



2016/17 Progress Report

Action on Equality

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

About Transport for London (TfL)

Part of the Greater London Authority family of organisations led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's strategy and commitments on transport.

As a core element in the Mayor's overall plan for London, our purpose is to keep London moving, working and growing, and to make life in our city better. We reinvest all of our income to run and improve London's transport services and to make it safer, more modern and affordable for everyone.

Our operational responsibilities include London Underground, London Buses, Docklands Light Railway (DLR), London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line.

On the roads, we regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network, operate all of the Capital's 6,300 traffic signals and work to ensure a safe environment for all road users.

We are delivering one of the world's largest programmes of transport capital investment, which is building

the Elizabeth line, modernising Tube services and stations, transforming the road network and making it safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We work hard to make journeys easier through effective use of technology and data. We provide modern ways to pay through Oyster and contactless payment cards and provide information in a wide range of formats to help people move around London.

Real-time travel information is provided directly by us and through third-party organisations, which use the data we make openly and freely available to power apps and other services.

We listen to, and act upon, feedback and complaints to constantly improve our services and work with communities, representative groups, businesses and many other stakeholders to shape transport provision in London.

Improving and expanding transport in London is central to driving economic growth, jobs and housing throughout the United Kingdom. Under the Mayor's housing strategy, we are using our land to provide thousands of new, affordable homes. Our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

Contents

Foreword.....	4
About Action on Equality.....	6
Customer experience.....	10
Customer information.....	17
An accessible network.....	20
Travelling safely and securely.....	26
Value for money and affordability.....	34
Health.....	36
Workforce diversity.....	40
Supporting current and future employees.....	44
Engaging with employees and promoting an inclusive culture.....	48
Our business partners.....	50
Communication and engagement.....	54

Foreword

During the past year we have made our network more inclusive and accessible, taking further steps to ensure it is open to all Londoners.

This includes progress on a number of schemes designed to remove the barriers that passengers may face. For instance, we have developed a new training course to help bus drivers provide the best customer experience possible. We have also launched the Hopper fare, making bus and tram travel more affordable. It allows passengers to make a second journey for free within one hour of touching in on their first trip. This year has also seen the successful trial of our 'Please offer me a seat' campaign, which will officially launch in the spring.

The Mayor's recent confirmation on the Emissions Surcharge starting in October 2017 will make London a healthier place to live. This will be supported by the forthcoming consultation on bringing the Ultra Low Emission Zone forward to 2019, and extending it to the North and South Circulars.

Alongside this, we continue to work with our police partners to increase reporting of unwanted sexual behaviour and hate crime.

A total of 71 Underground stations are step-free – up from 68 this time last year – and more than 90 per cent of bus stops meet our accessible guidelines for wheelchair users. This year we have also introduced new air-conditioned, walk-through trains on the District line to make customers' journeys more comfortable.

In addition, we are making sure our workforce reflects the city we serve by, for instance, visiting universities with high percentages of women and black, Asian and minority ethnic (BAME) students. This has led to greater diversity among our graduates – the number of women has risen from 31 per cent in 2015 to 40 per cent in 2016, while the proportion of BAME graduates has increased from 22 per cent to 26 per cent and the number of disabled graduates is up from three to four per cent.



The Mayor has a clear aspiration to make London's transport system one of the best in the world. Our Action on Equality strategy has a significant role to play in achieving that ambition.

A handwritten signature in black ink, appearing to read 'Mike Brown'.

Mike Brown MVO
Commissioner
Transport for London



A handwritten signature in black ink, appearing to read 'Michèle Dix'.

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

About Action on Equality

In March 2016, we published 'Action on Equality: TfL's commitments to 2020'. It set out how we will meet the equality needs of London's diverse communities and comply with the Equality Act 2010.

The strategy includes 11 priority areas, each with an equality objective:

 **Customer experience**
Ensure our services will be accessible to more people, with consistent customer service that meets the needs of all customers.

 **Customer information**
Ensure that more customers will have access to the information they need to make the most of travel in London.

 **Accessible network**
Improve the accessibility of London's transport infrastructure to enable more people to make the most of life in the Capital.

 **Travelling safely and securely**
Ensure that travel in London is safer and fewer young people, women and people from BAME communities are deterred from travelling because of safety concerns.

 **Value for money and affordability**
Ensure we offer value for money for all Londoners with a fare structure that is clear and well communicated.

 **Health**
Ensure that our transport system promotes and improves the health of all Londoners.

 **Workforce diversity**
Achieve a workforce that is reflective and representative of the diversity of London.

 **Supporting current and future employees**
Ensure all future and current employees are supported to make the most of their skills and talents.

 **Engaging with employees and promoting an inclusive culture**
Create a more inclusive culture where all staff feel engaged.

 **Our business partners**
Encourage more of our partner organisations to have diversity as a core value.

 **Communication and engagement**
Engage with more of London's diverse communities to effectively inform, develop and deliver our strategies, services and programmes.

We identified 69 actions for delivery in the first year. This document reports on our progress and outlines the priorities for our second-year action plan.

Most actions are aligned to one or more of the measures shown in the column opposite.

The impact of each action against these measures will be reported in future updates. Reporting timescales mean that this information is not complete for the first year's progress report.

To read the original strategy, visit tfl.gov.uk/corporate/publications-and-reports/equality-and-inclusion-publications

Ref	Measure theme
1	Customer satisfaction survey
2	Mystery traveller survey
3	Accessibility mystery traveller survey
4	Customer awareness
5	Number of complaints received
6	Customer service data
7	Customer and/or stakeholder feedback
8	Customer advocate group engagement
9	Bespoke monitoring and analysis of action effectiveness
10	Change in levels of service users by target groups
11	Change in perception of services by target groups
12	Road safety statistics
13	Area surveys, eg for Healthy Streets
14	Offences reported
15	Workforce diversity
16	Workforce awareness and engagement
17	Responsible procurement



We are improving our services to give customers a better experience

Customer experience

Our customers' journeys include driving, walking and cycling on the Capital's roads, as well as travelling on the public transport network.

The services and information we provide should be accessible to all Londoners, wherever possible. Generally, customers are satisfied

with our services, but we know this is not always the case and experiences can vary. Our aim is to make sure older and disabled people, and those from other equality groups, can use our network and receive a consistent and high quality service that meets their needs.

Progress against 2016/17 actions

■ Complete ■ Continuing ■ Incomplete

Action	Status	Measure	Update
Develop a bespoke training course for all London Buses' employees, including all 24,700 drivers and private bus operator support staff, focusing on improving the customer experience. To be delivered from April 2016 to March 2018.	■	1 2 3	A one-day course has been developed and delivered to 1,800 support staff, as has a two-day course for 8,000 drivers.
Develop the Customer Experience function within London Buses.	■	1 2 3	The Bus Customer Experience Strategy has been developed and updated. It includes the appointment of a Customer Experience Manager and the introduction of a new 'commendable incident' initiative. This forms part of the Customer Experience Survey and rewards bus drivers for helping customers.
Explore a card and/or badge for people with a hidden disability who need priority seating.	■	1 4	Investigated options and carried out a trial of the 'Please offer me a seat' initiative.

Action	Status	Measure	Update
Deliver 'Please offer me a seat' communications.	■	1 2 3	Delivered various announcements including communications about the badge and card trial. Once the scheme is launched we will provide further updates.
Make more staff announcements on priority seating particularly when customers are boarding, including making a new recorded message.	■	1 4	In autumn 2016, we trialled driver announcements on the Jubilee line to remind customers to give their seat to someone who needs it more.
Develop an information campaign on wheelchair refusals by the end of 2016.	■	1 2 3 5	In February 2017, the Department for Transport (DfT) confirmed that Section 165 of the Equality Act would come into force from April 2017, enabling action to be taken against drivers of designated vehicles if they refuse to take a passenger with a wheelchair. This will now be communicated to the taxi and private hire trades.
Revise the policy on assistance dogs and wheelchair refusals by taxis and private hire vehicles, by summer 2016.	■	1 2 3 5	A high-profile campaign took place in early 2016, and it has since been confirmed that Section 165 of the Equality Act will come into force from April 2017. Drivers who do not follow the new legislation could face compliance action.
Introduce disability equality training for new and renewal private hire drivers, by spring 2016.	■	1 2 3 5	Following legal advice, new regulations are being drafted to enhance private hire driver assessments and introduce specific disability equality requirements.

Action	Status	Measure	Update
Complete the roll out of Fit for the Future to improve customer service and increase visibility and availability of staff in Underground stations.	■	1 6	A new station operating model was introduced. We are now delivering an action plan to respond to London TravelWatch's independent review of station ticket office closures. This focuses on staff visibility and availability, assistance for customers with accessibility requirements, ticket machines and ticket availability. We are also reviewing station staffing, which will include recruiting at least 650 additional people in 2017.
Completion of ticket office transformation works at 11 stations on the Bakerloo and District lines.	■	1 2 3	We have finished testing new ticket machines and staff training is now under way. New machines are due to be installed at eight stations (Kenton, South Kenton, North Wembley, Stonebridge Park, Harlesden, Kensal Green, Kew Gardens and Gunnersbury) by April 2017. Plans are for the remaining three (Queen's Park, Wembley Central and Harrow & Wealdstone) to be completed by July 2017.
Put in place the proposals from the Social Needs Transport (SNT) Review including moving towards an integrated system for social needs transport in London.	■	1 2 3	The review started in 2016/17 and we are considering the next steps, in light of new TfL Board requests. This includes appointing an SNT champion.
Effectively capture all issues arising from complaints to provide useful data that helps address the root causes of dissatisfaction.	■		We have continued to develop a new customer relationship management system that enables issues arising from complaints to be captured more effectively.

Action	Status	Measure	Update
Take further steps to ensure that employees feel empowered to resolve issues effectively first time.	■		The main aim has been to encourage people in Contact Centre Operations (CCO) to address issues first time by giving them greater freedom to respond to complaints, with support from their managers. We have also focused on web account credits, with refunds being processed via an online account rather than by COO staff contacting the customer several times to obtain the required information. Training has been introduced to reinforce procedures for handling enquiries.



We want seats to be available for those who need them most

Please offer me a seat

Many customers, particularly those with hidden disabilities and conditions such as epilepsy or cancer, say they struggle to get a seat on public transport. This is often because they lack the confidence to ask, and are rarely offered one as their need is not immediately obvious.

Back in 2015, we conducted research into priority seating. While awareness was high, customers were not giving up their seats as often as they should. Fifty-six per cent of respondents said a badge or card would help.

One solution that has been regularly suggested by customers is a badge, similar to the 'Baby on board' design, with the words 'Please offer me a seat'.

We decided to investigate this and, as part of a six-week trial in autumn 2016, more than 1,200 people wore the badges. Their response was overwhelmingly positive:

- Participants reported that 72 per cent of journeys were easier
- On 86 per cent of trips, they felt more confident when asking for a seat
- Ninety-eight per cent of participants said they would recommend the badge to somebody else

Our 'Please offer me a seat' badge is now set to be officially launched in spring 2017.

Action plan 2017/18

Section	Actions
Underground and Rail	Complete the renovation of Charing Cross station Northern line ticket hall to create a brighter, modern and more open space.
	Introduce new, fully accessible, air-conditioned walk-through trains on TfL Rail services between Liverpool Street and Shenfield.
	Deliver two more services each hour on the Victoria line during the peak periods.
	Recruit at least 650 new station staff to make sure the right level of customer assistance is provided at all Underground stations.
	Work with Mass Transit Rail (Crossrail) to support its engagement and customer service activities with older and disabled people.
	Run the 'Green Lanes' trial at Kings Cross St. Pancras, which is looking to reduce platform crowding by clearly differentiating between walking and waiting areas on platforms.
	Trial a station familiarisation project for autistic customers.
Buses	Continue to deliver a training course for all London Buses employees, including all 24,700 drivers and private bus operator support staff. To be rolled out between April 2016 and March 2018.
	Further develop the Customer Experience function within London Buses.
Taxi and Private Hire	Continue to review the policy on wheelchair and assistance dogs refusals.
	Introduce disability equality training for private hire drivers and review equality training given to taxi drivers.

Customer information

Section	Actions
Door-to-door transport	Implement proposals from the SNT Review including moving towards an integrated system for social needs transport in London. The review looks to provide a more joined-up service for users across the various forms of transport that make up SNT.
	Continue to improve contact centre responses and awareness of recurring issues.
	Deliver trans awareness training to Contact Centre Agents.
	Deliver accessibility customer experience training to new subject matter experts in the contact centre.
	Ensure that any proposals to improve Oxford Street for pedestrians considers the implications for equality groups, including minimising any adverse affects for those with limited or restricted mobility.

Our customers' travel experience is not limited to their actual journey; it starts from the moment they begin thinking about travelling. We know that older and disabled people travel less often and one reason is that they tend not to have as much information

about accessible travel. Quality information is essential to help people get around, especially those with accessibility needs. Our aim is to provide clear, accurate and up-to-date information in a variety of formats that covers all of our services.

Progress against 2016/17 actions

Action	Status	Measure	Update
Run an integrated marketing campaign to raise awareness of the information available and how it can be accessed. This will include material in print, poster and radio mediums, as well as digital mediums, in order to communicate with audiences that don't have access to the internet.	■		A campaign was launched in February 2016 for customers with accessibility needs and this was well received. Since then, it has been repeated every four months.
Conduct research into the gaps that exist in current information and how it is used, by spring 2016.	■	4 7 8	Extensive research was carried out, including surveys and workshops with accessibility and equality customer groups. This feedback helped shape the development of a number of recommendations, which have been fed into an action plan.
Explore how we can expand accessibility information available on Journey Planner.	■	4	Data sources are being investigated, for instance the number of steps at Tube stations.

Action	Status	Measure	Update
Develop and promote a London-specific travel mentoring training course and qualification and encourage its take up by local travel mentoring schemes working in partnership with us.	■	7 9	Course content has been agreed and the sessions were promoted in February 2017. The first courses will take place in April 2017.
Begin promoting the Ultra Low Emission Zone (ULEZ) to enable people to prepare for implementation in 2020.	■		Communication started but stopped owing to the Mayor's proposed changes to the scheme, including the possibility of bringing its introduction forward and changing its geographic coverage. This will be relaunched, incorporating the new proposals, once they have been confirmed.
Completion of improvement works to visual and audio train service information at high priority Underground stations and on trains.	■	7	Works have been finished at Shepherd's Bush Market and Ladbroke Grove stations.

Action plan 2017/18

Section	Actions
Underground and Rail	Add a new function to the TfL Journey Planner to show the length of walking distances within stations and the number of steps on staircases.
	Provide real-time information to customers on the availability of lifts across the Tube network.
	Review the provision of help points at Underground stations to make sure they are clearly marked and easy to use, and that calls are answered by those best placed to assist.
	Run trials at Southwark and Bermondsey stations to provide more detailed accessibility information for customers.
	Work with developers to improve the accessible information in their apps.
	Deliver the accessibility improvements in the Customer Information Strategy, such as enhancing information for visually impaired customers and raising awareness of materials that are already available.
	Trial a real-time information app so staff can provide live updates on lifts, escalator problems, station overcrowding and closures that can be fed into Journey Planner.
	Promote priority seating messages and the 'Please offer me a seat' badge and card.
	Investigate opportunities for redesigning priority seating across rolling stock, for example Tube and rail carriages, and buses.
Continue to raise awareness of our accessible services and supporting information.	

An accessible network

We are adopting a ‘whole journey’ approach to making our places, streets, stops, stations and vehicles more accessible. We also assess the likely positive and negative impact on equality when we make improvements to the network.

The Mayor has committed to spending £200m on step-free access over the next five years so that many customers, including disabled

people and those with pushchairs and buggies, will be able to use about 30 more Tube stations by the end of 2021/22. This will take the total proportion of step-free stations to 40 per cent (up from 26 per cent).

There will also be more wheelchair accessible bus stops.

Progress against 2016/17 actions

Action	Status	Measure	Update
Make all new stations step-free.	N/A	9 10	No new stations have opened on the Underground, DLR, London Overground, London Trams or TfL Rail networks this year. All planned new stations will be step-free.
Make Tottenham Court Road and Tower Hill stations step-free, open a new entrance at Bond Street station, and introduce lifts at West Hampstead station and escalators at Limehouse station.	■	1 9 10	Works at Tower Hill to provide two new lifts linking ticket halls and all three platforms were completed in August, and Tottenham Court Road is now step-free. At Tottenham Court Road, additional measures were needed as the gap between some Central line trains and the platform could have posed difficulties. Some preliminary design work has been carried out for West Hampstead and on-site surveying has started at Limehouse station.



Tottenham Court Road became our 71st step-free station

Action	Status	Measure	Update
Finish the introduction of new air-conditioned, walk-through car access trains (S-stock trains) on the District line.	■	1 2 3	We completed the introduction of new S-Stock trains, with the old D-Stock trains being phased out.
Complete improvement works at the first 10 West Anglia London Overground stations. This includes improved ambience and security improvements.	■	1 2 3 11	Works to improve the station environment and passenger experience include accessibility enhancements, station deep-cleaning, new lighting, CCTV, better travel information, cycle parking, signage, help points, shelters, benches and fencing. Some activities are still to be finished, including testing and commissioning. The target completion date is the end of April 2017.
Develop a planning method to prioritise and guide decisions on accessible infrastructure that considers long-term issues, such as London's growth.	■	9	A planning tool has been developed to help identify stations that should be included in an expanded step-free access programme.
Promote accessible design for our stations, and the area around our stations, through the new London Underground Design Idiom.	■	1 9 10	The guidance has been used for the Holland Park station works, Liverpool Street ticket halls A and B, and the Charing Cross Northern line ticket hall works.
Continue our bus shelter modernisation programme, which has already delivered 3,100 redesigned perch seats with arm rests. Continue this at a rate of 650 per year.	■	9	More than 420 shelter renewals have been carried out year-to-date, including many in high footfall/ridership locations.
Make 95 per cent of all bus stops wheelchair accessible by the end of 2016/17.	■	1 9 10	Work has continued to improve the level of bus stop accessibility, with 93.3 per cent now meeting requirements.

Action	Status	Measure	Update
Trial a retro-fit arm rest for older shelter models early in 2016.	■	9	The trial has been completed. These can be fitted to newer shelters, as required.
Promote best practice in urban design using the recently-published Streetscape Guidance.	■	9	The guidance and best practice has been promoted through monthly internal review groups to inform future policy development.
Exhibit an exemplar street at the 'Access all Areas' event in June 2016.	■	1 10	This event has been postponed.
Maintain financial support in 2016/17 to help the boroughs pay for transport projects set out in their Local Implementation Plans (LIPs). Local areas will see safer roads, better public spaces, improved walking facilities and cycling made safer and easier.	■	12	Work has continued with the boroughs on LIP-funded schemes.
Subject to TfL Board approval, card payment acceptance will be compulsory in taxis from October 2016, including contactless payments.	■	1	Introduced in October 2016.



Holland Park is now brighter and more welcoming

A facelift for Holland Park

Holland Park station re-opened in August 2016 following a seven-month closure for an essential lift replacement. It provided an opportunity to combine this work with a much-needed refurbishment to make the station more accessible and improve customers' journeys.

The works involved:

- Getting rid of unnecessary clutter to make the station more open and welcoming, which included removing an operational room from the entrance area
- Refreshing tired decor, replacing lighting and tidying advertising space

- Improving customer information to make it easier to find and understand by, for instance, installing new help points and better electronic information displays
- Providing new tactile surfaces along the platform edges and flooring throughout, to help disabled customers

The station contains many distinctive heritage features and our refurbishment has helped to preserve and enhance these. All of the work followed our guidelines for new station design, which guarantee a consistent, quality approach across the Tube network.

Action plan 2017/18

Section	Actions
Underground and Rail	Deliver new step-free access at Bank (Waterloo & City line), Bond Street, Bromley-by-Bow and Victoria stations.
	Develop an app so customers can request turn-up-and-go assistance in advance, and station staff are better prepared.
	Provide disability equality training to senior managers to help them better understand how to plan for the needs of disabled customers.
	Deliver disability equality training to frontline staff so they can help passengers overcome potential barriers when using the Tube.
	Review how step-free routes are signed at stations so they are always clear and easy to follow.
Buses	Trial the provision of portable hearing loops at stations where fixed loops have been removed.
	Continue our bus shelter modernisation programme, which has already delivered 3,100 redesigned perch seats with arm rests. Continue this at a rate of 400 per year.
	Improve accessibility on the bus network. Make 95 per cent of all bus stops wheelchair accessible.
Cycling and walking	Promote best practice in urban design using our Streetscape Guidance.
	Maintain financial support in 2017/18 to help boroughs pay for transport projects set out in their LIPs. Areas will see safer roads, better public spaces and improved walking and cycling facilities.
	Improve facilities for pedestrians, particularly disabled and older Londoners.

Travelling safely and securely

Safety and security is a greater concern for young people, women and members of the BAME community. Our vision

is for a transport network that allows everyone to feel safe and confident, whenever and however they choose to travel.

Progress against 2016/17 actions

Action	Status	Measure	Update
Continue providing a rapid response service that gets rid of more than 30,000 instances of offensive or extensive graffiti from bus stops each year.	■	19	A Service Level Agreement has been put in place with a graffiti removal contractor. All mobile teams have been briefed on target response times, reporting mechanisms and tracking of issues, such as third-party contractors visiting sites.
Educate Year Six students to be safe and responsible riders of public transport through annual TfL Safety and Citizenship interactive presentations.	■	49	Schools have been contacted. Presentations have been delivered at 117 schools, reaching 6,759 children.
Reinforce safe and responsible travel behaviour messages every May to Year Six pupils in all primary schools via an interactive resource.	■	9	In June 2016, a total of 100,000 information cards were sent to all of London's Year Six students with supporting teacher resources. These will be updated for June 2017.
Launch of the Night Tube on the Central, Jubilee, Piccadilly and Northern lines.	■	12	Night Tube services have been introduced on these lines.



More than 30,000 examples of graffiti are removed from bus stops each year

Action	Status	Measure	Update
Trial 20mph zones in 10 London locations to improve the environment for walking and cycling.	■	9 12 13	Trials have been implemented in Lambeth at Stamford Street, Clapham High Street and in Brixton town centre. Also in Southwark on Southwark Street, in Hackney on the A10 corridor and Shoreditch Triangle, and in Islington on the A1 at Upper Street and Holloway Road, and Kings Cross/Farringdon Road. They have also been introduced in Kensington & Chelsea on Earls Court Road, and in Camden on Camden Street.
Deliver pedestrian safety improvement programmes in Peckham and Tooting town centres. Both areas have high numbers of BAME communities, and a high risk of pedestrian casualties.	■	10 12 13	A pedestrian town centre strategy and action plan have been developed. Discussions have been held with the local boroughs to determine possible supporting measures.
Roll out Safe Drive Stay Alive – a scheme focusing on the behaviour of young drivers, who are more likely to be involved in a serious collision – targeting 18,000 participants.	■	12	The scheme has been developed and delivered, and is 60 per cent complete in 17 of the targeted 19 boroughs. It has reached more than 18,000 participants. A website has also been launched for students aged 16 to 19.
Introduce a new one-to-one training scheme for motorcycle or scooter riders.	■	12	A training programme has been developed. It will be trialled in Croydon from February to May, and made available more widely from October. It will be officially launched in spring 2017.
Relaunch the Children's Traffic Club, aiming for more than 103,000 participants.	■	12	The club has been relaunched and new resources have been produced. These have been received by 78,636 three-year-olds.

Action	Status	Measure	Update
Continue promoting 'Report it to Stop it' through a variety of media channels.	■	4 9 14	We worked with the police to organise a coordinated day of action on 25 November (the United Nation's International Day to End Violence Against Women and Girls). Around 100 officers were at transport hubs and on buses to raise awareness of the importance of reporting unwanted sexual behaviour. Plain clothes and high-visibility patrols were also at Tube hotspots. The event was supported by social media. We are planning the next phase of the campaign, which will launch in 2017/18. The Report it to Stop it campaign was also refreshed to address concerns, following feedback, that victims still do not believe that action will be taken for all offences. It ran from mid-March and reassured people that no offence is 'too minor'. It appeared on social media and was shown on Video on Demand channels. Specially-tailored engagement also took place in schools.
Visit schools in London to deliver tailored lesson plans.	■	9	We targeted schools by analysing data to identify areas with the highest reports of sexual offences among young people. Ten visits took place and reached 472 people. They included an interactive presentation and role play.

Action	Status	Measure	Update
Continue to work with the police to actively promote Project Guardian.	■	4 9 14	The aim of Project Guardian is to tackle unwanted sexual behaviour on the transport network. We continue to work with the British Transport Police, Metropolitan Police Service and the City of London Police, including on the partnership day of action, and for the United Nations International Day to End Violence against Women and Girls.
Continue to promote ways of reporting hate crime.	■	4 14	A partnership action plan has been developed and agreed, and the Mayor launched an initiative that will see us continue to work with the Capital's police forces to address hate crime on the network. Police officers have also engaged with passengers, staff and local communities to promote 'Operation Safer Travel for All', raising awareness of hate crime and encouraging reporting. The #WeStandTogether campaign was launched alongside a leaflet publicising our messages.
Improve the methods for customers to report their concerns to TfL.	■	9 14	We organised sessions to raise staff awareness and an e-learning training package is now available. The police and frontline TfL staff have also engaged with customers to understand concerns.

Action	Status	Measure	Update
Improve our approach to safeguarding our most vulnerable groups of customers.	■	9	Safeguarding information has been added to Taxi and Private Hire training modules. An e-learning safeguarding training package has also been launched for all staff, along with the implementation of a new code for 'vulnerable person' to help capture information on safeguarding incidents. Guidance has been published for all operational areas regarding lost children. We continue to support the London Transport Safeguarding Board.
Work in partnership with police and local authority safeguarding boards.	■	9	We work closely with the police to make sure that safeguarding issues are dealt with appropriately. Enhanced safeguarding responses and processes are being adopted as part of business as usual activity.
Train frontline staff to better understand and act on the issues.	■	9	All staff are being encouraged to complete safeguarding e-learning training. Courses have been delivered to 180 boat and pier employees with plans for a further 200 to receive it. Guidelines have been included in the corporate induction for all new TfL employees, the training package for operational staff in Enforcement and On-street Operations and the 'Hello London' bus driver training. Frontline staff will be supported through a new 'Champions' network group.

Action plan 2017/18

Section	Actions
Safety, security and night travel	Continue to provide a rapid response service to tackle more than 30,000 instances of offensive or extensive graffiti at bus stops each year (as well as routine removal of minor graffiti).
	Educate Year Six students to be safe and responsible users of public transport through the TfL Safety and Citizenship scheme's interactive presentations.
Road safety	Trial 20mph zones in 10 locations to improve the environment for pedestrians and cyclists.
Road safety	Launch programmes to improve pedestrian safety in Peckham and Tooting town centres. Both areas have large numbers of BAME residents and a high risk of pedestrian casualties.
	Implement Safe Drive Stay Alive – a scheme focusing on the behaviour of young drivers, who are more likely to be involved in a serious collision. Target 18,000 participants in 2017/18.
	Deliver a new one-to-one training scheme for motorcycle or scooter riders.
	Deliver the Children's Traffic Club, aiming for more than 103,000 participants.
Tackle unwanted sexual behaviour on public transport	Raise awareness of how to report unwanted sexual behaviour, and the reasons for doing so. Help to increase the number of reports made to the police, with enforcement action taken.
	Improve awareness among young people of how to deal with unwanted sexual behaviour.
Hate crime and safeguarding vulnerable adults and children	Increase awareness of how to report hate crime on public transport, and the reasons for doing so.
	Improve methods for customers to report concerns to TfL.
	Enhance awareness of the importance of safeguarding the most vulnerable groups of customers.



We are making travel safer for all

Tackling crime on the network

To support the Mayor's aspirations of a city for all Londoners, we are working hard to make sure our transport network is open to everyone. This includes removing the perception that it isn't safe.

Working with our policing partners to address crime and antisocial behaviour on our services is among our main priorities. In particular, we want to eradicate serious offences that disproportionately affect equality groups and protect and reassure those who are, or feel, most vulnerable when travelling.

Our important initiatives to target hate crime and unwanted sexual behaviour, and safeguard children and vulnerable adults, continue. Police and our own enforcement officers patrol the network talking to customers and staff. They also engage with local communities to encourage reporting, and to better understand and respond to concerns.

In October 2016, we increased our support for National Hate Crime Awareness Week through our Operation Safer Travel for All (STfA) initiative.

We ran 50 events across the transport system and our frontline staff and police promoted the #WeStandTogether campaign. This activity was designed to raise awareness of hate crimes that target an individual's race, religion, gender, sexual orientation, age or disability. We reassured Londoners that the transport system is a safe and welcoming environment for all who wish to use it.

Officers met with disability groups and those supporting the lesbian, gay, bisexual and trans (LGBT+) community. They also visited synagogues, mosques and temples and ran on-street workshops to demonstrate how to report hate crime. Operation STfA continues to take place every month across London.

Value for money and affordability

Transport helps people gain access to work, training, education and a wide range of other activities. For Londoners to make the most of life in the Capital, transport must be affordable, with a

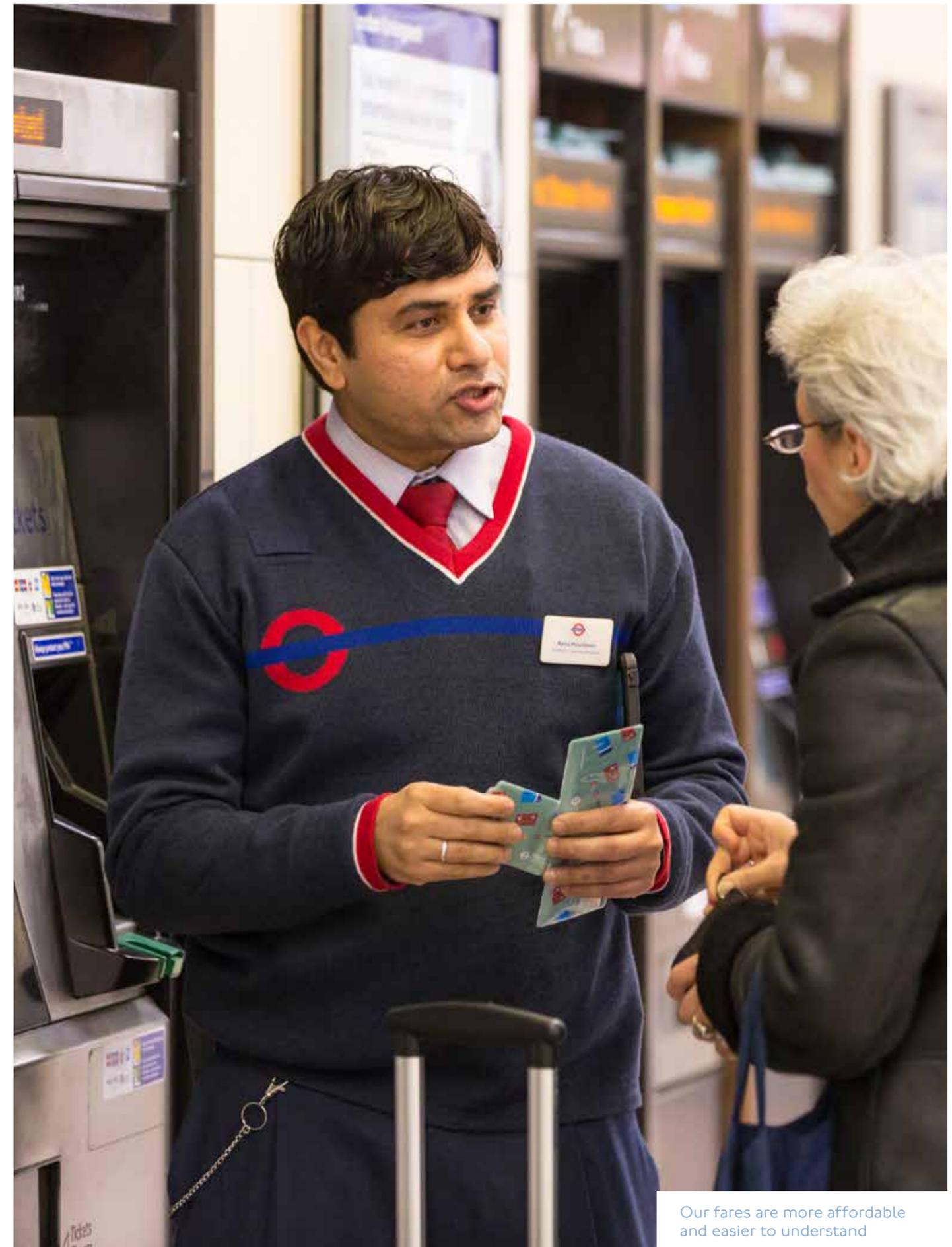
transparent pricing structure to avoid confusion. Our aim is to provide clear and consistent communication to help all customers understand our fares.

Progress against 2016/17 actions

Action	Status	Measure	Update
Provide clearer information on fare prices and payment types, including targeted information for groups that travel less frequently.	■		<p>The new Hopper fare, which allows a second bus or tram journey to be made for free within an hour of the first trip, has been highlighted through various media channels. We have publicised the Mayor's fares freeze and promoted off-peak travel. The Mayor has also committed to guaranteeing concessionary fares, and we have engaged with students to make them aware of the concessions available to them.</p> <p>Our Affordable Fares campaign encouraged customers who buy Travelcards or passes to review their journeys to see whether they are better off with pay as you go.</p>

Action plan 2017/18

Section	Actions
Buses	Working towards a Hopper fare that will provide unlimited journeys.



Our fares are more affordable and easier to understand

Health

To help improve the health of all Londoners, our transport system must play a significant role in encouraging people to be more active.

Our vision is for a city where travelling actively is easy, appealing and accessible for everyone, especially older and disabled

people and members of BAME communities. To do this, we must enhance the Capital's streets so they support active travel. We must also improve air quality, which will be of particular benefit to residents from deprived communities plus younger and older people.

Progress against 2016/17 actions

Action	Status	Measure	Update
Continue the TfL Future Streets Incubator Fund to invest in ideas that improve London's streets.	■	9	Through the fund, the Colourful Crossings initiative has been introduced as part of Better Bankside. It is a scheme to transform four pedestrian crossings on Southwark Street.
Promote cycling and the use of Santander Cycles to women, BAME communities plus older and disabled people.	■	1	We ran two pilots in Tower Hamlets and Southwark to increase the use of Santander Cycles among under-represented groups. This included meeting with groups and providing a free trial where there was further interest. Initial results show that removing the hire cost is not a sufficient incentive, however face-to-face engagement showed more success.
Install a total of 600 crossings with Pedestrian Countdown by the end of 2016.	■	9	The technology has already been introduced at 942 sites and the installation programme will continue.



We are investing millions to help Londoners choose active travel

Action	Status	Measure	Update
Trial non-profit partnership initiatives with London boroughs and targeted community groups to increase the percentage of women, older and BAME users of cycle hire from autumn 2016.	■	9	We worked with HARCA housing association in Tower Hamlets to engage with BAME groups and those on low incomes, and provided 1,083 free 24-hour access codes. Santander Cycles ambassadors also attended two Poplar HARCA events to explain the scheme and distribute codes. In addition, we have worked with Tower Hamlets and Southwark council staff.
Target boroughs in London with the largest population of BAME pre-school children to enrol in the TfL Children's Traffic Club London scheme.	■		We have carried out detailed BAME analysis and have looked at deprivation levels for every participating nursery in London. We have targeted our resources in these areas.
Trial five electric double-deck buses in 2016.	■	9	Five buses have entered service for the trial. The first was introduced in April 2016 on route 98.
Deliver the first two schemes for Low Emission Neighbourhoods (LENs).	■	9	The Mayor announced five LENs in July – Marylebone, City Fringe (Hackney, Islington and Tower Hamlets), Barbican, Greenwich, Newham and Redbridge. We have launched behavioural change programmes in Marylebone that enable taxi drivers to quickly locate an available rank, minimising circling time and over ranking. A Freight and Delivery Services Plan will be rolled out in March 2017. In Greenwich, we have surveyed attitudes towards electric vehicles and are now carrying out site investigations, based on this analysis, to identify 15-20 charging point locations.

Action	Status	Measure	Update
Increase the number of hybrid buses to 2,500 by the end of 2017, retro-fit a further 900 buses, retire a similar number of the oldest buses and replace them with the latest ultra low emission buses, and focus the cleanest buses on routes through London's air pollution hotspots.	■	9	By September, we had increased the number of hybrids in the bus fleet to 1,700.

Action plan 2017/18

Section	Actions
Active travel	Investigate how we can work with London's boroughs to increase the number of people in hard-to-reach communities using cycle hire bikes. Help more Londoners to build two 10-minute periods of walking and cycling into their daily routine. Do this through promotional activity, improving street environments to make them more attractive and inclusive, and encouraging people to choose public transport and active travel instead of private car use.
Air quality	Continue to deliver five LEN schemes. Introduce more hybrid and fully electric buses. By 2020, all double-decker buses will be electric or hydrogen (nearly half the fleet). We will implement measures to improve air quality across London and will assess the impacts in terms of equalities.

Workforce diversity

London is one of the most diverse cities in the world and our workforce should reflect this. Our

goal is to give the right people the right skills so we can develop future talent to its full potential.

Progress against 2016/17 actions

Action	Status	Measure	Update
Deliver our schools skills programme, working with industry partners and suppliers to encourage and equip all young people to consider a career in science, technology, engineering and mathematics disciplines in the transport industry.	■	9	Nineteen schools and colleges signed up to participate in Innovate TfL in association with Cleshar (the TfL Schools Challenge), including five girls' schools. Last year only five schools participated and they were all mixed. Thirty-eight TfL volunteers, half of whom were women, launched the initiative. This has been supported via an online careers website hosted by Plotr that highlights the opportunities available in the field.



Our work with schools highlights the opportunities available at TfL

Action	Status	Measure	Update
Use a range of platforms including science, technology, engineering and mathematics graduates to promote our schemes and review all successful platforms annually.	■	15	<p>We attended 10 careers fairs at top engineering universities and those with high percentages of women and BAME students.</p> <p>TfL graduate role models who appear at career events have also been showcased in campaigns to reach a more diverse audience.</p> <p>After we introduced competency and strengths-based interviews, the proportion of women graduates increased to 40 per cent (up from 31 per cent in 2015). Twenty-six per cent were from BAME backgrounds (previously 22 per cent) and four per cent were disabled (three per cent in 2015).</p>
Promote and reinforce the social and business cases for increasing the diversity of our workforce by raising awareness across all levels of staff through communications and training.	■		'Every Person Matters' branding was introduced to reinforce the scheme, and this was supported through communications and engagement. An Equality and Communication Action Plan is being developed.

Action plan 2017/18

Section	Actions
	Deliver our school skills engagement programme, working with industry partners and suppliers to encourage young people to consider a career in the transport industry and TfL.
	Use a range of channels, including working with STEM graduates, to promote our schemes and review annually.
	Increase the diversity of our graduates, apprentices and employees hired on placements.
	Promote and highlight our recruitment guidance and ensure a best practice approach is always taken.
	Introduce 'Maximising Potential' (an internal talent framework) to identify barriers and develop more women and BAME employees as senior managers.
	Produce an annual gender pay gap report and an equal pay audit every two years (the next report is due to be published in 2017).
	Run an accessibility work experience placement scheme to provide young disabled people with opportunities across TfL.
	Explore further work experience and employment opportunities to support London's under-represented and disadvantaged communities.
Underground and Rail	Review the recruitment process to ensure there is a gender balance and more BAME staff in senior positions.

Where there is no entry under 'Section', the item supports activity across different business areas.

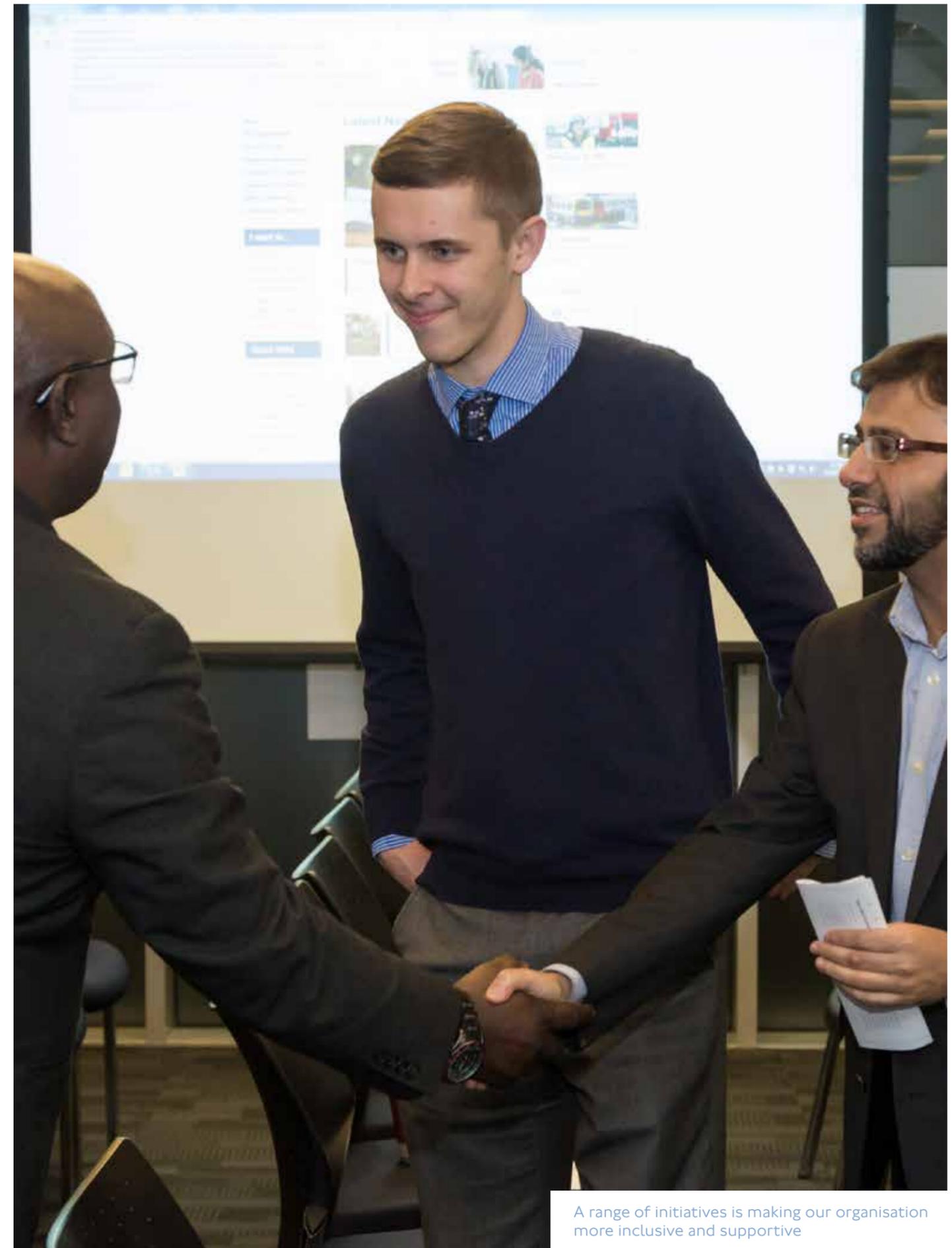
Supporting current and future employees

We want to ensure our people are supported so they can make the most of their skills and talents. To achieve this, our managers must be

able to recognise the barriers that some groups face and the solutions to address them.

Progress against 2016/17 actions

Action	Status	Measure	Update
Review our approach to reasonable and workplace adjustments and deliver an improved and consistent system. This will include consolidated reporting of the number of adjustments implemented and appropriate communications to raise awareness.	■	9	Our approach has been reviewed, with a gap analysis completed, and we have engaged with TfL's Independent Disability Advisory Group. An action plan has been created and a report presented to TfL's Equality and Inclusion Leadership Group. We are currently developing a system to manage all reasonable and workplace adjustments.
Build on the work completed by the Working Group on Disabled Staff and Carers to deliver an engagement plan for the organisation.	■	15	We worked with the new leads of our Carers and Disability Staff Network Groups (SNGs) – see below – plus colleagues and senior managers with a defined role or interest in tackling these issues, to make sure employee and manager information and guidance is maintained and any updates are communicated. As part of this process we have reviewed the approach of other leading organisations.
Review and reorganise the SNGs, making them ready and fit to deliver the expectations and requirements of the organisation.	■	9	Following elections for new leads of the SNGs, and training to help them in the role, the groups have established their member committees. Each SNG has been appointed with a senior manager to act as a sponsor for their activity, as well as a member of the TfL Board.



A range of initiatives is making our organisation more inclusive and supportive

Action plan 2017/18

Section	Actions
	Review our approach to reasonable and workplace adjustments and deliver an improved, consistent system.
	Monitor performance rating distribution by gender and ethnicity and analyse ratings from the 2016/17 performance year to inform directors.
	Make sure recognition is inclusive and acknowledges, encourages and celebrates positive actions and behaviours.
	Help to improve employee wellbeing and prevent illness, leading to better attendance and engagement.
	Enable employees with health problems and disabilities to live and work as productively as they can.
	Encourage all line managers to complete Valuing People, a one-day course that outlines the benefits of promoting a diverse and inclusive workforce, or Managing Essentials, which is a series of modules designed to help managers lead their teams effectively.
	Promote our Managing Essentials toolkit, which will improve line manager skills.

Where there is no entry under 'Section', the item supports activity across different business areas.

An ex-offender's story

After being released from prison, Courtney applied for a Project Support Officer role at TfL. She was offered a placement in February 2016 and started work in May.

'The placement has allowed me to enter an industry and business area that I had no previous experience in,' explains Courtney. 'It also gave me the opportunity to learn a multitude of skills that have already proved very useful.'

In 2016/17, we offered two placements specifically for ex-offenders in our Projects & Programmes Directorate. In Courtney's case, it led to a permanent job and prospects of a fulfilling career.

Across England and Wales, 20 per cent of the working-age population have a criminal record.

The Bromley Briefings 2016, produced by The Prison Reform Trust, also showed that 97 per cent of prisoners said they wanted to stop offending. When asked what would help them, most said a job (68 per cent) and a place to live (60 per cent).

Courtney's manager, Chad Frankish, says: 'The individuals you work with are very committed to turning their lives around. You become part of that and in return have a fantastic, motivated and committed person in your team.'

'Seeing someone who has been in a secure situation with everything taken from them in an instant, who is then able to support their transition back to normality with a positive future ahead of them, is enormously rewarding.'

Engaging with employees and promoting an inclusive culture

We want our organisation to be a place where everyone feels engaged and included, with support from their manager and buy-in at

the most senior levels. However, we must create a more inclusive culture to achieve this.

Progress against 2016/17 actions

Action	Status	Measure	Update
Develop and deliver an equality and inclusion engagement and communications plan to enable all employees to understand the importance of equality and inclusion and how it affects them personally and professionally.	■	16	We focused on raising awareness of our commitments to equality and explaining their relevance for staff. This included highlighting the support available for both employees and managers, showing how our people can get involved in making TfL a more inclusive place to work. We introduced 'Every Person Matters' branding to reinforce our vision for equality.

Action plan 2017/18

Section	Actions
	Deliver a plan to increase declaration rates across all the protected characteristics by making our employees feel more confident about providing the requested information. Reduce the number of staff who either do not to declare or choose 'prefer not to say' to improve our collection of data.
	Work with SNGs to explore the reasons for a lack of engagement among employees from under-represented groups.

Where there is no entry under 'Section', the item supports activity across different business areas.

Our business partners

Not only do we strive to be an organisation that models valuing diversity, we encourage our partners and other organisations within the industry to do the same.

This will increase the opportunities available to women, disabled people and London's BAME communities.



We are encouraging more women to consider roles in the transport industry

Progress against 2016/17 actions

Action	Status	Measure	Update
Partner with employability groups, community groups and charities that work with people from under-represented groups, to provide them with access to training and employment opportunities on TfL projects.	■	9 16	<p>We have worked with charities to support people leaving the Armed Forces, especially those with sickness or injury, and help them into work. We have also focused on individuals with a criminal conviction and have attended a number of prison careers fairs.</p> <p>We have partnered with Peabody Trust and three of our suppliers – Stagecoach, KeolisAmey Docklands and FLO – to provide a pre-employment training and work placement programme for diverse candidates from economically disadvantaged areas in central London. We have established a similar programme with Women in Construction/ Gingerbread, plus suppliers Siemens, Arriva and Arup, to focus on bringing more women into our supply chain.</p> <p>In addition, we have worked with Scope, Whizz-Kidz, Muscular Dystrophy UK and the Royal Society for Blind Children to offer work placements for young disabled people.</p> <p>Our bi-monthly Youth Panel meetings have continued and we regularly engage with youth stakeholders, including through our annual Youth Participation Day.</p>

Action	Status	Measure	Update
Review contract requirements and establish a clear equality and inclusion specification in our contract requirements.	■	16 17	We reviewed the equality and inclusion clauses within the terms and conditions of our new facilities management contract. Additional requirements were added to make sure equality and inclusion was prioritised throughout the supply chain. We have identified the tools and training required to make sure Contract Managers effectively establish and monitor equality and inclusion key performance indicators.
Include Strategic Labour Needs and Training requirements in contracts to require suppliers to hire apprentices and workless individuals from the local area on TfL contracts.	■	17	Our Supplier Skills team has ensured these requirements are included in relevant contracts.

Action plan 2017/18

Section	Actions
	Work with the successful facilities management contractor to help implement their equality and diversity plans, and produce a report showing lessons learnt.
	Develop a communication pack for Contract Managers to ensure suppliers comply with their responsible procurement obligations, including on equality and diversity.
	Continue to work with our partners Peabody and Women in Construction/Gingerbread to establish new partnerships with charities and employability groups, to increase the number of women and BAME apprentices in our supply chain.
	Establish a Diversity and Inclusion Supplier Forum to benefit the industry, our customers and London's communities.

Where there is no entry under 'Section', the item supports activity across different business areas.

Communication and engagement

We work closely with a wide range of groups that speak for our customers and users. As well as transport campaign groups, this includes those representing women and older, disabled and young people. Our aim is to engage with more of London's diverse communities to help us inform,

develop and deliver our strategies, services and programmes. We also want more and better communication and engagement with the charity, voluntary and community sector, and for stakeholders to feel they have access to our senior staff and so influence our policies.

Progress against 2016/17 actions

Action	Status	Measure	Update
Appoint an account manager to engage with BAME, faith-based and LGBT charity and community organisations.	■	8	An officer was recruited in August and has started to engage with organisations including Stonewall, Equality and Human Rights Network, Stephen Lawrence Charitable Trust and the Inter Faith Network. This included inviting Stonewall to join our new Advertising Steering Group to provide wider scrutiny of our public advertising, investigating how we can support marginalised groups in gaining work experience and developing necessary skills, and reviewing our equalities training for Contact Centre Agents.



We embrace, and strive to reflect, London's diversity

Action plan 2017/18

Section	Actions
Buses	Work with parenting organisations to increase awareness of the wheelchair priority space on buses.
	Engage with accessibility organisations to develop the Mayor's Transport Strategy.
	Work with organisations representing BAME and refugee communities.
	Engage with grass roots organisations to promote accessibility information.
	Produce an updated Your Accessible Transport Network document.
	Continue social media engagement on accessibility issues.
	Run two sessions of the sub-regional mobility forum.

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