



Transport for London Single Equality Scheme

2012 – 2015

MAYOR OF LONDON

Transport for London



Commissioner's foreword

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I am very pleased to introduce Transport for London's (TfL's) Single Equality Scheme (SES). This document has been produced following wide-ranging involvement with stakeholders and colleagues in the London boroughs and Greater London Authority (GLA), and it builds on the knowledge and understanding that TfL has gathered over the past few years.

This summer was TfL's biggest challenge and also, I believe, our greatest triumph. Thanks to the dedication of staff, meticulous planning and the support of other stakeholders, the transport system contributed to the fantastic success of the London 2012 Olympic and Paralympic Games. This achievement continues to inspire us to make even greater improvements, and this scheme is part of that commitment to improving customer experience for all Londoners.

This SES, which replaces all of the existing equality schemes that we have produced, brings together the issues that are faced by individual groups and highlights those which they all hold in common. TfL is required to have due



regard for the needs of customers and staff from all of London's diverse communities and I am proud to say that, in recent years, we have made real progress in improving access to our services, engaging with our customers and delivering a better transport system for all Londoners. This was acknowledged in 2011 when we were awarded an excellent rating in the Equality Framework for Local Government. TfL is the only transport authority, and by far the largest and most complex organisation, to have met this exacting standard.

Chapter 1

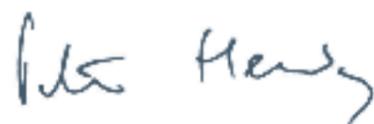
About TfL

We know that there is still much to do to ensure that we keep pace with rising expectation and deliver on our promises. A significant part of this work is to continue to listen to customers and work with groups representing disabled people, and others, to get things right.

The SES also sets out what we will do as an employer to ensure our workforce is even more reflective of London's diversity at all levels of the organisation. This will be achieved by developing our staff to take on more responsibility and making sure that we attract the best people from all backgrounds on to our graduate and apprentice schemes, especially from those groups that are currently under-represented in our workforce.

We will also build on our excellent work with suppliers by encouraging and supporting them to improve their own equality performance.

I am proud of what TfL has achieved so far and am confident that, with the measures outlined in the SES, delivered through the Business Plan and the Mayor's Transport Strategy (MTS), TfL will continue to make the improvements that all of our customers want to see.



Peter Hendy CBE
Commissioner
Transport for London

TfL was created in 2000 and is the integrated body responsible for the Capital's transport system. Its main role is to implement the MTS for London and manage transport services across the Capital, for which the Mayor has responsibility. These include the city's buses, London Underground, Docklands Light Railway (DLR), London Overground, London Tramlink, the Emirates Air Line and London River Services. TfL also manages Victoria Coach Station and London Transport Museum.

TfL has a number of other responsibilities:

- Managing the Congestion Charging scheme
- Maintaining 580km of main roads and all of London's traffic lights
- Regulating the city's taxis and private hire trade
- Making London's transport more accessible by coordinating schemes for mobility-impaired people and running the Dial-a-Ride service alongside the London boroughs' Taxicard scheme
- Promoting a range of walking and cycling initiatives

TfL is a statutory corporation regulated under local government law and finance rules and is largely governed by the GLA Act 1999 as amended.



Chapter 2

Delivering the MTS



‘The challenge to provide accessible services to a growing and changing city, and to attract and retain the best employees from all of London’s communities, remains. The recent consultation on our Single Equality Scheme is a significant element of our planning to build on our successes and to address areas where improvements are needed.’

**Michèle Dix –
Managing Director,
Planning, TfL**

The Mayor published his transport strategy in 2010. It specified six goals that would need to be met in order to achieve his overarching vision:

- Support economic development and population growth
- Enhance the quality of life for Londoners
- Improve the safety and security of all Londoners
- Improve transport opportunities for all Londoners
- Reduce transport’s contribution to climate change and improve its resilience
- Support delivery of the London 2012 Olympic and Paralympic Games and its legacy

This SES ultimately supports the delivery of the MTS. However, there are also clear links with TfL’s Business Plan, MTS Accessibility Implementation Plan and Community Safety Plan.



Chapter 3

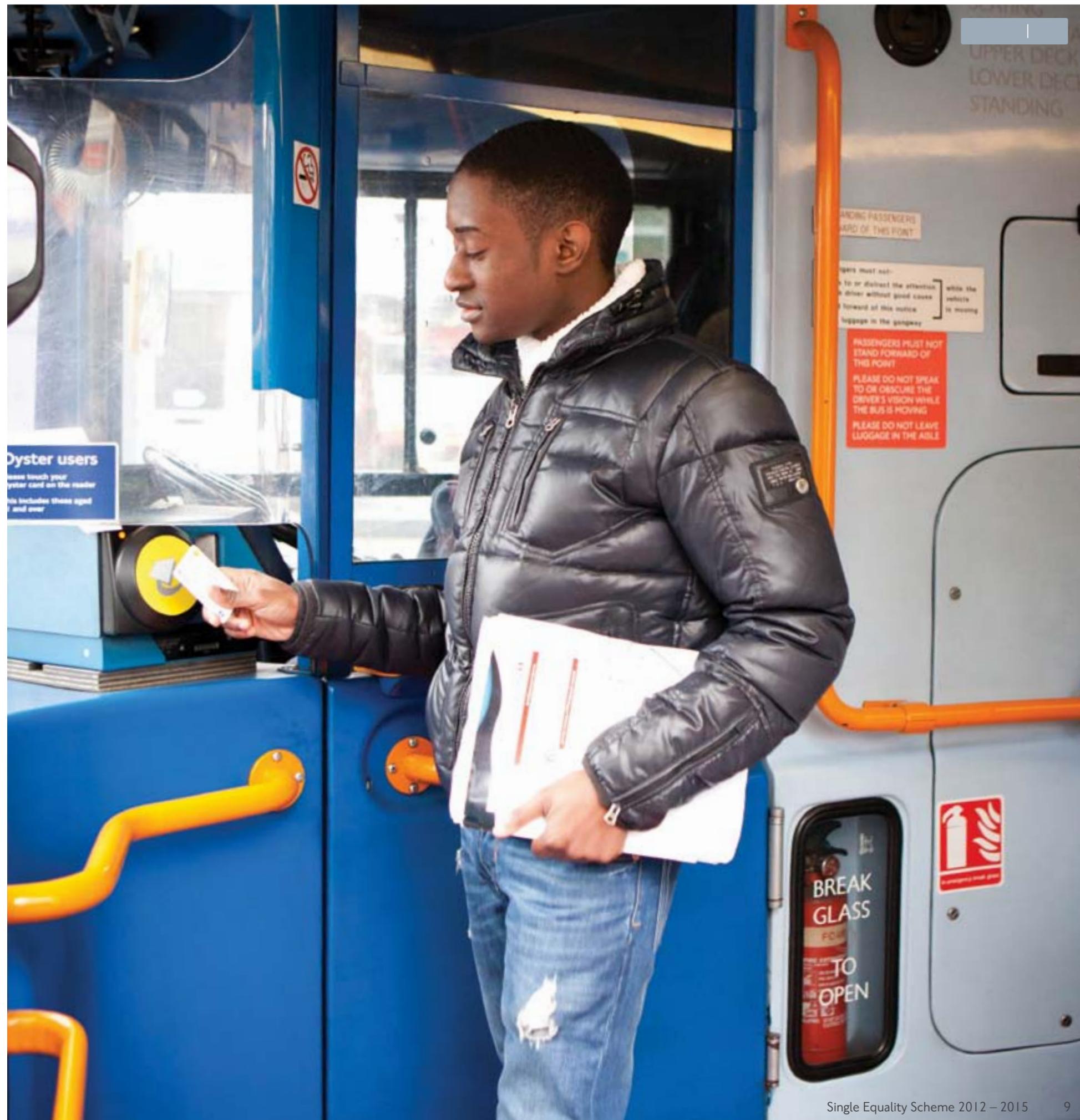
Equality and the public sector duty

The Equality Act 2010 (the Act) consolidates and replaces the previous discrimination legislation for England, Scotland and Wales. It covers discrimination on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation (known under the Act as 'protected characteristics').

The Act requires public authorities to comply with the general equality duty and, in exercising their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

What does this look like in practice? TfL will ensure that the needs of all communities are considered in the services it provides and in the behaviours it demonstrates as an employer. This means ongoing dialogue and engagement with stakeholders and, where possible, ensuring plans are shaped by them.



Chapter 4

The purpose of this scheme

The SES sets out TfL's plans to continue improving travel choices, promote equality and enhance access to transport services and employment for all groups who live and work in London. TfL is required to publish the objectives it believes it should achieve to eliminate discrimination, advance equality of opportunity and foster good relations as set out in the general equality duty (see p8). Its equality objectives have been developed through stakeholder engagement, ongoing customer surveys, monitoring customer complaints, staff satisfaction surveys and bespoke research, as well as the SES public consultation process. These equality objectives are set out in the SES action plan in section 8 of this document.

TfL is also required to publish information to demonstrate its compliance with the general equality duty. This includes data relating to employees, and Londoners, who share a relevant protected characteristic and who are affected by its policies and practices. This information is contained in sections 5-7.

The consultation process

The draft SES was published for public consultation between June and

September 2012. It was sent to all London boroughs and representatives of stakeholders who would usually express an interest in transport issues across equality groups.

A link to the consultation document was made available on the TfL website (tfl.gov.uk/equality). The report was published in a large font and easy-read formats were available to download. Hard copies could be requested in any format.

In addition, TfL organised an event that brought together a 'round table group' with stakeholders and representatives from The Suzy Lamplugh Trust, National Mencap, the GLA, the Metropolitan Police Service (MPS), The Family and Parenting Institute and TfL's Youth Panel. It focused on issues such as safety and security, young people and transport, customer experience and ensuring a workforce that reflects London's communities.

Feedback was also gathered through face-to-face meetings with borough representatives and stakeholder groups, written responses, questionnaires and survey analysis.



Chapter 5

Knowing our communities

A profile of Londoners across all equality groups

Accessible transport is important in ensuring people are not excluded from places of employment or health, education and leisure services. It plays a key role in creating equal life opportunities for all London's diverse communities.

To understand the transport issues that affect people from different equality groups, TfL has pulled together information relating to, for instance, the barriers they experience and their use of the transport network. This chapter provides a summary of the full document 'Understanding the travel needs of London's diverse communities', which is available at tfl.gov.uk/equality.

TfL is committed to providing accessible transport for all and has identified seven groups of Londoners who typically face increased barriers to public transport use. These are described on pages 14 and 15.



Black, Asian and minority ethnic (BAME)	35 per cent of Londoners
Women	51 per cent of Londoners
Older people	12 per cent of Londoners are aged 65 and over (and three per cent are over 80)
Younger people	32 per cent of Londoners are under 25
Disabled people	11 per cent of Londoners consider themselves to be disabled
People on low incomes	41 per cent of Londoners have a household income below £20,000
LGB	Two per cent of Londoners are lesbian, gay or bisexual (LGB). (There is currently no formal way to capture data on the population by sexual orientation. Estimates vary between two per cent and 10 per cent)

Key findings from TfL’s research:

- **BAME Londoners** have a younger age profile than white Londoners, are more likely to live in low income households and are more likely to cite barriers to transport
- **Women** tend to be the primary carer at home so are less likely to be in full-time employment and more frequently cite affordability as a barrier to transport

- **Older Londoners** are more likely to be retired, and therefore many live on low incomes. They are also more likely to be white and/or disabled. For older and disabled Londoners, the greatest barrier to transport is concern over antisocial behaviour, while for all other groups it is overcrowding
- **Younger Londoners** are less likely to be disabled but more likely to be from a BAME community

- **Disabled Londoners** tend to be older and are more likely to be white, women or retired. They are also more likely to live on low household incomes. Disabled and older Londoners are more likely to experience difficulties relating to physical accessibility
- **Londoners on low incomes.** These tend to be women and older, BAME and disabled people, and those not in work. This largely reflects working status, although the causes of low income are tied to education, qualifications, health and, in some cases, transport
- **The LGB community.** Men form the greater part of the LGB community, which is in contrast to the general population. LGB Londoners also tend to be younger and have said hate crime is a concern for them
- **Travelling around the Capital.** On average, Londoners make 2.45 trips per weekday. However, for the equality groups covered in this report, the average number is lower with, for example, BAME Londoners making 2.25 trips per weekday. The exception is women who make a greater number

- (2.56) of short trips per weekday, on average
- **Cost of fares.** For some the affordability of fares is also a significant issue. Half of Londoners have an Oyster card, although this figure is lower among younger, older, low-income and/or disabled people. These groups may be more likely to benefit from other travel concessions or discounted fares. The bus is the most popular form of public transport in all equality groups. It is particularly important for women, BAME Londoners, those on low incomes and younger people
- **Crime and antisocial behaviour.** Concerns about crime and antisocial behaviour tend to affect the travel patterns of women, BAME Londoners, younger people and/or those on lower incomes more so than other groups (this is particularly evident for BAME and younger Londoners). For women, these concerns are more apparent after dark (during the day they are no more concerned than men). White men are less likely to view crime and antisocial behaviour as barriers to increased public transport use

- **Access to information.** Some people feel there is insufficient information to help them make full use of the network – this is particularly true among BAME Londoners, those on low incomes and/or disabled people. There is also evidence to suggest a low awareness of the information tools offered by TfL. To make public transport accessible for all, TfL must provide information in a variety of formats. In the vast majority of cases this is already happening, with just 11 per cent of Londoners reporting that information provision is a barrier to them using public transport more often. Greater publicity around the different information available from TfL (for example, resources in foreign languages) may help people use public transport more effectively. However, it is important to acknowledge that older and disabled people, and/or those on low incomes, are less likely to use the internet

Satisfaction with public transport

When it comes to satisfaction with public transport, there is little difference between the equality groups. However, younger people are generally less satisfied than older people, while BAME Londoners are slightly less satisfied than white Londoners (even when age is taken

into account). This may relate to the greater level of concern about personal security that exists among younger and BAME people.

The greatest drivers of satisfaction with public transport are journey time and the time people spend waiting, and this applies across all equality groups. Not as important, though still contributing to overall satisfaction, are the extent of overcrowding and issues of safety and security.

For BAME, older and/or disabled Londoners, there is a slightly stronger correlation between overall satisfaction and the availability of information (maps, signs, audio announcements and the presence of staff) than for other equality groups. For younger and/or BAME groups, overall satisfaction is more strongly linked to personal safety.

For all groups, other than disabled people, overcrowding is the key issue. For disabled people it is the second most important issue after concern about antisocial behaviour.

The cost of tickets is significantly more of an issue for BAME people and younger people than it is for other groups.

The table below shows the varying levels of satisfaction between different groups.

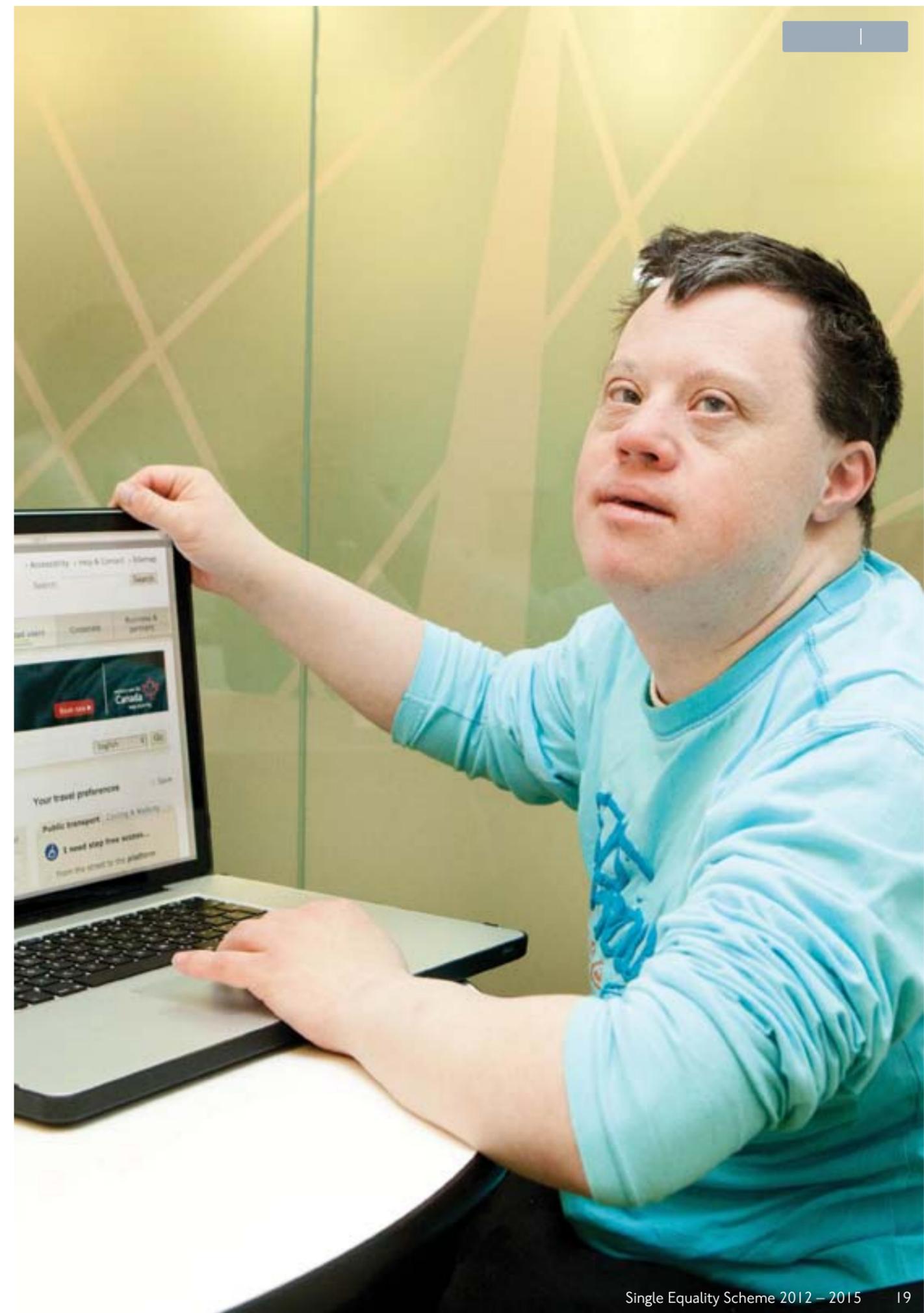
Key issues across all groups 2012

%	All	Men	Women	White	BAME	16-24	65+	DE ¹	Disabled	Non-disabled
Number of respondents	(1,000)	(416)	(584)	(706)	(274)	(94)	(219)	(247)	(124)	(867)
Overcrowded services	60	59	61	58	65	74	40	53	52	60
Cost of tickets	45	41	48	38	60	57	10	40	26	47
Unreliable services	44	43	44	39	54	55	21	32	34	45
Slow journey times	43	42	43	38	53	56	24	36	27	45
Concern about antisocial behaviour	40	39	42	39	43	41	44	48	54	38
Fear of crime on the way to the bus/train	29	24	35	26	38	40	23	32	40	28
Fear of crime on the bus/train	29	24	33	26	35	34	27	32	39	27
Fear of knife crime	28	22	34	25	35	38	28	34	40	26
Dirty environment on the bus/train	26	20	31	21	37	33	23	29	26	26
Dirty environment on the way to the bus/train	18	16	21	12	33	29	13	18	15	19

Key issues across all groups 2012 (continued)

%	All	Men	Women	White	BAME	16-24	65+	DE ¹	Disabled	Non-disabled
Number of respondents	(1,000)	(416)	(584)	(706)	(274)	(94)	(219)	(247)	(124)	(867)
Fear of terrorist attacks	12	9	16	10	18	18	10	16	18	12
Lack of information on how to use public transport	11	11	12	9	15	9	8	12	11	10
Risk of accidents	9	7	11	7	15	16	11	14	17	8
Graffiti	9	7	10	7	12	5	11	11	16	8
Don't understand how to buy bus tickets	6	7	5	5	8	9	5	7	6	6
None of these	13	15	12	15	9	4	28	14	14	13

¹DE households are defined as being where the main earner is (or was before retirement) a semi-skilled or unskilled manual worker, or a household where the main source of income is the state pension or basic benefits



Chapter 6

Having your say

This chapter sets out the issues raised by stakeholders and provides TfL's response. They have been grouped under the following themes:

- Transport Planning
- Affordability
- Safety and security
- Procurement
- Improving access to services
- TfL's workforce

In addition, this section looks at issues that impact young people, improving relationships with all groups using the transport network, building on engagement and consultation between stakeholders and TfL, and further improving customer experience.

Transport planning

For many people, using different forms of transport to get around London is essential for activities such as travelling to work, college or school; going to the doctor; or visiting friends and family.

Transport planning plays a vital role in delivering the Mayor's vision for the Capital. It ranges from the development of town centres, projects such as the Emirates Air Line cable car, reviewing TfL's road strategy and looking at the impact of transport on the health and wellbeing of Londoners, to working with schools and colleges to encourage young people to engage in active, safer travel.

Issues raised by stakeholders during the consultation process included the link between transport and poor air quality, encouraging cycling across all groups in the community, and how TfL works with schools and young people to promote safe travel on the transport network.

Poor air quality

Stakeholder feedback

Tackling poor air quality as a transport issue is a key concern, particularly as it has a disproportionate impact on equality groups that are more likely to live in areas where pollution levels are higher.

What TfL is doing

Air quality is critical for health and wellbeing and, if it is poor, can impact vulnerable groups including children, older people and those with existing heart and lung conditions. Around 690,000 people in the Capital have



The Emirates Air Line
Running between North Greenwich and the Royal Docks, and with a journey time of less than 10 minutes, the Emirates Air Line provides easy access to the O2 and ExCeL exhibition centre. The terminals are also close to the Tube, DLR, bus routes and river services.

asthma, which is made worse by high levels of air pollution. Also, those living in deprived areas are disproportionately affected as these areas tend to be close to busy roads.

Transport is a major contributor to poor air quality and the Mayor, through TfL, supports the London Air Quality Network. The Capital's air quality is continuously monitored at around 100 different locations including kerbside, roadside, inner city, suburban and rural sites. The majority of these are operated and funded by boroughs as part of their Local Air Quality Management duties and they provide vital information about current and historic air pollution trends.

Other initiatives, such as Airtex, operate across London providing air quality information and health advice when forecasts are made for moderate or high pollution levels. Alerts are sent via SMS, telephone or email to subscribers and are of great benefit to those with asthma, bronchitis, emphysema and heart disease, as symptoms can be exacerbated by air pollution. Also, the Mayor's Air Quality Strategy proposes initiatives in addition to those outlined in the MTS to help

achieve air quality improvements. Current measures include:

- London's Low Emission Zone, which has reduced emissions from the most polluting lorries, buses and coaches
- The introduction of new, less polluting buses, including hybrids, and fitting emission treatment devices to existing vehicles to make them cleaner and less polluting, with priority given to routes in poor air quality areas
- The New Bus for London, which produces less than half the harmful emissions of a conventional diesel bus
- Age limits for taxis and private hire vehicles (PHVs) to remove the oldest, most polluting vehicles from London's streets
- Record investment in cycling and funds to encourage walking, especially for shorter journeys
- The development of a new strategy for London's roads to ensure the network is fit for the 21st century
- Schemes to help people choose greener ways to travel, especially to and from school and work

- The use of dust suppressants, road coatings, green walls and hedges to reduce the impact of traffic emissions

While transport has a large part to play in improving air quality in the Capital, TfL is working alongside the GLA to coordinate its investment programme with other measures, such as school boiler replacement and air quality awareness campaigns.

Cycling

Stakeholder feedback

In recent years TfL has placed a greater emphasis on promoting walking and cycling as modes of transport, which positively impacts all equality groups. However, some stakeholders feel that cyclists are still predominantly men and from more affluent sections of the community.

What will TfL do to further promote the health and environmental benefits of cycling across all equality groups?

What TfL is doing

TfL aims to increase cycling by overcoming barriers through, among other things, safety improvements to junctions; Barclays Cycle Hire and Barclays Cycle Superhighways, which

provide faster, more direct routes for commuters; quiet, off-road, greenways routes that cater for leisure or inexperienced cyclists; and cycle parking.

To support those who are currently cycling or considering cycling, TfL has published its Cycle Safety Action Plan that lists 52 actions to reduce collisions involving cyclists, and its Cycle Security Plan, which looks to reduce cycle theft. TfL is also working with the boroughs to provide free or subsidised cycle training for all ages and abilities.

Additionally, the Community Cycling Fund for London (CCFL) has been specifically designed to encourage cycling among groups that are harder to reach, through the provision of grant funding. Projects previously funded by the CCFL have ranged from teaching homeless people cycle maintenance skills to working with older people and those with mental health issues to encourage cycling as a means of improving their health. Where possible, cycling facilities will cater for the full range of bikes used by disabled people, and TfL information will aim to encourage cycling among disabled groups.

TfL also promotes cycling through marketing campaigns and events that appeal to a wide range of people. These include:

- The Growing Cycling campaign, which encourages more people to take to two wheels
- The RideLondon event, a two-day festival of cycling planned for August 2013, which is aimed at all current and would-be cyclists. It will include:
 - The Freecycle event, which promotes riding through London on traffic-free streets and is designed for all ages and abilities
 - The Grand Prix, which showcases elite women's and junior cycling, plus hand cycles
 - RideLondon 100 for club and recreational cyclists
 - The RideLondon Classic for elite cyclists

TfL has provided 13 boroughs with funding for a range of infrastructure improvements and promotional activities to get more people on their

bikes. Under the Biking Borough programme, each borough has tailored its activities to meet local needs, with more than 100 initiatives ranging from residential cycle parking to GP referral schemes.

The Mayor set a target to deliver a 400 per cent increase in cycling by 2026. Tackling theft as a barrier to cycling is essential in supporting the delivery of this Mayoral priority.

The London Transport Community Safety Partnership (LTCSP) is the strategic body responsible for the delivery of the Mayor's strategy to improve transport safety and security, called 'The Right Direction'². Reducing cycle theft has been highlighted as one of its priority projects.

Younger people Stakeholder feedback

How do you encourage young people to walk instead of take a bus for two stops?

What TfL is doing

Thirty-two per cent of Londoners are under 25 and are more likely to be from BAME groups. The most common



Through TfL's STAR accreditation scheme, schools can achieve 'sustainable', 'higher standards' or 'outstanding' status for their activities to promote active travel

way for young people to travel to school is to walk – 42 per cent of school journeys by under 16s are made this way, and this rises to 53 per cent for children aged 10 or under. After walking, the bus is the most popular mode of transport for Londoners under 25.

School engagement

Since 2004, TfL and the 33 London boroughs have promoted active travel, encouraging young people to cycle, walk and use public transport as part of their journey to and from school, and this has led to a six per cent reduction in the number of journeys to school by car. TfL works with schools

to produce active travel plans that can help create a shift towards walking and cycling and, at the end of 2010, 94 per cent of London schools had a plan in place. TfL has produced a number of guidance documents to support its school travel programme and to link initiatives to other programmes under way in schools.

The School Travel Accreditation (STAR) scheme

This encourages schools to run travel activities, then awards accreditation according to commitment and results. There are three accreditation levels – sustainable, higher standards and outstanding.

²The Right Direction, 2011, GLA (www.london.gov.uk/publication/right-direction)

Schools are now able to record and monitor their travel activity on TfL's STAR-Track website. This enables schools to apply for accreditation status online and provides TfL with useful data on the programme. More than 1,000 schools have now achieved accredited status.

Accredited schools show a greater shift towards walking and cycling (11 per cent reduction in car use for schools with the highest levels of accreditation versus six per cent for those that only have travel plans).

Affordability

Cost is a significant factor that people take into account when making travel choices.

Stakeholder feedback

Affordability is an issue that is shared, in particular, by BAME people, women, and younger people.

What TfL is doing

The Mayor has introduced various concessionary travel schemes to make public transport accessible to more people:

- Under-11s receive free travel on buses and trams. On the Tube, DLR and London Overground, they can travel for free when accompanied by an adult or with a 5-10 Oyster photocard
- Free bus and tram travel is available to under-16s with an 11-15 Oyster photocard. There are also child-rate season tickets
- Under-18s in full-time education and living in London get free travel on buses and trams with a 16+ Oyster photocard. Otherwise, a 16+ Oyster photocard enables 16 and 17-year-olds to travel at half the adult rate. Holders can also buy child-rate season tickets



Further concessions introduced

From 1 November 2012, free travel on TfL services was restored for all Londoners aged 60 and over with the 60+ London Oyster photocard.

- Students aged 18 and over who attend a TfL-registered London school, college or university can get a third off standard adult rates on 7 Day, monthly and longer period season tickets with on 18+ Student Oyster photocard
- People receiving employment benefits may be eligible for discounted bus and tram travel and reduced-rate season tickets through the Bus & Tram Discount and Job Centre Plus schemes
- The 60+ Oyster photocard, Freedom Pass and Veterans Oyster photocard allow holders free travel on buses, the Tube, trams, the DLR, London Overground and some National Rail services in the Greater London area

How TfL invests its money

Fares revenue is a significant factor in the amount of money TfL can invest to ensure its services meet growing passenger demand. Investment in London's transport network totals £12bn and the current investment programme includes:

- Upgrades to the Tube, which is now carrying a record 1.1 billion passengers a year
- Delivery of Crossrail
- Maintenance of London's frequent, reliable and accessible bus network, which is now carrying 2.3 billion passengers a year – more than at any other time since 1960
- Further extensive improvements on the DLR and London Overground, which are also experiencing record ridership

So far, improvements have included:

- The Jubilee line upgrade, delivering faster, more frequent and reliable journeys
- The Victoria line upgrade, further increasing capacity, cutting journey times and providing a full fleet of new trains
- Air-conditioned trains on the Metropolitan, Circle and Hammersmith & City lines

- Further enhancements on the Metropolitan, Circle and Hammersmith & City lines to increase reliability and capacity
- The DLR three-carriage upgrade, creating 50 per cent more capacity across the network, and the DLR Stratford International extension with four new stations
- The extension of the East London line to Highbury & Islington
- New, fully accessible lifts and the upgrade of Green Park Tube station to make it step-free
- Introduction of the New Bus for London
- Continued expansion, and improvement in the quality, of the bus network
- The extension of Barclays Cycle Hire eastwards, almost doubling the size of the scheme
- Work on the London Overground network to deliver the Capital's first orbital railway and linking 20 of the 33 boroughs

- Work on the new signalling upgrade for the Northern line, which will provide 20 per cent more capacity
- The upgrade of the A406 at Bounds Green to predominately two-lane dual carriageway to reduce delays and improve pedestrian and cyclist facilities
- Continued progress on new Crossrail stations at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street and Whitechapel, and the first of up to 3,500 people being trained at the Tunnelling and Underground Construction Academy in east London

Safety and security

TfL recognises that feeling safe on and around the transport network is important for all groups in London. How people feel can influence the way they travel, the routes they take, when they travel and the mode of transport they choose.

The network is very safe and the risk of crime is extremely low. However, TfL and the Mayor are committed to making it even safer and are working with communities, alongside partners such as the MPS, British Transport Police (BTP), City of London Police (CoLP), GLA and other local authorities, to ensure this happens.

How TfL uses data to inform its plans Stakeholder feedback

BAME groups are more concerned when travelling at night. What plans are in place to understand the data at a more detailed level? How will the data be used?

What TfL is doing

The Right Direction, the Mayor's three-year strategy to improve transport safety and security, includes an objective to 'increase confidence in the safety and security of travelling in London'. The

LTCSP is the strategic partnership group with a regional focus to deliver this.

The strategy sets out plans to ensure an appropriate level of policing at priority places. Alongside this CCTV, lighting, signage and the presence of trained staff will provide further reassurance that the transport network is safe and well managed.

The LTCSP also aims to tackle fear by listening and responding to local concerns about crime and antisocial behaviour on the transport system. BTP Neighbourhood Policing Teams and MPS Safer Transport Teams develop local priorities then provide communities with feedback on progress. More information about their work is available at tfl.gov.uk/safetyandsecurity.

Feeling safe on the transport network Stakeholder feedback

What makes people, particularly young people and women, feel safe travelling on the transport network?

What TfL is doing

TfL works with young people to share and develop its programmes. It regularly



TfL Youth Travel Ambassadors

communicates with youth stakeholder groups by liaising with members, attending meetings and sharing its monthly e-newsletter.

In 2009, the TfL Youth Panel was established to initiate regular dialogue with young Londoners. TfL wants to help young people have their say and be heard on subjects concerning the Capital's transport services, and believes they have an important contribution to make.

Therefore, TfL will:

- Engage with youth stakeholders, and the young people they work with, to enable them to inform, influence and communicate TfL's priorities and key messages

- Manage its reputation with youth stakeholders and secure advocates for campaigns

Youth Travel Ambassadors

The Youth Travel Ambassador (YTA) scheme was piloted in 2011/12 to promote active, safer and more responsible travel for 11 to 16-year-olds. Five schools from three boroughs took part and each one successfully completed a pupil-led project that focused on travel and transport issues, road safety and the role of young people in their communities.

The scheme is designed to give young people skills and experience that, in the long term, will help them in their employment choices. It also aims to

raise the profile of TfL and careers in the transport industry. Between November 2012 and June 2013, the project will be piloted in a further six schools with a plan to launch across London in October 2013.

Safety and Citizenship Programme

This is funded by TfL and delivered by London Transport Museum to help 10 and 11-year-olds travel independently to secondary schools. After this age (11 to 19), the programme encourages young people to act safely and responsibly on and around public transport. During the 2011/12 academic year, the team worked with more than 85,600 Year 6 children at 94 per cent of London primary schools. It carried out 305 sessions at secondary schools, working with more than 27,000 young people in conjunction with the MPS and BTP.

Safer Travel at Night

TfL's Safer Travel at Night initiative highlights the dangers of picking up unbooked minicabs and also provides the public with advice on the best ways to get home safely. The initiative, which uses the strapline 'If your minicab's not booked, it's just a stranger's car', is reinforced every year to coincide with Freshers' Week activities.

As part of the initiative, police officers from across the Capital work to combat illegal minicabs. Since the campaign launched in 2003, the proportion of women using illegal cabs and the number of cab-related sexual offences has fallen significantly.

Hate crime

For some, particularly disabled and LGB and transgender groups, hate crime is a particular concern, as are the difficulties experienced when reporting it.

The Mayor and TfL recognise that people need to feel safe as they travel around London and should know they will not be subjected to harassment, abuse or personal attack owing to their race, gender, disability, faith, age or sexual orientation.

Although hate crime attacks are rare, they can be particularly disturbing for the individual and can deter them from using public transport. This can then lead to feelings of isolation and prevents victims from enjoying all that London has to offer.

Recognising that hate crime can be under-reported, TfL is seeking to improve methods of reporting incidents.

Along with its policing partners, TfL will continue to take a 'no tolerance' attitude to those who commit hate crime against its staff and passengers.

Antisocial behaviour on transport

There is a perception that young people are the main perpetrators of crime and antisocial behaviour, especially on their journey home from school. This view has been raised, in particular, by older and disabled people who use the transport network, especially London's buses.

Fortunately crime on the transport network has been falling consistently for the past eight years. However, there is a disproportionate number of young people offending and young people are themselves disproportionately affected as victims of crime, in particular, violence, robbery and sexual offences.

TfL and its policing partners are running a number of youth-related projects to support The Right Direction. Objectives are to:

- Assess and reduce the levels of victimisation experienced by young people on transport in London
- Promote secure and responsible travel among young people
- Encourage internal partnerships within TfL and externally with the MPS, BTP and CoLP to deliver joint community and personal safety youth projects

The TfL-funded MPS Safer Transport Teams have also worked successfully with teachers and pupils to address issues in local areas.

RfO Award 2012

Race for Opportunity (RfO) is a Business in the Community programme that improves employment opportunities for people from ethnic minority groups. Each year it holds an awards ceremony to recognise exceptional progress by organisations working towards race equality and inclusion in the workplace.

In October 2012, TfL's GLA-funded Supplier Skills Team (SST) received the RfO Youth Partnership Award for its work with suppliers to encourage employment and apprenticeship opportunities for young BAME Londoners. Working through the SST, TfL suppliers can access and attract new talent for the engineering industry.

Procurement

Every year, TfL spends approximately £6.7bn buying goods, works and services from businesses and other organisations. It is important that everyone can benefit from the opportunity to do business with TfL, so it works hard to make sure all businesses owned or operated by diverse suppliers are given equal opportunity to tender for work.

TfL has developed a comprehensive and award-winning approach to equality and inclusion in procurement and has implemented it on a number of key projects. It requires potential suppliers to demonstrate how they will work with TfL to help achieve its equality objectives in relation to employment, service delivery and encouraging contractors to diversify their own supplier base.

Supplier diversity and engaging with SMEs Stakeholder feedback

Some groups, for example disabled and BAME-led businesses, have said they would like the opportunity to do business with TfL.

What TfL is doing

Supplier diversity and engagement with SMEs has been a key focus and TfL has encouraged and supported SMEs, within the current economic downturn, by endeavouring to pay invoices within 10 days (currently, around 90 per cent are paid within this time).

CompeteFor

TfL uses CompeteFor, a free web-based portal that matches buyers with suppliers and makes

contracts accessible to small and diverse businesses.

The portal has been embraced across the organisation and is now routinely used, with more than 200 TfL contracts advertised on the system. TfL and Crossrail have also included subcontracted opportunities which has led to almost 1,500 contracted and subcontracted opportunities being made available on CompeteFor since January 2009. TfL also requires its suppliers to advertise their sub-contracts on the system.

Generating skills and employment opportunities through TfL's supply chain Strategic Labour Needs and Training (SLNT)

Through its SLNT programme, TfL has made significant progress in generating skills and employment opportunities through its supply chain. To ensure the programme achieved significant results, the Mayor set an ambitious target of employing 2,550 apprentices within TfL and its supply chain between 2009 and 2012.

The SLNT programme has adopted a two-pronged approach to meet this target – contractual requirements and direct support from TfL's SST. For

relevant major contracts, bidders are required to create apprenticeship posts using the ratio of one per £3m spend for a construction contract and one per £1m for service contracts, based on anticipated value.

The SST successfully brokers activity linking demand (job opportunities) with supply (people) through a large number of partnerships. Thanks to successes on more than 30 high profile projects and contracts, for instance the Barclays Cycle Hire scheme, the SLNT approach to skills and employment is now regarded as business as usual and TfL has exceeded the Mayoral target of 2,550 apprentices, creating 2,600 positions across TfL and its supply chain.

With the support of the SST there is now a range of activities under way with suppliers that are generating employment, skills and training opportunities for Londoners. These include:

- Routes into Work, which is a project developed by TfL and London Transport Museum to support those not in employment, education or training (NEETs) with their future career aspirations and training needs. It is

specifically tailored towards job opportunities in engineering, transportation and construction. Young people benefit from an interactive learning environment at the Museum, where they can improve their skills before meeting TfL suppliers to discuss possible vacancies. More than 100 young people have completed the Routes into Work pre-apprenticeship programme with 50 gaining apprenticeship opportunities with TfL suppliers

- Working closely with public sector partners, funding providers, the Probation Trust and community organisations to ensure that people with additional barriers to employment, for instance ex-offenders and the long-term unemployed, can benefit from job opportunities within the TfL supply chain. Since 2010, more than 2,000 unemployed Londoners, including 83 ex-offenders, have accessed sustainable employment
- A youth engagement programme, which is run by Vital Rail, a TfL supplier providing track maintenance services to London Underground. Over the past 12 months it has created more than 80 apprenticeship

opportunities for young NEETs. This work included a recruitment drive to attract young ex-offenders, 18 of whom went on to obtain their LUCAS card which allows track access, and a further eight started apprenticeships

- Ensuring suppliers award the London Living Wage. The purchase of Tube Lines created an additional opportunity and the number of people now receiving the London Living Wage from TfL contracts exceeds 2,500
- The Civil Engineering Technician Consortium, a group of 23 employers aligned to professional institutions, which aims to address the engineering skills shortage. It has recruited more than 60 young people into this sector since 2010
- A unique recruitment pilot for 2013 that focuses on increasing BAME representation within this sector. There will be a range of initiatives for schools and young NEETS that will provide tailored support and pre-apprenticeship training to increase interest in, and access to, vacancies for BAME young people. This pilot will be delivered in partnership with the Construction Youth Trust

Customer experience

TfL is committed to improving the experience of all groups that use the transport network and recognises the importance that customer feedback, research, consultation and complaints has in helping to shape and improve services.

This approach has already contributed to improved bus driver training, complaints procedures and enhancements to the TfL website.

Complaints

Stakeholder feedback

It is often too difficult to make a complaint and it is hard to know which telephone number to use. The telephone call has a cost implication, especially for those groups that only have access to mobile phones.

What TfL is doing

TfL is reviewing its Customer Services operation to make it easier for people





‘My team engage with passenger user groups and bus drivers, in effect building bridges between the two. Through award-winning equalities training, stakeholder engagement activity such as our ‘Thinking outside the bus’ event and tools like the Big Red Book, we work with London’s bus operators to ensure staff understand how vital the bus service is for the communities they serve, and how to meet the full range of customers’ access needs.’

Simon Wallis, Operator Staff Development Manager, Surface Transport, TfL

to give feedback and enable customer opinion to influence service changes. It is also ensuring customers receive responses that are of a consistently high standard.

This project includes making sure that contact centre staff are well briefed and trained on all issues they deal with, whether it is over the telephone or in writing. TfL is also looking extremely closely at what customers are saying to help identify trends and specific issues that need to be addressed, and will develop a means of reporting on this.

In addition, following work with London TravelWatch, TfL published an annual complaints report for 2011/12 on its website (tfl.gov.uk). From September 2012, complaints data is being published on a quarterly basis to demonstrate TfL’s commitment to openness and transparency.

Experience on buses and helpfulness of drivers

Stakeholder feedback

Some bus driver behaviour is considered poor, particularly when dealing with disabled, deaf and older people.

What TfL is doing

Bus driver training is fundamental to ensuring an accessible network. All new

drivers are given comprehensive training and, uniquely in London, are required to achieve a vocational BTEC qualification. This training spans 45 hours and covers topics such as operating the service; health, safety and security; customer and colleague relations; and disability and diversity awareness.

In addition, TfL checks driver performance through independent driver quality monitoring plus mystery traveller and accessibility mystery traveller surveys.

Only a small minority of bus drivers demonstrate poor behaviour and TfL encourages customer feedback so they can be identified. The bus companies that operate routes on behalf of TfL can then take appropriate action, ranging from advice and guidance to re-training and, in extreme cases, dismissal.

Guidance for bus drivers

The Big Red Book is an award-winning handbook for bus drivers that is produced by TfL to improve consistency across the service. The third edition was published in August 2012 and includes more comprehensive guidance to ensure drivers serve the needs of older and disabled passengers. See p 47 for more information.

Bringing together stakeholders and bus operators

In June 2012, stakeholders were invited to the ‘Thinking outside the bus’ event, which was organised to discuss bus travel for older and disabled passengers. Participants included key stakeholders such as Transport for All, Age UK, London TravelWatch, members of older and disabled passenger groups, senior TfL staff and representatives from the 14 bus operator companies that are contracted to run services in the Capital.

A recurring theme was the importance of face-to-face engagement between older and disabled passengers and London’s 24,000 bus drivers. So far, at 12 garages run by five different operators, passenger groups have been put in touch with the bus companies and this has led to a greater sense of mutual understanding.

Use of the wheelchair priority space on buses

Stakeholder feedback

Passenger feedback and TfL’s own surveys indicate an ongoing issue with the use of this designated space. While priority should be given to wheelchair

users, the space is frequently occupied by people with buggies and standing passengers. This can cause particular tensions between passengers and bus drivers.

What TfL is doing

Extensive research has been carried out to look at the conflict and understand different passengers' points of view. This has involved talking to disabled people, passengers with buggies and drivers. Each group shared their anxieties and the practical challenges of travelling on the transport network, then worked together to explore solutions.

The common themes from the research showed everyone wanted:

- Clarity about the guidelines and the use of the priority space
- A consistent experience
- To be able to travel without the worry of conflict

These findings will help shape developments including better signage, improvements to bus driver training and support, clearer guidelines and enhanced audio announcements. A new customer marketing campaign was launched in November 2012.

Congestion and reliability Stakeholder feedback

Overcrowding, unreliable services and slow journey times are often cited as barriers to using public transport, particularly among BAME groups and younger people.

What TfL is doing

The Tube is the oldest underground system in the world and in 2013 will celebrate its 150th anniversary. Over the past decade it has experienced unprecedented growth in demand and, on Thursday 8 August 2012, saw a record 4.52 million journeys in one day. However, much of the infrastructure necessary to meet this demand is very old, with some of it dating back to the 1860s.

Tube upgrade plan

Only through the upgrade of each line, and improvements to stations and other infrastructure, can TfL ensure the Tube is fit for the future. The upgrade programme will increase capacity across the network, through a combination of new signalling – which will help run more services more often – and longer trains.

TfL is also rebuilding its busiest and most congested stations. King's

Cross St. Pancras and Covent Garden are already finished and work is now underway at Victoria, Bond Street and Tottenham Court Road.

Other recent improvements include:

- The first of the new S7 air-conditioned, fully walk-through trains entering service on the Hammersmith & City line
- A new station entrance, concourse, ticket hall and two new staircases at Paddington (Hammersmith & City line) station
- The initial roll-out of Wi-Fi, delivered by Virgin Media, at 72 stations ahead of the 2012 Games
- Five new lifts at Farringdon, which became the 66th step-free Tube station

The bus network

TfL and the bus operators use GPS vehicle location technology (iBus) to constantly monitor the reliability of the service. Data provided by the system enables the bus companies to make service adjustments, if required, to ensure regular intervals between buses. This helps to both prevent overcrowding and avoid long

gaps in the service. As a result of this investment, London's bus network is more reliable than at any time since records began.

Occasionally disruption can be unavoidable, for instance due to roadworks. In these situations, TfL works with the bus operators to ensure drivers tell passengers if, for example, the bus needs to be diverted. This allows passengers to make informed choices based on up-to-the-minute information.

Engaging with stakeholders

TfL is committed to engaging with stakeholders on all its services. It believes that customer and staff satisfaction surveys, focus groups, online questionnaires and other feedback mechanisms are critical to providing services that people want.

Stakeholder feedback

TfL should continue to develop relationships with the boroughs on equality issues and share more data and best practice on specific transport-related subjects.

What TfL is doing

TfL will continue its strong tradition of engagement, building links with communities across the Capital. Through consultation, it will ensure that Londoners have a say in the development of transport schemes, and through regular engagement will increase its understanding of the needs of different passengers so this can influence service improvements.

In addition, TfL will encourage direct engagement between transport staff and disabled and older people, through open days and events at bus garages and stations. It will also

continue working with local forums in each borough to ensure that people's opinions are heard.

TfL welcomes the opportunity to build on the established links already in place with boroughs and other stakeholders, and plans to hold an annual information sharing event to discuss important topics. TfL liaises with a number of groups and organisations and needs to develop some of these links further to fully engage with London's diverse communities.

Here are some of the organisations and groups TfL currently works with:

IDAG

TfL established IDAG (Independent Disability Advisory Group) in 2007 to involve disabled people in the way it shapes and develops strategy to make London's transport services more accessible. The group is an important part of TfL's long-term commitment to achieving equality for disabled people.

IDAG is made up of seven people who are appointed for their expertise and knowledge of both the transport sector and disability issues. To ensure

independence, no members are employed by TfL or the GLA. As well as working together as an advisory group, each IDAG member has a particular responsibility for a specific aspect of TfL.

Sub-regional mobility forums

In March 2012, TfL published 'Taking forward the Mayor's Transport Strategy (MTS) Accessibility Implementation Plan' which sets out how TfL will implement accessibility improvements to achieve the Mayor's overall vision for the Capital. It is available at tfl.gov.uk/mts.

One issue that emerged was the creation of sub-regional mobility forums to enhance discussions between TfL, borough representatives and members of disability organisations.

The intention is not to replace local borough mobility forums but to improve engagement with disabled Londoners to plan and prioritise access improvements more effectively.

The proposal is to establish a forum in each of the five sub-regions (north, south, east, west and central).

They would be funded and run by TfL and the aim is to have the first pilot forum set up by the end of March 2013.

TfL's Youth Panel

TfL liaises with a large number of voluntary and community organisations to communicate and develop programmes for London's under-25s, such as the teen road safety campaign and Zip Oyster photocard initiative. TfL's Youth Panel is a group of 20 young people aged 13 to 25 that meets regularly and has a voice within the TfL policy-making process. TfL supports panel members so that they can share information about TfL's campaigns with their peers through presentations, workshops, meetings, events and at schools.

Other activities include an annual pan-London Youth Participation Day, when young Londoners can put their questions to TfL experts and volunteer fresh ideas through interactive workshops. TfL staff and Youth Panel members work with them to develop solutions to issues. In the past, these events have covered topics including the MTS, safety and security and the



‘We want to empower young people to have their say and be heard on decisions about the London transport network. As an organisation, TfL believes that young people can make an important contribution to our decision-making processes.’

Helen Deakin,
Strategic Communications
Officer, Public Affairs, TfL

role of public transport during the 2012 Games.

This work strengthens TfL’s programmes for young people while helping them to develop their confidence and skills.

Safer Transport Teams

It is vital that all members of the community feel safe and secure on London’s transport network. Safe Travel For All (STFA) was set up in 2011 by TfL and the MPS Safer Transport Command, which is funded by TfL. It originally focused on building relationships between Safer Transport Teams and local disabled people who felt vulnerable on the network. As a result, more than 90 per cent who were surveyed said they felt more confident in contacting the police.

Following this success, the STFA initiative has been developed to include other groups with concerns about safety on public transport, for instance the lesbian, gay, bisexual and transgender (LGBT) community;



‘As a result of the excellent partnership between TfL and the MPS, BTP and CoLP, crime on public transport is at its lowest level in eight years and it is continuing to fall. It is vital that all members of the community feel safe and secure while moving around the Capital on public transport.’

Rikesh Shah, Communications
Manager, Community Safety,
Enforcement and Policing, TfL

younger and older passengers; women and communities from different faith and race backgrounds. It supports a number of important events including London Pride, Brighton Pride, International Women’s Day, LGBT History Month and National Personal Safety Day, in conjunction with the Suzy Lamplugh Trust.

Improving access to services

Access to transport has improved greatly in recent years, but for older and disabled Londoners, some services are still inaccessible.

Stakeholder feedback

Following extensive consultation and engagement during the preparation of the MTS Accessibility Implementation Plan, disabled and older Londoners said their priorities were for TfL to:

- Focus on the whole journey so it is accessible from start to finish
- Improve journey time difference between step-free and non step-free journeys
- Enhance customer service across the network
- Improve access to information

What TfL is doing London's buses

Increasing accessibility on the bus network has been a priority in recent years. London led the world in introducing a wheelchair-accessible service and now, every day, all buses are checked to ensure the ramp is working.

Buses are fitted with iBus, a next-stop audible and visual system that lets passengers know which route they are on and when they are approaching their stop. Real-time information on bus arrivals is available for all 19,000 stops via the web, text message and a number of smartphone apps. This information is also displayed at 2,500 bus stops with signs.

More than 90 per cent of London residents live within 400 metres of a bus stop. The vast majority of these can be used by all bus passengers, including wheelchair users. In addition TfL is reviewing stops to ensure they meet all accessibility criteria. Where stops do not meet these standards, for example owing to the height of the kerb or unnecessary clutter, the stopping areas are being redesigned. To date, 67 per cent of stops can be classified as 'fully accessible' – a figure which has doubled since 2008.

Driver training

London's 24,000 bus drivers receive extensive training above and beyond that normally offered to other UK drivers. This comes in the form of a bespoke BTEC vocational qualification, which includes customer service and disability awareness training.

The Big Red Book, the handbook issued to bus drivers, is published by TfL and provides clear guidance on the level of service expected from them.

It includes a comprehensive section on how to meet the needs of disabled customers, which includes guidance on pulling in close to the kerb at bus stops, 'kneeling' the bus for passengers who need help boarding, and allowing older and disabled passengers time to find a seat before driving off. It also includes advice on providing assistance to passengers who need additional information or support to use the bus.

The latest edition, published in August 2012, now contains updated guidance on access to buses for mobility scooters, making it easier to recognise which models are safe to take onboard.

Mobility card

TfL launched its Mobility Aid Recognition Scheme on 10 July 2012. The scheme is aimed at bus passengers who use wheelchairs, mobility scooters or mobility aids and provides them with a card they can present to drivers. It removes uncertainty over which mobility aids can be safely used onboard buses.

Tube and rail

Nearly 40 per cent of all stops and stations across London's rail-based public transport network (including National Rail, the Tube, DLR and trams) are currently step-free, an increase from around 30 per cent in 2008. This includes 175 stations on the TfL network.

London Underground

TfL is working hard to improve accessibility on the Tube. The network dates back nearly 150 years, to an era when accessibility was not considered in the design of stations. It can therefore be very expensive and disruptive to deliver step-free schemes, with some lift projects costing more than £50m.

Investment in step-free access schemes on the Tube is focused at stations where it can deliver the greatest benefit for the largest number of customers, and a total of 66 stations have now been made step-free. This includes King's Cross St. Pancras, Heathrow 1,2,3, London Bridge, Wembley Park, Blackfriars, Farringdon, Green Park and Stratford.

The Victoria line has a new fleet of 47 trains with dedicated wheelchair spaces and wider doors. New trains have also



Tactile strips help blind and visually-impaired passengers steer clear of the platform edge

been introduced on the Metropolitan line and are being unveiled on the District, Circle and Hammersmith & City lines (together comprising 40 per cent of the network). They feature wide doors, dedicated wheelchair spaces, a low-floor design for improved access between the train and platform, and multi-purpose spaces throughout. They also have advanced audible and visual information, air conditioning, CCTV and priority seating.

More than 250 wide-aisle gates have been installed at Underground stations to provide easier access for wheelchair users, assistance dog owners, people with buggies and passengers with luggage.

TfL has pioneered the development of raised platform sections or humps, which improve access between platform and train. Since 2005, more than 90 have been installed at 35 stations and there are plans to increase the number further.

Manual boarding ramps, which enable wheelchair users to board trains more easily at stations that have a gap between the train and platform, were introduced ahead of the Games at 16 key Tube stations including Earl's Court, King's Cross St. Pancras, Oxford Circus, Southfields, Stratford, West Ham, Westminster and Wimbledon. It is now hoped that these will become a permanent feature on the network.

London Rail

All stations and trains on the DLR network are accessible, which includes level access from the platform to the train.

The London Overground network recently underwent a full upgrade, which included platform extensions and new trains. All of London Overground's original rolling stock has been replaced with a fully accessible fleet of modern trains. They are 'roll through' or 'walk through', acting as one long compartment from end to end, meaning a more spacious and pleasant environment for everyone.

Of the 83 stations served by London Overground, 38 are step-free from street to platform. Newly built stations such as Imperial Wharf, Shepherd's Bush, Shoreditch High Street, Hoxton, Haggerston and Dalston Junction are all step-free to the train, and lifts have also now been installed at Camden Road, Gospel Oak, Hackney Central and Wembley Central stations.

As well as step-free access, features such as induction loops for people with hearing aids, tactile paving for visually impaired passengers and additional, more visible help and

information points, have been added to stations as part of a network-wide modernisation programme.

All access to trams on the London Tramlink network is step-free so there is no need for ramps or other special features. Additionally, all tram travel is free for wheelchair users.

To assist blind passengers and visually-impaired people, each stop has a tactile strip along its entire length, a safe distance from the platform edge.

Taxis

All of London's 22,000 black cabs are completely wheelchair accessible. Many taxis also have coloured grab handles and sight patches on seats, a swivel seat, an intermediate step to reduce the gap between the kerb and the cab, plus an intercom and induction loop.

Taxis and PHVs must carry all guide and assistance dogs when requested. If a vehicle is found to have a ramp or other important equipment that is not working or missing, the licence will be suspended until the defect has been fixed.

Londoners with serious mobility impairments who find it difficult to use

public transport may also be eligible for the subsidised Taxicard scheme, which TfL funds alongside participating London boroughs. Taxicard holders make journeys in licensed taxis and PHVs and the subsidy applies directly to each trip. Taxicard can be used any time, 24-hours-a day, every day of the year.

Dial-a-Ride

This is TfL's free door-to-door service for disabled and older passengers. It helps those who are unable to use the public transport network to go shopping, visit friends and family and enjoy recreational activities such as the theatre. Dial-a-Ride made a record 1.4 million trips in 2011/12, the most recorded in the service's 30-year history.

Travel mentoring

TfL's travel mentoring service provides around 9,000 accompanied journeys a year. The aim is to help increase the confidence of disabled people so they can use public transport independently.

River services

TfL owns and operates eight piers along the Thames – Millbank, Westminster, Embankment, Blackfriars, Bankside, Tower, Festival and

Greenwich – and all have step-free access. Most riverboats are accessible and most new riverboats have dedicated spaces for wheelchair users.

Pedestrian facilities

A large number of public realm improvements have taken place across the capital over the past few years to improve the accessibility of London's streets. Schemes have been delivered in Brixton, Gants Hill and Bounds Green and improved crossing facilities have been introduced at the Elephant & Castle southern roundabout and on Henlys Corner. Ninety-four per cent of London's signalised pedestrian crossings have either audible signals or tactile rotating cones, with work underway to upgrade the remaining sites where possible.

Earlier this year TfL began to roll out Pedestrian Countdown systems across London. The technology reduces confusion and uncertainty for pedestrians by displaying how long they have left to safely cross the road after the green man symbol goes out. The digital displays count down the time between the green

man going out and the red man appearing. Independent research commissioned by TfL has shown that 94 per cent of mobility-impaired users like the system.

Customer information

Regardless of how good the transport network is, it is essential that TfL provides passengers with the right information so that they can be confident when using it.

TfL offers a wide range of online resources. These include a series of short 'how to' films to help disabled people who are unfamiliar with London's public transport system use TfL's ticketing and journey planning systems, buses, the Tube, DLR and taxis and river services.

It also offers a range of step-free maps and useful guides on topics such as getting around London, avoiding stairs, and assisted transport services.

The recently upgraded Journey Planner tool provides route information and includes details of whether stations are step-free from street to platform or street to train, and information on

manual boarding ramps and raised platform sections.

In addition, lifts and other accessibility features are clearly signposted to help guide passengers around the network.

All of TfL's accessible transport information is online at tfl.gov.uk/mobility. Also available is a full version of 'Your accessible transport network', a document outlining the Mayor's commitment to making travelling around London easier for everyone.

TfL's workforce

London is the most diverse city in the world and continues to attract new groups of people in every successive generation. This constant change in the Capital's profile is both an opportunity and a challenge, and TfL recognises it must continually adapt, both as an employer and a service provider.

TfL wants to reflect London's diverse communities and aspires to be the first choice as an employer for all groups of people. The jobs at TfL vary greatly, with frontline roles ranging from Customer Service Assistants on the Underground, to Revenue Inspectors on buses and Train Operators. TfL also employs a large number of office-based staff including lawyers, engineers and designers.

In 2011/12 TfL employed 22,452 people. Of these, 22 per cent were women and 29.1 per cent were from a BAME group. A total of 551 employees told TfL they had a disability.

Of 1,114 senior managers, 20.8 per cent were women and 9.5 per cent were from a BAME group. Twenty-eight were disabled.

Thirty-four per cent declared their faith while 34.7 per cent disclosed their sexual orientation. There were 19 transgender members of staff.

Involving employees – a summary of the consultation process

TfL recognises that there is still work to do if it is to reflect London's diversity and has developed Staff Network Groups (SNGs) to gain a valuable insight into the issues faced by its employees.

TfL's SNGs give staff the chance to share ideas and support each other in developing the equality agenda in all areas of employment. Set up in 2005, they are successfully raising the profile of equality – both within and outside of TfL. They aim to help improve working life, identify common workplace issues for the organisation to address, provide a forum to share best practice and offer information about opportunities for personal development. TfL regularly consults with the various SNGs to understand the issues affecting staff and jointly consider solutions.

Additional engagement takes place through consultation events and biennial staff surveys, and this

has given the organisation a clear understanding of what is working well and what could be improved. Key issues highlighted during this process are set out in this section.

Recruitment

Stakeholder feedback

Staff feel that the internal recruitment process is inconsistent. They also believe that interview feedback is extremely important but isn't always provided. BAME employees think they still face additional barriers to progression and have cited the small number of senior BAME staff as proof. It is also felt that the lack of women at senior level reinforces a male dominated culture.

What TfL is doing

TfL has robust policies and processes in place for recruitment and selection and is continually evaluating these to improve efficiency and reduce inconsistency. Currently in development is a workforce demand planning process that will help with long-term workforce planning, ensuring staff with the right skills are in the right roles at the right time. All recruitment campaigns will be monitored by TfL's Human Resources

(HR) department to identify any areas where specific equality groups are positively or adversely affected.

TfL also runs schemes for graduates and apprentices. These provide experience of working for the organisation while helping people to develop the skills and capabilities they need to secure permanent employment. To ensure a diverse representation of candidates, TfL uses engagement tools including dedicated microsites, university events and recruitment initiatives aimed at specific equality groups, for instance the RARE Recruitment Agency that helps to connect people from diverse backgrounds with organisations.

Staff development and career progression

Stakeholder feedback

Most staff feel that TfL provides good opportunities, but managers or departmental culture can lead to barriers. Some have suggested that secondments help career progression.

What TfL is doing

TfL wants its staff to benefit from development opportunities so they achieve the highest standards and

can fulfil their career potential. Over the next year, the HR department will work with the business to produce a single set of behaviours that will be embedded in all areas of work to create a more inclusive environment. The role of managers in the business

will be defined, so that a minimum standard for training and development can be established. In addition, leadership and specialist programmes are being designed to improve career and succession planning, and increase diversity in key and senior roles.

TfL will continue to provide support such as targeted and concentrated coaching programmes, in partnership with external organisations. These are aimed at specific equality groups at middle management level and are designed to boost the confidence and career prospects of staff.

Performance management and reward Stakeholder feedback

Staff believe their annual reviews should be meaningful and that progression should be based on continuous good performance, not just performance at interview.

Marilise Francis, from the Women's SNG, has designed a mentoring scheme for group members that includes development for both mentors and mentees through workshops and regular SNG meetings, and help with the matching process.



The initial programme was launched in September 2012 and has been very popular; it is hoped the group can build on this momentum with further programmes over the next year. The SNG is also working with TfL's Equality & Inclusion team to look at how flexible working is implemented across the organisation and whether it can be improved.

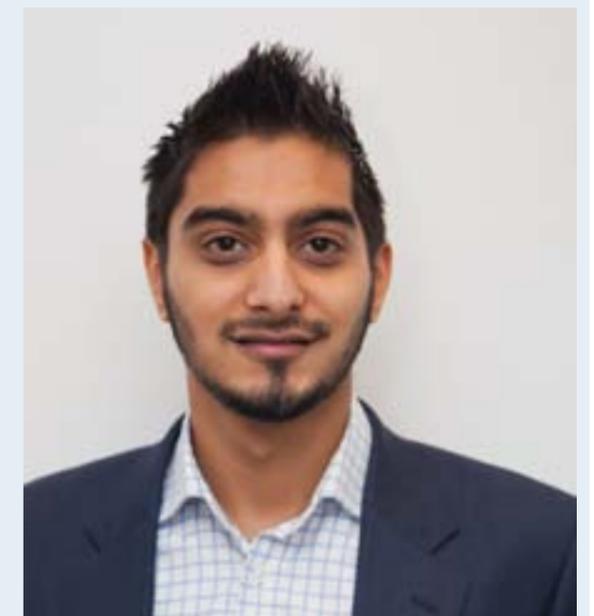
The Disability SNG worked with TfL's Occupational Health team and mental health charities Mind and Rethink to highlight the issue of

mental health. TfL has signed a pledge confirming its commitment to raising awareness of mental health issues, improving employee mental health by reducing work-related stress and addressing discrimination.

'Having completed my BSc in economics, I joined TfL's two-year graduate scheme in 2008. It gave me an opportunity to work in both operational and strategic parts of the organisation, which helped me make the all important decisions about where I wanted to work permanently.

'I secured a position with the Strategic Analysis Modelling team in TfL's Planning department and, within a relatively short space of time, had managed to progress to a Principal Transport Modeller role. This highlights the fact that as long as you have the skills, dedication and ambition, you can progress quickly within TfL.

'Over the last four years I have experienced so much and gained many skills. I am always learning something new and developing further as a professional, but even more important



are the people that I work with. TfL has a real culture of inclusiveness and collaboration, which is shared by all my colleagues.'

Aliasgar Inayathusein,
Principal Transport Modeller, TfL

What TfL is doing

TfL's performance and development process provides an opportunity for managers to acknowledge good overall performance and behaviours, discuss an employee's impact on their team and the organisation, and assess achievements against the individual's

objectives. The annual review is a two-way discussion between the line manager and employee and is also used to agree priorities for the coming year, consider jointly whether any development is needed to improve performance and/or job satisfaction, and look at the employee's career

Tish Solanki, a Senior Resource Analyst in TfL's IM Performance department, took part in a nine-month peer-to-peer coaching programme, which matches participants with someone at a similar level in another organisation. This provides both parties with an alternative perspective on how they work. The scheme is managed by an external organisation working closely with TfL.

Tish said: 'The person I was matched with from the Ministry of Justice was going through a similar organisational restructure to TfL so we were able to share experiences to make the coaching relationship more real and practical'.

As the relationship developed, Tish and his coaching partner both gained the confidence to take on additional



tasks to increase their experience so they would be considered for development and promotion opportunities. Tish was appointed as a Senior Resource Analyst following the programme.

aspirations and how they might be achieved.

This process is being reviewed and TfL will address inconsistency by looking at the tools and support needed by managers to develop and manage their staff. Additionally, equality data and issues around performance will be monitored, to ensure that inconsistencies are challenged.

The existing process for rewarding performance is also being reviewed to improve consistency.

Equal pay

To ensure visible and more rapid progress towards salary equality, TfL undertakes an equal pay audit every two years. This compares the pay of staff doing the same work and looks at gender, ethnicity, disability, sexual orientation, age and whether employees are full or part-time. It also considers performance-related pay and rewards for senior managers. The last audit in 2009 showed that the gender pay differential had continued to drop but remained greater than the external benchmark published by the Office of National Statistics.

In 2009 the pay differential between disabled and non-disabled employees was six per cent. Information available for analysis was considerably more comprehensive than was available for the 2007 audit, so no comparisons were possible. However, a more detailed analysis will be undertaken in a new audit, which is due to be completed by early 2013. The findings will be analysed and TfL will engage with stakeholders to further develop a consistent approach to staff reward, specifically targeting any areas where there is concern over the pay gap.

Policies and work/life balance

TfL recognises that, when staff can easily manage work and other areas of their lives, there are clear benefits for both the individual and the business.

Stakeholder feedback

Staff think that TfL has appropriate policies in place and is trying to encourage equality and inclusion. However, there are concerns about how effectively and consistently they are implemented.

What TfL is doing

An HR working group has been set up to take a fresh look at how policies are promoted, particularly to new line managers. The Employee Relations

team will provide briefings across the business on a bi-monthly basis, along with regular updates for HR staff. In addition, TfL will ensure consistent, expert guidance is offered across TfL

Marilyn Adotey is a Support Manager in the Project Management team within TfL's Roads directorate and has been with the organisation for 19 years. She has always worked on a flexible basis with formal agreement from her managers and, for the past seven years, has worked a four-day week.

In 2011, owing to caring responsibilities, health issues and a desire for a better work/life balance, Marilyn asked to work three days per week. Following conversations with her line manager, she is now working three-and-a-half days, compacted into three days at work, which suits her very well.

She found that, when working four days per week, there was an expectation that she could manage a full week's work and often found herself working evenings or weekends.



Cutting down to three days has reminded people that she is part-time and her workload reflects this. Marilyn feels that this new arrangement will mean less stress for herself and her family, and hopes that more managers and staff will recognise the benefits of flexible working.

on employee management issues by its People Management Advice (PMA) specialists.

All relevant policies will be included in the line managers' handbook and on the staff intranet site. In addition, an HR equality and inclusion best practice group has been set up to ensure that equality is considered in all HR activity.

Transgender guidelines

TfL provides comprehensive guidelines on transgender issues that are available to all managers and employees. They provide information on legislation, commonly-used terms and guidance for anyone wanting to embark on gender reassignment while working at TfL. These have recently been updated and will be promoted across the organisation.

Grievance, harassment and disciplinary data

Stakeholder feedback

Comments suggest that progress has definitely been made to improve the culture across the organisation, but poor management in some areas needs to be addressed. The number of grievances involving BAME staff, as well as the perception of higher levels of harassment than is being reported,

highlighted the need for more detailed analysis of grievance, harassment and disciplinary data.

What TfL is doing

A new data management system will capture all information on grievances, harassment and disciplinary procedures and this will inform TfL's plans to address any issues. Regular reviews of case data will provide trend analysis so that support and training can be developed for specific individuals or business units. An issues register will also be compiled so that TfL can understand the subjects that most affect employees and compare information across the business to ensure consistency. There will also be more detailed analysis of how long different cases take to resolve, and the kind of obstacles that may need to be overcome before this can happen.

Additionally, TfL has introduced a mediation process with guidelines available for employees and managers. It is impartial and involves a third party who helps to address the issue and resolve it at the earliest possible stage.

Reasonable adjustments

Stakeholder feedback

Disabled staff have said that the

implementation of reasonable adjustments (an alteration made by the employer that enables a disabled person to enter employment and fulfil

their role) is inconsistent within TfL and this is an area of concern. The number of disabled staff is still too low.

Peter Wright is a wheelchair user and has been at TfL for 30 years. He currently works in the Equality team within Planning.

Peter was involved in a project to give mobility impaired employees the opportunity to work on the frontline at a Tube station. He decided to take part to show that wheelchair users and other mobility impaired employees can work in operational environments.

He said: 'Working at Westminster station was strange as it was the first time for a while that I had been in a frontline role. After a very short time it was like I had never stopped. The customers still seemed to be in the same rush and asked the same questions and travel directions. It was just the faces and the fashions that had changed!

'At first the Westminster staff stood next to me and we found that people would ask them the question and not



me. But when the regular staff moved away, the questions and enquiries soon came flying in. I was asked for travel and ticket advice, information on how well the Tube was running, and was dealing with problems when the ticket gates wouldn't open.

'It was great to be part of this and prove that wheelchair users can carry out an operational role.'

What TfL is doing

TfL recognises that, for the reasonable adjustment process to work, it must be used, understood and monitored to determine its effectiveness. An organisation-wide approach has been developed and is currently being reviewed. This provides managers with clear guidance and support on how to carry out assessments and when to involve relevant external agencies. To ensure consistency, workshops are available to help managers better understand their responsibilities regarding reasonable adjustments in the workplace.

Other initiatives Steps into Work

TfL's Steps into Work programme is run in partnership with Remploy and Barnet & Southgate College, and offers learning-disabled students the chance to undertake unpaid work experience placements in three different TfL roles. Support is offered to managers and teams ahead of the placements and students receive help from Remploy job coaches, Barnet & Southgate College tutors and TfL colleagues who act as buddies throughout the placements.

Sector Skills Council

The Government-funded Women 1st programme offers mentoring and personalised training for women with the potential to move to more senior roles. A pilot programme involving 15 women was run by TfL in early 2012 and an evaluation of their experiences, and the results, will help to determine if the programme should be rolled out further in 2013.

STEM Ambassadors Programme

The TfL STEM (science, technology, engineering and maths) Ambassador Programme aims to inspire future generations of engineers and increase the accessibility of STEM subjects to all young people. Scheme ambassadors carry out a range of activities with schools throughout the Capital and participate in the Inspire events at London Transport Museum, where students work in teams to solve practical engineering problems, supported by practising engineers from a range of sectors. The sessions also develop important transferable skills such as teamworking and communication.

‘One of the key behaviours we constantly strive for across TfL is collaboration and the Steps into Work programme is an excellent example of how everyone has come together to make it a success. Our managers and buddies’ perceptions have been challenged and we have learnt a lot about what can be achieved.’
Karen Wallbridge,
Capability Development Schemes Manager, TfL



One of the 2011/12 Steps into Work students, Christopher McGeady, completed placements as a Customer Service Assistant at Shepherd’s Bush Tube station and also at the Lost Property Office in Baker Street.

Sophia Perry, Duty Station Manager on the Central line, said: ‘Christopher was a pleasure to work with. During his time at Shepherd’s Bush he demonstrated his vast knowledge of London Underground and his commitment to delivering excellent customer service. He learnt a great

deal while he was with us and put this knowledge to use on a daily basis.

‘The staff at Shepherd’s Bush enjoyed having Christopher at the station. I wish him all the best in his future endeavours and sincerely hope he is successful, any company will be lucky to have him.’

Following Steps into Work, Christopher has joined the apprenticeship scheme of a London railway company.

Classroom to Boardroom events

Working with the Mayoral Academies, these events also encourage children and young people, especially girls and BAME students, to consider STEM subjects. The events involve Academy pupils aged 16 and 17 completing a challenge set by TfL staff and presenting their findings to a panel of representatives from both TfL and the GLA. The events provide an important opportunity for young people to develop their confidence and skills as they tackle work-related issues. Participation can also be valuable when applying for jobs and taking part in recruitment processes.

University Technical College (UTC), Royal Borough of Greenwich

TfL will co-sponsor the new Royal Greenwich UTC, which will educate 14 to 19-year-olds by providing GCSE and sixth-form education while helping them to develop the skills needed to build careers in engineering, construction and related industries. By working with the UTC in an area with a high BAME population, TfL aims to ensure all young people, especially girls and BAME students, can consider, and be supported in pursuing, a career in engineering. The admissions process also prioritises places for young people in care.

Fair access to work placements

TfL is committed to ensuring that under-represented groups have fair access to work experience. It is building on a pilot programme launched in 2011, which provided structured work placements for Year 9 and 10 students, with a view to influencing their future career choices. The pilot programme provided 20 placements for students from diverse backgrounds and was aimed primarily at those who would not normally have access to work opportunities at established organisations. The aim of the initiative is to help young people from these groups overcome any barriers that prevent them getting work experience.

Surface Transport Disability Placement Scheme

This six-month paid placement scheme was developed in 2007 and looks to place disabled people in roles at all levels of Surface Transport. The goal is to challenge perceptions by focusing on what people can do, rather than what they cannot do, while increasing the talent pool that TfL currently recruits from. Since it was launched, a number of candidates have secured permanent roles within the organisation.

Chapter 7

Next steps

Reviewing progress and monitoring actions

Progress on the activities outlined in the SES action plan will be reported regularly to TfL's Equality and Inclusion Leadership Group. Chaired by Michèle Dix, TfL's Managing Director of Planning, it includes directors from across the organisation and Dr Alice Maynard, chair of IDAG.

TfL proposes to expand the representation of the round table group (see p10) to create a body that can fulfil an external monitoring role for activity outlined in the SES action plan.

The SES action plan report will be published each December and will provide progress updates on the three-year objectives and any new activity which has been developed.

It will also include information gathered through customer satisfaction and mystery traveller surveys, plus feedback from stakeholders. It will contain TfL's response to any recommendations made.



Chapter 8

SES action plan

The action plan is the most important part of the SES as it sets out what TfL will do as its statutory equality objectives to improve services for people across all equality groups. It also highlights how TfL will achieve the goals of the general duty by eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations (see p8).

It has been developed following a review of feedback gathered during the consultation process and also includes activities that have been published previously, for instance in the TfL Community Safety Plan, and proposals from the MTS Accessibility Implementation Plan.

The first progress report on the SES will be published in December 2013.

Issue	Activity	TfL lead	Timescale
Transport planning			
Poor air quality	Low Emission Zone nitrogen dioxide requirement (phase 5)	Surface Transport, Planning	By end of 2015
	More than 1,000 hybrid buses in service (including 600 New Bus for London models)	Surface Transport, Planning	By end of 2016
	Complete Barclays Cycle Superhighway network (12 routes)	Surface Transport, Planning	By end of 2015
	Strategic review of the road network	Transport Strategy & Policy, Planning	Summer 2013

Issue	Activity	TfL lead	Timescale
Cycling – What will TfL do to increase promotion of the health and environmental benefits of cycling across all equality groups?	Community Cycling Fund for London (CCFL) The CCFL provides grants to a range of organisations and establishments to encourage more cycling within their communities. It also funds a programme of events aimed at those who already cycle or are thinking about cycling regularly. These are targeted at colleges, universities, workplaces, hospitals and schools.	Surface Transport, Planning	Ongoing
	RideLondon event	Surface Transport, Planning	August 2013
	The London Transport Community Safety Partnership has set up Operation Cycleops to tackle cycle theft in London. The aim is to increase cycling by addressing safety and security fears. Activities include developing an assessment of victim type and looking at the possibility of working with minority groups.	Community Safety Enforcement and Policing (CSEP)	March 2013
	Deliver security advice to people who may not normally consider cycling (and in doing so reduce the perception that cycling is only for a particular community).	CSEP	March 2013

Issue	Activity	TfL lead	Timescale
How to encourage groups of young people to walk two stops (where possible) rather than take the bus.	STAR Accreditation The School Travel Accreditation Scheme is an integrated programme that guides and motivates schools to implement travel activities. It outlines a set of criteria and rewards schools that demonstrate their commitment to active and safer travel at three levels – sustainable, higher standards and outstanding.	Surface Transport, Planning	Ongoing
Safety and security			
There is an ongoing perception that young people are perpetrators of crime and antisocial behaviour. This view has been raised particularly by older and disabled people on the transport network, and especially on buses.	Activity involving CSEP to promote positive relationships between younger and older people on the transport network.	Equality and Corporate Sustainability CSEP	March 2013
	Continue to use the TfL Youth Panel and other local youth groups to assess and respond to young people's feelings of safety and security.	CSEP	Ongoing
	Hold events that focus on youth issues with the BTP and MPS policing teams and TfL Safety and Citizenship team.	CSEP	Ongoing throughout 2012/13

Issue	Activity	TfL lead	Timescale
How to make people across all groups, and particularly women and young people, feel safer travelling on the transport network.	Safer Travel at Night Continue to run the successful campaign and seek new ways to deliver the message to a wider audience.	CSEP	Ongoing
	The Youth Travel Ambassador Scheme This was initially piloted in 2011/12 with the aim of promoting active, safer and more responsible travel for 11 to 16-year-olds. Projects were intended to deliver important messages relating to travel and transport issues, road safety and the role of young people in their communities. The scheme adopted a pupil-led approach to help participants make a positive impact on their schools and local community. The project will be piloted in a further six schools with a plan to launch across London in October 2013.	Surface Transport, Planning	Ongoing Pilots launched November 2012 to June 2013 Pan-London October 2013
Hate crime reporting	Improve TfL online reporting	CSEP, Customer Experience	March 2014
Customer experience			
Bus driver behaviour and training	Work with operators on effective local engagement initiatives with older and disabled people, highlighting and sharing best practice.	Surface Transport	Ongoing

Issue	Activity	TfL lead	Timescale
	Launch an accessibility training video for bus drivers developed in partnership with user groups for disabled and older people.	Surface Transport	Spring 2013
Addressing the use of the priority wheelchair space on buses	Launch a new communications campaign following feedback from drivers, wheelchair users and passengers with buggies.	Surface Transport	November 2012
Engaging with stakeholders			
Youth Participation Day	Event to showcase TfL youth participation work and raise awareness of youth-focused campaigns.	Public Affairs & Stakeholder Engagement	November 2012 (annual event)
TfL Youth Panel	Meetings are held every two months. Members are aged between 13 and 25.		Ongoing
Sub-regional mobility forum proposal and pilot	Consultation	Equality & Corporate Sustainability	November 2012
	Setting up pilot		March 2013
	Completing pilot		December 2013
Developing borough and stakeholder relations	Annual transport-themed event for borough representatives and stakeholders focused on sharing information and best practice.	Equality & Corporate Sustainability	November 2013

Improving access to services

Over the next four years, TfL will focus its efforts on a number of measures to continue to make it even easier for passengers to use the transport network, and to increase the number of people who feel confident travelling in London. There are four basic principles to achieving this aim:

1. To provide better and more personal accessible transport information so people can make informed travel choices more easily
2. To deliver infrastructure improvements so passengers can use more of the network with greater ease
3. To provide increased levels of training so all staff consistently offer excellent assistance to all passengers
4. To further TfL's engagement with disabled people so it can understand and learn from people's experiences and make the changes they want to see

Issue	Activity	TfL lead	Timescale
Improving access to services			
More accessible information	Conducting an end-to-end review of signage and wayfinding throughout the Tube network to make it easier for people to navigate through stations across the whole system. TfL will also review complex step-free interchanges such as Green Park and London Bridge to make it simpler for passengers needing these routes.	Customer Experience	Summer 2013
	Replacing the highly effective accessibility signage that was introduced for the London 2012 Games with distinctive permanent signs which highlight step-free routes and accessible boarding points.	Customer Experience	Summer 2013
	Reviewing all the information produced about accessibility, including improving the way that step-free advice is displayed on the standard Tube map, in consultation with disabled people. This will make it clearer which stations have level access throughout and which are step-free in the station but have a gap between the platform and the train.	Customer Experience	Summer 2013

Issue	Activity	TfL lead	Timescale
	Working with Network Rail and the Association of Train Operating Companies to produce a step-free rail map for London, including the rail services TfL doesn't operate. This will give an overview of step-free access across all rail services in the Capital for the first time.	Customer Experience	Summer 2013
	Redeveloping the transport accessibility section of tfl.gov.uk so that the information it gives about services is simpler, clearer and more consistent across all types of transport.	Customer Experience	Summer 2013
	Making available real-time travel apps for smartphones in accessible formats. TfL will work with developers to produce apps that make real-time information for the bus and Tube networks accessible, particularly for people with sight loss, and motor and learning disabilities.	Customer Experience	Summer 2013

Issue	Activity	TfL lead	Timescale
	Making the step-free Tube guide available in smartphone apps. For the first time TfL will publish Tube accessibility data electronically so that developers can incorporate detailed information about access into their apps. This will include the information contained in the step-free Tube guide, locations of level access areas on platforms and information about toilet provision.	Customer Experience	Summer 2013
	TfL will have completely redeveloped tfl.gov.uk with clearer, easier-to-read content, designed to work across a range of different devices. The improvements will be seen next year, as single accounts will be introduced which require only one password to access all online services. TfL will also introduce a new online customer service and complaints system. With all online developments TfL will maintain high levels of accessibility, meeting and exceeding statutory standards.	Customer Experience	By 2014

Issue	Activity	TfL lead	Timescale
	TfL will complete an upgrade of Journey Planner to contain further information on the accessibility of the network. This will include providing accessible routes that plan in real-time around service disruptions and the availability of lifts and escalators. When planning journeys, customers will be able to specify their accessibility requirements in relation to step-free access, escalator provision, walking distances within stations and use of stairs. They will also be able to save journey preferences, including access requirements, for future searches.	Customer Experience	By 2014
Enhanced infrastructure	<p>Tube and Rail</p> <p>TfL will continue to deliver more and more step-free Tube stations, reducing the difference in journey time between step-free and non-step-free routes, and opening up new routes across the Capital. Over the next 10 years, TfL will provide step-free access at an extra 28 stations. The number of journeys made each year by step-free routes will almost treble, from 67 million at present to 189 million in 2021. We will do this by:</p>		

Issue	Activity	TfL lead	Timescale
	Investing around £250m to provide step-free access at an additional six key London stations (Bond Street, Finsbury Park, Greenford, Tottenham Court Road, Vauxhall and Victoria). The works at Bond Street and Tottenham Court Road will provide step-free access to the heart of the West End and interchange with Crossrail, revolutionising accessible transport across central London.	London Underground	By 2018
	Making four more stations partially step-free (Paddington to the Hammersmith & City line in 2014, Bank to the Waterloo & City line in 2015, and to the Northern line at Elephant & Castle and Bank by 2021).	London Underground	Between 2014 and 2021
	Looking for opportunities to go beyond this programme by encouraging step-free projects enabled by third parties, beginning with the committed schemes at Bromley-by-Bow in 2015 and Tower Hill in 2016.	London Underground	Between 2015 and 2016

*Hammersmith & City line

Issue	Activity	TfL lead	Timescale
	Developing a short-term programme for step-free access by spring 2013. This will identify stations where relatively quick and inexpensive improvements can be made.	London Underground	Spring 2013
	Retaining manual boarding ramps at 16 stations on the Tube network and rolling out to stations which would maximise the number of step-free journeys.	London Underground	During 2013
	Installing platform humps and other solutions so that a third of the Tube network will have level access platforms, up from 15 per cent at present. Thirty-five additional platforms across the Jubilee and Northern lines will have platform humps by the end of 2013. This includes current step-free stations such as Golders Green and Kilburn, plus key step-free interchanges such as Baker Street and Stockwell.	London Underground	Between 2013 and 2016

Issue	Activity	TfL lead	Timescale
	Introducing 53 new state-of-the-art, air-conditioned trains on the Hammersmith & City and Circle line. These will have wide doors, dedicated spaces for wheelchair users, a low-floor design for improved access between the train and platform, multi-purpose spaces throughout and advanced audio and visual information.	London Underground	By end 2014
	An additional 80 new trains with these features will be introduced to the District line, meaning that 40 per cent of the Tube network will be served by air-conditioned trains with high standards of accessibility.	London Underground	Between 2013 and 2016
	Installing an extra 80 wide-aisle gates at 60 stations and introducing tactile paving on all platform edges across the network.	London Underground	Summer 2013

Issue	Activity	TfL lead	Timescale
	<p>Delivering small scale but important physical accessibility improvements on the Tube, including handrail enhancements, colour contrast features, tactile paving on stairs, and replacement of obsolete help points.</p> <p>Thirty-seven more stations will be completed by the end of 2016, and a further 37 by 2020.</p>	London Underground	Between 2016 and 2020
	<p>In 2018 Crossrail will open, greatly improving east-west accessibility across London and enabling around 69 million additional step-free journeys a year. All newly built Crossrail stations will have step-free access, and every London borough that has a Crossrail station will have at least one with step-free access. Ealing Broadway and Whitechapel Tube stations will also be made step-free.</p> <p>Crossrail trains will have clearly distinguished priority seats as well as dedicated spaces for wheelchair users. Each carriage will provide visual and audio information about the journey, and a facility to alert and speak to the driver in the event of an emergency. In addition to the work on new stations in central London, all existing surface stations will be upgraded to provide accessibility enhancements including tactile surfaces, lighting, additional handrails and accessible toilets at most locations.</p> <p>The Government's Access for All programme, which addresses issues faced by disabled passengers at Britain's railway stations, includes making 47 stations in London step-free by 2014. Thirteen have already been completed and a number of others are currently under way.</p> <p>TfL is making the case for further investment in step-free access beyond the committed programme. As part of its work, TfL is currently lobbying for funding for another 18 rail stations in London to be made step-free between 2014 and 2019. This includes urging the Government to broaden the category of stations eligible for Access for All funding to include London Underground stations.</p>		

Issue	Activity	TfL lead	Timescale
	<p>Buses Invest £17m to improve bus stop accessibility and are on-track to make 70 per cent of bus stops accessible by spring 2013 and 95 per cent by end of 2016.</p>	Surface Transport	Between spring 2013 and 2016
	Continue the recently launched customer information campaign to provide clarity on the use of the wheelchair bay.	Surface Transport	During 2013
	<p>Facilities for pedestrians Roll out Pedestrian Countdown to a total of 200 sites.</p>	Surface Transport	Spring 2015
	Upgrade remaining 276 signalised pedestrian crossings to include rotating cones and/or audible signals and tactile paving.	Surface Transport	Spring 2016
	Expand the use of Legible London signs which aim to increase the number of walking journeys, new sites include Clapham Junction, Brixton, Kingston and Bromley.	Surface Transport	By 2016
	Deliver pedestrian improvement schemes, including Tottenham Hale, Highbury Corner, Elephant & Castle northern roundabout, Waterloo roundabout and Vauxhall. These form part of a review of 500 junctions across London.	Surface Transport	By 2016

Issue	Activity	TfL lead	Timescale
	Work with boroughs to improve the accessibility of streets across the Capital, including funding a wide range of pedestrian and public realm improvements. This will see significant improvements made in locations including Aldgate, Bromley, Croydon, Harlesden, Tolworth, Wood Green and the West End.	Surface Transport	By 2016
	Trial new technology that will detect groups of people at pedestrian crossings and adjust the crossing time given to pedestrians to make sure that queues are cleared. TfL hopes to have developed a prototype for this innovative technology by the end of 2013.	Surface Transport	End 2013
	Taxis Over the next year TfL will develop a taxi ranks action plan. It will review the accessibility of ranks at London's mainline rail stations so passengers can use taxis more easily. Other improvements will include:		
	Monthly on-street compliance activities from 2013 to check that accessibility features in taxis, such as wheelchair ramps and swivel seats, are in working order and drivers know how to use them. Where an accessibility feature is not working, the taxi licence will be suspended until the feature is fixed.	Surface Transport	From 2013

Issue	Activity	TfL lead	Timescale
	Developing systems over the next two years to support our Cabwise and Findaride services, which should see an increase in the number of private hire operators registered with the service and make it easier for all users to book a taxi or private hire vehicle. Over the next four years the services will continue to be promoted across London.	Surface Transport	Between 2013 and 2015
Improved Customer Experience	Transport staff do a great job of guiding and helping customers access the transport network. However, we are serious about improving the experience of travel in London, which means giving more expertise to staff about how best to assist customers. TfL will do this by:		
	Developing a team of accessibility champions within contact centres, who will have an in-depth understanding of accessible travel in London. By summer 2013 this team will have enhanced training and will be able to provide a better service, and share their knowledge with colleagues.	Customer Experience	Summer 2013

Issue	Activity	TfL lead	Timescale
	Improving the quality of responses to complaints, making sure that any concerns are dealt with fully and efficiently and that comments are fed back.	Customer Experience	Summer 2013
	Simplifying online contact system to make it easier to give feedback. Changing the way complaints are logged and categorised so trends can be better identified and specific issues can be addressed. TfL will publish accessibility complaints data as part of its quarterly complaints report.	Customer Experience	Summer 2013

Issue	Activity	TfL lead	Timescale
	<p>Improving training for Tube staff so customers get the level of support they need on every journey.</p> <p>From summer 2013 TfL will introduce new training for frontline staff. For the first time TfL will make sure that older and disabled people play an active part in the development of the new training. A key feature of this will be an emphasis on practical operational scenarios to help staff demonstrate and develop their customer service skills.</p> <p>By the end of 2013 TfL will have created five accessibility centre-of-excellence stations, whose staff will have an enhanced level of disability training, delivered in partnership with disabled people. This programme will be evaluated and, if appropriate, roll-out to other stations that are most used by older and disabled passengers.</p>	London Underground	By end of 2013

Issue	Activity	TfL lead	Timescale
	Ensuring staff training is as effective as possible by providing key members of the training team with additional guidance on accessibility issues. This will make them experts in accessibility and enhance their skills. TfL will involve disabled people in this additional training.	London Underground	By end of 2013
	Working with bus operators to thoroughly review driver training. Progress is already under way: By spring 2013 TfL will launch a new training DVD for bus drivers, developed in partnership with disabled bus passengers. It will feature customers' stories about their own experiences of bus travel and explain how drivers' actions can ensure consistently safe and comfortable trips. From summer 2013, all bus drivers will receive new training which will include, as a key element, the additional involvement of older and disabled people.	Surface Transport	During 2013

Issue	Activity	TfL lead	Timescale
	Roll out a programme of local events where older and disabled people will be able to meet with bus drivers and managers at their local garage. This will improve drivers' understanding of the barriers passengers face and how they can help.	Surface Transport	From Summer 2013
	Consult with the taxi trade on the introduction of customer service training during the Knowledge. With the aim that all drivers benefit from disability awareness training before being licensed.	Surface Transport	From 2013
	Work with the Association of Train Operating Companies to review the Passenger Assist booking system with the aim of simplifying the booking process for disabled customers needing assistance. TfL will also look at ways to support people who prefer not to pre-book. These improvements would affect London Overground as it is part of the National Rail network.	Customer Experience	From 2013

Issue	Activity	TfL lead	Timescale
	Expanding the travel mentoring service across the Capital, aiming to have a local mentoring project running in 90 per cent of London boroughs by spring 2016. TfL is currently involved in collaborative travel mentoring projects in 21 of the 33 London boroughs, and is encouraging the expansion of provision through and with external partners.	Customer Experience	Between 2013 and 2016
Better engagement	Continuing and extending engagement with disabled people's organisations, making sure these groups are involved in all aspects of service development. TfL will hold regular meetings and roundtables to keep stakeholders up-to-date and involve them in improving the accessibility of the network.	Equality and Customer Experience teams	From 2013
	Developing sub-regional borough mobility forums open to all disabled people to be involved in dealing with local and wider strategic issues. TfL will also share ideas and work to improve services further. The pilot forum will launch in spring 2013 and TfL will aim to have the forums in place across London by 2014.	Equality Team	Spring 2013 – 2014

Issue	Activity	TfL lead	Timescale
	Keeping customers informed with accessibility-related service updates via email, starting in summer 2013. TfL will maintain an opt-in database of customers who want to receive the information. This will allow TfL to spread news of service changes more widely and directly to disabled and older people.	Customer Experience	Summer 2013
	Making the 'Thinking outside the bus' event an annual opportunity for disabled people's organisations to meet with senior representatives from TfL and the bus operators to discuss concerns and issues with bus travel.	Surface Transport	Summer 2013

Issue	Activity	TfL lead	Timescale
	Developing a sister event for Tube and rail services, which will launch in summer 2013. This will be an opportunity to meet senior staff from across the organisation including the customer service centre, staff training and station upgrade teams. Station staff, especially from stations which are challenging in terms of accessibility, would also attend. Both events will increase and encourage communication between staff and customers, developing greater mutual understanding and delivering improvements to services.	London Underground	Summer 2013
	Holding a targeted recruitment drive for Dial-a-Ride for groups in greatest need of the service. By spring 2013 TfL will have contacted and visited organisations and forums across London that will help reach the people in most need of the service. These include people over-85, those on the higher rate mobility component of Disability Living Allowance, people registered blind or partially sighted and those on a War Pension mobility supplement.	Surface Transport	Spring 2013

TfL's People Strategy

TfL has recently developed a People Strategy to address the issues that are raised by staff. Activities are included in the action plan below:

Issues	Activity	TfL lead	Timescale
Workforce diversity			
Representation of disabled people in TfL's workforce is too low. Lack of BAME staff and women in senior roles. Leadership is not visible/effective. Improve development opportunities for all staff and support career progression.	Build on schemes such as Steps into Work and Classroom to Boardroom to encourage disabled people into employment and increase the diversity of schoolchildren considering technical careers. Develop strategies to attract a diverse pool of applicants into key roles, for instance engineering and some senior management positions, where there is a current lack of diversity. Over the next three years, increase the annual number of women, BAME and disabled candidates who are accepted on to TfL's apprenticeship and graduate schemes. Improve the current equality data through an audit of the workforce to increase declaration rates, particularly for disability.	HR Organisation Development People Planning & Organisational Effectiveness (PPOE)	Ongoing

Issues	Activity	TfL lead	Timescale
	Develop pan-TfL leadership/specialist development programmes and define the target group for these initiatives. Introduce a programme for middle managers to develop their leadership skills and encourage competition for senior management positions, ensuring women, BAME and disabled staff are included.	HR Organisation Development	From March 2014
	Develop longer-term career and succession planning for key roles and functions.	HR PPOE, HR Organisation Development	From September 2013
Policy development and implementation			
Improve potential for different ways of working. TfL policies need to be implemented consistently across the organisation.	Introduce a consistent performance management process. Improve performance management through initiatives such as coaching and mentoring.	HR Organisation Development, HR Delivery, Reward & Pensions	From April 2013

Issues	Activity	TfL lead	Timescale
There are high levels of grievances involving BAME staff and a perception of greater levels of harassment than is being reported. The recruitment process is inconsistent. Annual reviews should be meaningful with career progression based on continuous good performance. TfL policies need to be implemented consistently.	Increase the use of online systems (TfL's SAP system) to record the results of mid-year reviews, and any relevant improvement plans. Introduce consistent guidelines and processes for managers and staff. Ensure that staff feedback can be used to help shape future training and policies.	HR Organisation Development, HR Delivery, Reward & Pensions	From April 2013
Create a more inclusive workplace	Annual publication of a faith calendar on TfL's intranet	HR PPOE	Annually in November

Issues	Activity	TfL lead	Timescale
Ensure visible progress towards salary equality.	Continue equal pay audits and follow up on any recommendations.	HR Reward & Pensions	December 2012
Improve staff development and awareness.	Identify and provide meaningful analysis on any pay differentials among employees in equality target groups.		
	Ensure an equal pay audit report is compiled and issued to Directors and Heads of HR.		February 2013
	Share the equal pay report with stakeholder target groups.		February 2013
	Introduce a new equality training programme to increase understanding of the positive impact of diversity and inclusion in the workplace.	HR PPOE supported by Organisation Development	April 2013

Issues	Activity	TfL lead	Timescale
Reasonable adjustments in the workplace			
Inconsistent approach to reasonable adjustments across the organisation.	Embed the reasonable adjustment process.	HR Delivery and HR PPOE supported by Organisation Development	Ongoing
TfL policies need to be implemented consistently.	Improve the reasonable adjustment process and ensure best practice is shared by:		
The representation of disabled people in TfL's workforce is too low.	<ul style="list-style-type: none"> Improving managers' ability to identify and implement appropriate reasonable adjustments for their staff Providing support and training to PMA specialists so they can advise on issues associated with reasonable adjustments Developing a network of managers with specific expertise so they can advise on the reasonable adjustment policy and process Recording reasonable adjustment information using TfL's online systems (SAP database) 		

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