

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: TfL WORKFORCE DIVERSITY**MEETING DATE: 14 FEBRUARY 2008**

1 PURPOSE

- 1.1 This report summarises TfL's overall workforce composition, related issues and current initiatives designed to improve TfL's workforce diversity. The report provides the Panel with a suite of performance data and details of supporting actions to assist in understanding the current people, service and performance issues being addressed by TfL in relation to our workforce diversity.
- 1.2 The report highlights workforce composition as at quarter three (Q3) 2007/08 benchmarked against Q3 performance 2006/07. This is to illustrate the progress over the last year.

2 KEY ACHIEVEMENTS IN QUARTER 3

- 2.1 The results of the 'yoursay' employee engagement survey were analysed during Q3. Findings from the specific equality and inclusion questions are aligned with the outcomes within the Race Equality Scheme research with regards to the perception of race equality within TfL. (Refer to section 7.5 for further information)
- 2.2 The public consultation for the Race Equality Scheme (RES) closed during December. Representatives from across London's black, Asian and minority ethnic (BAME) communities gave feedback on TfL's current and future plans for transport and employment. Members of the BAME staff network group and others from across the organisation took part in the independent research to determine the priorities for the action plan to progress race equality in TfL. External stakeholders highlighted the need for TfL to promote the variety of roles that it has to offer and also to be proactive in attracting BAME people into senior roles.
- 2.3 The formal consultation and community engagement for the Lesbian, Gay and Bisexual (LGB) equality scheme was also completed during December. Feedback from Lesbian, Gay, Bisexual and Transgendered (LGBT) service users, stakeholders and staff has been largely positive. The key concerns focus on improving safety and security for LGBT customers and for TfL to take the lead by portraying positive images of LGBT people in its marketing materials. TfL was generally regarded as an organisation which applies good practice in its employment of LGBT people and it should promote its achievements to the community more widely. TfL achieved 92% in the Stonewall Workplace Equality index claiming 6th position in the top 100 employers. This is an improvement from 8th position last year.

- 2.4 Action plans for both the LGB and Race Equality Schemes action plans are being developed during quarter 4 (Q4) and will be published in February and March 2008 respectively.
- 2.5 TfL's Breakthrough Strategy is a multi-faceted approach aimed at identifying and reducing barriers that may exist in relation to the attraction, retention and development of under-represented staff and increase their representation at senior levels across TfL. A cross-functional HR group has been established to progress the strategy and has agreed that a review of TfL's recruitment and selection processes will be undertaken to ensure that it is using best practice, barrier free recruitment processes to deliver a diverse and inclusive workforce that is representative of the diversity of London. The initial focus will be in London Underground with lessons learnt being applied across TfL.
- 2.6 TfL Group E&I and the Disability Staff Network Group held an open day on 3 December to mark the European Day of Disabled People. The event was well attended by TfL staff, including line managers, members of the staff network and others who were interested in finding out about issues which affect disabled people in the workplace. The event also included a performance by the Graeae Theatre Company (a professional group of disabled actors) and contributions from Access to Work, DeafWorks, Action for the Blind, and TfL's Human Resources function, Disabled Staff Network Group and Occupational Health team.
- 2.7 TfL produced its faith and cultural belief calendar for 2008, which was distributed across the organisation during December. The theme of the calendar celebrates the life of London's faith communities and also highlights some of the main cultural events of London's calendar.
- 2.8 Since August 2007, it has been mandatory for on-line applicants (i.e. via the intranet or internet) to declare their equality information or select the "prefer not to say" option. This control has had an immediate effect and six months after implementation, applications cannot be submitted without this data.
- 2.9 In October 2007, similar controls were introduced with regard to paper applications made either directly or via agencies. These changes were supported by staff training and new guidelines to agencies were issued. While these controls have had an impact and the number of applications with no equality data is falling, HR Services is in the process of deploying additional actions to tighten further control in this area. It should be noted that paper applications are very few in number and account for just 5.4% of all applications.
- 2.10 With regard to recruitment data, the number of applicants and new joiners with "unknown" gender or ethnicity data will continue to fall in coming months as recruitments involving applications made prior to the introductions of the new controls are completed.
- 2.11 In addition to steps being taken as part of the recruitment process, changes to SAP due for implementation in Q4 07/08 (end of February) will enable existing staff members to update their diversity data directly. It is expected that this functionality will encourage a greater number of employees to

declare their gender and ethnicity along with disability, faith and sexuality which will further eliminate the number of "unknowns".

- 2.12 Where applications for posts are handled by recruitment agencies or executive search companies on behalf of TfL action has also been taken to improve the quality of diversity monitoring. In November 2007 all agencies were advised of their obligation to ensure that the E&I form was completed. This is now an express contractual condition for agencies and executive search consultancies doing work with TfL. TfL has also advised agencies that it reserves the right to withhold payment for services rendered if data is not provided. In addition HR are exploring the possibility of introducing a new control on the IT system, igrasp, that would prevent agencies submitting candidate CV's to Resourcing Consultants without the online E&I data form completed. In the interim a log is kept of all agencies and executive search consultancies who fail to submit monitoring data.

3 WORKFORCE COMPOSITION

- 3.1 The total number of full time equivalent staff (FTE), including temporary staff, across TfL rose during Q3 in 2007/08 to 21,718. This number has increased by 291 since the end of quarter 2 (Q2) and is 209 more than budget.
- 3.2 The total number of FTE staff including temporary staff across TfL at the end of Q3 in 2006/07 was 20,435.

4 AGE PROFILE

- 4.1 There are no significant issues of concern relating to the age profile of TfL. The Modes have a slightly higher proportion of staff over the age of 55. Corporate Departments are represented by a slightly younger working population. During the last quarter there have been no significant changes in the age distribution within TfL.

5 WORKFORCE DIVERSITY

- 5.1 The tables below set out TfL's overall workforce diversity in relation to race, gender and disability. TfL is making progress towards its overall workforce diversity targets and has improved in most areas over the past 12 months. However, there is still considerable progress needed to achieve a workforce representative of London's diversity. A more detailed breakdown is set out in the subsequent sections of this report.

Table 1 - Women, BAME and Disabled People Representation

Mode	% Women Staff					% BAME Staff					% Disabled Staff				
	Q3 06/07	Q3 07/08	% Change	Prior Quarter	YTD Trend	Q3 06/07	Q3 07/08	% Change	Prior Quarter	YTD Trend	Q3 06/07	Q3 07/08	% Change	Prior Quarter	YTD Trend
Pan TfL	22.8	23.9	1.1	23.8	↑	33.1	34.2	1.1	34	↑	7.4	6.7	-0.7	6.9	↓
LU	18.6	19.9	1.3	19.9	↔	35.0	36.0	1.0	36.0	↔	7.4	7.0	-0.4	7.1	↓
Surface Transport London Rail	26.7	27.5	0.8	27.4	↑	31.3	32.3	1.0	32.1	↑	7.7	6.2	-1.5	6.5	↓
Corporate	28.9	31.3	2.4	31.8	↓	16.8	20.4	3.6	19.9	↑	4.7	2.9	-1.8	3.1	↓
	44.3	43.5	-0.8	42.9	↑	23.7	26.2	2.5	24.9	↑	7.3	6.4	-0.9	6.7	↓

Table 1a - Women, BAME and Disabled People Representation in Senior Management

Mode	% Women Staff					% BAME Staff					% Disabled Staff				
	Q3 06/07	Q3 07/08	% Change	Prior Quarter	YTD Trend	Q3 06/07	Q3 07/08	% Change	Prior Quarter	YTD Trend	Q3 06/07	Q3 07/08	% Change	Prior Quarter	YTD Trend
Pan TfL	20.0	20.9	0.9	21.5	↓	10.9	11.9	1.0	12.1	↓	4.5	4.6	0.1	4.3	↑
LU	21.6	21.2	-0.4	22.3	↓	8.0	9.5	1.5	9.8	↓	5.5	5.0	-0.5	5.0	↔
Surface Transport London Rail	15.1	16.6	1.5	17.3	↓	15.1	16.3	1.2	16.1	↑	5.4	6.0	0.6	4.2	↑
Corporate	8.2	10.7	2.5	10.7	↔	2.3	4.2	1.9	4.2	↔	3.9	3.4	-0.5	3.6	↓
	24.8	26.5	1.7	26.4	↑	12.4	12.3	-0.1	12.7	↓	2.5	3.2	0.7	2.7	↑

Figures based on Best Value Performance Indicators

6 GENDER REPRESENTATION

- 6.1 Women's representation continues to increase year on year across the organisation and is on track to meet the end of year target of 24.3% (Table 1). Representation of women in London Underground and Surface Transport remained static between Q2 and Q3 2007/8, but remains above the same quarter last year. London Rail's representation dropped slightly since Q2 but remains higher than the prior year. Whilst the percentage of women in Corporate Directorates has improved over the last quarter, this is still lower than the same quarter last year.
- 6.2 The percentage of women in senior management (Table 1a) is slightly down from Q2; however TfL is still expected to meet its year end target of 21.7%. The overall number of women in senior management has remained constant between Q2 and Q3, but the number of male senior managers has increased by 20 with most growth taking place in the Finance Directorate and London Underground. Since Q3 2006/07, 12 additional women have joined TfL's senior management teams.
- 6.3 Three focus groups were held during Q3 in Surface Transport to gain further understanding around the issues of retention of women employees. A further 2 focus groups took place in January 2008. If necessary, once the results are known, Surface Transport will take appropriate action.
- 6.4 In October 2007, TfL attended a conference on Women in Science and Engineering in order to promote TfL's opportunities to a wider audience and to present some of the work that had been carried out in the Directorate of Traffic Operations to assess barriers to gender equality. Further involvement

with the UK resource centre for women in science engineering and technology is planned in 2008.

- 6.5 Group Equality and Inclusion has been investigating best practice solutions for those with caring responsibilities during Q3 and will be launching a Carers' Staff Network Group in early 2008. The focus of the group will be to work with the organisation to implement carer friendly policies across the businesses and to support those who have commitments outside of work.
- 6.6 Interviews as part of the research project looking into barriers to women's employment in Rail are currently being held. Headline results will be available by early February.

Table 2 - Women Representation by Mode and Payband

Mode	Operational			Band 1		
	% Q3 07/08	Change from Prior Year (%)	Change from Prior Year (FTE)	% Q3 07/08	Change from Prior Year (%)	Change from Prior Year (FTE)
TfL	17.2	1.1	225.0	54.1	-0.7	66.0
London Underground	16.5	1.3	207.0	59.9	0.5	26.0
Surface Transport	16.7	0.5	16.0	49.4	-0.8	6.0
London Rail	0.0	0.0	0.0	83.3	-9.0	3.0
Corporate	41.9	-0.2	2.0	51.6	-2.5	31.0

Mode	Band 2			Band 3		
	% Q3 07/08	Change from prior year (%)	Change from Prior Year (FTE)	% Q3 07/08	Change from prior year (%)	Change from Prior Year (FTE)
TfL	30.5	1.4	117.0	30.5	1.3	134.0
London Underground	21.6	2.1	53.0	25.8	0.8	44.0
Surface Transport	33.7	1.4	35.0	29.9	2.4	53.0
London Rail	53.1	-3.4	4.0	24.7	0.4	3.0
Corporate	48.6	-2.2	25.0	41.3	1.5	34.0

Figures based on FTE. London Rail does not employ any operational staff, male or female, hence the zero figures for women in the operational category.

Table 2a - Women Representation by Mode and Senior Management Payband

Mode	Band 4			Band 5			Director		
	% Q3 07/08	Change from Prior Year (%)	Change from Prior Year (FTE)	% Q3 07/08	Change from Prior Year (%)	Change from Prior Year (FTE)	% Q3 07/08	Change from prior year (%)	Change from Prior Year (FTE)
TfL	22.2	0.4	26.0	16.3	2.6	5.0	15.9	0.1	1.0
London Underground	21.2	-0.4	6.0	22.7	6.4	2.0	15.8	-0.9	0.0
Surface Transport	17.7	0.7	8.0	12.5	3.4	2.0	9.1	-5.2	-1.0
London Rail	15.4	6.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0
Corporate	29.2	0.5	9.0	17.9	-0.1	1.0	21.4	1.4	2.0

Figures based on FTE

7 BLACK, ASIAN AND MINORITY ETHNIC (BAME) REPRESENTATION

- 7.1 At present 34.2% of the workforce is from BAME communities compared to 33.1% for the same period last year.
- 7.2 BAME people in senior management fell slightly during Q3 to 11.9%, a movement of one BAME senior manager from the organisation. TfL still expects to achieve its year end target of 12.3% however recognises that this is still a long way from achieving our aspiration of 29% BAME senior managers. A full breakdown of BAME staff by gender, mode and pay band is provided in tables 3 and 3a.
- 7.3 The RES development has covered a number of key areas during Q3 and focus groups have been completed across London. These groups were well attended and views about current TfL services, as well as perceptions of TfL as an employer of BAME people, were collected. Research and consultation with key stakeholders was completed and the findings have been presented back to members of the RES working group. Action plans are now being developed to incorporate the feedback from members of BAME communities from across London.
- 7.4 A study of attitudes of BAME and non BAME staff from across TfL was also completed during Q3 as part of the RES development. These results were presented to the BAME Staff Network Group in January 2008. The initial findings suggest that employees of all backgrounds generally believe TfL is a fair employer and that BAME staff who have been with TfL for a long time consider that race equality in the workplace is improving. Most BAME employees feel that recruitment and selection processes should be the key focus of TfL's race equality activity in the new scheme, along with activities to assist with career progression.
- 7.5 Analysis of the 'yoursay' employee engagement survey results reveals that 91% of respondents understands TfL's policy on equality and 83% feel that TfL actively supports equal opportunities for all. 81% of respondents also believes TfL's equality policy is being put into practice with regards to ethnic minorities and 87% of BAME respondents believed they were not treated unfavourably due to their ethnic background. The equivalent London

Underground survey, 'Speak Up', showed that progress is being made in the provision of career development opportunities.

7.6 A challenge for TfL is to ensure that the brand and image of TfL facilitates the attraction and retention of staff. Breakthrough is also tackling these issues.

7.7 Under its Breakthrough Strategy, TfL is reviewing its current recruitment processes to ensure that it does not indirectly discriminate against equality target groups. This review will focus on a number of key areas:

- Recruitment into gateway positions which are the first step on the management or supervisory ladder (e.g. Duty Managers, Centurion Managers);
- Senior Management Recruitment (pay band 4 and above);
- Positions where BAME applicants appear to be disproportionately unsuccessful at short-listing and appointment stages when compared to the applicant pool; and
- Generic positions regularly recruited into across TfL such as Project Managers.

Trade Unions and employees will be consulted as part of the review and all recommendations will be applied across TfL where relevant.

This approach has been agreed with the Equalities and Human Rights Commission (EHRC) and an independent organisation is currently being procured to undertake this work.

7.8 The TfL Mentoring Programme forms part of TfL's suite of development opportunities. Phase 2 has now been implemented with a total of 375 individuals on the programme either as mentors or mentees. 31% of participants have declared that they are black, Asian or minority ethnic which is down on the proportion from the first phase. However, 18% of participants declared that they would prefer not to state their ethnic origin. A total of 43% of participants are women and 5% disabled. 6% declared that they were LGBT although 33% preferred not to declare their sexuality.

7.9 A trial of the Perdis system, for managing flexible rostering, has been completed. The system was assessed against a catalogue of requirements developed by the Information Management team in consultation with the flexible rostering project team and achieved a score in excess of 90%. As such, the system is being recommended for implementation to the funding boards. A visit was made to Germany by managers from East Thames Buses in December to see how Perdis operates at a company called Meoline which is similar in size. The visit found no reason to suggest that the system would be inappropriate for East Thames Buses and, in fact, the stakeholders there were very enthusiastic about this system.

7.10 The BAME Staff Network Group organised a workshop on harassment in November. The purpose of the workshop was to inform employees on procedures. Valuable information on TfL policy and practice was provided by HR Services, Legal, the Director of HR and by Safe Call. Staff concerns raised at the workshop are currently formulated as actions for the Race Equality Scheme by the modes.

7.11 Following successful placements last summer, TfL is again working with South Bank University to arrange six work experience placements for BAME engineering students at London Overground during the summer of 2008.

Table 3- BAME Representation by Pay Band - Movement between Q3 06/07 and Q3 07/08

Ethnicity	Operational						Band 1					
	Current Year		Prior Year		Change		Current Year		Prior Year		Change	
	Number	%	Number	%	FTE	%	Number	%	Number	%	FTE	%
Asian or British Asian	1485.0	12.5	1390.0	12.3	95.0	0.2	130.5	9.7	117.5	9.8	13.0	0.0
Black or Black British	2380.0	20.0	2246.0	19.9	134.0	0.2	290.0	21.6	250.0	20.8	40.0	0.8
Chinese or Other	155.0	1.3	130.0	1.1	25.0	0.2	24.0	1.8	21.0	1.7	3.0	0.0
Mixed	200.0	1.7	146.0	1.3	54.0	0.4	31.0	2.3	19.0	1.6	12.0	0.7
White	6698.0	56.3	6469.0	57.2	229.0	-0.8	695.0	51.8	668.0	55.5	27.0	-3.7
Prefer not to say	831.0	7.0	863.0	7.6	-32.0	-0.6	65.0	4.8	71.0	5.9	-6.0	-1.1
Not known	139.0	1.2	70.0	0.6	69.0	0.6	107.0	8.0	57.0	4.7	50.0	3.2

Ethnicity	Band 2						Band 3					
	Current Year		Prior Year		Change		Current Year		Prior Year		Change	
	Number	%	Number	%	FTE	%	Number	%	Number	%	FTE	%
Asian or British Asian	247.5	7.3	228.5	7.2	19.0	0.1	129.3	6.4	95.8	5.8	33.5	0.6
Black or Black British	442.0	13.0	381.0	12.1	61.0	1.0	162.0	8.1	132.0	8.0	30.0	0.0
Chinese or Other	46.0	1.4	37.0	1.2	9.0	0.2	29.0	1.4	24.0	1.5	5.0	0.0
Mixed	55.0	1.6	49.0	1.6	6.0	0.1	20.0	1.0	21.0	1.3	-1.0	-0.3
White	2035.0	60.0	2043.0	64.7	-8.0	-4.7	1323.0	65.9	1161.0	70.7	162.0	-4.8
Prefer not to say	245.0	7.2	251.0	8.0	-6.0	-0.7	119.0	5.9	106.0	6.5	13.0	-0.5
Not known	322.0	9.5	167.0	5.3	155.0	4.2	225.0	11.2	102.0	6.2	123.0	5.0

Table 3a - BAME Representation by Senior Management Payband - Movement Between Q3 06/07 and Q3 07/08

Ethnicity	Band 4						Band 5					
	Current Year		Prior Year		Change		Current Year		Prior Year		Change	
	Number	%	Number	%	FTE	%	Number	%	Number	%	FTE	%
Asian or British Asian	29.5	4.1	29.7	4.8	-0.2	-0.7	6.0	3.5	5.0	3.2	1.0	0.3
Black or Black British	38.8	5.4	30.7	5.0	8.1	0.4	1.0	0.6	2.0	1.3	-1.0	-0.7
Chinese or Other	7.8	1.1	6.5	1.1	1.3	0.0	1.0	0.6	1.0	0.6	0.0	-0.1
Mixed	7.0	1.0	4.0	0.7	3.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0
White	510.4	71.4	473.4	77.0	37.0	-5.6	137.6	80.8	125.9	81.8	11.7	-1.0
Prefer not to say	49.8	7.0	41.3	6.7	8.5	0.2	9.0	5.3	11.0	7.1	-2.0	-1.9
Not known	71.6	10.0	29.0	4.7	42.6	5.3	15.6	9.2	9.0	5.8	6.6	3.3

Ethnicity	Director					
	Current Year		Prior Year		Change	
	Number	%	Number	%	FTE	%
Asian or British Asian	1.0	1.6	2.0	3.6	-1.0	-1.9
Black or Black British	1.0	1.6	1.0	1.8	0.0	-0.2
Chinese or Other	0.0	0.0	0.0	0.0	0.0	0.0
Mixed	1.0	1.6	1.0	1.8	0.0	-0.2
White	43.8	70.9	44.2	78.6	-0.4	-7.8
Prefer not to say	3.0	4.9	3.0	5.3	0.0	-0.5
Not known	12.0	19.4	5.0	8.9	7.0	10.5

8 DISABLED EMPLOYEE REPRESENTATION

- 8.1 The number of disabled people in the organisation fell by 41 people between Q3 2006/07 and Q3 2007/8. Most of the reduction occurred in operational and Band 1 and 2 roles (see Table 4). The overall percentage of disabled staff within the organisation now stands 6.7% (Best Value Indicator).
- 8.2 The reduction in the overall percentage of disabled staff is partly a product of the increased number of people who now declare their disability status. The total size of this population has risen to 10,039 compared to 9,588 in Q3 last year. Since TfL first collected the data in 2005/6 the population declaring their disability status has grown by over 1,000 people.
- 8.3 The next formal audit of disability numbers will take place during 2008 and will coincide with the SAP reporting upgrade which will allow staff to update their own equality data on line. A paper survey will be used to capture data from staff who do not have direct access to SAP.
- 8.4 The representation of disabled staff across the organisation and pay band is illustrated in table 4.
- 8.5 The annual review of the Disability Equality Scheme Action Plan has been completed during Q3. The review shows that TfL has made progress in reviewing its policies such as reasonable adjustment and resourcing, and must now implement them and monitor their success. Good work has been achieved in work placement programmes in London Underground and similar schemes are being developed for other areas of the business.
- 8.6 The review of the reasonable adjustments will be rolled out during Q4 and will be supported through guidance developed by Group E&I working in partnership with the Employers Forum on Disability.
- 8.7 TfL will also be working closely with the GLA family to develop a consistent approach to improving disabled people's representation across the Group. This focuses on embedding commitments to provide disabled candidates who meet the minimum criteria for roles within the Group with an interview and to ensure that current disabled staff are given the appropriate opportunities for personal development.
- 8.8 Rail has organised a work experience programme for disabled people. Five disabled people will join Rail for posts in engineering, communications, commercial and concession management for three months starting spring 2008. They will be placed at DLR, Bonhill Street and Butler Place.

Table 4 - Disabled Representation by Pay Band

	Operational			Band 1			Band 2			Band 3		
	Q3	Change		Q3	Change		Q3	Change		Q3	Change	
	07/08 FTE	% split m/f	from Prior Year (FTE)	07/08 FTE	% split m/f	from Prior Year (FTE)	07/08 FTE	% split m/f	from Prior Year (FTE)	07/08 FTE	% split m/f	from Prior Year (FTE)
Women	44	13.7	1	44	55.9	-4	47	33.2	-3	24	26	4
Men	280	86.3	-23	35	44.1	-7	94	66.8	-11	67	74	2
Total	324		-22	79		-11	141		-14	91		6

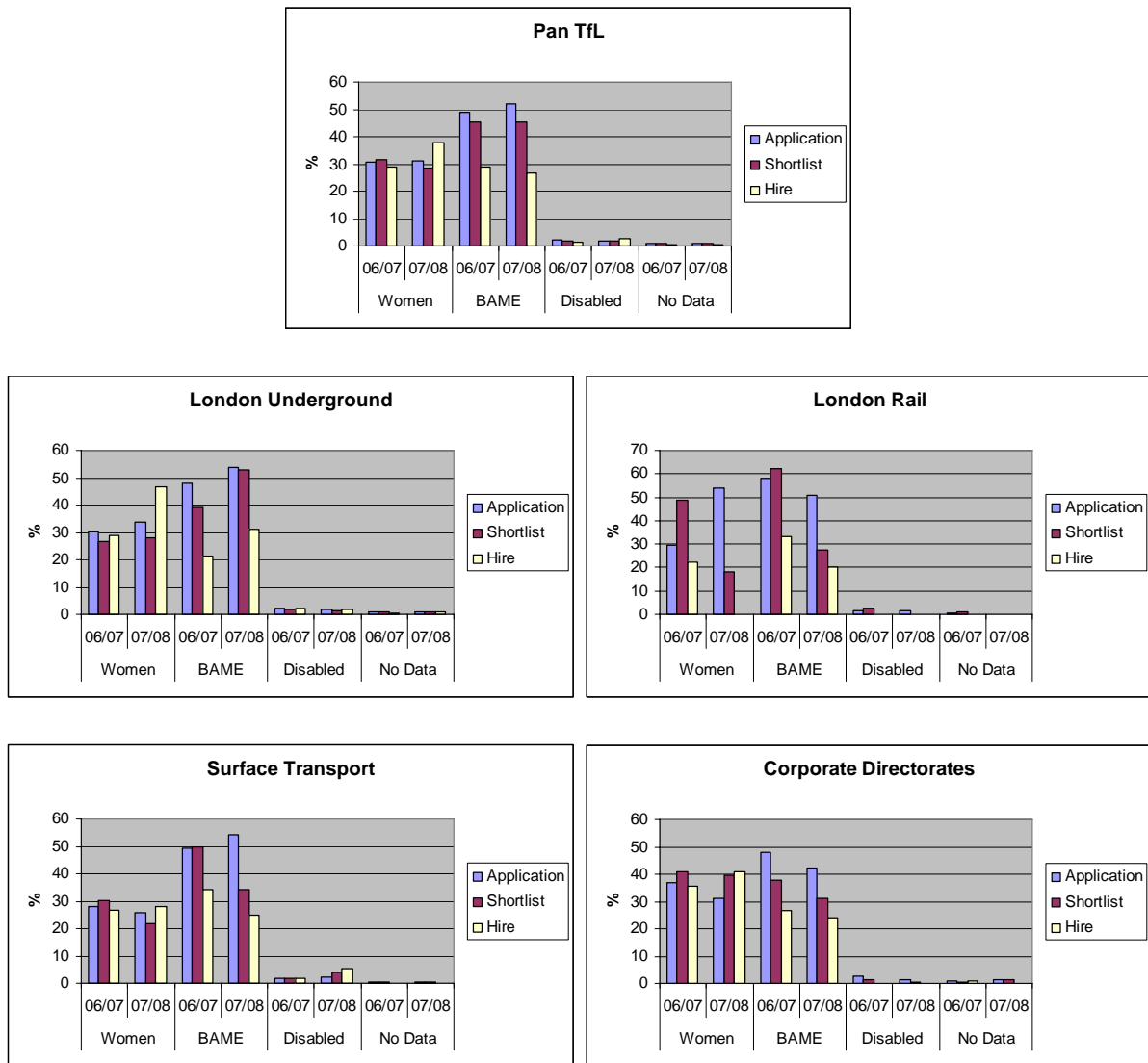
	Band 4			Band 5			Director		
	Q3	Change		Q3	Change		Q3	Change	
	07/08 FTE	% split m/f	from Prior Year (FTE)	07/08 FTE	% split m/f	from Prior Year (FTE)	07/08 FTE	% split m/f	from Prior Year (FTE)
Women	8	37.7	0	2	40	0	0	0	0
Men	14	62.3	3	3	60	0	1	100	0
Total	22		3	5		0	1		0

9 RECRUITMENT AND RETENTION

- 9.1 Figure 1 below shows a comparison between recruitment completed in Q3 2006/7 and Q3 2007/8 and is not a year to date comparison.
- 9.2 Data from the two quarters shows that women are more likely to be successful in being short listed and hired in proportion to the numbers applying. However, BAME applicants are less likely to be successful in proportion to the numbers who applied. The numbers of disabled people applying for roles (and declaring their disability) remains very low although the data for Q3 2007/08 is encouraging in that it shows, pan TfL, a high proportion of disabled people hired into roles when compared to the number of applicants. A concerted effort to attract more disabled people to apply for jobs in TfL will be put in place once the recommendations from the reasonable adjustment project have been put into place.
- 9.3 A review of current recruitment practices is being planned as part of the Breakthrough Strategy. The review will be conducted by an independent organisation that has proven expertise in both recruitment and diversity best practice.
- 9.4 Six to eight recruitment campaigns will be reviewed where the emphasis will be a thorough review of a containable number of campaigns rather than a superficial review of a large quantity of campaigns. This will enable all key points in the recruitment and appointment process to be analysed. The appointed organisation will have full access to senior HR managers, resourcing consultants, operating management and any other relevant parties to ensure a comprehensive assessment of all stages of the process. The review will produce the following outputs; an assessment of current state; identification of best practice in barrier free recruitment; and a gap analysis of TfL's current process against best practice processes.

Figure 1 – Recruitment (Applications, Shortlists and Hires)

These graphs show the results of closed recruitment campaigns in Q3 2006/07 and in Q3 2007/08:



10 TRAINING AND DEVELOPMENT

- 10.1 Raising awareness of equality issues and ensuring our employees are equipped with the skills and knowledge to manage a diverse workforce is addressed through a number of bespoke learning and development programmes. An update on these programmes is detailed below. In addition, TfL mainstreams equality in all training where relevant.
- 10.2 During Q2, TfL's Learning and Development function focussed on further embedding equality and inclusion within training courses and ran a number of 'taster' sessions for women, LGBT and BAME staff through the Staff Network Groups.
- 10.3 An evaluation of London Underground's Managing Diversity Competency Programme (MDCP) was completed in October. 39% of a group of 121 delegates took part in the evaluation. Delegates said that the programme improved their management competency and had enabled them to be more patient and understanding.

- 10.4 TfL's Valuing People Development Course established in 2006 provides an introduction to equality, diversity and social inclusion issues at TfL. It is mandatory for all new starters. To date circa 1,250 people have attended the course.
- 10.5 A review of the disability equality elements of the customer service training in London Underground is underway. The aim is to ensure that staff are equipped to offer excellent service to disabled people.
- 10.6 Phase 2 of the TfL Mentoring Programme is proving to be a success and the Programme has been extended to the Metropolitan Police Authority, part of the GLA Group. Initial monitoring prior to selection highlights a diverse sample of both mentors and mentees.
- 10.7 The London Underground Managing Diversity Competence Programme (MDCP) has now come to an end. There are no more new training courses and all that remains to be done is to complete the programme for those who have already begun and to complete the final evaluation.

11 MONITORING OF SEXUAL ORIENTATION

- 11.1 In 2008 TfL will set out in its LGB Equality Scheme how it will work to eliminate unlawful discrimination and promote equality in relation to issues of sexual orientation. The scheme will be launched in February 2008.
- 11.2 Table 6 compares the number of people who have declared their sexual orientation comparing Q3 this year and last year. The total number of people declaring their sexual orientation status has grown by 21% to 4320. This has meant that the overall proportion of LGB people has fallen slightly.

Table 6: Declared Sexual Orientation at Q3 2006/07 and Q3 2007/08

Sexual Orientation*	Q3 2007/08		Q3 2006/07		Change (No.)
	Number	%	Number	%	
Lesbian	45	1	35	1	10
Bisexual Woman	8	0.2	9	0.3	-1
Heterosexual Woman	1,177	27.3	933	26.2	244
Gay Man	186	4.3	168	4.7	18
Bisexual Man	24	0.5	19	0.5	5
Heterosexual Man	2,543	58.9	2,168	60.9	375
Prefer Not to Say	307	7.1	204	5.7	103
Other	31	0.7	24	0.7	7
Total	4,320	100	3,560	100	760
Total Heterosexual	3,720	93.4	3,101	93.1	619
Total Non	262	6.6	231	6.9	31
Total	3,982	100	3,332	100	

*Based on Headcount Declared Status

12 MONITORING OF FAITH

- 12.1 Table 7 shows the number of people across the organisation who have declared their faith or belief status. The representation of each faith group remains broadly the same across the reporting period, with a slight growth in the numbers who prefer not to say.
- 12.2 TfL has continued to engage with people of faith and belief through the Staff Network Group. We will continue to make progress in delivering the actions set out in the TfL Faith Equality scheme.

**Table 7: No. of staff that have declared their Faith or Belief Q2
2006/07 and 2007/08**

Faith or Belief*	2007/08		2006/07		Change (No)
	Number	%	Number	%	
Muslim	229	5.1	178	4.7	51
Hindu	179	4.0	155	4.1	24
Buddhist	41	0.9	33	0.9	8
Jewish	42	0.9	36	0.9	6
Christian	2,402	53.0	2,070	54.7	332
Sikh	64	1.4	59	1.6	5
Other	199	4.4	157	4.1	42
Prefer not to say	286	6.3	185	4.9	101
None	1,089	24.0	912	24.1	177
Total	4,531	100	3,785	100	746

Based on Headcount Declared Status

13 GRIEVANCES, DISCIPLINARY AND HARASSMENT

- 13.1 Tables 8, 8a and 8b below compare the number of grievances, disciplinary and harassment cases across all modes that were active in Q3 (2006/07) and are active in Q3 (2007/08).
- 13.2 During Q3, consultation took place on the following TfL policies: Attendance, Bullying and Harassment, Grievance and Performance Improvement. Implementation of the policies will include briefings and training for managers and HR advisors.
- 13.3 Every quarter, TfL completes a harassment report that includes data on ethnicity and gender. The data is analysed to determine whether there are any trends or patterns which show whether a particular group is being disadvantaged. The results show that no particular group is being disadvantaged and that 70% of harassment cases are not upheld.
- 13.4 During Q3 and Q4 the People Management Advice (PMA) function which has responsibility for providing advice and guidance on people management issues will be co-located in the business with a matrix reporting relationship to a Senior Business Partner and a PMA Manager. This will improve the effectiveness of the PMA service by maximising the strategic role of the PMA Managers whilst at the same time allowing the business to have more responsibility for driving cases to conclusion.

- 13.5 During Q3 2007/08, the number of claims made at employment tribunals by staff totalled 63, of which 12 cases were brought by women and 51 by men. The percentage of claims brought by women (19%) is not disproportionate to the percentage of women in the organisation.
- 13.6 Q3 data indicates that 33% (i.e.21) of claims to employment tribunal were by BAME staff. This is in line with the workforce demographic.
- 13.7 Following the outcome of cases, TfL periodically produces a lessons learned report for managers to aid learning and improve the management of complaints raised by staff. TfL is reviewing its process for managing employment tribunal cases.

Table 8- Grievances cases by Mode, Gender, Ethnicity and Disability

Mode	Women		BAME		Disabled People		Preferred not to		Total (incl. white men)	
	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year
London Underground	18	3	18	5	0	-2	5	-7	71	8
Surface Transport	3	-1	3	-3	0	-2	4	-1	19	4
Corporate	1	-3	2	0	0	0	2	0	8	-2
London Rail	0	0	0	0	0	0	0	0	0	0
Total	22	-1	23	2	0	-4	11	-8	98	10

Table 8a- Disciplinary cases by Mode, Gender, Ethnicity and Disability

Mode	Women		BAME		Disabled People		Preferred not to		Total (incl. white men)	
	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year
London Underground	0	-3	4	-1	0	0	3	-3	13	1
Surface Transport	2	0	7	-1	0	0	0	-2	11	-4
Corporate	0	0	0	0	0	0	1	0	2	-1
London Rail	0	0	0	0	0	0	0	0	0	0
Total	2	-3	11	-2	0	0	4	-5	26	-4

Table 8b- Harassment cases by Mode, Gender, Ethnicity and Disability

Mode	Women		BAME		Disabled People		Preferred not to		Total (incl. white men)	
	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year	Q3 07/08	Change from Prior Year
London Underground	14	7	14	6	0	0	3	0	32	13
Surface Transport	1	0	3	3	0	0	0	-3	6	2
Corporate	3	3	2	2	0	0	0	0	3	1
London Rail	0	0	0	0	0	0	0	0	0	0
Total	18	10	19	11	0	0	3	-3	41	16

All numbers are headcount and prior year comparison is Q3 06/07

14 PROMOTIONS

- 14.1 TfL uses the term 'promotion' to describe the appointment of existing permanent staff to more senior positions following a competitive recruitment process. All such promotions are made on the basis of merit. Internal promotions create the opportunity to improve workforce diversity within senior management roles.
- 14.2 Table 9 below illustrates the number of promotions across all modes over the last three quarters and data for the same three quarters in 2006/07.

- 14.3 TfL will continue to monitor promotions during Q4 to determine any trends and areas of potential under-representation of women, BAME and disabled people, within the total number of staff promoted.
- 14.4 Given the overall profile of the workforce, Group HR and Group E&I, through Breakthrough are working on plans to encourage more people from under-represented groups to seek promotional opportunities within TfL.

Table 9: Number of Promotions by Mode, Gender, Ethnicity, and Disability Q1 - Q3 2006/07 & 2007/08

Mode	Women (Number)		BAME (Number)		Disabled People (Number)		Preferred not to say (Number)	
	Q3 06/07	Q3 07/08	Q3 06/07	Q3 07/08	Q3 06/07	Q3 07/08	Q3 06/07	Q3 07/08
London Underground	43	69	89	129	3	4	7	2
Surface Transport	5	3	5	1	2	0	1	1
Corporate	1	2	0	3	0	0	0	0
London Rail	0	0	0	0	0	0	0	0
Total	49	74	94	133	5	4	8	3

15 EQUALITIES IMPLICATIONS

- 15.1 The purpose of TfL's workforce diversity monitoring is to inform activities that will deliver a workforce that is reflective of London's communities. This paper tracks performance and updates the Panel on specific activities to bring about changes in workforce profile across all the equality strands.

16 CRIME AND DISORDER IMPLICATIONS

- 16.1 There are no crime and disorder implications within the scope of this document.

17 RECOMMENDATIONS

- 17.1 The Panel is asked to note the contents of this report.