



Action on Equality:

TfL's commitments to 2020

MAYOR OF LONDON



**TRANSPORT
FOR LONDON**
EVERY JOURNEY MATTERS

About Transport for London

We are the integrated transport authority for London. Our purpose is to keep London moving, working and growing and make life in our city better. We reinvest all of our income to run and improve London's transport services.

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

On the roads, we regulate taxis and the private hire trade, run the Congestion Charging scheme, manage the city's 580km red route network, operate all of the Capital's 6,200 traffic signals and work to ensure a safe environment for all road users.

We are delivering one of the world's largest programmes of transport capital investment, which is building Crossrail, modernising Tube services and stations, improving the road network and making the roads safer, especially for more vulnerable road users, such as pedestrians and cyclists.

We are a pioneer in integrated ticketing and providing information to help people move around London. Oyster is the world's most popular smartcard, and contactless payment is making travel ever more convenient. Real-time travel information is provided by us directly and through third parties who use the data TfL makes available for free to power apps and other services.

Improving and expanding transport in London is central to driving economic growth, jobs and housing across the country.

Contents

Commissioner’s foreword	4
About Action on Equality.....	6
Understanding the issues.....	7
Knowing our communities.....	9
Achievements since 2012	11
Our Equality and Inclusion vision	15
Our equality objectives for 2016-20	16
Customer experience	18
Customer information.....	24
Accessible network.....	27
Travelling safely and securely	31
Value for money and affordability	36
Health	38
Workforce diversity.....	46
Supporting current and future employees	53
Engaging with employees and promoting an inclusive culture	57
Our business partners.....	60
Communication and engagement.....	64
Action on Equality – at a glance	66
Action Plan for 2016/17.....	69

Commissioner's foreword

I am very pleased to present 'Action on Equality: TfL's commitments to 2020'.

This describes Transport for London's (TfL's) vision and policy on equality and inclusion from 2016-20. It builds on our latest research and is a result of significant engagement we have undertaken with colleagues and a wide range of interest groups. Action on Equality extends the work of the Single Equality Scheme for 2012-15.

Sustained investment in the Capital's transport network has delivered a more inclusive and accessible network, and so too has our organisation. We are proud that 85 per cent of our bus stops are now accessible, Legible London pedestrian maps have been introduced across nearly all boroughs and real-time information is available for every bus stop across the Capital. In addition, half of our London Overground stations are now step-free, crime has fallen to an all-time low on our transport system, and we have increased the number of women and black, Asian and minority ethnic (BAME) colleagues at senior levels in TfL. We have also established successful partnerships with the Metropolitan Police Service and the British Transport Police to tackle sexual harassment on the

network; and the London Underground vision for design shows how future stations should look and feel, and includes a major focus on accessibility.

While we have made great progress on equality and inclusion in recent years, there is clearly still much, much more to do. We remain totally committed to driving further improvements by embedding the values of equality and inclusivity in everything we do and ultimately the way we deliver for our customers and users.

We will publish our progress against the challenges identified in this report every year and will use Action on Equality to set a clear direction for all our future work to ensure that every person matters in keeping London moving, working and growing.



Mike Brown MVO
Commissioner,
Transport for London



Mike Brown, Commissioner

About Action on Equality

Action on Equality sets out our commitments to promoting equality for our customers, staff and stakeholders, and our compliance with the Equality Act 2010 for 2016-20.

This document demonstrates how, as a public authority and in accordance with the Equality Act 2010, we work to show due regard and 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

It also provides the highlights of what we achieved against our previous document – the Single Equality Scheme (SES) 2012-15. Action on Equality 2016-20 replaces the SES and builds on its achievements.

Understanding the issues

We are aiming to address the equality issues we currently face, or expect to face, within the next four years. We identified the important equality issues in London and our organisation using feedback from customers, staff and other stakeholders, as well as research insights and data.

Research and insight

Our report, *Travel in London: understanding the travel needs of London's diverse communities*, brings together all our research on this topic and forms the baseline information for this document. We publish this annually. We use it to identify the main issues to be addressed.

Our annual *Workforce Monitoring Report* contains data on the diversity of our workforce and we used this to draw out the issues we need to take action on.

We reviewed and published progress against the Single Equality Scheme 2012-15 to identify issues yet to be resolved.

Employee engagement

We continually engage with our employees on the inequalities they face and obstacles they experience to improve equality in the workplace.

We have engaged with staff through our Staff Network Groups in developing Action on Equality. These Staff Network Groups include the:

- Black, Asian and Minority Ethnic (BAME) Network
- Carers' Network
- Staff Network Group for Disability
- Faith and Wellbeing Network
- OUTbound – our lesbian, gay men, bisexual and trans people, plus (LGBT+) Network
- Women's Network

Since 2013, we have carried out an annual employee engagement survey (Viewpoint) and six-monthly spot checks (Pulse). Responses made by each equality group, where they have shared this information, have helped us to detect issues specific to a particular group.

Customer and stakeholder engagement

We continually engage with our customers and other stakeholders on improving equality through a number of bodies, including:

- Youth Panel
- Schools' Challenge
- Valuing People Group – a group for people with learning difficulties
- London sub-regional mobility forums



Confidence in travelling

We also work with the Independent Disability Advisory Group (IDAG), which we set up in 2007 to involve disabled people in the way that we shape and develop our accessibility strategy.

IDAG is made up of six permanent members – the current team was appointed in 2015, and membership is refreshed every year. It is an important part of our long-term commitment to achieving equality for disabled and deaf people and will play an important role in ensuring our work complies with the Equality Act 2010, focusing on disability discrimination.

We have made considerable progress in making London more accessible to transport users, but there is still much more to do. IDAG has had input into Action on Equality and the group's work will help to ensure we continue to make progress in this important area.

We also engage with organisations that represent or work with a wide range of specific equalities groups.

Knowing our communities

London has changed since we developed our Single Equality Scheme in 2012 and is predicted to change further. The Capital's population is becoming increasingly diverse, with the proportion of BAME Londoners likely to rise to just over 47 per cent in 2040. As the city's population becomes more diverse our transport system will need to serve a widening variety of needs.

London also has a relatively youthful population, but as the city continues to grow we expect to see people living

longer and, therefore, a rise in the number of older people. By 2020 almost 12 per cent of Londoners will be aged 65 or over.

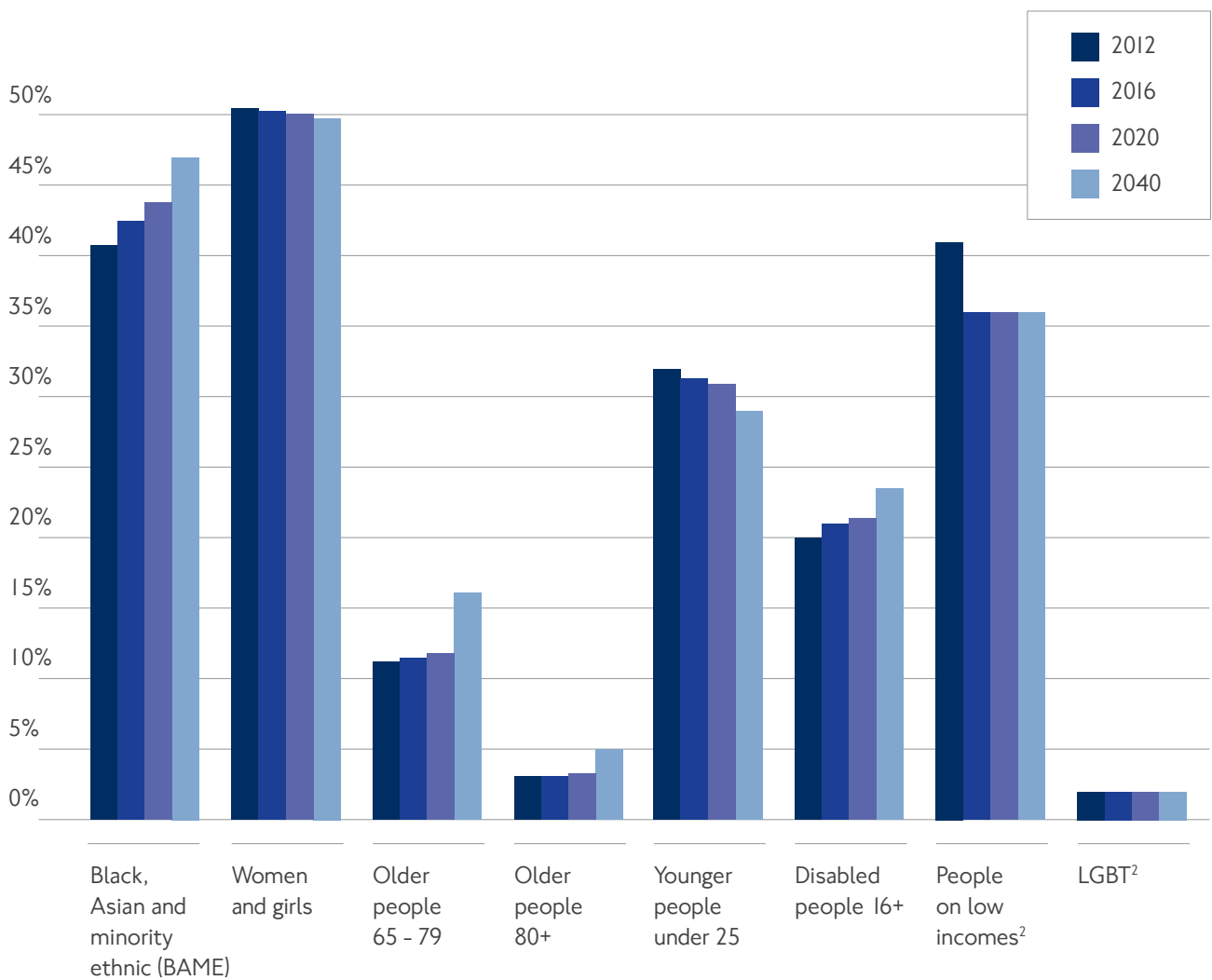
And, as the likelihood of becoming disabled increases with age, there are also likely to be more disabled and mobility impaired Londoners in the future.

A growing population is also likely to lead to more families with small children, who will require accessible travel. All of these factors will increase future demand for accessible travel.



London's population is increasingly diverse

Changes to Londoners' diversity¹



¹ Based on Annual Population Survey 2014, ONS and GLA 2013 round of trend-based population projections (Central variant).

² The figure shows no change for LGBT and low income for future years because we do not have sufficient data to forecast changes

For more detail, see [Travel in London: understanding the travel needs of London's diverse communities 2015](#).

Our achievements since 2012

We achieved improvements in equality in the period of the Single Equality Scheme 2012-15. Highlights include:

Customer information and experience

- We improved signage and way-finding in stations by formalising the popular extra signs used during the Olympic Games
- We put in place Legible London pedestrian maps across nearly all of the Capital's boroughs and provided real-time information at every bus stop, available on smartphones or by text
- All bus drivers have received the 'All Aboard' training that was developed with disabled and older people's organisations
- We hosted the first accessible transport exhibition and conference 'Access all Areas' at London's ExCeL. More than 1,500 customers and stakeholders attended

Communication and engagement

- We ran the successful grassroots 'Come on Board' campaign, reaching out to smaller groups of older and disabled people across the Capital. This provided information about getting more out of our accessible transport services and confidence to use them. We spoke to more than 2,000 people in more than 30 boroughs, and will be restarting the campaign in 2016 to reach even more
- We worked with the Metropolitan Police Service (MPS) and women's groups on Project Guardian, a campaign to encourage women to report unwanted sexual behaviour on the transport network. Recent statistics show more than 89 per cent of people now feel safe on our services
- We supported Whizz-Kidz's Travel Alliance campaign, 'Get on Board.' This encourages transport providers to support disabled people in using the services, by improving infrastructure, working with them to understand issues better, and including them in marketing and publicity
- Each year we ran a Youth Participation Day where more than 50 young people learnt about specific elements of London's transport network



Building a city for everyone

- We regularly engaged with older, disabled, youth and women’s groups, meeting more than 50 individual organisations each year to work with them on specific campaigns and receive their feedback in order to make service improvements

Transport planning

- We increased the number of accessible stations on the London Overground network from 34 out of 78 (44 per cent) to 56 out of 112 (50 per cent)
- We saw a 20 per cent increase in bus stop accessibility to reach 85 per cent of all bus stops
- We published ‘Your Accessible Transport Network’ and its annual updates

Safety and security

- We saw the crime rate fall on London's transport network to seven per million passenger journeys
- Our Project Guardian 'Report It to Stop It' campaign encouraged reporting of sexual assaults resulting in a 35 per cent increase in reports
- We continued our Safer Travel at Night campaigns
- The proportions of groups being deterred from travelling because of fears of crime and safety dropped

Health inequalities

- There was a significant increase in the number of walking trips made by women aged between 30 and 54
- We published 'Improving the health of Londoners - transport action plan', the first of its kind worldwide

Procurement

- We created apprenticeship opportunities for people from BAME communities by working with our suppliers, and as a result received the Race for Opportunity Youth Partnership and Apprenticeship Award in 2012 and its Collaboration and Partnership Award in 2013

Our workforce

- We increased the proportion of women and BAME employees at senior levels
- We better harnessed diversity in our workforce and actively led the business case for diversity within the industry. This was recognised at the 2015 Excellence in Diversity Awards with a nomination for best Diverse Public Sector Company
- By celebrating 100 years of Women in Transport we helped raise the profile of women in the industry and encouraged young women to consider a career in transport
- We celebrated 10 years of our Staff Network Groups
- We co-sponsored the new Greenwich University Technical College, which will provide a talent pipeline for our apprenticeship programmes, specifically aimed at young people from under-represented groups
- We introduced a scheme to allow our staff to register interest in finding a job share partner

- The Staff Network Groups have a track record of raising the profile of equality, both within and outside of TfL. They have empowered employees, changed policies, created support networks, won awards and celebrated diversity in a range of different ways, including:
 - Collaborating with the ParliREACH organisation in holding discussion forums at the Houses of Parliament around the progress of black and Asian communities and how the BAME network can support them
 - Successfully lobbying for the creation of guidelines for carers and raising awareness among all managers of the barriers faced by staff who are carers, offering practical solutions where possible
 - Creating support for staff who have experienced mental health conditions or wish to help others who do (WellMent)
 - Producing the annual TfL Faith & Cultural calendar, promoting important dates across the main faiths, as well as providing guidance on prayer rooms and other religious observance issues
 - OUTbound, the LGBT network, won the Inclusive Networks 'Awesome Network' award in 2015
 - Creating a Women's mentoring scheme and supporting the 100 years of women in transport campaign, as well as raising awareness of women's issues through annual International Women's Day events

Further detail is available in our Single Equality Scheme progress reports published in 2013, 2014 and 2015.

Our Equality and Inclusion vision



Michele Dix, MD Crossrail 2 and Chair of TfL's Equality and Inclusion Leadership Group

Our vision for Equality and Inclusion is that, 'every person matters in keeping London moving, working and growing'.

Action on Equality is based on this vision and the policies put forward here are all designed to contribute to this goal. This means we will work together to ensure that every individual person's needs in relation to transport are understood and acted upon, to enable them to lead healthy, productive and happy lives.

This vision supports and builds on the overall TfL vision for London. Just as

every journey matters to us, so too does every person matter in helping London thrive, in keeping London working, in keeping London growing and making life in London better.

We have developed this vision through extensive internal consultation with key Equality and Inclusion stakeholders, including IDAG members, staff network groups, employees and chief officers from across all areas of the business. This vision forms the basis of the new TfL equality objectives contained in this document.

Our equality objectives for 2016-20

Action on Equality sets out our commitments to promoting equality for our customers, staff and stakeholders, and our compliance with the Equality Act 2010 for 2016.

1. Customer experience
2. Customer information
3. Accessible network
4. Travelling safely and securely
5. Value for money and affordability
6. Health
7. Workforce diversity
8. Supporting current and future employees
9. Engaging with employees and promoting an inclusive culture
10. Our business partners
11. Communication and engagement

For each of these issues we have developed a TfL equality objective to demonstrate the improvement we would like to make:

1. Ensure our services will be accessible to more people, with consistent customer service that meets the needs of all customers
2. Ensure that more customers will have access to the information they need to make the most of travel in London
3. Improve the accessibility of London's transport infrastructure to enable more people to make the most of life in the Capital

4. Ensure that travel in London is safer and fewer young people, women and people from BAME communities are deterred from travelling because of safety concerns
5. Ensure we offer value for money for all Londoners with a fare structure which is clear and well communicated
6. Ensure that our transport system promotes and improves the health of all Londoners
7. Achieve a workforce which is reflective and representative of the diversity of London
8. Ensure all future and current employees are supported to make the most of their skills and talents
9. Create a more inclusive culture where all staff feel engaged
10. Encourage more of our partner organisations to have diversity as a core value
11. Engage with more of London's diverse communities to effectively inform, develop and deliver our strategies, services and programmes

Customer experience

All of our customers should be able to travel with confidence and benefit from a high-quality, consistent transport network.

Our customers' journeys do not begin when they enter a station or bus and end when they leave; they begin the moment they think about travelling. These journeys include driving, walking or cycling on the Capital's roads and our services should be accessible to all Londoners as far as possible. This includes our online and customer services and customer advice, as well as information about TfL's policies and operations.

Feedback, research, consultation and complaints from people using our network help shape and improve our services. Generally customers are satisfied with the level of customer experience, yet there are areas where we can provide a better experience to the Capital's diverse population.

We know that disabled and older Londoners travel less frequently than non-disabled Londoners. The main transport modes used by disabled people are also used by non-disabled people – namely walking, the bus and the car. One reason older and disabled people travel less is that they tend to have less access to information about accessible travel than other Londoners. In addition, research shows that the quality of journey experience for an older or disabled customer can vary,



Priority seating is still an issue for older and disabled people

which may impact on their likelihood to travel.

We have identified six priority action areas in addition to our commitment to improving the customer experience across the network.



1. Buses

The quality of service from bus drivers is the largest complaint from mobility impaired customers. Issues include not helping to resolve conflict between buggy users and wheelchair users, not deploying the ramp effectively and

setting off before mobility impaired people are seated. The complexity of London's bus operations can mean job descriptions and expectations of customer service are inconsistent, while high bus driver turnover also creates a challenge. Driver training, communication and recruitment are critical to improving customer experience.

2. Priority seating

There can be conflict over the use of priority seating on transport services. Many Londoners need a seat when travelling, including:

- Disabled people
- Older people
- Pregnant women
- Those travelling with a child aged three or under
- People with hidden conditions and illnesses

It is encouraging that awareness of priority seating is high among customers on all transport modes, especially the bus. Yet 30 per cent of people who need a seat have experienced a situation when another customer does

not voluntarily give up a priority seat. We are committed to finding ways to ensure that priority seating is available to those who need it.

3. Taxi and private hire

We know wheelchair users can have difficulty hailing a taxi, and that customers with assistance dogs have experienced a lack of willingness on behalf of taxi and private hire drivers to provide a service. It is illegal to refuse service to a person with an assistance dog or a wheelchair user, or any other protected characteristic. Disabled customer satisfaction is lower for taxis than for all other transport types and this is a focused area for action in the life of this plan.

4. Underground and rail ramp availability

On the Underground, the use of manual boarding ramps and availability of staff to help is an important area for development and our current Fit for the Future programme will improve staff availability. We also recognise on-site station staff and communication between stations is equally important to providing all customers, but particularly those who require assistance, with the confidence to complete their journey as planned.

5. Door-to-door transport

Disabled people have told us that they are sometimes not able to get help from taxi and private hire drivers when needed. Additionally, on occasion, customers are unable to use Dial-a-Ride for all the journeys they would like to.

6. Customer complaints

We are committed to providing an excellent level of service to all customers and to continuously improving their experience. The reputation of an organisation is defined by how it recovers from getting something wrong, and complaints provide an opportunity for us to learn and improve.

In this spirit, and as a result of a recommendation made by the London Assembly, we commissioned an external audit into our response to complaints, including the process for internal escalation. The audit recognised the substantial work already done in making our service better and the importance of our customers as well as an appetite to continuously progress. The audit identified several ways we can improve and we are committed to doing so.

Our equality objective

We aim to ensure our services will be accessible to more people, with consistent customer service that meets the needs of all customers.

Our vision for customer experience is that disabled and older people will experience improved levels of customer service on buses, door-to-door services and across the TfL network with less conflict over priority seating and greater availability of and support from staff.

To achieve this we will:

Buses

- Provide training materials for all bus drivers to ensure they have an excellent understanding of disability and TfL policies
- Encourage a more customer-centric culture across London Buses and bus operators by developing positive communications and personal development
- Develop the customer experience function within London Buses
- Replace the old BTEC qualification with a new City & Guilds qualification (from January 2016), which includes

a particular focus on improving the customer experience, and roll this out to all new drivers

- Develop a bespoke customer experience training course for all London Buses' employees, all 24,700 drivers and private bus operator support staff, to be delivered between April 2016 and March 2018
- Complete a review to improve communications to all staff and bus drivers to promote better customer experience

Priority seating

- Follow up on recent research by considering the following options:
 - Increase the consistency of priority seating signage across all transport types and include people with hidden conditions
 - Make more staff announcements on priority seating particularly when customers are boarding, including making a recorded message

- Explore a voluntary card and/or badge scheme for people who need priority seating
- Develop a training course to help staff recognise and assist customers with hidden disabilities. The course will be available to all staff online.

Taxi and private hire

- Introduce job descriptions for taxi drivers that put customer service first
- Trial signage for private hire vehicles to reduce touting
- Trial a guidance book for taxi drivers
- Monitor the recently launched assistance dogs campaign which provides information for private hire drivers on their legal obligations. Increase circulation of an information leaflet for customers on assistance dogs
- Introduce disability equality training for private hire drivers and review equality training given to taxi drivers

- Review policy on wheelchair and assistance dogs refusals for taxi and private hire drivers and private hire operators
- Develop an information campaign on wheelchair refusals for private hire drivers to remind drivers of their legal obligations
- Investigate complaints in TfL Enforcement and On-street Operations (EOS)

London Underground and Rail

- Complete the roll out of Fit For the Future to improve customer service and increase visibility and availability of staff
- Introduce a new Turn Up And Go (TUAG) application on TfL hand held devices to assist staff deliver a consistent and simple service to customers

Door-to-door transport

- Review current policy that focuses Dial-a-Ride on providing local journeys
- Improve customer information about the available options for door-to-door transport, including Dial-a-Ride and Taxicard

- Develop and pilot a disability equality e-learning course for taxi, private hire and community transport drivers

Customer complaints

In 2015 we commissioned an external review of the way we handle customer complaints. As a result we are committed to:

- Making it easier for customers to see that we act on complaints and wider feedback
- Ensuring we effectively capture all issues arising from complaints to provide useful data that help address the root causes of dissatisfaction
- Taking further steps to ensure that employees feel empowered to resolve issues effectively first time
- Providing customers with a consistent experience across all service areas, including explaining how complaints can be escalated

We will measure our performance using:

- Information from the Customer Satisfaction Survey, Mystery Traveller Survey and Accessibility Mystery Traveller Survey to measure progress

against aims across the business, particularly buses, taxis and private hire services

- The proportion of older and disabled passengers using public transport
- The level of customer satisfaction about priority seating
- The level of customer awareness of accessible journeys and travel
- The number of complaints following the launch of the assistance dogs campaign; each one will be investigated
- The number of complaints received about taxi and private hire services and successful prosecutions that have resulted in driver suspension or a withdrawn licence
- Customer satisfaction scores of taxi and private hire passengers

Customer information

The importance of information in ensuring all Londoners and visitors can make the most of life in the capital.



Information on the move

The provision of information is fundamentally linked to the provision of accessible journeys.

Both the journey and information should be able to shift seamlessly from mode to mode and react to changing circumstances.

Clear, accurate, timely and accessible information is critical to ensuring every trip is as smooth as possible. It also ensures all Londoners and visitors have the knowledge and awareness they need to make the most of life in the Capital. Our customers' journeys don't start when they get to a stop or a station, they start at home or the office, or any other location they may be travelling from.

Our research shows that both customers and staff are unaware of the breadth of accessible travel information that we provide and do not know where to go to find it. When shown the information and the ways we provide it, customers feel it is fairly comprehensive, although some gaps have been identified.

Information needs to be made available across many channels, including traditional print, to meet the wide variety of customer needs. For example, London's cycle hire scheme and the Cycle Superhighways have a low level of recognition as a transport option by BAME communities.

Information and infrastructure that helps people travel seamlessly from our services to those run by other operators, ensures customers visiting London have a better experience.

Our equality objective

We aim to ensure that more customers will have access to the information they need when they need it, to make the most out of travel in London.

Our vision is for better, clearer, simpler and more personal, customer information that is accurate and delivered in real time, with high quality details about accessibility requirements. It will also be readily available in different formats with customers more aware of what is on offer.

To achieve this we will:

- Explore how we can expand accessibility information online on Journey Planner
- Develop a better understanding of how people use our accessibility information and how this can be improved using customer research, such as workshops and surveys
- Create and deliver innovative ways to communicate accessibility information to our customers
- Expand our capability to provide personalised information to customers, including those with specific needs
- Review how complex step-free interchanges are shown or signposted to make it easier for passengers to plan journeys and use these routes

- Review whether accessible interchanges shown on the main Tube map should be shown as links between stations, to better reflect the distance to travel
- Develop and promote a London-specific travel mentoring training course and qualification, and encourage its take up by local travel mentoring schemes
- More actively promote the use of Santander Cycles and cycling in general to people from BAME communities
- Work closely with London Councils and the boroughs to achieve greater integration of TfL-funded door-to-door services, and ensure that disabled Londoners are aware of the options available to them
- Jointly produce marketing and promotional materials for all TfL-funded assisted transport services by April 2017, including Dial-a-Ride, Taxicard and the Travel Mentoring Service

- Run an integrated marketing campaign in 2016 to raise awareness of the information available and how it can be accessed. This will include material in print, poster and radio, as well as digital mediums, to communicate with people who do not have access to the internet.

This campaign will feature disabled people's stories and experiences of travelling on the network

- Conduct research into current information and how it is used by spring 2016 (including identifying any gaps)

We will measure progress using:

- Uptake of accessibility information products (for example, orders for posters, helpline use and downloads from website)
- Formal surveys including the TfL Customer Satisfaction Survey
- Customer and stakeholder feedback
- Data on the diversity of people taking up cycling and using Santander Cycles
- Customer awareness of information products and developments

Accessible network

Accessible transport infrastructure is vital to enable all Londoners to make the most of travel in the Capital.

Step-free schemes increase accessibility for wheelchair users, people with physical access needs, and customers with buggies and heavy luggage. However, accessibility is about more than just physical infrastructure; it extends to all TfL services and operations.

The Mayor's Transport Strategy and the Accessibility Implementation Plan use the 'whole journey approach'. This aims to make transport easier to use for all Londoners by promoting measures to further improve the physical accessibility of the transport system, ie our streets, bus stops, stations and vehicles.

It is our responsibility to remove barriers such as congested pavements and overcrowded stations. The physical accessibility of London's streets, including the condition of footways, is important to improving people's experience of their local area. It is also necessary for increasing walking and enabling the use of public transport. In addition, enhancing information, more visible and better-trained staff and providing better interchanges will improve accessibility.

London has one of the most accessible transport networks in the world; however, we know that it is not always accessible to everyone. At present, 67

of London's 260 Underground stations and 56 of its 112 London Overground stations are step-free. Manual boarding ramps have been introduced at 55 Tube stations and platform ramps at more than 50. We are working on innovative manual boarding ramp designs for narrow platform spaces to enable use on more platforms.

We also know that 79 per cent of disabled Londoners have used the bus in the past year compared with 92 per cent of non-disabled Londoners. Most bus stops are now accessible, so this data shows that, while we must continue with schemes such as our bus shelter modernisation programme, we must also look to removing barriers other than physical infrastructure to increase the ridership of disabled Londoners.

There are many other measures that work together to make a station or a vehicle accessible. For example, wide-aisle ticket gates can make journeys easier for those who find standard ticket gates difficult to use, including wheelchair users and people travelling with buggies or large luggage. Working with a number of organisations, we are developing mobile technology to enable visually impaired people to travel independently through stations.

Our equality objective

We aim to further improve the physical accessibility of the transport system to enable more people to make the most of life in the Capital.

Our vision is for a transport network in London with more step-free Overground and Underground stations, with more wide-aisle gates, manual boarding ramps and platform humps in more stations. There will be more accessible bus stops and a better environment across the network, including taxis, private hire services and our streets for people with a range of impairments.

To achieve this we will:

- Develop a planning method to prioritise and guide decisions on accessible infrastructure that considers long-term issues, such as London's growth
- Encourage people to travel differently (for example by cycling, walking and avoiding peak hours) in order to reduce congestion

London Underground and Rail

- Make a further 15 Underground and nine London Overground stations step-free by 2020
- Make all new stations step-free
- Install 93 more wide-aisle gates at 60 more stations as part of our improvements programme
- Install more manual boarding ramps and platform humps at Underground stations
- Deliver projects to increase capacity and reduce congestion, including station improvements and upgrades, increasing frequencies and enhancing design
- Promote accessible design for our stations and the areas around them through the London Underground Design Idiom guidelines
- Work with the Department for Transport to manage more rail services in London in order to make them more accessible and ensure that stations are staffed from first to last train



Step-free schemes increase accessibility

Buses

- Continue our bus shelter modernisation programme at a rate of 650 a year. We have already installed 3,100 redesigned perch seats with arm-rests, which benefit, for example, people with arthritis
- Make 95 per cent of all bus stops fully accessible by end of 2016 and look at ways for all our stops to be accessible
- Trial a retro-fit arm-rest for older shelter models in early 2016

Streets

- Promote best practice for urban design using Streetscape Guidance, published in 2016. Maintain financial support in 2016/17 to help the boroughs pay for local transport projects set out in their Local Implementation Plans (LIPs). Local areas will see safer roads, better public spaces, improved walking facilities and cycling made safer and easier

Taxis and private hire

- Carry out an accessibility audit of all TfL-appointed taxi ranks across London to ensure they are fully accessible
- Provide more taxi ranks through the ranks action plan, which will see a 20 per cent increase by 2020
- Make card payment acceptance compulsory in taxis in October 2016, including contactless payments
- Work with taxi vehicle manufacturers on the new generation zero emission capable vehicles encouraging more accessibility features such as forward facing wheelchair positions

We will measure progress using:

- Statistics on introducing step-free access and other accessibility improvements across the transport network
- Measures developed in the new step-free prioritisation methodology
- Percentage of disabled people using the transport network and satisfaction surveys

Travelling safely and securely

There are differences in the way equality groups experience the safety and security of transport.

Safety and security is a greater concern for young people, women and BAME people than other groups. For them, the impact of fear of crime is greatest at night, particularly on buses and the Underground.

Antisocial behaviour is the second biggest barrier to increased public transport use for older and disabled Londoners, and it is a bigger concern for BAME communities and women.

The street environment is also experienced differently by particular groups. Children, older people and BAME people are more likely to be involved in road traffic collisions, while young Londoners are slightly more likely to have experienced a worrying event when travelling on the Capital's public transport.

Some groups, women and young people in particular, experience unwanted sexual behaviour while travelling in London. This is an issue both during the day and in the evenings. Incidents are underreported, meaning offences are not appropriately dealt with.

Some groups are also vulnerable to hate crime when travelling in London. Again, a large number of hate crimes carried out on public transport are not reported.

This masks the problem and makes it more difficult to address.

Crime and antisocial behaviour concerns affect the frequency of travel for disabled and non-disabled Londoners. During the day this is more the case for disabled Londoners than non-disabled Londoners. However, concern among these two groups becomes similar when travelling at night.

Safe roads are also very important to ensuring the safety and security of Londoners when travelling. Around 80 per cent of all people killed or seriously injured (KSI) are vulnerable road users: pedestrians, cyclists or motorcyclists. In some circumstances age, gender, disability, ethnicity and income can make certain people more at risk of being seriously injured or killed than others. Many of our programmes are focused on groups or locations with a high risk and a high number of KSIs. The strongest link between deprivation and injury risk is for pedestrians: the most deprived are twice as likely to be injured as the least deprived.

Our equality objective

We aim to ensure that travel in London is safer and fewer young people, women and people from BAME communities are



Getting around London

deterred from travelling because of safety concerns.

Our vision is for a transport network where incidents of crime and road casualties are even lower. Where all people, but particularly younger Londoners, women and people from BAME communities, feel safer and confident that they can travel without fear of worrying experiences or antisocial behaviour at any time of the day or night on any form of transport.

To achieve this we will:

Safety, security and night travel

- Improve bus stop lighting through a continuing programme of upgrades to LED (currently 2,500 locations)

- Provide reassurance to bus passengers through policing, CCTV, lighting, signage and well trained staff
- Tackle worries of crime by listening and responding to local concerns about crime and antisocial behaviour
- Educate year six students to be safe and responsible users of public transport through the TfL Safety and Citizenship scheme’s interactive presentations
- Support student groups in at least 50 secondary schools to deliver targeted safety and citizenship projects
- Focus on communities and individuals who demonstrate greater levels of fear of crime

- Carry out joint operations with the MPS and BTP to reduce crime
 - Promote safety through community engagement and school events
 - Carry out dedicated operations with the MPS Cabs Enforcement Unit and City of London Police
 - Work with London’s boroughs to encourage the clearing of signage and clutter from footways
 - Continue providing a rapid-response service that gets rid of more than 30,000 instances of offensive or extensive graffiti from bus stops each year (in addition to routine removal of minor graffiti)
 - Tackle unbooked and unlicensed private hire vehicles that pose a serious risk to the travelling public, particularly women
- Improving the most dangerous junctions for vulnerable road users
 - Targeting infrastructure improvements on the Transport for London Road Network (TLRN), many of which focus on locations with high numbers of people from BAME groups and low income
 - Education and training for school children, including Children’s Traffic Club and the Youth/Junior Travel Ambassador schemes
 - Marketing campaigns focused on changing the behaviours that lead to collisions to improve conditions for vulnerable road users
- Trial 20mph in 10 locations to improve the environment for walking and cycling
 - Deliver programmes for pedestrian safety improvements in Peckham and Tooting town centres. Both areas have high numbers of BAME communities and a high risk of pedestrian casualties
 - Roll out Safe Drive Stay Alive – a scheme focusing on the behaviour of young drivers, who are more likely to be involved in a serious collision – targeting 18,000 participants

Road safety

- Carry out the actions detailed in the following documents: Safe Streets for London, Pedestrian Safety Action Plan, Motorcycle Safety Action Plan and Cycle Safety Action Plan. Some of the actions that relate directly to higher risk groups are:

- Deliver a new one-to-one training scheme for motorcycle or scooter riders
- Re-launch the Children’s Traffic Club, aiming for more than 103,000 participants
- Work in partnership with the police to deliver targeted policing and enforcement and engagement activity on the road network to improve the safety of all road users. Examples include:
 - Operation Safeway: roadside enforcement at key junctions enforcing the rules of the road and engaging with road users
 - Community Roadwatch: local transport policing teams working with communities to tackle speeding
 - enhanced education and training for vulnerable road users
- Continue working with the police and bus operators to ensure evidence is collected quickly and investigated
- Provide reassurance to bus passengers through visible policing and trained TfL staff while on patrol
- Continue working with the police to actively promote ‘Project Guardian’ – our initiative that tackles sexual offences on London’s transport network

Hate crime and vulnerable adults and children

Unwanted sexual behaviour

- Continue promoting ‘Report it to Stop it’ through a variety of media channels
- Visit schools in London to deliver tailored lesson plans
- Continue to promote the ways people can report hate crime to help intelligence-led policing
- Improve the methods for customers to report their concerns to us
- Improve our approach to safeguarding our most vulnerable groups of customers and ensure full real-time reporting of cases
- Train and equip customer service staff to better understand and act on the issues and review giving staff the ‘true vision’ app for their handheld devices which can be used to report such crimes

- Work in partnership with police and local authority safeguarding boards
- Provide additional support to the British Transport Police (BTP) for their campaign by making additional poster inventory available in geographic hot spots

We will measure progress using:

- Statistics on the rates of crime, particularly incidents at night
- Our Safety and Security Quarterly update to monitor the reduction in the percentage of Londoners who are deterred from using public transport because of concerns about crime and antisocial behaviour, especially after dark
- Our Safety and Security Survey
- MPS and BTP data
- Customer Satisfaction Surveys for bus stops and shelters
- Mystery Traveller Data

- The number of young people experiencing worrying events on public transport, with a target to reduce this from 20 per cent to 17 per cent
- Educate all year six students (around 95,000) about safe and independent travel
- Statistics on public awareness of unacceptable behaviours
- Number of staff trained as percentage of total staff in safeguarding vulnerable groups of customers
- Safer Travel at Night (STAN) campaign impact
- Number of safeguarding interventions and/or referrals
- Road safety statistics, such as STATS19 and AccSTATS
- The number of female night bus customers, with an aim to increase as a proportion of ridership
- Responses to stated behaviour change in our behaviour change programme

Value for money and affordability

Travel in London must provide value for money.

This ensures everybody has the opportunity to make the most of life in the Capital. For transport to be considered to offer value for money, the level of service must be high and the cost must be affordable.

Delays, overcrowding and ‘dirty’ environments can reduce sense of value for money.

The income of some Londoners and visitors can be a barrier to them using public transport. We also know that some communities find the fare pricing structure confusing.

We are working to ensure travel in London is affordable for everyone. Travel is free for all children under 11, wheelchair users and all residents aged 60 and over. Londoners aged up to 18 in full-time education get free bus and tram travel and discounts on our other services. All UK residents over the state pension age can travel for free on buses in the Capital.

Additionally, free or discounted fares are available to:

- Londoners in full-time education, or on a mandatory work placement in the Capital
- London apprentices
- Eligible unemployed people
- Eligible war veterans

Some stakeholders are concerned that low income night workers may have increased travelling costs if the Night Bus service changes because of the introduction of the Night Tube. Bus service provision is based on a number of considerations including travel demand. After the Night Tube is introduced demand for Night Bus services will be monitored.

One of the biggest factors that determines affordability in London is the cost of housing. This has risen sharply in recent years, partly due to a lack of supply. However, transport can play a critical role in addressing the situation and helping to deliver a substantial amount of new housing.



Cashless travel

Our equality objective

We aim to ensure we offer value for money for all Londoners with a clear and well communicated fares structure.

Our vision is to provide clear, consistent communications and high levels of customer experience so that people feel they receive good value for money.

To achieve this we will:

- Provide clearer information on fares and payment types
- Consider what value for money means for our customers
- Study the relationship between social and economic inequalities in London and the affordability of the transport network
- Train staff to communicate correct fare prices through the Fit for the Future programme

- Maintain and improve the customer service experience, particularly on buses
- Support housing supply by building new homes on our land, and using transport schemes to unlock new development

We will measure progress using:

- Feedback from equalities groups on whether affordability continues to be a significant barrier to public transport use
- Benchmark our performance in customer service and quality of services against other similar (large and mature) transport systems
- Customer Satisfaction Survey data on the level of customer service provided

Health

Transport can play a significant role in enabling people to be more active each day.

Active travel

Londoners are facing the same health challenges as people across the UK with 'lifestyle' diseases such as diabetes, obesity and heart disease on the rise. Such conditions can take a toll on health and life expectancy. A leading cause of illness and early death among Londoners today is physical inactivity.

Transport can play a significant role in enabling people to be more active each day, thereby improving their health and wellbeing. Cycling and walking are the main active ways of travelling in the Capital. Public transport is also an active mode of transport – half of all walking journeys are part of public transport trips.

Many more Londoners are choosing to cycle than 10 years ago and the distance and minutes they cycle each day has increased. Most active travel trips in the city are made by walking, with little difference in gender. While the levels of walking by mode share remains consistently high, the distance and minutes walked each day by Londoners has fallen.

Cycling and walking levels tend to vary between London's diverse communities. Older and disabled people are less likely to walk or cycle and BAME groups are less likely to cycle. To encourage more cycling, we have awarded 31 community groups and not-for-profit organisations grants of up to £10,000, through Cycling Grants London.

Young people are becoming less active and obesity in children is a major concern. In 2013/14, obesity in the Capital's children was more than 18 per cent higher than the rest of England, so creating an environment where active travel options are attractive and accessible to all is critical to improving Londoners' health.

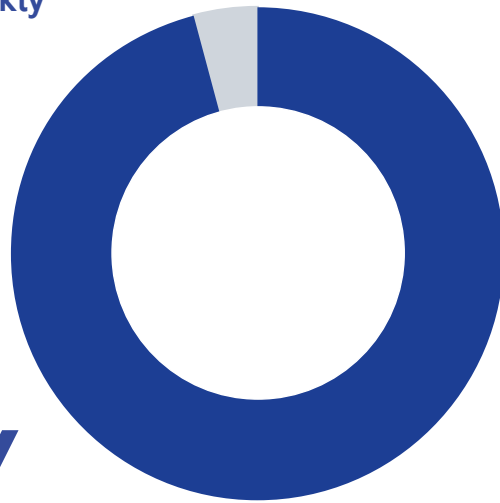
Air quality

In addition to promoting healthy travel options, transport plays a role in creating healthy environments. The transport system, specifically motor vehicles, contributes significantly to air pollution that has a negative impact on the health of Londoners. In 2010, there were the equivalent of more than 9,000 early deaths caused by pollutants nitrogen dioxide (NO₂) and PM_{2.5}. NO₂ is largely created by diesel vehicles.

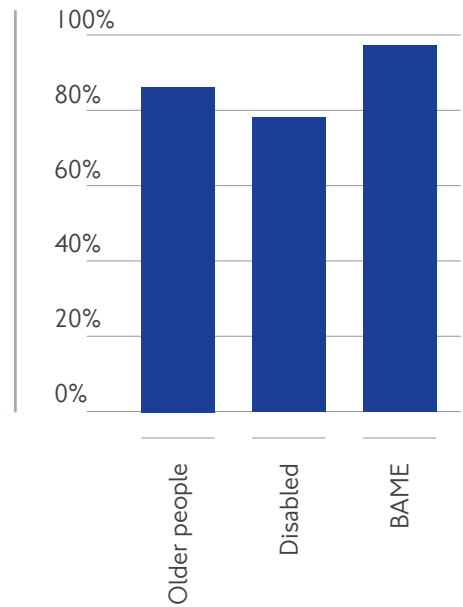
Who is walking as part of their weekly transport trip

96%

of Londoners walk at least once a week



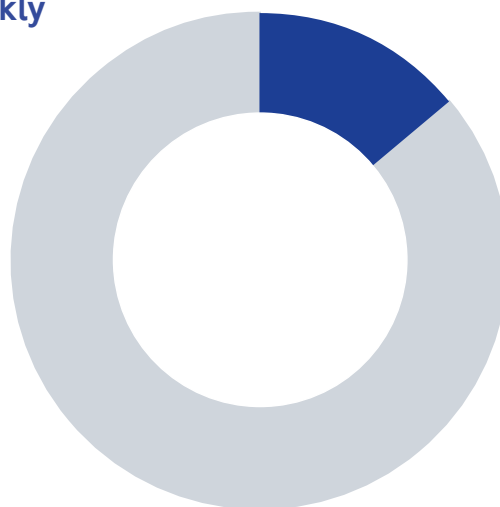
Percentage of groups that walk per week



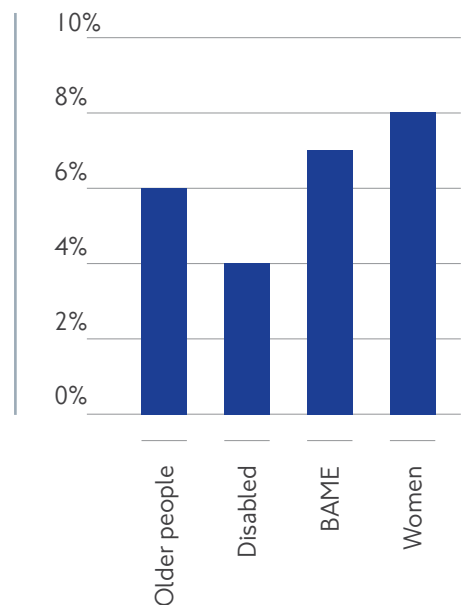
Who is Cycling as part of their weekly transport trip

14%

of Londoners cycle at least once a week



Percentage of groups that cycle per week



Some groups are more likely to live in areas where air pollution levels are higher and some are more vulnerable to air pollution. People living in London's most deprived neighbourhoods are on average more exposed to poor air quality than those in less deprived areas. Children, older people, and people living with certain chronic conditions are particularly vulnerable.

Our equality objective

We aim for a transport system that promotes and improves the health of all Londoners.

Our vision for a healthier London is a city where active travel is more attractive and accessible to all, especially older, disabled and BAME groups. This means improvement in the quality of London's streets, with more streets that encourage a healthy active lifestyle, for example through greater provision of Cycle Superhighways, Quietways and safer junctions. A healthier London will also be a city with better air quality, bringing improved health to its residents particularly deprived communities, the young and older members of society.

To achieve this we will:

Active travel

- Continue to embed the Healthy Streets approach set out in the Transport Action Plan – Improving the Health of Londoners, to make streets more inviting for walking and cycling
- Improve the design of streets and footways we manage for pedestrians
- Work with boroughs, Business Improvement Districts and community groups, to promote the good design of streets and footways that they manage, for example through publication of guidance and good practice such as TfL Better Streets Delivered and the TfL Streets Toolkit
- Continue the TfL Future Streets Incubator Fund to invest in ideas that improve London's streets
- Work with boroughs to improve wayfinding and street signage



Wheels for Wellbeing, Croydon

Cycling

- Continue to increase the amount and improve the quality of cycling infrastructure in London
- Ensure partners who are delivering cycling and walking projects take into account the needs of disabled people
- Promote updated safer cycling facilities in London
- Work with the police to deliver targeted policing and enforcement and engagement activity to improve cycle safety and security. For example, programmes such as Operation Safeway, Industrial HGV Task Force, Exchanging Places and initiatives to prevent and investigate cycle theft
- Reduce the number of cyclists killed or seriously injured on London's roads, contributing to the Mayor's 2020 target of a 50 per cent fall
- Continue to reduce cycle theft in public places
- Investigate how TfL can work with London boroughs to increase the numbers of hard to reach communities using cycle hire bicycles

Walking

- Reduce the number of TfL and utility works that fail to meet the required safety standard by carrying out more safety inspections of street works than the statutory minimum (10 per cent)
- Take follow-up action from safety inspections to ensure that the percentage number of failed inspections reduces by five per cent each year until it falls below 10 per cent
- Make pavements safer and more accessible for pedestrians, and in particular visually impaired and disabled people, by getting rid of intentional and unlawful obstructions to the highway
- Design junctions to consider the needs of vulnerable groups of pedestrians requiring improved accessibility as a part of the Better Junctions programme
- Bring the number of Pedestrian Countdown crossings installed up to around 600 by the end of 2016 and approximately 800 by the end of 2018

- Work to improve problems in the following areas:
 - Pavement condition
 - Gradients
 - Lack of seating
 - Accessible routes - create an exemplar/showcase route
- Improve the pedestrian environment through a number of programmes:
 - The Road Modernisation Plan
 - Regional Improvement Programme
 - TLRN maintenance
 - Accessible crossings
 - LIPS, including major schemes and Crossrail Complementary Measures
 - Streetscape Guidance
 - Developing London Pedestrian Design Guidance

Air quality

- Introduce the Ultra Low Emission Zone in 2020 and charge any vehicles that exceed its limits to enter. This measure is estimated to halve the number of people living in areas exceeding the EU legal limit value for NO₂
- Start promoting the Ultra Low Emission Zone in 2016 to give people time to prepare for its introduction
- Retire the remaining 900 oldest Euro III buses in our fleet and replace them with the less polluting Euro VI buses
- Introduce more hybrid and fully electric buses. By 2020, all double-decker buses will be either electric or hydrogen (nearly half the fleet)
- Retire the oldest, most polluting taxis and introduce more zero emissions taxis
- Ensure all highway services and traffic infrastructure engineering contractors vehicles are Euro 6 compliant
- Trial five electric double-deck buses in 2016

- Introduce more zero emission taxis by introducing a requirement for all newly licensed taxis to be zero emissions capable from 2018, and offering additional grants for taxi drivers to purchase these vehicles
- Work with freight and fleet operators to increase the use of low emission commercial vehicles, including within our own fleet
- Work with suppliers to provide infrastructure to support the uptake of electric vehicles
- Introduce a network of rapid charging stations to enable greater uptake of zero nitrogen oxide (NO_x) emitting electric vehicles
- Invest in walking and cycling to encourage less polluting forms of travel
- Use the planning system to require all new development to be 'air quality neutral'
- Introduce new measures to reduce emissions and clean up construction sites. Since September 2015 all construction machinery needs to meet minimum emissions standards. These standards will be strengthened in 2020
- Introduce a new £20m Mayor's Air Quality Fund to support the boroughs in tackling local air quality hotspots. The first round of funding supported more than 40 projects to reduce air pollution. The second round – from 2016-19 – will award a total of £8m to boroughs, including £2m to develop two low emission neighbourhoods
- Deliver the first two schemes for low-emission neighbourhoods – expected to start by June 2016

We will measure progress using:

- The percentage of women, older, disabled and BAME people who walk, cycle and use cycle hire bicycles
- Use of Cycle Superhighways using data from Operational Intelligence and Analysis group

- NO_x emissions from bus fleet (tonnes) and NO_x emissions data generally
- The number of hybrids in the bus fleet
- The number of un-retrofitted Euro III buses in the fleet
- The number of vulnerable people exposed to the health risks associated with exceeding the EU limits for NO₂ from a 2015 general baseline of one million Londoners
- Percentage of Euro 6 compliant contractor vehicles
- Contractor monitoring and compliance checks
- Percentage of NO_x from ground-based transport (currently 63 per cent)
- Uptake of electric vehicles, and ultra-low emission vehicles
- Growth in the number of EV charging points
- Uptake of car club membership
- Milestones and targets from Climate Change Mitigation and Energy Strategy
- The Greater London Authority's London Energy and Greenhouse Gas Inventory
- Figures for cycle hire usage as measured in the Customer Satisfaction Survey. Currently 23 per cent female, 12 per cent non-white, five per cent 60 years and over
- The reduction in the number of complaints related to footway defects using Surface Performance Data and the Customer Satisfaction Survey
- The increase in compliance rates relating to obstructions on the pavement in priority locations

Workforce diversity

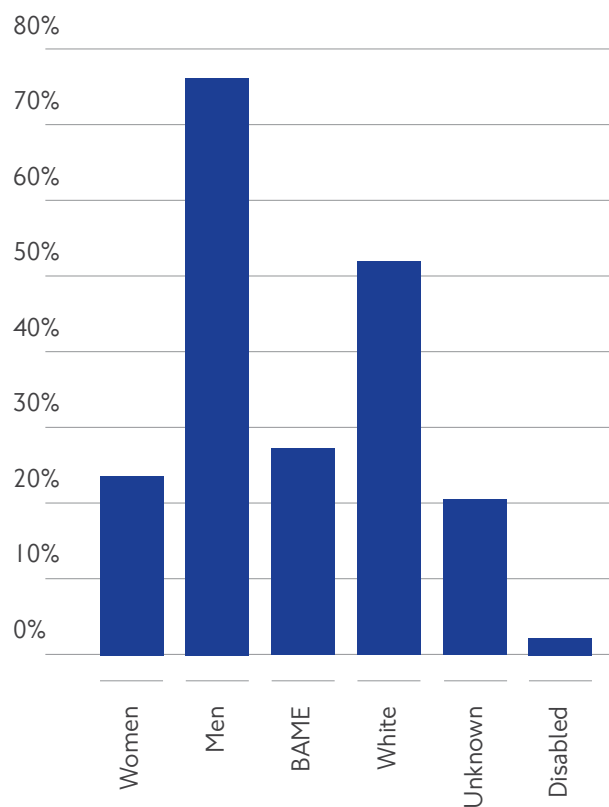
We are ambitious about our services and the people we employ.

We provide a world-class transport network and we want to be an employer of choice for Londoners. We aim to have a workforce that is as diverse as the city we serve, led by inclusive leaders. We would also like our people managers to be highly trained and effective, to manage people positively and confidently, and our staff to feel engaged, supported and included within the workplace.

We know that our workforce does not currently reflect the diversity of the Capital's population. Fifty-one per cent of the population of London are women and 45 per cent of economically active Londoners are women whereas just under 24 per cent of our workforce are women.

Overall workforce profile 2015 / 16

25,071



Forty per cent of Londoners are BAME and 32 per cent of economically active Londoners are from BAME communities whereas around 27 per cent of our workforce are BAME.

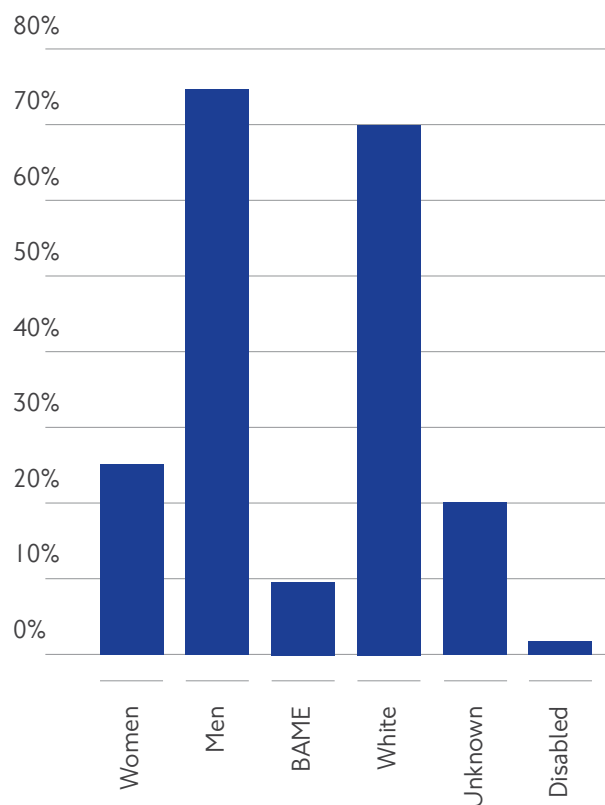
We also have low numbers of staff who have declared a disability.

Although our workforce does not reflect the diversity of London, at a senior level the number of women (24.8 per cent) is proportionate to the number of women within the organisation.

However, only 10 per cent of our senior managers are from BAME communities, which is an under representation of our overall workforce.

Overall TfL workforce profile at senior level 2015 /16

1,236



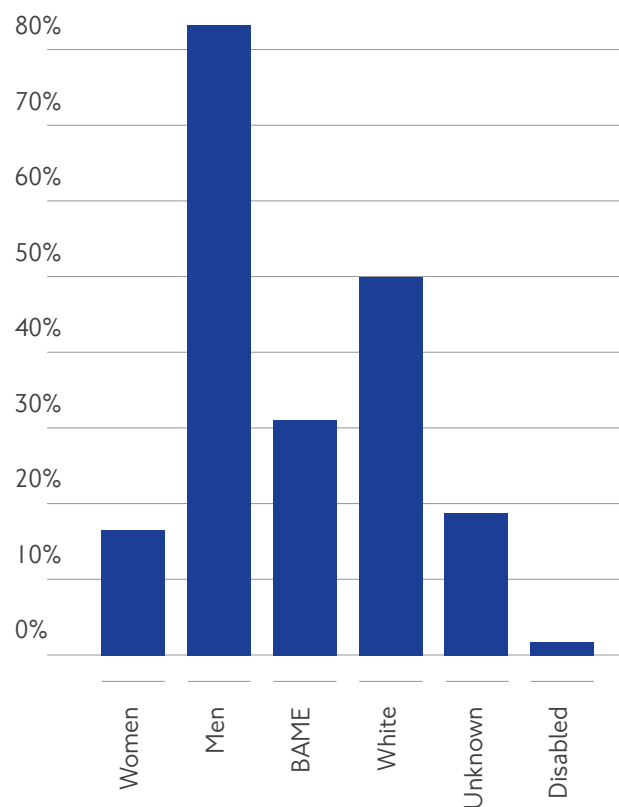
The operational part of TfL is the largest. It consists of 14,355 employees (57.3 per cent) whose roles range from customer service assistants, train operators and station supervisors to revenue inspectors, Dial-a-Ride drivers and network controllers.

Women make up 16.4 per cent of staff in operational roles. This is significantly lower than the overall representation of women within the organisation. However, 31.5 per cent of the operational population are from BAME communities, which is higher than the overall representation within the organisation.

Disabled employees are significantly less well represented within the operational population, when compared to the overall workforce.

Overall TfL workforce profile at operational level 2015 / 16

14,355



Our equality objective

We aim to achieve a workforce which reflects the diversity of London.

Our vision for our workforce is that there will be a more diverse range of people with the right skills working at TfL and that they are able to develop to their full potential. We will see an increase in both the diversity of our 'talent pipeline' and of our senior managers and more disabled people will be attracted and retained with comprehensive workplace adjustments and a supportive culture.

To achieve this we will:

- Deliver an industry-wide schools engagement programme, which will encourage young people to consider a career in the transport industry and TfL
- Increase the diversity of candidates accepted onto our Graduate and Apprenticeship schemes through targeted advertising; attending specific skills events, using current graduates and apprentices as ambassadors and their profiles to encourage further applications
- Use a range of platforms including science, technology, engineering and mathematics (STEM) graduates to promote our schemes and review all successful platforms each year. Our situational strengths test in the recruitment process will enable us to improve the equality of the assessment process
- Promote and highlight the recruitment guidance and ensure a best practice approach is always taken across the business



Maximising the potential of our workforce

- Undertake an equal pay audit and develop appropriate action plans to address any recommendations
- Promote and reinforce the social and business cases for increasing the diversity of our workforce by raising awareness across all levels of staff through communications and training
- Build on the work carried out by the Senior Manager Working Group and explore the introduction of its initial recommendations to speed up the progression of women and BAME people in TfL
- Explore methods to increase accountability for progressing equality and inclusion at all levels of the organisation
- Encourage all members of the TfL Leadership Team to include an equality and inclusion-related objective on their scorecards and ensure this practice is cascaded across the organisation
- Explore ways to encourage colleagues across the business to declare their equality information, such as an equality census and a communications campaign
- Build on the experiences of our partners across the private and public sector and explore the introduction of meaningful, area specific, aspirational targets
- Share best practice with a range of partners and networks

We will also continue to:

- Roll out the 'Maximising Potential' talent framework and work with the HR Organisational Development team reviewing analysis of TfL senior managers. This will enable us to identify any barriers and focus on development to build the pipelines for BAME and women senior managers

- Provide development opportunities for our middle managers, including the Springboard Women's development programme, peer-to-peer coaching and BAME mentoring circles, and constantly look to identify possible areas for improvement
- Provide work experience initiatives, in conjunction with Steps into Work, Whizz-Kidz and Scope, and run employment schemes for ex-forces personnel and ex-offenders

We will measure progress using:

- An increase in the current percentage of women (23.7 per cent), BAME (27.3 per cent) and disabled staff (2.13 per cent) among the total workforce
- An increase in the percentage of women (25.2 per cent), BAME (9.7 per cent) and disabled staff (1.78 per cent) among the senior workforce
- An increase in the percentage of women (29 per cent), BAME (43 per cent) and disabled people (two per cent) who apply for the TfL graduate schemes

- An increase in the percentage of women (17 per cent), BAME (41 per cent) and disabled people (two per cent) who apply for the TfL apprenticeship schemes
- An increase in declaration rates of staff and a decrease in the 'prefer not to say' option across all the equality categories, using the SAP workforce profile figures as a baseline

Equality and Inclusion performance is recognised and measured by appropriate measures within scorecards, KPIs and in objectives across TfL

Supporting current and future employees

We are providing the tools to make our workforce even more effective.

We know our people managers need more information and support to positively manage staff from different equality and other diverse groups.

We already provide an in-house training package, available to all staff, which provides an overview of Equality and Inclusion in TfL and we provide a training programme for people managers, an element of which examines 'unconscious bias'. However, we recognise managers sometimes need a better understanding of particular protected characteristics to support and more effectively manage colleagues, particularly disabled staff. We would also like our managers to be aware of any biases they may have in recognising and celebrating the contributions of their staff.

We are aware that disabled staff report an inconsistent approach to putting in place reasonable adjustments and highlighting the key role played by line managers. The research and experiences of the Staff Network Group for Disability reveal that the speed of introducing reasonable adjustments can be affected by the attitude or awareness of individual line managers. We would like to ensure the process and experience of staff is more consistent.

These research findings are reflected in our annual staff survey which found that total engagement scores for disabled employees were lower than they were for non-disabled staff.

We would also like to encourage mental wellbeing, since mental health related issues (such as stress) are frequently cited as a common reason for absence. We know greater physical activity is associated with both improved mental health and employee engagement; moreover it will help us realise our ambition to promote a more inclusive culture.

We believe in the importance of acknowledging when staff perform well and make a significant contribution. Our staff recognition scheme 'Make a Difference' (MAD awards), aims to help recognise, encourage and celebrate positive actions and behaviours across TfL. There are three levels, depending on an employee's level of achievement – Bronze, Silver and Gold. We know that of all MAD awards given, 26.2 per cent were given to women, which is an over representation of the workforce (23.3 per cent). Moreover, of all Gold awards given, 28.13 per cent were to women; again an over representation of the workforce.



Working together

However, we also know that of all MAD awards given, 24.01 per cent were to BAME employees, which is an under representation of the workforce (27.4 per cent) and only 18.11 per cent of Gold awards given were to BAME employees. The figure is significantly lower in some directorates which could suggest there may be unconscious biases in the way contributions are recognised and when these awards are given. Additionally, if senior staff are more likely to be given awards, because of the lower representation of BAME staff at senior levels, this also means BAME colleagues are less likely to be awarded.

The number of awards given to employees for 'Fair and Consistent' behaviour is extremely low, with only 78 (1.3 per cent), of the 5,927 MAD awards given in 2014/15, citing this behaviour. We would like to encourage fair and consistent behaviours since they demonstrate values supporting equality

and inclusion, so we would like to ensure these behaviours are appropriately recognised and rewarded.

Our equality objective

We aim to ensure all future and current employees are supported to make the most of their skills and talents.

Our vision is that our current and future employees will feel supported to realise their full potential. There will be improved capability of our current (and future) people managers to manage and support staff and all colleagues and managers will understand the barriers that some groups face and the solutions that can support them. Reasonable and workplace adjustments will be made swiftly and seamlessly. Staff are aware of the positive link between physical exercise and mental wellbeing and all employees understand the benefits of a diverse workforce and how to promote an inclusive culture.

To achieve this we will:

- Review our approach to reasonable and workplace adjustments and deliver an improved, consistent system with consolidated reporting of the number of adjustments made and appropriate ways to raise awareness
- Expand employee peer support mechanisms such as Psychological Trauma Support Groups; Health and Wellbeing Champions, who encourage their colleagues to take more physical activity; and Mental Health First Aiders
- Enable employees with health problems and disabilities to live and work as productively as they can
- Commit to reducing the stigma associated with mental health by promoting mental and physical wellbeing among all our employees
- Improve our understanding and knowledge of how mental health is managed across the organisation
- Consider ways to expand knowledge and awareness of unconscious bias among all employees
- Raise awareness of equality and inclusion training courses and encourage attendance by working with Employee Communications and HR Business Partners
- Raise awareness among people managers of the need to consider equality and inclusion-related objectives
- Encourage all line managers to complete Valuing People or Managing Essentials training
- Encourage all those who conduct interviews to undertake modules on unconscious bias within Managing Essentials toolkit and review our DVD
- Recognise contributions made by our diverse staff groups by raising awareness of possible unconscious bias and by monitoring the equality statistics for all categories within the MAD awards
- Promote the Fair and Consistent behaviour award and particularly the behaviours this relates to, so staff are more likely to recognise it

We will continue to:

- Promote Valuing People training and refresher e-learning
- Promote our Managing Essentials toolkit, which will establish and improve line manager capability. This includes an equality and inclusion module
- Review and update the equality and inclusion content on our company management system, for example, information on the workplace and reasonable adjustments process, guidelines for carers, transgender staff and religious observance in the workplace
- Work closely with the Independent Disability Advisory Group to ensure equality issues are a strategic imperative across the organisation
- Improvement in line manager engagement indices in the annual staff survey
- The rise in the percentage of MAD awards presented for Fair and Consistent behaviour
- The increase in the percentage of BAME employees receiving awards
- Year-on-year improvements in Viewpoint score to the question 'I am satisfied with the support available if I experience stress or pressure'
- Year-on-year increase in activities focused on mental health delivered through the Health and Wellbeing Improvement Programme
- The numbers of employees providing peer support for health issues and health promotion

We will measure progress using:

- The increase in the number of reasonable and workplace adjustments made year on year
- The rise in declaration rates of disabled staff
- The increase in engagement levels of disabled staff
- The number of employees taking part in programmes promoting physical activity
- The increase in the number of staff taking part in available equality and inclusion training

Engaging with employees and promoting an inclusive culture

We would like all of our employees to feel included and engaged with our organisation.



Developing our workforce

We know from our annual staff survey that some employee groups are less engaged with TfL and may feel less included within the workplace culture.

Of those who had declared a disability, only 52 per cent of them were totally engaged with the organisation. This is low when compared with 60 per cent of all staff and 62 per cent of employees who did not consider themselves to be disabled. We know that other equality groups such as LGBT staff and some faith groups are also less engaged overall than other personnel.

Moreover, we are concerned about the number of people who choose not to

declare information about themselves. This significant issue means we do not properly know our workforce, nor do we know if those employees who 'prefer not to say' are from equality groups and are concerned about declaration or if they simply do not understand why the information is relevant.

Employees are also reluctant to share personal information about themselves once appointed. Based on the personal workforce information we have gathered about our colleagues we know that:

- 62.3 per cent have not disclosed whether they have a faith or belief
- 61.2 per cent have not disclosed their sexual orientation
- 20.6 per cent have not disclosed their ethnic origin
- 533 staff (2.3 per cent) were happy to disclose they are disabled

To engage more effectively with our employees we need to know more about them. Therefore, we need to raise awareness and understanding among our colleagues of the need for this information and for staff to feel confident about providing this information.

Our equality objective

We aim to create a more inclusive culture where all employees feel engaged and included.

Our vision is that TfL will have a culture where all personnel feel engaged with the organisation and supported by their line managers. There will be greater engagement by senior managers in the equality and inclusion agenda, taking ownership of the issues affecting different diverse groups of staff.

We aim to have an organisation where all employees value an inclusive culture, feel comfortable to share their personal equality information and celebrate a shared vision for equality and inclusion.

To achieve this we will:

- Develop and deliver an equality and inclusion engagement and communication strategy to encourage all employees to understand the importance of equality and inclusion and how it affects them personally and professionally
- Build on the work completed by the Working Group on Disabled staff and Carers to deliver an engagement plan for the organisation



All employees value an inclusive culture

- Review and reorganise the Staff Network Groups, making them ready and fit to deliver the expectations and requirements of the organisation
- Work with the Staff Network Groups to explore reasons for the lack of engagement with employees from different equality groups
- Develop and deliver a TfL diversity champion and diversity buddy programme
- Expand the scope of bus driver training in the new bus drivers' City & Guild's qualification to include all people with a protected characteristic



- Deliver a plan to increase declaration rates across all the protected characteristics and reduce the number of staff who choose to 'prefer not to say'
- Raise the profile of IDAG to highlight the value of disability equality within TfL

We will continue to:

- Review our workforce policies, providing briefings on any changes to line managers and track relevant employee feedback, ensuring they are fit for purpose

- Provide a job share register, with appropriate support and guidance, to help those wishing to work flexibly to source potential job share partners
- Continue to publish and promote the annual faith and cultural calendar on our intranet

We will measure progress using:

- The total engagement index percentages of all employees from the staff survey (with a particular focus on disabled staff, carers and LGBT staff)
- An increase in the percentage of staff declaring their faith or belief, sexual orientation, ethnic origin and disability
- A decrease in the number of staff who choose not to disclose personal information
- The level of awareness of equality and inclusion and of the work contained within this document. This will be baselined in March and measured again periodically

Our business partners

We wish to be an organisation that models valuing diversity.

We know that women, BAME and disabled people are under-represented in the transport industry.

Women made up 23 per cent of the transportation and storage industry workforce in London in June 2015.*

We wish to be an organisation that models valuing diversity and encourages other organisations in our industry to do so. We have had feedback which tells us that the requirements we set for suppliers to support TfL's equality agenda are inconsistent and we know diverse businesses are under-represented in delivering our contracts.

Around 18 per cent of SMEs in the UK are majority women-led and seven per cent are minority ethnic group (MEG)-led.

Sixty-two per cent of SME employers were multi-managed by more than one working director or partner. Of these, eight per cent had partners/directors with a disability or longstanding illness.

London's SMEs are vital to its economy. We have an annual budget of around £11bn, and by opening up our contracts and supply chain opportunities, we can enable the Capital's small and diverse businesses to share in London's success.

Who makes up the transportation and storage industry in London

23%

of the transportation and storage industry in London are women*



*Source: ONS

We have a responsible approach to procurement which (in relation to equality and inclusion in our contracts) require contractors to have an Equality and Inclusion Policy and Equality and Inclusion

Who makes up the SMEs in London

18%

are majority women-led

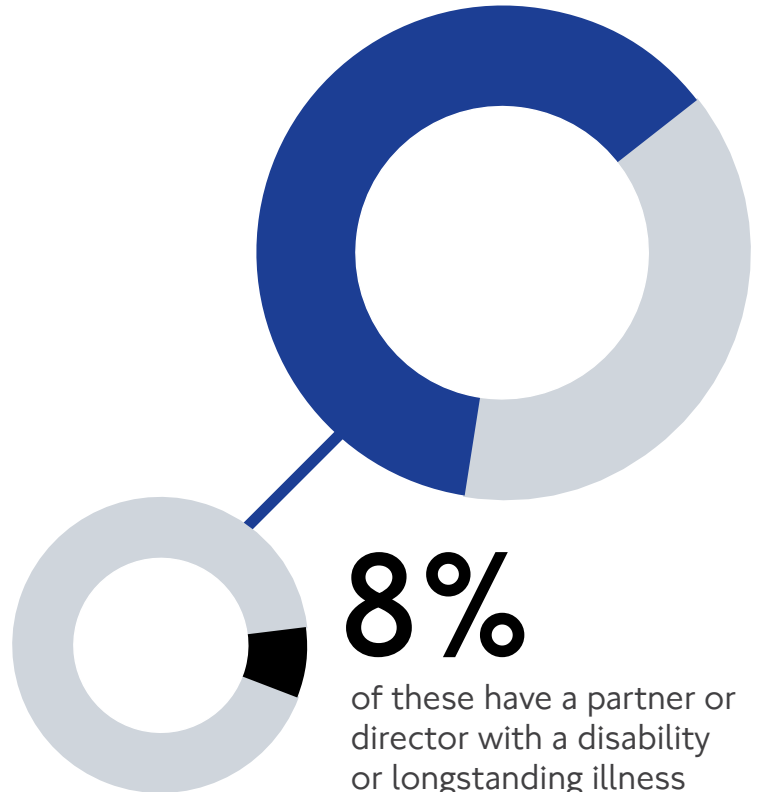


7%

are MEG led

62%

are multi-managed



8%

of these have a partner or director with a disability or longstanding illness

Training, where relevant and appropriate. We also use Supplier Diversity Plans and Diversity Communications Plans to ensure small and diverse businesses have equal contracting opportunities.

Our equality objective

We aim to encourage more of our partner organisations to have diversity as a core value.



Working with business partners

Our vision for our business partners is that they will increasingly have a higher representation of women, BAME and disabled people employed, including as apprentices and they will actively support and participate in our equality agenda.

To achieve this we will:

- Work with suppliers to support them in attracting and making opportunities available to people from under-represented groups
- Partner with employability groups, community groups and charities that work with people from under-represented groups, to provide them with access to training and employment opportunities on TfL projects
- Review contract requirements and establish a clear equality and inclusion specification in our contract requirements
- Include Strategic Labour Needs and Training requirements in contracts to require suppliers to hire apprentices and workless individuals from the local area on TfL contracts
- Promote the benefits of diversity and equality to our partners through

communications (eg our website, videos, roadshows, contractor training)

- Include elements of equality and accessibility in the design of business processes
- Review our contract requirements
- Continue support of specific service user groups through the Accessibility Champions programme

We will measure progress using:

- The diversity of businesses registered with CompeteFor
- The diversity of the businesses we use to deliver our contracts
- Clear and consistent equality requirements embedded in our contracts
- Successful completion of relevant induction modules for all new starters
- Engagement with service user advocates (IDAG, Transport for all)
- Reduction in escalations from our internal complaint handling process

Communication and engagement

We work closely with a wide range of groups that speak for our customers and users.

These include older and disabled people's organisations, transport campaigning groups, youth organisations and women's groups.

We are one of the few transport providers worldwide to engage so widely with equality groups and involve them so closely in our decision-making. We have excellent relationships with many groups, with 59 per cent believing we engage well. We would like to enhance this, including more work with LGBT+, BAME and faith groups.

Engaging with these groups will enhance the opportunity people have to talk about transport as part of their lives. It will also help us explain what we do and our decisions, support stakeholders to deliver their objectives, improve transparency and have more groups to call upon for advocacy.

Our equality objective

We aim to engage with more of London's diverse communities to effectively inform, develop and deliver our strategies, services and programmes.

Our vision for communications and engagement is for more and better engagement with the charity, voluntary and community sector, and for stakeholders to feel they have greater access to senior staff and the ability to influence policy.

To do this we will:

- Appoint an account manager to engage with BAME, faith based and LGBT+ charity and community organisations
- Proactively brief stakeholders on upcoming consultations and projects
- Develop more innovative approaches to relationship building, like our work experience scheme with the Royal London Society for Blind People, Scope and Whizz-Kidz, giving young disabled people work experience in our head offices
- Partner with our stakeholders more in their own campaigns, such as the Whizz-Kidz Travel Alliance, a campaign to encourage transport operators to improve accessibility of their services and involve disabled people in their planning



TfL Valuing People, Big Day Network

- Host Access all Areas, the ground breaking exhibition and conference involving staff from across our organisation, our contractors and other transport providers. This is an opportunity to show how we help older and disabled people use the network and the chance for them to speak directly to senior leaders about their experiences and be involved in our planning

We will measure progress using:

- Data on the level of engagement with a wider range of stakeholders, specifically from the BAME, faith and LGBT communities
- Stakeholder survey data taken every two years

Action on Equality – at a glance

Every year, we will publish the progress made towards the objectives in this document.

We will also provide updates on any new programmes or initiatives that can help meet them, ensuring that Action on Equality remains a living and meaningful document over the next four years.

The Action Plan for 2016/17 sets out our activities for this financial year. These, and new initiatives we commit to each year together with other longer term programmes, will help us achieve our objectives under each of the main themes by 2020:

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

Outcome: Older and disabled people will experience improved levels of customer service on buses, door-to-door services and across the TfL network, with less conflict over priority seating and greater support from staff.

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

Outcome: Customer information will be clearer, simpler and more personal, with high quality details about accessibility requirements, and available in a number of formats.

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

Outcome: There will be more step-free London Overground and Underground stations, more wide-aisle gates, manual boarding ramps and platform humps in more stations, and more accessible bus stops, taxis, private hire services and streets.

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

Outcome: Incidents of crime and road casualties will be even lower and all people will feel safer and able to travel without fear of worrying experiences or antisocial behaviour at any time of the day or night on any mode.

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

Outcome: Our fare structure will be straightforward and easy to understand and customer experience will be consistently high so that people feel they receive good value for money.

6. Health: Provide a transport system that promotes and improves the health of all Londoners.

Outcome: Better quality London's streets that encourage a healthy active lifestyle, for example through Cycle Superhighways, Quietways and safer junctions, and better air quality to make London a city where active travel is more attractive and accessible to all.

7. Workforce diversity: Achieve a workforce which is reflective and representative of the diversity of London.

Outcome: There will be a more diverse range of people with the right skills working at TfL, with the ability to develop their skills to their full potential which will be reflected in the diversity of our 'talent pipeline' and our senior managers. More disabled people will be attracted and retained with improvements to workplace adjustments and a supportive culture.

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

Outcome: A better understanding of the barriers that some groups face and the solutions that can support them. Employees who are aware of the positive link between physical exercise and mental wellbeing, and the benefits of a diverse workforce.

9. Engaging staff and promoting an inclusive culture: Create a more inclusive culture where all staff feel engaged.

Outcome: There will be greater engagement by senior managers in the equality and inclusion agenda, taking ownership of the issues affecting different diverse groups of staff. Our employees will value an inclusive culture and feel comfortable to share their personal equality information.

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

Outcome: Our business partners will have a higher representation of women, BAME and disabled people in their employ, including as apprentices.

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

Outcome: Better engagement with the charity, voluntary and community sector while ensuring stakeholders have access to senior staff and feel they have the ability to influence policy.

Action Plan for 2016/17

We will report each year on the progress made against the objectives in this document. Over the next 12 months, we plan to deliver:

Chapter	Section	Actions
Customer experience	Buses	Develop a bespoke training course for all London Buses' employees, all 24,700 drivers and private bus operator support staff, focusing on improving the customer experience, to be delivered from April 2016 to March 2018.
		Develop the customer experience function within London Buses.
	Priority seating	Deliver 'offer a seat' communications.
		Make more staff announcements on priority seating particularly when customers are boarding, including making a recorded message.
		Explore a card and/or badge for people with a hidden disability who need priority seating.
	Taxi and private hire	Develop an information campaign on wheelchair refusals by the end of 2016.
		Revise the policy on assistance dogs and wheelchair refusals by summer 2016.
		Introduce disability equality training for new and renewal private hire drivers by spring 2016.
Underground and rail	Complete the roll out of Fit For the Future to improve customer service and increase visibility and availability of staff.	
	Completion of ticket office transformation works at 11 stations on the Bakerloo and District lines	
Door-to-door transport	Put in place the proposals from the Social Needs Transport Review including moving towards an integrated system for social needs transport in London.	

Chapter	Section	Actions
	Customer complaints	Effectively capture all issues arising from complaints to provide useful data that help address the root causes of dissatisfaction.
		Take further steps to ensure that employees feel empowered to resolve issues effectively first time.
Customer information		Run an integrated marketing campaign to raise awareness of the information available and how it can be accessed. This will include material in print, poster and radio mediums, as well as digital mediums, in order to communicate with audiences that don't have access to the internet.
		Conduct research into the gaps that exist in current information and how it is used by spring 2016.
		Explore how we can expand accessibility information available on Journey Planner.
		Develop and promote a London-specific travel mentoring training course and qualification and encourage its take up by local travel mentoring schemes working in partnership with us.
		Begin promoting the Ultra Low Emission Zone to enable people to prepare for implementation in 2020
		Completion of improvement works to visual and audio train service information at high priority underground stations and on trains.
Accessible network	Rail and Underground	Make all new stations step-free.
		Make Tottenham Court Road and Tower Hill stations step-free, open a new entrance at Bond Street station, and introduce lifts at West Hampstead station and escalators at Lewisham station.
		Finish the introduction of new air-conditioned, walk through car access trains (s-stock trains) on the District Line.
		Complete improvement works at the first 10 West Anglia London Overground stations, this includes accessibility and security improvements.
		Develop a planning method to prioritise and guide decisions on accessible infrastructure that considers long-term issues, such as London's growth,
		Promote accessible design for our stations and the area around our stations through the new London Underground Design Idiom.
Accessible network	Buses	Continue our bus shelter modernisation programme that has already delivered 3,100 re-designed perch seats with arm-rests. Continue this at a rate of 650 per year.
		Make 95 per cent of all bus stops fully accessible by end of 2016.
		Trial a retro-fit arm-rest for older shelter models early in 2016.

Chapter	Section	Actions
Accessible network	Cycling and walking	Promote best practice to urban design using the recently published Streetscape Guidance.
		Exhibit an exemplar street at the 'Access all Areas' event in June 2016.
		Maintain financial support in 2016/17 to help the boroughs pay for local transport projects set out in their Local Implementation Plans. Local areas will see safer roads, better public spaces, improved walking facilities and cycling made safer and easier.
	Taxis and private hire	Subject to TfL Board approval, card payment acceptance will be compulsory in taxis from October 2016, including contactless payments.
Travelling safely and securely	Safety, security and night travel	Continue providing a rapid-response service that gets rid of more than 30,000 instances of offensive or extensive graffiti from bus stops each year (in addition to routine removal of minor graffiti).
		Educate year six students to be safe and responsible riders of public transport through annual TfL Safety and Citizenship interactive presentations
		Reinforce safe and responsible travel behaviour messages every May to year six pupils in at least 50 secondary schools via an interactive resource.
		Launch of Night Tube on the Central, Jubilee, Northern, Piccadilly and Northern lines
	Road safety	Trial 20mph zones in 10 London locations, to improve the environment for walking and cycling.
		Deliver pedestrian safety improvement programmes in Peckham and Tooting town centres. Both areas have high numbers of BAME communities, and a high risk of pedestrian casualties.
Travelling safely and securely	Road safety	Roll out Safe Drive Stay Alive – a scheme focusing on the behaviour of young drivers, who are more likely to be involved in a serious collision – targeting 18,000 participants.
		Introduce a new one-to-one training scheme for motorcycle or scooter riders.
		Re-launch the Children's Traffic Club, aiming for more than 103,000 participants.
	Unwanted sexual behaviour	Continue promoting 'Report it to Stop it' through a variety of media channels.
		Visit schools in London to deliver tailored lesson plans.
		Continue to work with the police to actively promote Project Guardian – our initiative that tackles sexual offences on London's transport network.

Chapter	Section	Actions
Travelling safely and securely	Hate crime and vulnerable adults and children	Continue to promote ways of reporting hate crime.
		Improve the methods for customers to report their concerns to TfL
		Improve our approach to safeguarding our most vulnerable groups of customers.
		Train front line staff to better understand and act on the issues.
		Work in partnership with police and local authority safeguarding boards.
Value for money and affordability		Provide clearer information on fare prices and payment types, including targeted information for groups that travel less frequently.
Health	Active travel	Continue the TfL Future Streets Incubator to invest in ideas that improve London's streets.
		Promote cycling and the use of Santander Cycles to older, disabled and BAME people and women.
		Install a total of 600 crossings with Pedestrian Countdown by the end of 2016.
		Trial non-profit partnership initiatives with London boroughs and targeted community groups to increase the percentage of women, older and BAME users of Cycle Hire from autumn 2016.
		Target boroughs in London with the largest populations of BAME pre-school children to enrol in the TfL Children's Traffic Club London scheme.
Health	Air quality	Trial five electric double-deck buses in 2016.
		Deliver the first two schemes for low-emission neighbourhoods – expected to start by June 2016.
		Increase the number of hybrid buses to 1,700 by 2016 (including 600 new Routemaster buses), retrofit a further 900 buses, retire a similar number of the oldest buses and replace them with the latest ultra-low emission buses, and focus the cleanest buses on routes through London's air pollution hotspots.
Workforce diversity		Deliver an industry-wide schools engagement programme, which will encourage young people to consider a career in the transport industry and TfL.
		Use a range of platforms including science, technology, engineering and mathematics (STEM) graduates to promote our schemes and review all successful platforms annually.
		Promote and reinforce the social and business cases for increasing the diversity of our workforce by raising awareness across all levels of staff through communications and training.

Chapter	Section	Actions
Supporting current and future employees		<p>Review our approach to reasonable and workplace adjustments and deliver an improved and consistent system. This will include consolidated reporting of the number of adjustments implemented and appropriate communications to raise awareness.</p> <p>Build on the work completed by the Working Group on Disabled staff and Carers to deliver an engagement plan for the organisation.</p> <p>Review and reorganise the Staff Network Groups, making them ready and fit to deliver the expectations and requirements of the organisation.</p>
Engaging with employees and promoting an inclusive culture		<p>Develop and deliver an equality and inclusion engagement and communications strategy to encourage all employees to understand the importance of equality and inclusion and how it affects them personally and professionally.</p>
Our business partners		<p>Partner with employability groups, community groups and charities that work with people from under-represented groups, to provide them with access to training and employment opportunities on TfL projects.</p> <p>Review contract requirements and establish a clear equality and inclusion specification in our contract requirements.</p> <p>Include Strategic Labour Needs and Training requirements in contracts to require suppliers to hire apprentices and workless individuals from the local area on TfL contracts.</p>
Communication and engagement		<p>Appoint an account manager to engage with BAME, faith-based and LGBT charity and community organisations</p>

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