedicated email address for accessibility enquiries.

	Issue	Improved customer experience		
	Activity	TfL lead	RAG status	Progress report
Completed	<p>Improve training for Tube staff so customers get the level of support they need on every journey.</p> <p>From summer 2013, TfL introduced new training for frontline staff. For the first time we made sure older and disabled people played an active part in the development of the new training. A key feature of this was an emphasis on practical operational scenarios to help staff demonstrate and develop their customer service skills.</p> <p>By the end of 2013 we created five accessibility centre-of-excellence stations, whose staff have an enhanced level of disability training, delivered in partnership with disabled people. This programme is being rolled out to other stations.</p>	LU	By the end of 2013 ●	<p>We teamed up with disability organisations Inclusion London and 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 and delivered training to 12 of our operational staff.</p> <p>These staff have gone on to carry out the training alongside Inclusion London and TfA.</p> <p>Training for frontline staff at our five accessibility centre-of-excellence stations – Stratford, King's Cross St. Pancras, Green Park, London Bridge and Westminster – was completed by the end of March 2014.</p>

	Issue	Improved customer experience		
	Activity	TfL lead	RAG status	Progress report
Continuing	Ensure staff training is as effective as possible by providing key members of the Training Team with additional guidance on accessibility. This helps enhance their skills and ensure they are experts on the subject. We will continue to involve disabled people in this additional training.	Customer Experience	During 2014 ●	<p>Staff have given positive feedback about the training, with comments such as 'it makes you realise that the other person just wants to be treated fairly'.</p> <p>We are working with Inclusion London and TfA to identify ways to measure the impact of the training on customers' experiences. We have also had extremely positive feedback from our centres-of-excellence training at Tube stations and have built on this in 2014. We will also put a programme in place to develop similar training for London Overground station staff and explore options for bringing similar training to other London Rail services (DLR, London Tramlink and Emirates Air Line).</p> <p>Following engagement with Inclusion London and TfA, London Overground Rail Operations Ltd has introduced a new disability awareness course for staff. Members of Camden Mobility Forum and Different Strokes (which supports young stroke survivors) attended the training rehearsal and contributed to scenarios that were played out during the training.</p>
Completed	Working with bus operators to thoroughly review driver training. From summer 2013, all bus drivers began new training that includes, as a key element, the additional involvement of older and disabled people.	Surface Transport	December 2013 ●	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.

	Issue	Improved customer experience		
	Activity	TfL lead	RAG status	Progress report
Continuing	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. Travel mentoring projects now exist in 27 of the 33 London boroughs (83 per cent). We continue to encourage the expansion of these services.	Surface Transport	From 2013 ●	<p>We are continuing to encourage travel mentoring across London and an additional six boroughs have introduced schemes since the last plan was published. As well as individually focused travel mentoring and training provision delivered through local external partner organisations, New Bus Days have been established to provide travel mentoring in a group setting. In the boroughs of Hammersmith & Fulham and Kensington & Chelsea, monthly Bus Day events have introduced disabled people to bus travel in a safe, controlled environment, as well as providing a training opportunity for bus operator staff.</p> <p>During 2015 work will continue to establish Bus Days in Lambeth and Lewisham.</p>
Continuing	Consult with the taxi trade on the introduction of customer service training during the Knowledge, with the aim that all drivers benefit from disability awareness training before being licensed.	Surface Transport	From 2013 ●	This is currently on hold while options for a code of conduct for drivers are being explored.
Continuing	Continue and extend engagement with disabled people's organisations, making sure these groups are involved in all aspects of service development. We will hold regular meetings and 'round table' events to keep stakeholders up to date and involve them in improving accessibility.	Equality & Inclusion and Customer Experience	From 2013 ●	We have continued our strong tradition of engagement with disabled people's organisations, including the 'Come on Board' local engagement campaign, new mobility forums established in all five of London's sub-regions and the 'Access All Areas' exhibition and conference.

	Issue	Better engagement		
	Activity	TfL lead	RAG status	Progress report
Completed	Keeping customers informed with accessibility-related service updates via email, which started in summer 2013. We maintained an 'opt in' database of customers who wanted to receive the information. This allowed us to spread news of service changes more widely and directly to disabled and older people.	Customer Experience	Summer 2013 ●	Since September 2013 we have built a database of 80,000 customers who have expressed an interest in receiving accessibility updates. We send targeted accessibility emails to keep them updated on service changes. This channel was used for 45 email campaigns in the first year, covering topics such as new ramps at stations, lift works, bridge closures and improvements to staff assistance on the London Overground network.
Completed	Make the 'Thinking Outside the Bbus' 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 ●	The second 'Thinking Outside the Bus' event was held on 3 October 2013. A wide range of older and disabled stakeholders attended, including TfA, Age UK and RNIB, and it was used to update attendees on bus accessibility and local engagement between bus operators and user groups. Together with the bus operators, we discussed forthcoming activities, including the 'Your Accessible Transport Network' document, accessibility champions and the 'All Aboard!' training video. In 2014 we held an alternative event for all types of transport. See case study on p92.
Completed	A sister event, based on 'Thinking Outside the Bus', was launched in summer 2013 for Tube and rail services. This created 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 have accessibility issues, also attended. Both events increased and encouraged communication between staff and customers, developing greater mutual understanding and delivering improvements to services.	LU	Summer 2013 ●	Completed in May 2013. See case study on p92.

	Issue	Better engagement		
	Activity	TfL lead	RAG status	Progress report
Completed	Hold a targeted recruitment drive for London Dial-a-Ride for groups in greatest need of the service.	Surface Transport	Spring 2013 ●	By spring 2013 we contacted and visited organisations and forums across London that reach the people in most need of the service. This includes people over 85, those on the higher rate mobility component of Disability Living Allowance/Personal Independent Payment, 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 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 figures indicated that there had been a fall in the number of people applying for membership who did not meet the eligibility criteria. Latest figures show a drop from 2.2 per cent in 2012 to one per cent for 2013. There was also an increase in the proportion of applicants who met the criteria outlined above, or who were already assessed as qualifying for a Taxicard by their local authority. This suggests that the recruitment drive is successfully targeting the right groups.

Our workforce

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	
New to SES Publish our Annual Workforce Report to ensure continued monitoring in areas of representation, recruitment, development, managing performance and employee engagement.	HR Delivery, Support and Change (DS&C)	September 2014 ●	<p>The 2013/14 Annual Workforce Monitoring Report was published in September 2014 and featured workforce profiles detailing age, gender, ethnicity, disability, religion and belief, and sexual orientation. It also included statistical details on recruitment; learning and development; reward processes; outcomes of disciplinary, grievance and harassment cases; performance ratings; promotions and staff engagement.</p> <p>It also outlined results from our staff survey plus information on working flexibly and reasonable adjustments. The report is available on our website at tfl.gov.uk</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	
Continuing Build on schemes such as Steps into Work and Classroom to encourage disabled people, BAME individuals and women into employment and increase the diversity of schoolchildren considering technical careers.	HR DS&C	Spring 2013 ●	<p>As part of our responsible procurement policy, SLNT objectives are built into our contracts at 'invitation to tender' stage. Within their submissions, suppliers set out how they will support schools and educational activities within London. This is to raise awareness of the educational and employment opportunities in the industry and can include attending career fairs, school visits, ambassador programmes and work experience placements.</p> <p>We continue to work with Entrepreneurs in Action to deliver Classroom to Boardroom challenges to pupils from various London schools and, for the first time, held an event with Kingsley Academy in Hounslow. The school is part of the London Academy Enterprise Trust group (formal Mayoral academy) and is unique as it attracts a very high percentage of students who are placed there on entering the UK. The Academy accommodates 1,000 students and 42 languages are spoken.</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	
Continuing	Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people, BAME individuals and women into employment and increase the diversity of schoolchildren considering technical careers.	HR DS&C	●	We are delivering the Classroom to Boardroom event to 24 Year 12 students, many of whom have been identified as high academic achievers in their countries of origin, but are disadvantaged in the UK owing to their lack of proficiency in English. Classroom to boardroom is being run for the first time with Kingsley Academy, which is keen to provide its students with some work-based learning to develop high-quality employer links. Through this work we are also promoting our apprenticeships and graduate programmes to highlight the opportunities available on leaving school. The Academy provides its English for Speakers of Other Languages students a unique three-year pathway, which enables them to continue working towards a Level 2 qualification after the age of 16, while they continue to improve their English to a nationally recognised standard.

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	
Continuing	Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people, BAME individuals and women into employment and increase the diversity of schoolchildren considering technical careers.	HR DS&C	Spring 2013 ●	<p>Our Inspire Engineering Science, Technology, Engineering and Maths (STEM) Ambassador programmes are run in partnership with London Transport Museum and the organisation STEMNET. A key aim of our partner schools programme is to encourage more girls to pursue a career in engineering. More than 2,000 pre-GCSE students have participated in Inspire so far and we have more than 120 active STEM Ambassadors, a significant proportion of whom are women, acting as valuable role models to the girls they meet in schools.</p> <p>To mark the inaugural National Women in Engineering Day on 23 June 2014, an Inspire Engineering Week was organised at London Transport Museum's Acton depot, where more than 400 pupils from schools around the Capital attended.</p> <p>They took part in a series of activities, including hands-on engineering challenges. They also interviewed engineers from our organisation to find out more about their jobs and the projects they work on. The pupils were joined by 10 women engineers who work on projects including the Tube upgrade, Crossrail and our road network improvements.</p> <p>In addition, to help Greenwich University Technical College (UTC) promote the 'Women in Engineering' initiative, we provided women engineers as speakers on 23 June to engage with female students at the UTC, allowing them to ask questions about their career paths. Four women engineers also volunteered for the UTC's Girls in Engineering open day on 26 June.</p> <p>The aim is to encourage pupils to apply for our apprentice and graduate schemes.</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	
Continuing	Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people, BAME individuals and women into employment and increase the diversity of schoolchildren considering technical careers.	HR DS&C	<p>●</p> <p>Our graduate and apprenticeship schemes all focus on STEM subjects and within our 2013 intake, 32 per cent of graduates and 30 per cent of apprentices were women. We are committed to increasing the number of women over the next three years joining both schemes.</p> <p>Our SST is currently working with the London Highways Alliance Contract (LoHAC) and the Technician Apprenticeship Consortium to create apprenticeship consortiums that encourage young people, and specifically women, into apprenticeships. Contractors for both groups have partnered local girls schools to provide information about the types of roles they currently offer and to promote future opportunities for students. LoHAC has recently launched a competition inviting students who attend girls schools to design a poster encouraging women into engineering.</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	
	HR DS&C	●	<p>Fair Access to Work placements/ Work Experience Forum</p> <p>Following the initial forum meeting, work experience places for summer 2014 were offered to those Greenwich UTC students who took part in the Classroom to Boardroom challenge, plus a selection of top students, with a request for a good BAME and gender spread. Twenty-four students were given a week of work experience with our Stations Upgrades Team. The students also attended presentation and employability workshops to help them improve their job applications. In addition, they were given information about our apprenticeships.</p> <p>Eight engineers from the Stations Upgrades Team are currently supporting 30 engineering A-level students, providing real-life engineering problems for them to consider.</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	
Continuing	Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people, BAME individuals and women into employment and increase the diversity of schoolchildren considering technical careers.	HR DS&C	Spring 2013  <p>The 2014 Steps into Work programme started in January with nine students, all of whom completed a first, office-based placement. For placement two, five undertook operational placements at LU stations (this is optional but does provide valuable learning and development opportunities), while four students completed office-based placements. In early September, the students were matched for placement three; six will complete an office-based placement and three will complete an LU station placement (one student has chosen not to do a station placement). The students will finish the programme in December and the employment results for this year's group will be available in June 2015.</p> <p>Remploy held open mornings in August/September for people with learning disabilities who may be interested in joining the 2015 programme, and recruitment began this autumn for students to start in January 2015.</p>	
Continuing		HR DS&C	 <p>We are corporate members of the Women's Engineering Society (WES), which aims to help women achieve their potential as STEM professionals and encourage more girls to take up STEM subjects. This partnership will provide an opportunity to encourage more women engineers (many of whom are already supporters and members of the WES) to promote the work currently being done. We will develop our relationship with the WES over the next year.</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	
Continuing	Develop strategies to attract a diverse pool of applicants to key roles, for instance engineering and some senior management positions, where there is a lack of diversity.	HR DS&C	 <p>Leadership and Specialist Development Programme We helped some business areas to pilot an approach using the 'nine box model', which assesses staff on their performance and potential. The aim is to support the succession to leadership in these areas and ensure we have a good, diverse choice of candidates for the most senior roles.</p> <p>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>A senior manager development programme has been launched and is based on the director development programme. It will be delivered to approximately 400 senior managers over the next two years.</p>	
New to SES	Implement development/mentoring programmes for Band 1-3 employees to enhance skills and boost confidence among BAME, disabled and female staff.	HR DS&C	 <p>We ran the Government-funded 'Women First' development programme for Band 3 women working in areas of our organisation that are traditionally male-dominated, for instance LU, Rail, Bus Operations and Engineering. The personal development programme used a six-session syllabus to support the development and progression of potential female leaders across the organisation. The 2012 pilot was a pan-TfL programme and two more groups were run in 2013, consisting of staff from Bus Performance and the bus operating companies. The programme was found to be relevant and participants gained additional knowledge and skills, including an improvement in their ability to delegate and handle conflict.</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
Continuing	Implement development/mentoring programmes for Band 1-3 employees to enhance skills and boost confidence among BAME and disabled staff, and women.	HR DS&C	Spring 2013 ●	<p>In 2014 we introduced the Springboard Programme, which offers a similar development programme. Forty-two applications were received across Bands 1-3 and 25 were successful at application stage, with 24 people starting the course in June. Three modules have taken place, with speakers including a previous Springboard delegate and two of our Band 5 managers talking about their development journeys. The group was also given access to a facilitator to use during additional sessions.</p> <p>We also sponsored three spaces at a finance and legal sector Opportunities for Women conference in June. The feedback said that the event was 'excellent' and 'worthwhile' and the delegates recommended that we should seek to secure more places next year.</p> <p>Additionally, two senior women managers were given places at Aspire's Make A Difference. 2014 conference, with very positive feedback.</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
				<p>We worked with RfO to introduce mentoring circles for BAME employees. Each circle consisted of a maximum of 10 mentees to one mentor. Each of the 10 participating organisations selected 10 mentees and nominated two mentors. The six-month programme was launched in November 2013 and ended in July 2014. The feedback from the 100 mentees was overwhelmingly positive, with more than 95 per cent saying that the circles had supported them with:</p> <ul style="list-style-type: none"> Building confidence to progress at work Providing informal peer networking opportunities across organisations Gaining perspectives from other organisations to help them reflect on their own situation Sharing and problem-solving career progression challenges and barriers <p>We have agreed to take part in the second programme, which will begin in January 2015.</p> <p>We will continue to work in partnership with Coaching Squared, which delivers cross-organisational talent engagement programmes, to run the nine-month peer-to-peer coaching programmes for Band 2 and 3 employees. These are targeted at BAME, LGBT and disabled staff and women.</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	
New to SES Increase representation of BAME staff on leadership and development programmes.	HR DS&C	September 2014 ●	<p>Courses run by Common Purpose, an independent leadership development organisation, provide talented individuals with the skills, connections and inspiration to lead change. They involve mixed groups of leaders from business, central and local government and the not-for-profit sectors exploring real-life leadership challenges. We and our predecessor companies have used these courses since the late 1990s. To date, 80 employees have attended.</p> <p>In 2013, a new nomination process for delegates on the Meridian leadership programme (for Band 4 employees) was introduced, aligning with HR's Equality and Inclusion objectives by recommending the programme is aimed at our BAME employees.</p> <p>In addition, to continue to provide leadership development to our Band 3 staff, a bespoke programme has been developed in partnership with Common Purpose and a pilot started in October 2014. This will run until the end of January 2015.</p> <p>The nomination process will stipulate that preference for places should be given to BAME employees, with a target of 40 per cent BAME representation to address gaps at senior levels.</p> <p>The course complements the leadership development programme, which is in place for directors; the senior manager development programme and 'Managing Essentials' (a common toolkit for all people managers that is currently being implemented). The bespoke programme will be aligned to our behaviours and strategy.</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	
Continuing Over the next three years, increase the annual number of women, BAME individuals and disabled candidates who are accepted on our apprenticeship and graduate schemes.	HR DS&C, HR Services	●	<p>It is anticipated that the initiatives listed in the previous section, including Classroom to Boardroom, Fair Access to Work placements and the Greenwich UTC, will act as feeders for apprenticeship and graduate schemes. The apprentice schemes have so far recruited two candidates from Greenwich UTC.</p>	
Continuing	HR Services	●	<p>With a view to increasing the number of BAME people enrolling on our graduate schemes, we have worked with the RARE Consultancy, which specialises in connecting people from diverse backgrounds with organisations.</p> <p>In April, we invited 30 BAME and women engineering students in their first or second year at university to a one-day event. The aim was to promote engineering as a career choice and enable the students to participate in an interactive session hosted by LU engineers. LU's Capital Programmes Director gave a speech to open the day and one of our graduates closed the session with a talk on their career to date.</p> <p>The event offered BAME and women engineering students an introduction to the practical side of engineering, offered career advice on progression in the sector and provided an opportunity to network.</p> <p>The 2014 graduate and apprentice schemes both started in September and diversity figures for the graduate scheme show that 30 per cent of the intake were women, 22 per cent were BAME students and three per cent declared a disability.</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	
Continuing	Over the next three years, increase the annual number of women, BAME and disabled candidates who are accepted on our apprenticeship and graduate schemes.	HR Services	<p>●</p> <p>Since January 2014 we have worked with greatwithdisability.com, which targets disabled graduates. We are among the organisations featured on the site, which includes details of our graduate schemes and case studies highlighting some of our disabled graduates.</p> <p>Applications for the 2015 intake opened in October 2014. We are also using the following channels to advertise our opportunities to a diverse graduate and apprentice population:</p> <ul style="list-style-type: none"> Sponsorship of the Black History Magazine supplement in the Independent newspaper on 29 September, which included an advert and graduate case study. A total of 300,000 copies were distributed via the newspaper, Black History Month events, black and Asian student associations, local councils, UK universities, sixth form colleges and schools PosAbility Magazine advert in the October and February issues and an online profile Diversity article in Careers in Construction Magazine <p>We are also targeting relevant universities to raise awareness of our schemes, including Queen Mary University of London, Imperial College, Greenwich, King's College, University College London and Birmingham.</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	
Continuing		HR Services	<p>●</p> <p>Marketing for the 2014 apprentice programme was targeted at seven schools in London. The aim was to reach under-represented groups. All seven schools have a significant BAME population and up to 18 per cent of pupils have a disability or special educational needs.</p> <p>Our apprenticeship schemes have been advertised in a variety of ways and this is expected to lead to a range of applications being submitted. Channels include:</p> <ul style="list-style-type: none"> Apprenticeshipguide.co.uk Apprentices.org.uk Notgoingtouni.co.uk Bigacademy.org The Pure Potential publication The TfL Youth Panel <p>Additionally, the London Boroughs of Greenwich, Hammersmith & Fulham, Kensington & Chelsea and Westminster have circulated the roles to all sixth form colleges and further education establishments in their areas, and our engineering ambassadors have forwarded details to all of the schools they work with.</p> <p>The above sources are being used for the 2015 intake and we attended Skills London and the Apprentice Fair in Islington in October. We also attended the Black Training and Enterprise Group's Routes2Success and National Role Model Programme careers event at Harrow College in September.</p> <p>The 2014 apprenticeship schemes started in September and diversity figures showed a drop in the number of women (14 per cent) and BAME candidates (38 per cent). Nobody declared a disability.</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	
Continuing	Improve the current equality data through an audit of the workforce to increase declaration rates for disability and BAME people.	HR DS&C	<p>●</p> <p>A pilot aimed initially at senior managers in the Finance Department was held to improve the equality data in that area. Results have shown a decrease in the percentage of 'unknowns' in the ethnicity category from 22.56 per cent to 12.21 per cent, with an increase in the 'prefer not to say' group from 7.46 per cent to 10.33 per cent over the same period. In the disability category, the percentage of 'unknowns' has fallen from 31.84 per cent to 24.88 per cent, with a rise in the 'prefer not to say' group from 4.98 per cent to 9.39 per cent.</p> <p>The programme to introduce improved reporting across all the different categories of people with protected characteristics in senior management positions will be taking place from January 2015.</p>	
New to SES	Investigate results of annual employee survey (Viewpoint) which has shown that disabled staff and those with caring responsibilities are less satisfied and have specific concerns.	HR DS&C	<p>● July 2014</p> <p>The 2013 staff survey highlighted the concerns of disabled employees and those with caring responsibilities. In partnership with the SNGs, the IDAG and our Customer Research and Insight Team, we commissioned research to find out more.</p> <p>The research, conducted by ORC International, has now been completed and a working group, consisting of the Disability, Carers and Women's SNGs; IDAG plus representatives from Surface Transport, Rail and Underground and Specialist Services, has agreed to the activities that need to be taken forward.</p> <p>Additional business representatives have been invited to join the group to prioritise these activities, which will be rolled out in 2015.</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	
Continuing	Develop longer-term career and succession planning for key roles and functions.	HR DS&C	<p>●</p> <p>The Success Factors tool, an HR database with improved reporting and analysis facilities, will be implemented in 2015. It will offer tracking of specific talent populations (particular groups that we have decided to focus on either owing to scarce skills, diversity drivers or other business needs), beginning with graduates and people in certain career role families (for example, engineers, programme managers and transport planners).</p> <p>Guidance on assessing potential has been developed and incorporates a wide variety of research. It is currently being tested in three pilot areas across the business. We are also benchmarking with organisations such as the MPS and professional services firm Arup to produce further guidance on developing the potential of under-represented groups, particularly women and BAME people.</p> <p>Organisation design and job description processes have been developed as an additional tool to identify capability within the business.</p> <p>We will continue to monitor any increase in opportunities for BAME individuals, women and disabled staff to progress to key roles.</p>	

Policy development and implementation

<ul style="list-style-type: none"> • Improve potential for different ways of working • Our policies need to be implemented consistently across the organisation 				
	Issue	TfL lead	RAG status	Progress report
Continuing	Introduce a consistent performance management process.	HR DS&C	●	<p>Performance management guidance and documentation was reviewed in 2013.</p> <p>Ratings descriptions have been clarified and aligned with our behaviours. Supporting documentation and guidance materials have been rewritten and redesigned to ensure clarity and consistency. The new materials were launched in September 2013 with online content available for all employees to view and use to support their performance review.</p> <p>From April 2014, the new supporting materials were introduced here in all areas of our organisation except LU, where discussions on implementation continue.</p> <p>The process will enable consistent and meaningful performance reviews, with improved support for employee development. Continued evaluation, through feedback from all employees and the HR Delivery Teams, will highlight whether the materials need to be changed or updated. Since it was implemented, some changes have already been made as a result of employee feedback, including improving the accessibility of the process, guidance and forms.</p>

<ul style="list-style-type: none"> • Improve potential for different ways of working • Our policies need to be implemented consistently across the organisation 				
	Issue	TfL lead	RAG status	Progress report
New to SES	Fair and consistent behaviour	HR DS&C	●	<p>As part of the review of the performance management process, one set of behaviours has been developed for all our employees. These behaviours influence the employee life cycle, from recruitment to performance and development, and reward and recognition.</p> <p>It was considered better practice to include equality and inclusion as a behaviour rather than a competency. The 'fair and consistent' behaviour has therefore been developed to ensure everyone acts with integrity and openness and understands their business area's equality and inclusion priorities.</p>
Continuing	Improve performance management through initiatives such as coaching and mentoring.	HR Delivery	●	<p>Strategic Development Plan A two-year strategic plan for learning and development has been produced. It is aligned to business priorities to help raise performance management standards, build strong teams, develop leaders and plan succession. Learning and development courses are being mapped to our behaviours, which will widen the scope for including equality elements and ensure they are included in business priorities.</p>
			October 2014	●

<ul style="list-style-type: none"> • Improve potential for different ways of working • Our policies need to be implemented consistently across the organisation 				
	Issue			
	Activity	TfL lead	RAG status	Progress report
Continuing			●	A pilot was run in six business areas across Specialist Services, Surface Transport and LU from July 2013 to June 2014. Following evaluation of this pilot, our Leadership Team has approved a full roll-out, which will begin in January 2015.
Continuing	Increase the use of online systems to record the results of mid-year reviews and any relevant improvement plans.	HR DS&C	2015 ●	<p>Through the launch of an online performance management process, there will be greater levels of awareness, transparency and clarity, leading to a more consistent approach to performance and development and assessment of overall individual and team performance.</p> <p>A fully online system is being developed and will be piloted from January 2015. Mandatory online entry of objectives, development plans and performance ratings will help improve compliance, consistency and quality, and will provide an audit trail on objectives set, agreed development actions and overall employee performance.</p>

<ul style="list-style-type: none"> • Improve potential for different ways of working • Our policies need to be implemented consistently across the organisation 				
	Issue			
	Activity	TfL lead	RAG status	Progress report
Continuing	Ensure that staff feedback can be used to shape future training and policies.	HR Services (training), Employee Relations (policies)	●	<p>Our Policy Team tracks feedback from People Management Advisors and Human Resources Business Partners and also acts as subject matter experts for Learning and Development in their review/redesign of training courses.</p> <p>The People Policies Working Group comprises representatives from the business, HR, Employee Relations, Legal and, where appropriate, relevant experts. It meets monthly to review any policy/guidelines and agree a rolling programme for development or change. A progress tracker report is presented to our separate People Group, chaired by the HR Director, every month.</p>
New to SES	Promote flexible working across the organisation	HR DS&C	●	We introduced a Job Share Register in January 2014, which allows staff to register their interest in finding a job share partner. Detailed guidance for employees and line managers has been produced, with input from stakeholders across the business. The register and guidance can be accessed via the Company Management System and is being promoted regularly by the Employee Communications Team. To date, 20 people have uploaded their details and 50 have requested access to view the register. A review, which will include seeking feedback from all who have used the tool, will take place in December. The results and any proposed actions will be reported when data becomes available.

	Issue	Create a more inclusive workplace		
	Activity	TfL lead	RAG status	Progress report
Continuing	Annual publication of a faith calendar on our intranet	HR DS&C	2014 ●	This is produced every November and is available on our intranet with general communications to alert staff. The calendar maintains awareness of faith and cultural issues affecting employees and customers across the business

	Issue	• Ensure visible progress towards salary equality • Improve staff development opportunities		
	Activity	TfL lead	RAG status	Progress report
Complete	Continue equal pay audits and implement recommendations	HR Reward and Pensions	2013 ●	<p>The equal pay audit for 2012/13, containing data captured on 31 March 2013, was finalised in June 2013. The main 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 is a greater percentage of male, white, heterosexual and non-disabled employees in the older age groups • At senior management levels, employees across all equality groups are rewarded equally. 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 provide opportunities in the longer term <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	• Ensure visible progress towards salary equality • Improve staff development opportunities		
	Activity	TfL lead	RAG status	Progress report
Continuing	<p>Identify and provide meaningful analysis on any pay differentials among employees in equality target groups.</p> <p>Share the equal pay report with stakeholder target groups.</p>	HR Reward and Pensions	●	<p>The findings of the 2013 equal pay audit are being fed into the development of our reward strategy.</p> <p>The Reward and Recognition Team continues to progress the design and development of our new 'Pay for Performance' arrangements for Band 1-3 employees (and those on equivalent grades). The implementation process will continue during the six to nine months prior to the first pay review under the new arrangements. One of the intended results will be, over time, the reduction of disparities in the levels of base salaries paid for employees undertaking the same or similar roles.</p>
		HR DS&C	●	Initial equality action plans for all our business areas have been developed to address any significant differentials. These will continue to be developed, with key achievements recorded and reported throughout 2014.
Complete	Ensure an equal pay audit report is compiled and issued to directors and heads of HR.	HR Reward and Pensions HR DS&C	2013 ●	The report, together with a summary, was presented to the HR Leadership Team in July 2013 and the results were subsequently shared with the recognised TfL trades unions and included in our Annual Workforce Monitoring Report.

	Issue	• Ensure visible progress towards salary equality • Improve staff development opportunities		
	Activity	TfL lead	RAG status	Progress report
Continuing	Introduce a new equality training programme to increase understanding of the positive impact of diversity and inclusion in the workplace.	HR DS&C, HR Delivery	●	<p>The revised Valuing People training course has been running since September 2013. It is open to all staff (except LU operational employees – see below) and is now mandatory for new joiners and new people managers.</p> <p>LU operational staff receive equality and inclusion training either through the Managing Equality, Diversity and Inclusion course or as part of their annual continuous professional development training.</p> <p>To date, 880 employees have completed the new training. An evaluation of the revised programme and its impact was completed in 2014. This ensures that there is a good level of data to draw on. Results from this exercise will be reported in this document when they become available.</p> <p>Messages to new starters via the induction process and a welcome email from Learning and Development have been refreshed and now highlight the fact that the course is mandatory.</p> <p>All our employees should be able to demonstrate understanding of the impact diversity and inclusion has in the workplace.</p>

	Issue	• Inconsistent approach to reasonable adjustments across the organisation • Policies need to be implemented consistently • The representation of disabled people is too low		
	Activity	TfL lead	RAG status	Progress report
Continuing	<p>Embed the reasonable adjustments process and ensure best practice is shared by:</p> <ul style="list-style-type: none"> • Improving the ability of managers to identify and implement appropriate reasonable adjustments for staff • Providing support and training to People Management Advisers (PMAs) so they can provide guidance on related issues • Developing a network of managers with specific expertise so they can advise on the reasonable adjustment policy and process • Recording relevant information via our online systems 	HR DS&C	July 2014 ●	<p>The existing process and tools have been reviewed by the Equality and Inclusion Team, in consultation with PMAs, the Disability SNG and IDAG.</p> <p>The process and form for requesting reasonable adjustments have been simplified and the FAQs and process maps on our intranet have been improved. The process and guidance will continue to be updated, where appropriate, and in response to feedback from the business.</p> <p>An e-form is now available, which will streamline the process for employees and managers, and a communications programme coincided with its launch, raising awareness among staff, managers and HR Teams.</p> <p>Workshops and one-to-one advice are being provided for line managers and PMAs, which will increase understanding and awareness of the reasonable adjustment process while highlighting managers' responsibilities.</p> <p>The process will result in consistent implementation of reasonable adjustments and will enable managers to work towards increasing the number of disabled employees in our organisation.</p> <p>We have identified an issue with former Tube Lines employees who do not have access to our internal online HR systems. An alternative option is being investigated, in conjunction with the HR Business Process and Improvement Team.</p>



Section 2

Sharing best practice – case studies

This section provides detailed examples that show we're working to address equality objectives raised in the SES.

These include:

1. Transport Emissions Roadmap – cleaner transport for a cleaner London	76
2. The Roads Task Force – a successful first year	78
3. The Hackney volunteer police cadets cycling project	82
4. Understanding the travel needs of London's diverse communities	84
5. Project Guardian – tackling unwanted sexual behaviour on the network	88
6. Cash-free buses – supporting vulnerable groups	90
7. Access All Areas – London's transport accessibility show	92
8. Youth Travel Ambassadors – working with special schools	94
9. Recognising 100 years of women in transport	96
10. Valuing people, engaging with all	98
11. National Apprenticeship Week 2014 – working with young people	102
12. TfL Staff Network Groups	104
13. The reasonable adjustments process	108
14. Graduate recruitment	110
15. The BAME mentoring circle	112

I. Transport Emissions Roadmap – cleaner transport for a cleaner London

Poor air quality is an issue that disproportionately affects people living in deprived areas who are more exposed to its sources, and those more susceptible to illnesses.

In September 2014 we published our Transport Emissions Roadmap (TERM), which outlines ambitious plans to improve the Capital's air quality and reduce CO₂ emissions.

The Ultra Low Emission Zone (ULEZ) is a vital part of this roadmap. It will operate from 2020 and cover the central London Congestion Charging zone. The ULEZ sets an emissions requirement for all vehicles entering central London, with charges for non-compliance to discourage all but the cleanest vehicles.

Buses

We are on track to meet our target of having 1,700 hybrid-electric buses on the roads by the end of 2016. By September 2014, there were 920 hybrid buses in the Capital including 260 New Routemasters. By 2020, all our double-decker buses in central London will be hybrid.

We are also trialling fully electric buses and continuing to run hydrogen fuelled buses. Six fully electric vehicles and eight hydrogen fuelled vehicles (with no emissions) are currently in operation. By 2020, all our single-decker buses in central London will be electric.

Taxis

From 2018, all newly licensed taxis will need to be zero emissions capable. Several manufacturers are developing electric and petrol hybrid vehicles that will significantly reduce air pollutant emissions from taxis.

Although the benefits will be greatest in central London, the ULEZ will help to reduce concentrations of harmful nitrogen dioxide (NO₂) throughout the Capital. Our research indicates that as a result of the ULEZ, 48 schools and 23 hospitals will no longer be in areas exceeding safe limits of NO₂. There would be a 54 per cent reduction in the overall number of people living in areas exceeding NO₂ limits across the Capital.



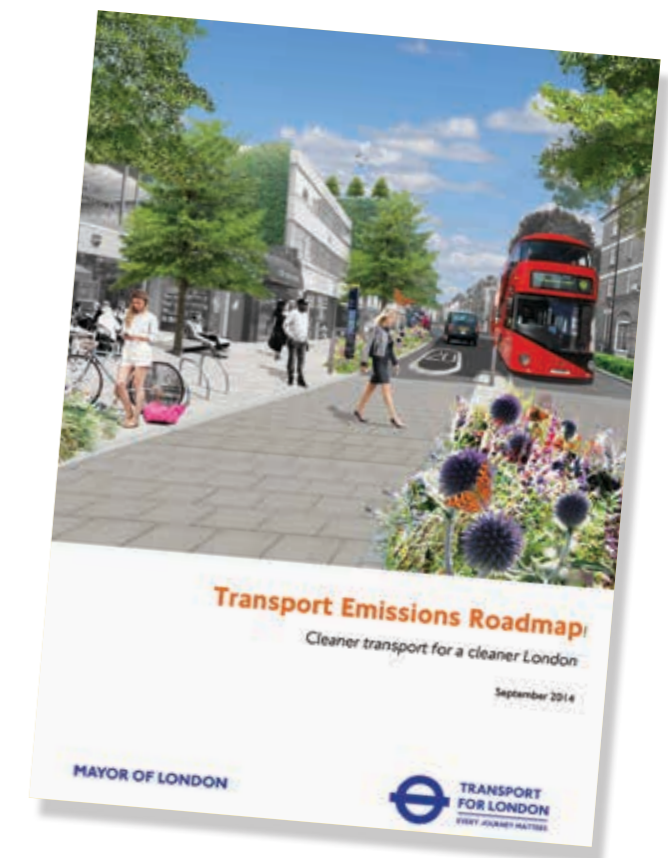
Improving air quality
1,700 hybrid-electric buses will be on London's roads by the end of 2016



Keeping it clean
All newly licensed taxis will need to be zero emissions capable from 2018

Additional TERM measures will be developed over the next year that will include:

- Developing low emission neighbourhoods (local areas where access is restricted to low or zero emission vehicles)
- Tightening standards for the London-wide Low Emission Zone
- Improving the efficiency of the road network through better traffic management
- Helping Londoners tackle air pollution and climate change by encouraging walking, cycling and use of public transport
- Boosting the use of low emission vehicles
- Cleaning up electricity used for London's transport



- Transforming London's public sector and commercial fleets by encouraging use of lower emission vehicles

2. The Roads Task Force – a successful first year

A year ago, the Roads Task Force (RTF) published its vision for the future of London's roads – to provide streets that are fit for the future.

Roads and streets must not only enable the efficient and safe movement of people, goods and services, they must contribute to great places that improve the look, feel and reputation of the city.

Below are some of the programmes under way as part of our recently launched Road Modernisation Plan.

In March we announced 50 projects designed to improve and transform key areas across the Capital, valued at more than £2m each. These include the 33 locations that are part of our Better Junctions programme, which is addressing some of London's most intimidating and high profile junctions and gyratories.

Working with partners – including boroughs, user groups, local businesses, residents and motoring and freight organisations – we are building on the improvements already made to ensure London remains one of the most attractive, vibrant, accessible and competitive cities in the world.

Making roads safer and easier to use

We are also upgrading our assets to improve roads for drivers, passengers, cyclists and pedestrians. Already this year we have:

- Installed SCOOT traffic light technology at more than 200 locations. This has been proven to reduce delays for motorists
- Begun trialling intelligent pedestrian technology at around 550 locations to make crossing the road easier and safer
- Upgraded signal crossings at 39 locations to include audible signals and enhanced tactile paving
- Made 75 per cent of London's bus stops fully accessible
- Started a programme to replace and upgrade our safety cameras so we can keep all road users safe



Enhancing our roads and streets

We recently launched our Road Modernisation Plan that addresses some of the Capital's most dangerous junctions

- Begun trialling new equipment on two bus routes that alerts drivers when pedestrians and cyclists are moving close to their vehicles, helping to reduce collisions. Figures show that buses are disproportionately involved in collisions that result in cyclists and/or pedestrians being killed or seriously injured
- Installed a green wall at Chadwell Heath as part of the Mayor of London's Air Quality Fund

We are working to improve London's busiest junctions and key corridors. This will make them safer and more attractive for cyclists, pedestrians

and other vulnerable road users. Progress since March includes the launch of a consultation on introducing a segregated cycle scheme at Oval Triangle.

Work will also start later this year at King's Cross, following a public consultation.

In addition, design work is under way at Old Street roundabout and at Archway and Stockwell gyratories.

Future Streets Incubator Fund

The aim of this new fund is to champion innovative approaches to transforming our streets. Ideas

have included imaginative and flexible new uses for the streets, the transformation of under-used or blighted spaces and new systems to improve network management. The first awards were announced in October and trials will start in early 2015.

Finding new capacity underground

We have recently appointed world-leading tunnelling, transport and technology consultants to investigate how affordable and feasible a new road tunnel could be. This would allow roads to carry traffic underground, making more space available and enabling urban realm improvements and new

growth opportunities.

The consultants will also investigate opportunities to transform key corridors, including the North and South Circulars. This study is assessing options for radial and orbital corridors across London and is looking at the engineering feasibility of fly-unders, new tolled tunnels and 'decking-over' sections of road.

These measures could help tackle congestion, allow for urban realm improvements and free-up land that could be used to improve local spaces for people living and travelling in these areas.



Improving safety for all
We're making improvements for pedestrians and all road users in London

3. The Hackney volunteer police cadets cycling project

The cadets received a grant of £5,000 in 2013/14. This enabled them to buy tools and receive training in bike maintenance.

Weekly sessions are held at the Forest Road Youth Hub in Hackney where bikes recovered by the police and whose owners cannot be traced are refurbished. They are then donated to local causes. Once training has been completed, the cadets can also practise their skills by taking part in community events organised in conjunction with the police.

Sessions are held on Mondays and have been running since 29 February 2014. So far, 74 people have benefited from the project, two public cycling events have been held that included offering bike marking and safety advice in conjunction with the police, and 14 bikes have been refurbished and donated to charities.

The cadets plan to continue these activities as they believe the project will be cost-effective to run now that the initial investment in equipment and training has taken place.

Overseas volunteering

Earlier this year, after extensive fundraising, some of the Hackney cadets (aged 13-18) travelled to Gambia with a container filled with bikes and tools. During their time there they turned a disused property into a cycle workshop.

This created a real interest among the cadets in pursuing cycle maintenance, both as a hobby and as an employment opportunity. The experience also inspired a number of the volunteers to develop a cycle maintenance project and seek funding for it.

As part of this project, the cadets will provide bike safety checks and repairs for members of the public, as well as offering bike marking and road safety advice.

The project is part of efforts to keep young people off the streets and provide them with useful activities and skills. Participation also helps cadets who are working towards the Duke of Edinburgh Award and an accredited qualification in bike maintenance.



Funding for communities

A grant has enabled the Hackney volunteer police cadets to refurbish bikes for charities

4. Understanding the travel needs of London's diverse communities

Recognising how people who live and work in the Capital use the transport network is helping to build a city that meets the needs of its many diverse communities.



Peter Lee,
Principal Planner, Customer Research

This information can tell us what the barriers to travel and transport are, what we do well, and where we need to work harder to improve.

To build this understanding we undertake extensive research and consultation across all groups of people living in the Capital. This includes the annual London Travel Demand Survey, which is sent to 8,000 households, and customer satisfaction surveys across all transport modes.

Each year we publish the results of this and other research in our 'Understanding the Travel Needs of London's Diverse Communities' report. This year this information told us:

- All equality groups (for example older, younger and disabled people; BAME groups; people on low incomes; and LGBT groups, with the exception of women, travel less

frequently than Londoners overall

- Walking and buses are the main modes of transport for equality groups in the Capital
- Cost, overcrowding and fear of crime are the main barriers to more people using public transport
- Older people tend to be most satisfied with transport modes and BAME individuals are the least satisfied
- Internet access is much less prevalent among older Londoners, especially those over 70

Stakeholder engagement shows that issues continue to be raised around step-free station access, bus driver training, the pedestrian environment and a desire for an easier complaints system.

Accessibility Mystery Traveller Survey

This is one of the main methods we use to monitor accessibility across the network.

It shows us how disabled people's experiences on the transport system differ. The aim is to improve performance management and provide feedback to stakeholders and operators through:

- Planned journeys being carried out by a panel of trained, objective mystery travellers who are hearing, visually or mobility impaired, or who are wheelchair users. These trips are linked to reflect natural journeys that members of the public take
- Assessments taking place across the Capital on different modes and at different times and days of the week

- Receiving direct feedback on specific journeys, which provides us with real evidence on day-to-day performance and allows us to track the impact of any improvements made
- Covering the whole journey approach, which helps to highlight where our focus needs to be

This shows transparency and allows customers and stakeholders to have meaningful conversations about where we should invest.



Andy Gill,
Performance Manager,
Enforcement and On-street Operations

Safety and security survey

Every quarter we carry out a survey to get a better understanding of Londoners' views and experiences regarding their security when travelling on public transport. It examines the extent to which passengers have an underlying worry about their personal security while using the transport system, and also looks at situations that cause concern.

Specific information is collected regarding:

- Barriers to using public transport more often
- When Londoners feel worried most (by time of day and journey stage)
- How frequently passengers experience worry
- Causes of concern

- Whether this affects quality of life
- Whether passengers take precautions
- How often officers are seen on public transport and to what extent they engage with passengers

Information is also collected about demographic characteristics of respondents to get a better understanding of how different communities react to security concerns. It is used alongside results from other surveys to provide comprehensive profiles of passengers' fear of crime and disorder. This assists our policing partners when communicating with different communities and providing reassurance. It also helps us develop our understanding of how different communities view our services.



Faith Martin,
Principal Technical Planner

Pedestrian crossings

We know formal crossings are best for mobility impaired pedestrians and we make every effort to provide these at suitable locations. Currently, 97.5 per cent of London's signalised crossings are accessible, with rotating cones and audible warnings where feasible. We aim to upgrade the remaining 2.5 per cent by 2016.

Our Asset Management Team is surveying all our crossings to check they have a smooth and level surface, efficient drainage and appropriate tactile paving. This will be complete in 2015 and will help us put together a programme of improvements.

Our latest Accessibility Mystery Traveller Survey analysis revealed that 86 per cent of the crossings surveyed were easy to use.

5. Project Guardian – tackling unwanted sexual behaviour on the network

This year saw the lowest number of crimes on our transport network.

Despite record passenger numbers on both the Underground and London's buses, latest figures show that crime on our network fell 11.3 per cent compared with the year before.

However, continued monitoring of information and engagement with our stakeholders told us there were still high levels of concern and unreported incidents of unwanted sexual behaviour, particularly against women.

This year, in partnership with the MPS and the BTP, we launched Project Guardian. The aim is to raise public awareness of unwanted sexual behaviour on the transport network.

The initiative focuses on encouraging victims to report these types of crimes, which have historically been significantly under-reported, alongside more proactive police enforcement and engagement.

Our approach has been widely supported by stakeholder groups such

as Everyday Sexism, the End Violence Against Women Coalition and HollaBack UK, and has resulted in a 16 per cent increase in the reporting of unwanted sexual behaviour on the transport network, and a 25 per cent rise in the detection of crimes of this nature.

Global Guardian

In April, Project Guardian went global when it began working with police forces based in Boston, Vancouver and Washington DC to crack down on incidents of unwanted sexual behaviour. The operation involved more uniformed and plain clothes officers from the three cities stepping up patrols on trains, buses and metro services, advising the travelling public about the initiative as well as identifying any suspicious behaviour across the transport networks.

Global Guardian aims to encourage more reporting by victims of sexual offences and to create an environment on public transport networks around the world where intimidation or sexual harassment is not tolerated. These



Zero tolerance

We are working to raise awareness, and encourage reporting, of unwanted sexual behaviour on our network

types of offences often go unreported as victims either worry they won't be taken seriously, think it's not important enough or believe it's just part of everyday life.

Project Guardian continues into the new year, working with 10 schools to draw up a lesson plan to deliver the messages more widely.

To support the engagement and enforcement activity, a publicity campaign is also being developed. This is scheduled for 2015 and will aim to reassure passengers that we take unwanted sexual behaviour extremely seriously. It will also encourage people to report these offences and assure them that the police will take them seriously and investigate.

6. Cash-free buses – supporting vulnerable groups

Introducing our cash-free bus programme meant we had to make sure we had considered how this would impact on all groups using our buses.

We did this through an Equality Impact Assessment (EqIA), which allows us to check that our actions do not impact more negatively on any one group of bus users.

One of the main issues identified in our EqIA of going cash-free on London's buses, and confirmed as a concern in consultation with the public and stakeholders, was its impact on vulnerable people.

As a result, engagement with stakeholders representing vulnerable groups was one of the main measures put in place before cash-free operation began on 6 July 2014.

Vulnerable Person Working Group

We put together this group with representatives from a range of stakeholders including Age UK London, the Alzheimer's Society, London TravelWatch, the London Visual Impairment Forum, the Suzy Lamplugh Trust, representatives of the bus operators, plus IDAG and our People

with Learning Disabilities Network Group. This new working group met in February and March.

The first meeting enabled stakeholders to review our procedure regarding vulnerable passengers to better understand our plans for implementing cash-free operation and to consider its likely impacts. Following the first meeting, we revised our procedure and it was then presented to the second meeting of the group to ensure it reflected the issues that had been raised. We also explained our proposed marketing and information campaign.

Staff communications

We then ran a series of manager briefings for bus operators in April and May so that frontline staff were fully aware of the changes. We also updated the drivers' handbook (the Big Red Book) to include the revised procedure, and it was given to all 24,500 bus drivers during June.

To ensure a smooth transition to cash-free operation, we indicated at these

manager briefings that, for the first four weeks of going cash-free (until Sunday 3 August), drivers should treat anyone trying to pay with cash, without a valid Oyster card or contactless payment card, as 'vulnerable' and allow them to travel. They would also give them an information leaflet explaining why cash was no longer accepted and outlining alternative ways to pay for bus journeys. We also contacted representatives of vulnerable passengers, including people with learning difficulties, and encouraged the use of the Travel Support Card as a way for drivers to identify people with hidden disabilities.

Following the implementation of cash-free operation in July, we monitored a number of factors, including customer complaints and our command and control centre for buses. We also looked at feedback from the bus operators and revenue protection staff to ensure that there were no previously unidentified issues that needed addressing. In addition, we held a final meeting of the Vulnerable Person Working Group in mid-October to gather feedback on the implementation and consider any further issues that stakeholders may have.



How you can help me:

Please tell me if I'm on the right bus for Victoria station?

Thank you.

My name is:

Simon Brown

My emergency contact number is:

07123 456789

This is not a ticket and does not entitle the holder to any discount.



7. Access All Areas – London’s transport accessibility show

On 2 October 2014 we hosted our largest ever engagement event on transport accessibility.

More than 1,500 disabled and older customers and stakeholders joined us at ExCeL for an exhibition and conference that also involved more than 200 employees from our organisation, our contractors and other transport providers.

The day was designed to help customers:

- Learn about transport in a ‘safe’ environment
- Engage directly with the people who plan and run the networks
- Help shape the future of accessible transport in London

It was the first event at which we have presented the full picture of transport accessibility in this way.

The exhibition used a variety of real vehicles, station and pier mock-ups plus a street environment, alongside exhibition stands. This allowed guests to get involved and talk to our staff about their transport needs and what we are doing to meet them.

Engaging with stakeholders

As well as representation from all our transport networks, external exhibitors included:

- London Councils (which runs the Freedom Pass and Taxicard schemes)
- Wheels for Wellbeing (an all-abilities cycling charity)
- London TravelWatch (the Capital’s transport watchdog)
- Transport for All (London’s main transport accessibility campaign group)
- Guide Dogs
- University College London’s Accessibility Research Group
- The Royal College of Art’s school of design, which displayed technology to make street furniture and roadwork layouts more accessible to visually impaired people



Unlocking transport

The event enabled people to find out more about our accessible services

As well as the exhibition, there were talks, workshops and seminars. In the keynote session attendees heard from, and put their concerns to, Paralympian gold medallist and TfL Board Member Baroness Grey-Thompson DBE, Managing Director of LU and Rail Mike Brown, Surface Transport’s Managing Director Leon Daniels and Managing Director of Planning Michèle Dix.

Other sessions brought together transport and disability organisations to discuss issues such as:

- How the growth in cycling affects disabled pedestrians
- The future of door-to-door transport services

- Technology and the future of navigation for visually impaired people
- The information needs of people with learning difficulties
- What makes a good step-free access scheme
- Taster sessions of the accessibility training we give our frontline staff

Initial feedback from the day has been extremely positive, with attendees saying they learned useful information, had excellent networking opportunities and are positive about our work in this area. We have begun more detailed surveying of attendees and intend to run a similar event in 2016.

8. Youth Travel Ambassadors – working with special schools

West Lea is a special education needs secondary school in the London Borough of Enfield.

As part of our STAR accreditation scheme, West Lea has achieved gold level for the past two years and won Secondary School of the North Region in 2013 and 2014 for its outstanding work in promoting safe, sustainable and independent travel.

West Lea participates in the Youth Travel Ambassador (YTA) scheme that empowers young people to run projects that positively impact on their travel behaviour and that of their peers.

The YTA students came up with an idea to promote cycling in their school and overcome parental safety concerns. They presented their idea to a board (made up of our staff) who judged their bid and awarded them funding to run their project.

The funding was used by the students to buy bikes for the school and to arrange a cycle trip to Battersea Park. This has resulted in the first pupil to cycle independently to school and a notable change in the attitude of parents towards cycling.

To watch a video case study featuring the work of West Lea, and other STARS schools, visit tfl.gov.uk/stars.



The future of transport

We work closely with young people to help shape our future transport plans

9. Recognising 100 years of women in transport

This year marks the centenary of the First World War, when thousands of women entered our industry to take on the responsibilities previously held by men who had enlisted for military service.

For the first time, women were employed to carry out all sorts of transport work that had previously only been available to men – from roles as ticket inspectors and booking clerks to painters and guards.

These trailblazers, along with subsequent legislative progress over the years, changed things immeasurably for women, who now work across our industry in a huge variety of roles. However, we recognise that much remains to be done.

Throughout the European Union, the transport industry employs more than 10 million people, yet only 18 per cent of the workforce are women.

Within our organisation, women represent 22.8 per cent of the total workforce and 22.5 per cent of senior managers. While this is slightly above the national average for the transport industry, our sector is still behind other related industries, such as utilities (25 per cent) and manufacturing (24 per cent).

Through our '100 Years of Women in Transport' programme, we are working with our industry partners to showcase the significant contribution women make to the transport industry. We will look for opportunities to attract more women into the range of roles that transport has to offer right across the country and our supply chain. We will engage, motivate and inspire our female staff to flourish and progress at all levels.

A lasting legacy

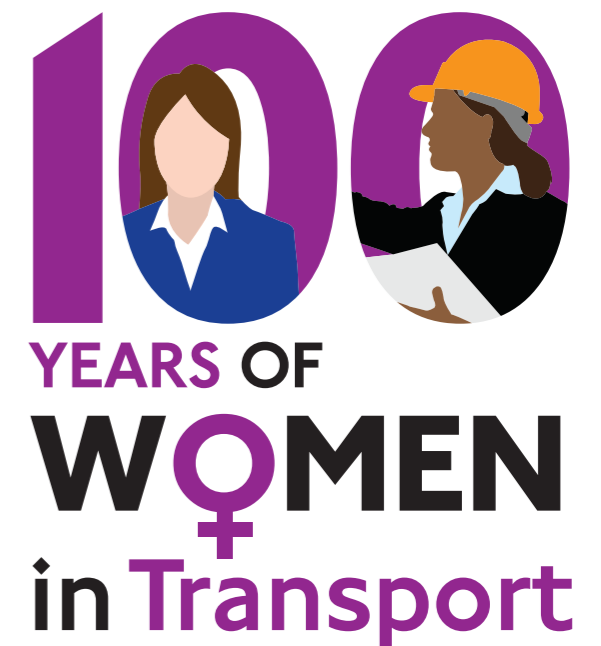
This programme will aim to create a legacy of continued improvements and developments within the industry to support women in transport. Ultimately the aim is to strengthen our industry so that it benefits from more diversity, attracts and retains talented staff, contributes to the wider economy and is well positioned to deliver the world-class transport system both the Capital and the UK need.



Women in engineering
Members of our graduate scheme at work in new Crossrail tunnels

As part of this programme we are:

- Profiling the past and present achievements of 100 women in the centenary year
- Inspiring and informing young women about careers in transport through our educational partnerships and employability programmes
- Involving our staff in a programme of events with inspiring speakers and supporting networks for peers and mentors
- Recognising the diversity of our workforce and the barriers to women entering and progressing in our industry
- Supporting the career development of women through mentoring and work shadowing opportunities



10. Valuing people, engaging with all

Engaging with our stakeholders is critical when shaping our services. Here are just some of the groups we work with.



Sharing ideas
Members of our Valuing People Group

Valuing People Group

This group was established in February 2007, linking us with the Government's Valuing People programme for individuals with learning disabilities in the London region. We have funded it since April 2011.

Members have a wide range of learning disabilities and meetings regularly have representation from more than 25 London boroughs.

The group gets together three times a year, with additional events and projects also taking place. At the meetings, members and supporters of self advocacy groups for people with learning disabilities from across the London region have the opportunity to talk to our managers about the transport services they use as either independent travellers, or with support.

It is also an opportunity for us to have continued dialogue with advocates from boroughs on a variety of issues raised by members and ourselves.

To date, this has included:

- Assisting people with learning disabilities to overcome barriers to travel
- Working with Safer Transport Teams to help people feel safe when travelling on the network
- The design and use of travel support cards for people who may need extra help
- Discussions on how well the Taxi Card scheme and London Dial-a-Ride services work for people with learning disabilities
- Our travel mentoring scheme
- Consultation on our SES
- Introducing cash-free buses
- LU's Fit for the Future programme (plans to modernise station services including ticket office closures)

Sub-regional Mobility Forums

Building on the Mayor's Transport Strategy (MTS) and Accessibility Implementation Plan and our SES (published in 2012), we wanted to create mobility forums in each of the five sub-regions established in the MTS. To test their feasibility, we set up pilot schemes in two of the sub-regions (south and central) and ran them throughout 2013.

Boroughs helped identify older and disabled representatives to participate in the forums and each was chaired by a member of IDAG.

The purpose of the forums was to establish an effective working relationship that met the needs and aspirations of ourselves, disabled and older people who attended the meetings, and the borough's representatives. They also offered a platform for dialogue on travel and the different transport issues that affect older and disabled people across each sub-region.

The forums do not replace local mobility forums where they exist, or any formal consultation we should undertake. Instead, they provide us with an opportunity to seek the views of older and disabled people on many travel and transport initiatives planned across the network.

The pilots were a success and we are currently rolling out the forums to the remaining sub-regions (north, east and west).

Issues raised so far across the sub-regions include:

- Pedestrian environments, for instance crossings, roads and pavements
- How investment in cycling infrastructure is having a negative impact on pedestrians
- Signage and Legible London wayfinding
- Step-free access on the Tube and London Overground
- Training for bus and Tube station staff
- Inter-generational issues
- Obtaining travel information while on the move
- Bus and bus stop design
- Wheelchair priority areas on buses



Valuing people
We provide door-to-door services through Dial-a-Ride

11. National Apprenticeship Week 2014 – working with young people

As part of National Apprenticeship Week in March 2014, our Supplier Skills Team (SST) organised a recruitment fair at City Hall to help young Londoners find out about employment opportunities in our supply chain.

Managing Director of LU and Rail Mike Brown and the Deputy Mayor for Education and Culture for London, Munira Mirza, spoke at the event, along with former LU planner and BBC Apprentice winner Tim Campbell.

Apprentices currently working for us and our supply chain also shared their experiences, offering advice about what being an apprentice involves.

The event was attended by 180 young unemployed Londoners and more than 300 apprenticeship vacancies were advertised in our supply chain on the day.

Our SST has created more than 3,600 apprenticeship opportunities through our supply chain since 2009. These results have been achieved through initiatives including Strategic Labour Needs and Training contractual requirements as part of our procurement activity.



Engaging with young people
Apprentice Sagal Ainanshe shares information on opportunities at TfL

12. TfL Staff Network Groups

Communicating with our staff is critical in enabling us to identify issues in the workplace.

Our well established Staff Network Groups (SNGs) provide forums for employees and managers to share ideas and support each other in developing and maintaining our equality agenda in all areas of employment. They have raised the profile of equality across the organisation and some examples of their successes are shown below.

Networking and development opportunities

The Women's SNG enables the development of strong, flexible and productive networking between employees, and currently has almost 400 members. In the past year the group has:

- Helped London Transport Museum produce a film about women's contribution to transport during the First World War, comparing them with women filling similar roles today

- Hosted our largest International Women's Day celebration. The event featured a series of drop-in workshops, panel discussions on women's issues, keynote speeches (including from Baroness Grey-Thompson DBE) and development workshops
- Launched an informal mentoring scheme, pairing people seeking a mentor with a suitable person looking for a mentee. The scheme has 40 mentors and mentees
- Held numerous learning and development taster sessions on topics such as emotional intelligence, mental resilience and improvisation
- Launched a book club where attendees select, read and discuss self-development titles
- Started a LinkedIn group where members can network, post interesting articles or links and discuss issues affecting women



All inclusive
TfL's rainbow zebra crossing

- Urged us to launch an industry-wide campaign – 100 Years of Women in Transport – to celebrate the achievements of women in our field over the past century, help women flourish and progress in their careers, and encourage young women into careers in the transport industry

Rainbow crossing

The LGBT SNG installed London's first rainbow zebra crossing, a symbol of diversity and inclusion that is becoming a familiar sight in major cities across the world. The installation came about after an initial approach from Mike Freer MP, who had seen the original idea in Tel Aviv. Working closely with all stakeholders, including Westminster Council, City Hall, the MPS and London Lesbian, Gay, Bisexual and Trans Community Pride, the rainbow crossing first appeared at the Pride in London event in June and featured prominently in the media.

Subsequently, we installed the crossing at Arsenal Tube station to support Stonewall's Rainbow Laces campaign in September, and once again received

positive reaction on social media and in the press.

WellMent

The SNG for Disability (SNG-D) wants disability to become a considered and openly discussed part of our business as usual activities. The group's objective is to become well known across the organisation for providing support, knowledge and guidance around disability. Members continue to raise awareness, encouraging participation and commitment from all parts of TfL and, where necessary, they challenge behaviour.

They recently launched a mental health support group – WellMent – that provides confidential support and advice, as well as links to internal and external agencies. They have also created an online series of 'Living with ...' articles, written by members of the group, giving personal accounts of disability. The aim is to share experiences and raise awareness across the organisation.

'The rainbow crossing was probably one of the hardest things we've had to do – just trying to get all organisations to agree on where, when and how this should happen. Thankfully, they all saw the importance of what has become an iconic symbol of diversity across the world, and we are extremely proud to have been a part of making this happen.'

**Martyn Loukes,
Business Development
Manager and Chair of our
LGBT Network**

'I am delighted that London had its own rainbow crossing to celebrate London Pride. The Capital is one of the most diverse cities in the world and in the year that same sex marriage became legal, it is a wonderful symbol of London's vibrant LGBT community.'

Mike Freer MP

13. The reasonable adjustments process

A reasonable adjustment is made by an employer to enable a disabled person to enter work or an existing employee to fulfil their role.

We have an established reasonable adjustment process in place, but were being told by employees, line managers and HR staff that it was too complicated so was not being used to benefit people.

In an exercise involving stakeholders from across the business, including the SNG-D, IDAG, our Information Management Team and the HR Equality and Inclusion Team, the guidance notes were reviewed to ensure there were clear explanations on what employees and line managers needed to do, with useful supporting information and links to agencies, such as Access to Work. The reasonable adjustment form was also shortened and developed into an online tool, so that all relevant information about an individual's RA is now automatically entered on to their staff record.

Communicating change

The revised guidance and form were introduced across our organisation in July 2014, with staff messages and information workshops run by the Equality and Inclusion Team for line managers and HR Teams. This approach will ensure that our employees are encouraged to discuss their requirements with their manager and formally agree and record their reasonable adjustments. We will monitor the data produced by regular reports, that are available to line managers, HR and the SNG, to help us understand the number and types of disabilities within our workforce.



Principal Traffic Technology Engineer, Mark Bush (pictured) is profoundly deaf and has reasonable adjustments that enable him to work.

He said: 'I cannot hear any sound below 90dB without my hearing aid and even with it I have to lip-read to understand people. For important meetings at work, I often use an interpreter who will translate what is being said into sign language for me. This is funded by a government grant from Access to Work and currently gives me an interpreter three times a week.'

14. Graduate recruitment

We aim to reflect London's diverse communities in all areas of the organisation and are particularly keen to attract more women, BAME individuals and disabled graduates.

We are looking at more innovative ways of raising our profile in this area and during the spring, we hosted an event for under-represented undergraduate engineers. Students from several universities gathered for a day of presentations and workshops, attended by our Capital Programmes Director David Waboso and representatives from suppliers Atkins, Arup and Hitachi.

One aim of the event was to reach women engineers, as it has traditionally been a male-dominated occupation. Claire O'Shea, Graduate Civil Engineer for LU and Crossrail, gave a presentation about her experiences.

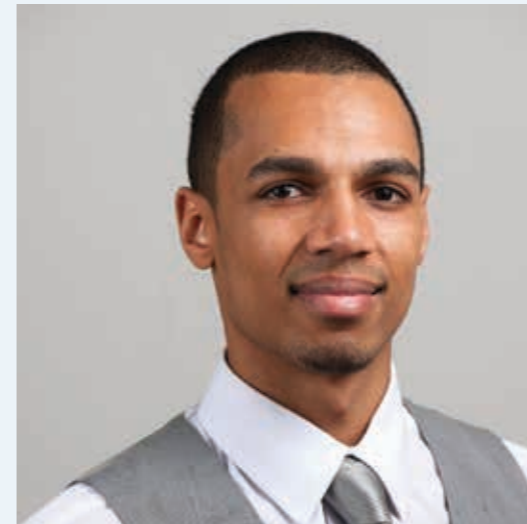
She said: 'I'm a third year civil engineering graduate, so I am now where they would like to be in a few years time. I made the point that while female engineers might be in the minority, you work with people from so many different disciplines, so it's not just men all around.'

Delegates were split into four groups and challenged to develop an idea for a new transport system for London. Each group then presented its work. Solutions included overhead monorail systems, a high speed rail link around the outskirts of the city, and a suite of improvements to get more out of our current infrastructure.

'The quality, style and content of the presentations were excellent,' said David Waboso. 'Events like this are valuable because they show the undergraduates what TfL can do and for us it's a great way of getting some very good talent.'

'This event provides a direct link to the next generation of engineers who will take the company forward.'

**James Lloyd,
Resourcing Manager,
Workforce Continuity, TfL**



Sonny Kombo joined our civil engineering scheme in October 2012 and attended the event to share his experiences with the students. He said: 'I was attracted by the amount of opportunities the scheme offered a civil engineering graduate.'

'Working at TfL gives you the chance to see what is going on behind the scenes and I appreciate being involved in keeping a very complicated transport network moving. I am about to start the final placement of my graduate scheme and will be focusing on my professional accreditation preparation – being able to work towards professional accreditation at TfL is fantastic and something I really value.'

15. The BAME mentoring circle

We are aware of the lack of progression of BAME staff within our organisation, with some saying they feel there are still additional barriers for them. We have been looking at ways to address this.

One of the initiatives we have taken forward is the pilot BAME mentoring circle programme initiated in partnership with Race for Opportunity (RfO), the Business in the Community campaign committed to improving employment opportunities for ethnic minorities across the UK. This was launched in December 2013.

RfO had identified that progression was important to BAME workers, but while one in 10 employed people in the UK fall into this category, only one in 16 top management positions and one in 13 management positions are held by BAME people. Forty per cent of London's population is from a BAME community while at TfL, BAME workers make up 27 per cent of all employees, with less than 10 per cent in senior management roles. This picture has not changed over the past five years.

A mentoring circle involves a group of people learning, coaching, challenging and supporting each other in a

confidential environment, while being led by a more senior person who acts as lead mentor. As mentoring is a vital part of any programme to help talented individuals climb the career ladder, we joined this specific initiative to provide development, planning, action learning and mentoring for groups of BAME employees.

Ten large organisations, including Barclays, Sainsbury's and the Ministry of Defence, took part with a total of 100 mentees and 11 mentors. The programme ran from December 2013 to June 2014 and feedback from our participants has been positive.

The TfL mentees have also been involved in a further RfO initiative, mentoring unemployed young people from Brixton Job Centre, and all future mentees will be asked to support initiatives like this.

We are now taking part in a second pilot that has been expanded to include 17 organisations.



Identifying and encouraging talent
Members of the RfO BAME mentoring circle

'This was a really positive experience as I gained a lot of perspective and insight. I appreciated the recognition and investment by the business in supporting my participation. This is the first time I have taken part in group mentoring and the experience was so worthwhile I have become an advocate.'

**Kamran Hussain,
Senior Commercial
Development Manager**

'The mentoring circle has encouraged me to focus on my own career goals and identify strengths and development areas. This allows me to break them down into manageable work packages that can be realistically achieved. I have also benefited from the camaraderie of the group and their willingness to share relevant experiences.'

**Natalie Blagrove,
Business Support Manager**

Notes

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

December 2014

tfl.gov.uk

AS14_001_SES_111214