



Transport for London

# Race Equality Scheme

2008-2011

MAYOR OF LONDON

Transport for London



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# Commissioner's foreword



I am pleased to introduce Transport for London's (TfL's) Race Equality Scheme (RES) 2008. This is the third RES TfL has produced and it builds on the achievements we have made in delivering services for all of London's communities.

London is the most diverse city in the world and continues to be the place of choice for many people who want to make their home in the UK. It is also one of the world's major tourist destinations, attracting visitors from all over the globe and, increasingly, from places such as India and China.

In order to anticipate the travel needs of Londoners and visitors to our city, TfL has to reflect the same diversity of experience, culture and ideas in its own workforce. People from black, Asian and minority ethnic (BAME) communities make up almost 35 per cent of our workforce and an increasing number of TfL's senior team are from BAME groups. This means that TfL can understand the communities it serves and is committed to working closely with all of London's groups to deliver the services the Capital needs.

This scheme has been developed with the involvement of people from different communities across London and I would like to thank those who took part for their valuable contribution. The feedback TfL has received about its services, and the research that has been carried out, has been used to determine actions that will deliver a better experience for all our customers and service users, and will address the key concerns that people have said are important to them.

This scheme forms part of TfL's commitment to provide accessible, safe and reliable services and equal access to employment opportunities for everyone.

TfL will keep people updated on progress in an annual review of this scheme, the first of which will be published in July 2009.

A handwritten signature in green ink that reads "Peter Hendy". The signature is written in a cursive, slightly slanted style.

**Peter Hendy**  
Commissioner  
Transport for London

# About Transport for London

Every day, TfL provides transport services for more than 10 million people across the Capital.

It manages London's buses, London Underground (LU), Docklands Light Railway (DLR) and Croydon Tramlink. It also runs London River Services, Victoria Coach Station and the London Transport Museum. In November 2007, it became responsible for London Overground train services.

As well as running London's Congestion Charging scheme, TfL manages a 580km network of main roads, all of London's 6,000 traffic lights and regulates taxis and the private hire trade. It also promotes road safety, cycling and walking initiatives; operates Dial-a-Ride door-to-door services for disabled people unable to use buses, trams or the Tube; and funds local transport initiatives in each of London's 33 boroughs.

# The purpose of this document

This document reports on TfL's progress regarding employment and service provision for Londoners, particularly those from BAME groups. It sets out TfL's plans to provide the services people need, and outlines how TfL will ensure it attracts and retains talented staff from across all of the Capital's diverse communities.

This scheme has been developed in consultation with many stakeholders from across London's communities, including experts in race equality, service users and staff. It draws on what is already being done for London's communities, plus newly-commissioned research into passenger and staff experiences of TfL from both BAME and non-BAME groups. It also incorporates TfL's response to these research findings. This comprehensive RES addresses many issues raised and sets out a clear programme of delivery.

TfL aims to be best practice in how it approaches the development of its equality schemes and the consultation and research which has gone into the development of the scheme has been conducted to provide TfL with evidence of the impact of current policies and services has on our customers and service users from across all of London's communities. Their views and the regular research have formed the basis of this scheme and action plan.

The key topics in the RES are those that have been identified as having the most impact on people and a disproportionate impact on members of BAME communities, namely safety, affordability, accessible information and customer service. Additionally, TfL sought views on its approach to more sustainable and healthy transport, transport planning and procurement. The scheme also covers issues of concern to TfL's staff and its potential employees.

During the development of this RES, TfL has:

- Created a clear, three-year action plan
- Gained a better understanding of passengers' varied needs, particularly around accessibility, safety and security
- Committed to having a balanced workforce representing the diversity of London's communities
- Worked to improve its customer and employee satisfaction results by listening to feedback and improving facilities across the whole network
- Committed to inform and update on progress by producing an annual report against the RES action plan

# Who it is aimed at

This document is for anyone – passenger, service user, employee, policy-maker or campaigner.

It outlines how TfL will ensure the Capital's transport users have equal access to its services and sets out the measures it will take so that staff are always treated fairly and equally, regardless of their race or background.



# TfL and equality

TfL is committed to making its services as accessible as possible and providing equal opportunities to all staff. TfL has already produced the following equality schemes which set out the activities to meet our goals:

- Disability Equality Scheme
- Faith Equality Scheme
- Gender Equality Scheme
- Sexual Orientation Equality Scheme

Each scheme is the result of extensive consultation and contains an action plan outlining what TfL is doing to meet its equality objectives and to promote social inclusion.

In understanding the role of transport in improving social inclusion, TfL has identified five key goals:

- Make sure that key services and activities are in accessible locations
- Improve the availability and physical accessibility of TfL
- Provide affordable transport
- Improve the safety and security of public transport and the public realm
- Increase journey opportunities

Achieving these goals will have a positive impact for everyone. It will enhance access to employment, education, health and social facilities, plus other services which are particularly important in providing equal opportunities for London's BAME communities.

# The Capital's population

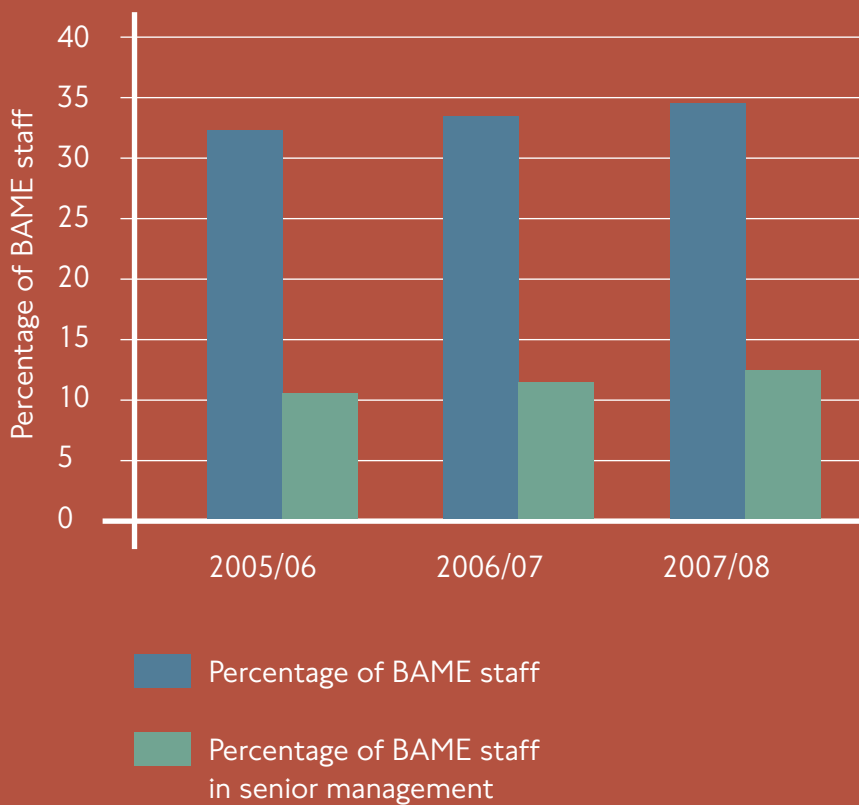
London is one of the most ethnically and culturally diverse cities in the world. People from BAME communities provide a significant cultural, social and economic contribution to London and make up around 35 per cent of the city's population.

There are some geographical clusters where particular communities are more concentrated. Examples include higher than average black populations in Lambeth, Lewisham and Southwark; more concentrated Asian populations in Harrow, Hounslow and Redbridge; higher than average Chinese populations in Barnet, Camden, Westminster and Sutton; and greater mixed race populations in Inner London.

# TfL's staffing profile

TfL is a major employer in London with around 21,500 members of staff.

Its aim is to reflect London's demographics in the diversity of its workforce. The table below shows the BAME representation in the organisation over the past three years:



# Race, the law and TfL

The Race Relations (Amendment) Act 2000 RR(A)A 2000 places a general duty on public bodies such as TfL to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

The Act also has specific duties which require TfL to carry out a range of activities that will ensure the general duty is met, this includes the publication of a Race Equality Scheme. This scheme should set out an organisation's timetabled plan for meeting the general and specific duties. This is the third race equality scheme published by TfL.

The specific duties include

- Assessing and consulting on the likely impact of proposed policies on the promotion of race equality
- Monitoring policies for any adverse impact on promoting race equality
- Publishing the results of any assessments, consultations and monitoring
- Ensuring public access to the information and services it provides
- Training staff in connection with the general and specific duties

There is also a specific duty in relation to employment issues. These can be found in the section 'TfL as an employer'.

In developing this scheme, TfL has adhered to the statutory guidance produced by the Commission for Racial Equality and endorsed by the Commission for Equalities and Human Rights, to promote race equality in meeting both the general and specific duties. In addition, it has identified a detailed action plan to meet the general and specific duties of the RR(A)A 2000.

# TfL's specific objectives for race equality

This RES focuses on a number of key themes, which are the result of research and the feedback TfL has received from different communities.

These themes were chosen by TfL as they have the greatest impact on eliminating discrimination and promoting equality between different groups. They are:

- Affordability of transport – making sure that people pay the cheapest fare for their journey
- Personal safety and security – making the network better for everyone to use
- Engagement with communities – working in partnership with people from across London to continue making improvements and address local concerns
- Reflecting the community in TfL's senior management – increasing BAME representation

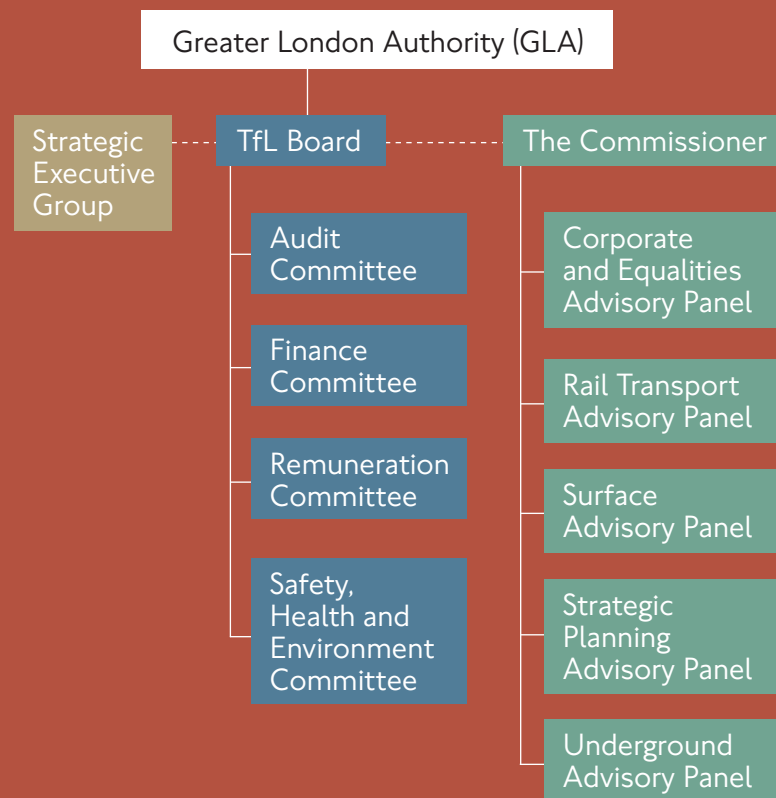
TfL believes that these are the areas that are most important to Londoners and this is backed up by feedback. The RES action plan covers in detail what TfL is going to do to address these issues.

# TfL management structure for achieving and monitoring race equality

Overall responsibility for the RES will sit with the Commissioner, the Director of Group Equality and Inclusion and the Chief Officers, who will assess, direct and report on related activities at Greater London Authority (GLA).

The Corporate and Equalities Advisory Panel, which oversees progress made on race and other equality issues, consists of members of the TfL Board, who are appointed by the Mayor, plus senior GLA representatives and advisers to the Board. It is chaired by the Commissioner.

More information, and details of the panel's governance arrangements, can be found below and on the TfL website ([tfl.gov.uk](http://tfl.gov.uk)).



## **Monitoring detailed activities identified in the RES**

The activities identified in the RES action plan have been incorporated into TfL's core business and are part of its modal business plans. These activities are also reported to, and monitored by, TfL's Service Delivery and Employment steering group, which meets monthly and is chaired by the Director of Group Equality and Inclusion.

## **Equality impact assessments**

In 2004, TfL carried out a number of equality impact assessments on its services and functions. Additional full impact assessments have been conducted for major projects such as the East London Line extension, LU's Public Private Partnership (PPP) investment programme and major proposals such as the Greenwich and East London Transit schemes. An assessment of measures put in place to support the Safer Travel at Night programme has also taken place. TfL will review progress on the findings of equality impact assessments and develop a programme for new assessments based on research and engagement with people from across London. TfL has a comprehensive research programme that has informed this scheme and the development of other policies. Further extensive research and consultation with members of the Capital's BAME communities has been undertaken for the development of this RES and the action plan.

## **Reaching communities**

TfL's services are marketed through a wide range of media, including press and publications aimed at London's diverse communities. Where information has not reached particular communities, TfL has developed alternative solutions. An example is the Ambassador's Programme, which works with communities along the route of the DLR to promote the railway and access to other services. TfL also ensures that information is available in a variety of languages and has recently undertaken a review of this to

ensure newer communities in London are catered for. Further recommendations have been developed and are set out in the action plan.

### **Training and guidance**

TfL has developed a core equality and diversity training programme called Valuing People. This course was launched within the organisation in 2006 and more than 2,000 people have attended so far. TfL also offers training for staff who carry out impact assessments, and equality and diversity issues are covered in courses dealing with topics such as performance management, recruitment practices and accessible design. TfL will continue to review the training and other support it offers to staff and will benchmark its training products against best practice.

### **Equality monitoring**

TfL holds comprehensive equality data and reports are submitted to the Mayor's Office and the Corporate and Equalities Advisory Panel through the annual budget and business planning processes. The information covers all the specific duties, plus reports from TfL's monitoring of the BAME pay gap. For further information about workforce monitoring, plus reports detailing progress in BAME representation across the organisation, see the employment section of this scheme.

### **Working in partnership – promoting good relations**

As well as its responsibilities under the RRA(A)2000, TfL is also bound by the GLA Act 1999, which states that 'the executive body of the GLA should act with due regard to equality of opportunity when carrying out its principal purposes'. The GLA liaises with TfL and other functional bodies to promote social inclusion. TfL has also worked with the London boroughs on programmes such as 'Fair Cities' to provide greater access to employment opportunities and

promote community cohesion. In addition, it has sponsored events that bring together people from across London's communities and works closely with the Mayor's office and other bodies to influence policies in areas such as health and economic development. It also works with bodies such as the Commission for Equality and Human Rights and the Department for Communities and Local Government to promote inclusion and foster good relationships between communities.


## **Discrimination Law Review**

In February 2005 the Government launched a Discrimination Law Review to look at discrimination and legislation in Great Britain, and to bring forward proposals for a clearer and more streamlined equality legislation framework. The resulting proposals have led to the consultation paper 'A Framework for Fairness', which was published in June 2007. It sets out the Government's proposals for a Single Equality Bill for Great Britain. TfL continues to engage with this debate at every stage.

## **TfL's other equality schemes**

In response to separate legislation, TfL has produced other equality schemes which address the issues of disability, faith, gender and sexual orientation. There are, of course, issues about public transport in London that concern other groups of people as well as BAME communities. For example, research conducted by LU shows that network reliability is a concern for Asian people and women of all backgrounds. TfL ensured that lesbian, gay and bi-sexual members of BAME communities were involved in the development of its Sexual Orientation Scheme.

Through the equality schemes and assessments of its activities, TfL can identify issues that impact on a number of groups, for example safety and security is an issue that affects all transport users but it is of particular importance to older people, women, members of BAME communities and disabled people.



TfL has ensured that, in the development of all of its schemes, people from different age groups have been asked about their concerns. Older people have told us that public transport is very important to them; they value the Freedom Pass and the availability of accessible buses. However, for older people from across all of London's communities, personal safety is the number one priority.

Much of what TfL does to provide access to its services, and opportunities for employment, benefits all Londoners. It recognises that some people face a number of barriers when trying to access transport or employment. This might be because they are both a disabled person and a woman, or because they are a gay man from a BAME community. TfL has gained extensive understanding of these barriers through the development of its equality schemes and, during 2008, will develop a strategic document that outlines the shared themes for people from London's communities. This will potentially inform TfL's single equality scheme action plan, which will be published during 2008/09.

# Research and consultation

## TfL's understanding of transport issues affecting BAME customers and service users and developing the race equality scheme

TfL has a significant body of research covering BAME people's perceptions of the London transport network. Consultation for this scheme (September – December 2007) gave TfL further qualitative information and provided an opportunity to see whether anything had changed as a result of earlier research and consultation.

New research has improved TfL's understanding of the needs of London's different BAME groups, including some smaller communities or groups that sometimes fall outside standard ethnicity classifications, for example Irish travellers, Somalian, and Albanian groups and people from Latin America and Eastern Europe. It has also allowed TfL to see if issues vary in different parts of the Capital.

### What existing research has told TfL<sup>1</sup>

Existing research has shown that BAME people demonstrate broadly the same public transport needs, expectations, usage and opinions as the rest of the population.

Their key needs, as for all groups, are safety, reliability, respect, customer service and access to information. They also place additional emphasis on cleanliness, hygiene, and comfort. Cost is also important, affecting how BAME people view and use TfL's services.

Generally, BAME people are more likely to feel favourably towards London's public transport system than the wider population. They feel more positively towards LU (66 per cent compared to 59 per cent) and think the system is good value for money and are more likely to regard it as 'world class'. However, there are some exceptions: they are less satisfied than the wider London population with bus stations and private hire vehicles. People from BAME communities are also more likely to feel that all passengers have a responsibility to demonstrate good behaviour on the transport system.

#### Data source:

1. Summary of existing TfL research knowledge

The research also revealed that, like many other Londoners, people from BAME communities face a number of barriers to using public transport. These include:

- Over-crowding: a significant and repeated concern for reasons of safety, security, cleanliness and culture
- Services that do not meet their needs due to, for instance, timings, routes or frequencies
- Cost
- Fear of crime
- Antisocial behaviour from other passengers
- Experience, and fear, of discrimination from other passengers and service users, particularly following the 2005 London terrorist attacks
- Safety and security on the network, and on journeys to or from stations or stops
- Poor customer service, particularly from bus drivers

### **What the new research told TfL**

The new consultation and research did not contradict the past work, but added significantly to TfL's understanding. It sought responses from a very diverse set of Londoners spanning different generations, locations, backgrounds and with varying experiences of living in the Capital and using its transport system.

During this new research many suggestions were made about how TfL can improve its services. Another benefit was that it helped explain the differing travel patterns of London's BAME communities. For example, TfL now has a better understanding about why people travel at certain times and in certain ways for positive reasons (such as they prefer walking because it is healthy) as well as for negative reasons (like preferring not to travel at certain times of day, or in certain locations, because they have concerns about safety).

The research and consultation carried out among TfL's staff confirms that, although progress has been made in achieving race equality, the speed at which this has happened is often seen as too slow. However, staff from all groups and areas of the business have let TfL know what their key priorities are, and these have been included in the action plan.

This RES shows how TfL has responded to consultation and staff feedback and the action plan demonstrates how feedback has been developed into clear commitments.

The following sections provide more detail. They are arranged into themes relating to service delivery and employment issues.

TfL's key objectives for addressing gaps identified in the RES are:

- Affordability, including issues around the Oyster card
- Safety and security
- Accessibility of information
- Healthy London – walking and cycling in the Capital
- Transport planning – is the network meeting people's needs?
- Customer service – support from staff and complaint mechanisms
- Procurement

The following section provides more information on existing research findings, outlines what new consultation on the above areas has revealed and details many of the activities TfL has in place to address these issues.



# Listening to and involving customers, service users and staff

TfL is committed to making its transport network and services accessible to all customers and service users. When working to overcome barriers, it consults a number of groups, including BAME communities. This section of the RES looks at the research and consultation findings.

The feedback shows a varied picture and, while the views expressed by BAME Londoners will often be comparable with those of others with similar characteristics (eg low income groups), there is often an over-representation of some BAME people among these groups.

Each chapter examines the findings in detail, outlining:

- a) The questions that were put to research participants
- b) The responses
- c) Some suggestions made by participants
- d) What TfL is doing about it, now and in the future

The chapters are based on the topics that BAME research participants said were important to them:

## **Service delivery**

- Affordability, including issues around Oyster card
- Safety and security
- Accessibility of information
- Healthy London – walking and cycling in the Capital
- Transport planning – is the network meeting people’s needs?
- Customer service – support from staff and complaint mechanisms
- Procurement

## **TfL as an employer**

- TfL’s workforce profile
- Monitoring for race equality
- Career development and recruitment
- Day-to-day treatment in the workplace and TfL’s commitment to race equality

# Service delivery

This chapter is made up of a number of topics, all of which play a part in how TfL delivers transport services to Londoners.

These are:

- **Affordability** – including issues around the Oyster card scheme
- **Safety and security** – how customers feel about safety and security when using the transport network
- **Accessible information** – how effective is TfL in providing information to help all Londoners access the transport network?
- **Healthy London** – what TfL is doing to help Londoners enjoy the benefits of walking and cycling in the Capital
- **Transport planning** – is the network meeting people's needs?
- **Customer service** – support from staff and complaint mechanisms
- **Responsible procurement**

# Safety and security

## TfL asked

- Are there particular places, or times of the day, that make you feel less safe on London transport?
- How do concerns about safety influence your travel?
- How can TfL make people feel safer?
- What security measures are you aware of on the network?

## BAME people said

Regardless of background, gender or age, the research showed that personal safety and security on public transport is very important to BAME people, and BAME women are particularly safety-conscious. Throughout the research, they spent more time discussing it than the men did.<sup>2</sup>

The research revealed that some BAME people do not think public transport is particularly safe, especially at certain times of the day. Knowing that services are reliable and regular can do a lot to help people feel secure and in control.

### Overcrowding

Overcrowding during peak hours is one of the biggest safety concerns for some BAME women, who are particularly sensitive to issues relating to their personal space.

Data source:

2. 1990 Trust 5

## **BAME young people**

Young people felt that they were unfairly stigmatised in the media and that this led to them being treated badly by other customers and some bus drivers. Those interviewed felt that fellow commuters viewed them less favourably than other groups and young black men said that there was almost an expectation that they would cause trouble when they boarded buses, although they had no such intentions.<sup>3</sup>

## **Authority presences: TfL staff and police**

A lack of staff and police on the transport system is a key security concern for BAME people.

For some, a police presence is reassuring, especially at bus stops and during the night. The police are regarded as trained and equipped to handle the most serious of incidents, as well as being the best deterrent to criminal and antisocial activity. Some BAME women said they would feel much more confident travelling at night if they knew there were regular police patrols.

## **Night buses**

Waiting for, and travelling on, night buses are both potential barriers to using public transport at night. Some of those who do use night buses thought the stops were badly lit and often in very quiet places.

**‘There are less people on the buses and less people at the bus stops [at night]. During the daytime, there are more people so you feel safer, you could probably get support from them.’<sup>4</sup>**

### **Data source:**

- 3. 1990 Trust
- 4. Ethnic Dimension 36

## Overground trains<sup>5</sup>

Of those BAME people interviewed, some felt Overground trains weren't as safe in the evenings because the stations and trains were more likely to be empty. There is also a greater distance between stops than on the Underground, and this increased the fear of not being able to get off quickly if something happened.

## Underground

Most BAME people who use the Underground feel safer on Tube trains than they do on buses. They feel even safer when there are lots of TfL staff and passengers around (eg at peak times), or where there are plenty of CCTV cameras.

**'I prefer travelling by Underground, because you can say what time you're going to get there and it's safe. If you were to go to the West End or central London, it's better, more convenient to go by Tube, quicker.'**

## Walking

Walking around the Capital is considered safe by most BAME people who participated in the consultation. However, for those who work long shifts walking is not a practical option as it is too tiring, people live too far from their work, or, for those finishing shifts late at night or early in the morning, it is not considered a safe option, especially for women.

## What existing research tells us

### Antisocial behaviour

Research shows the most common personal security concern on the public transport system was other people's bad behaviour.<sup>6</sup> BAME people think TfL could do more to ensure good standards of behaviour from passengers. They feel TfL's

Data source:

6. Wales

policy on antisocial behaviour should be communicated more widely to the public.

Some say rowdy youths on public transport, especially around school-leaving time, are a big concern and make people feel intimidated. They have suggested TfL should do more to reduce drunkenness, shouting and swearing.<sup>7</sup>

### **Fear of crime, attack and the impact of terrorism**

Just over half of non-BAME Londoners think that fear of crime is a drawback to living in London, while just over two-thirds have said this is a problem.

To increase their sense of security, and to lower crime levels, BAME people would like to see more CCTV cameras on the network, and would like assurance that they are working.

BAME people believe that they are more likely to be attacked or receive racist abuse since the July 2005 terrorist bombings in London. This mostly affects Asian people, who feel that Muslims are stereotyped as potential terrorists. People who wear traditional Asian clothing, such as headscarves, turbans and saris, or those people who speak Asian languages, feel particularly vulnerable.<sup>8</sup>

### **Racism and discrimination**

BAME people believe they experience more racism on buses than on other areas of the network. It was felt racist abuse from passengers happens more at night, and is usually from youths and men who are under the influence of alcohol.

Community Support Officers (CSOs) are a familiar presence across London and seem to have a more approachable and friendly image than police, particularly with BAME people. They are also thought to come from more diverse ethnic backgrounds and so are more accessible to members of BAME communities.

#### **Data source:**

- 7. Wales citing 25
- 8. Summary of existing TfL research knowledge citing 5

BAME people would like to see more TfL staff on the network, as they feel their presence helps to increase safety levels. However, some of them question whether TfL staff would provide any protection or would intervene if there was an incident. BAME passengers tend not to report attacks because they feel they will not be supported or taken seriously, 'regardless of the evidence'.<sup>9</sup> Some say that if they need any help, they will always try to speak to a member of TfL staff who is from the same racial background, to avoid potential conflict.

Some communities interviewed feel particularly badly treated, for example Irish traveller and Somali people:

**'We always get hassle on the bus. Once they hear that we are travellers they always think we're up to no good. Like we're going to start stealing or something...'**

## **Helping TfL staff to tackle race-related incidents**

BAME people want TfL staff to protect them from racist incidents, so should have appropriate training and greater authority to intervene. They also want TfL to demonstrate zero tolerance of racism across the entire public transport network, but especially on buses.

### **Buses**

BAME people are more worried about experiencing crime on the bus than on other transport modes. For older people and women, the upper decks can feel dangerous: younger people sometimes congregate there and some see this as intimidating. As a result, some people avoid this part of the bus, preferring to sit downstairs where they can see the bus driver.

There are African and black Londoners who feel that some bus drivers can be unhelpful in preventing or dealing with incidents.

Data source:

9. Ethnic Dimension

BAME young people have also expressed concern that buses can be unsafe for them.

**‘The driver is always in his hatch and there is no conductor to help.’**

Knowing when the next bus is due helps people decide how to travel and increases their sense of safety. For that reason, the electronic Countdown information system at bus stops is welcome:

**‘The timings and CCTV are very important to me. The bus timetable and electronic board will tell me how long I have to wait. I can then decide whether I feel safe waiting or should take other steps such as take a taxi, go back or change my route.’**

## Suggested solutions

### TfL staff and police

- Give staff (including bus drivers) training and the authority to intervene if there is violence or antisocial behaviour on the network
- Train all frontline staff to deal with race-related incidents and complaints
- Increase staffing levels at stations, particularly during rush hours
- Increase the numbers of British Transport Police (BTP) checks across the network, especially at hot spots and on buses
- Introduce CSOs on buses at peak times, possibly people from the appropriate local community
- Reintroduce bus conductors

## Environment

- Improve car park, bus stop and street lighting
- Increase CCTV coverage
- Clean up vandalism quickly

## Communication

- Publish TfL's antisocial behaviour policy
- Publicise the results of safety campaigns
- Provide information and signs in a range of languages
- Publicise safe travelling behaviours (eg sitting downstairs on the bus)

## Service planning

- Increase peak-time services to avoid overcrowding
- Build more barriers along the Tube lines to ensure better safety
- Provide more cycle lanes
- Increase numbers of signs near schools to encourage drivers to slow down
- Introduce more zebra crossings

## TfL's response

TfL and the Mayor of London are committed to improving safety and security on the Capital's transport network and tackling issues that matter most to passengers and staff. TfL's Community Safety Plan sets out the organisation's approach to delivering, with its partners, significant improvements in the public's experience of safety and security while travelling and working on public transport. It is updated on an annual basis and reviews are produced in late spring.

The fear of crime and antisocial behaviour is a significant factor in determining people's choices about how, when and where they travel. The transport system is very safe and the risk of being a victim of crime is extremely low. The number of offences continues to fall and figures for the first six months of 2007/08 show that there were only 15 crimes reported for every million passenger journeys on the bus network. The rate on the Underground is similar. However, anxiety and fear has a disproportionate impact on some groups and this can contribute to social exclusion.

Crime and disorder reduction policy and activities are led by Community Safety, Enforcement and Policing within TfL and this team works in partnership with other agencies including the BTP and Metropolitan Police. TfL is aware of the impact of people's perceptions of safety and security on public transport and work is underway to address these concerns. This includes making improvements to station environments and routes to and from bus and train stations. Other improvements have been implemented, including ensuring that every TfL London Overground station has a member of staff present during operating hours.

London Buses has several work programmes currently underway to improve on-board safety and security. For example, all buses have now been fitted with CCTV and it will soon be installed at all bus stations.

TfL takes a coordinated approach to reducing crime and antisocial behaviour, and to improving public confidence with regards to safety. For example, its Safety and Citizenship programme delivers specific packages to promote safe and responsible travelling by children in primary and secondary schools. This runs alongside targeted work with some young people and educating the wider public through media, marketing and information campaigns. TfL also incorporates measures to ensure that train, Underground and bus stations are designed with safety in mind and has improved safety at stations during refurbishment and upgrade schemes.

Feedback from customers has told us that excessive alcohol consumption on the system is a real concern. The Mayor and TfL have responded by banning the consumption of alcohol on the transport network from 1 June 2008.

TfL also invests considerable resources in policing and enforcement. Full details are contained in TfL's Community Safety Plan, which can be found at [tfl.gov.uk/communitysafety](http://tfl.gov.uk/communitysafety)

Some of the activities already identified in TfL's Community Safety Plan are outlined below:

- 'Together for London' was launched in February 2008 to raise standards of behaviour on the public transport network and road system. The campaign, which includes a cinema advert plus posters on buses and at Tube stations, encourages passengers to think about how they behave towards fellow travellers
- From June 2008, all 11 to 15-year-olds will need to carry an Oyster photocard and sign up to a behaviour code to take advantage of free travel concessions on London's buses
- A blueprint of measures and interventions has been developed to increase safety at interchanges
- TfL and the Metropolitan Police have introduced safer transport teams in 21 outer London boroughs. These teams provide a visible, reassuring presence on the transport system, particularly at school travel time and late in the evening
- CCTV has been installed on all of London's 8,200 buses and more cameras are being introduced at other points across the network, including bus and Tube stations

LU and the DLR now have an extra 200 BTP officers dedicated to providing a visible, reassuring and engaging police presence. This brings the total to more than 700. In addition, the London Overground network now has a further 100 uniformed

officers. London Overground is embarking on a programme of improvements to bring stations and trains up to TfL's security design standards.

LU is modernising the Tube network and, so far, about 90 stations have been updated or refurbished. Platform waiting rooms are being revamped or, where they have previously been closed, are being reopened. Some stations are also benefiting from new waiting areas. In addition to this work, ticket halls are being equipped with better real time service information displays.

As part of the Underground's station modernisation and refurbishment programme, Help points and comprehensive CCTV coverage will be installed at stations and security monitoring equipment and emergency help facilities will be fitted on trains. During the first phases of this programme, a higher number of stations in outer zones have received improvements.

LU is also evaluating the commercial viability of a mobile phone trial on the Waterloo & City line, which will allow customers to contact the emergency services while on the Tube.

It is putting congestion relief schemes in stations including Finsbury Park, Tottenham Court Road, Victoria and Vauxhall and line upgrades will also help tackle the problem. For example, once the upgrade on the Victoria line is complete, TfL will be running longer trains capable of carrying more people. They will run more frequently and more reliably, so will help address overcrowding by moving more customers faster than before.

As part of a programme to reduce antisocial behaviour there are now 300 Revenue Protection Inspectors on the bus network and 200 Revenue Control Inspectors on the Underground, targeting persistent fare evasion and other forms of antisocial behaviour.

TfL's Borough Partnerships team has introduced area-based programmes using funds allocated through Local Implementation Plans. In partnership with the London boroughs, the programme aims to improve accessibility to transport services in local areas. It addresses a number of issues, including crime hotspots around stations, and provides funding to enhance the physical environment, improve personal security and reduce the fear of crime, particularly for travel after dark. Stations in all areas are being assessed, in particular outer zone stations where people have said they feel most vulnerable.

# Affordability

## TfL asked

- How do you think the cost of travel affects BAME people?
- Which schemes, if any, benefit or disadvantage BAME people?
- Would you like to see any other type of scheme that would benefit BAME people?<sup>10</sup>

## BAME people said

### Comparative costs

The cost of travelling in London, both actual and perceived, is a significant issue for the majority of BAME Londoners who took part in the research and consultation exercises.<sup>11</sup> For some, the costs can account for a large part of the household income, particularly for those on the minimum wage.

### The impact of cost

TfL's pan-London consultation found that some BAME people interviewed thought that buses were too expensive and others saw the Tube as 'unaffordable'. This influenced how often they travelled, which mode of transport they used and whether they used it for short journeys, which might not be regarded as good value for money. Instead of public transport, they may prefer private cars, particularly if people believe that cars are cheaper for larger families.

**'It is cheaper for me to put £10 worth of petrol in my car and use it for a few days than use the Tube and buses.'**

Some BAME people felt that increases in fares were not reflected through improvements in the service.

#### Data source:

- 10. Pearn Kandola
- 11. 1990 Trust, Pearn Kandola, Ethnic Dimension

Additionally, among those using public transport less frequently, there was some confusion about the relative costs of different modes of transport (people were unable to judge the price of travelling by train or bus), and there was patchy knowledge of how to make savings on public transport using Travelcards, Oyster and single fares etc. Language difficulties compounded this confusion.

Cost was also seen as an issue by those who said they used public transport regularly.<sup>12</sup>

### **Oyster card**

The Oyster card and the pay as you go scheme are well known by most people, including the majority of BAME groups. Many of those interviewed said they had an Oyster card and thought it was better than carrying cash.<sup>13</sup>

However, some people, particularly those from newer groups or people on a low income, did not know much about Oyster. They wanted information to be available at community outlets (eg post offices, community halls, libraries) in a range of languages.

Some members of these groups were put off using Oyster because they thought they had to provide personal details (such as address and age) when applying for a card (which is not the case for Oyster pay as you go or a 7 Day season ticket). Asylum seekers, for example, might be concerned about being traced by authorities in their home country so this might be a reason for them not to take advantage of cheaper fares with Oyster pay as you go.<sup>14</sup>

### **Congestion Charge**

Some community leaders who were interviewed expressed concern about the Congestion Charge. They said it had a disproportionate impact on BAME people as they believed they used their cars for work more than other groups.

#### **Data source:**

12. Para from Ethnic Dimension p12

13. 1990 Trust

14. Pearn Kandola p6

Examples are people who might work shifts when public transport is not operating, or whose work requires them to move equipment around London.

## Tube

Even with Travelcards, many people (regardless of age, ethnicity and gender) thought the Tube was too expensive, particularly when travelling into central London.

**'£1 would be an ideal rate for Tube costs; I tend to use buses as they are more affordable.'**

## Buses

This is the most popular way of travelling among BAME communities. Buses are regarded as cheaper with a more comprehensive route network in parts of London with large BAME populations. Older BAME people in particular are very reliant on buses<sup>15</sup> and feel they are cheaper than the Underground.

Of those interviewed, some BAME people thought that short bus journeys were too expensive (the price is £2 per journey if paying by cash – 90p if paying with Oyster). Some infrequent bus users even thought that each stop cost £2.<sup>16</sup>

**'Yes, the London buses are cheaper, that's why I go by bus, but I prefer to use the Underground but it is so expensive.'**

The cost comparisons between modes, for example buses being cheaper than the Tube, mean that people will switch from one mode to another to save money.

## Private cars

Interestingly, people rarely say that the cost of travelling by car travel puts them off. Some members of BAME communities use private cars as it gives them a sense of freedom and

### Data source:

15. Ethnic Dimension p29

16. Ethnic Dimension p46

personal control that they do not get from public transport. This is particularly true for Irish travellers, men of working age and BAME women with school age children<sup>17</sup>.

## What existing research tells us

In October 2006, research by the GLA revealed that BAME men in London are less likely to be in work than their white counterparts and earn significantly less.<sup>18</sup> UK-wide research<sup>19</sup> showed that BAME people were almost three times more likely than white people to be living in poorer neighbourhoods (27 per cent as opposed to 10 per cent).<sup>20</sup>

### BAME people on low incomes

People from black ethnic backgrounds are more likely to use buses. This correlates with lower incomes for this group. Thirty-five per cent of people from a black ethnic background are in lower income groups compared to 23 per cent for Asian people and 20 per cent for white people.<sup>21</sup>

TfL knows, through its consultation with passengers, that people on low incomes view public transport as expensive.

In September 2006, TfL investigated how people claiming Income Support chose to travel in order to understand how potential travel concessions would affect them.

### Car users

People can perceive public transport to be expensive, especially when they compare it to driving a car. However, when you take into account the full costs of owning and driving a car, public transport is cheaper for many trips, particularly in Inner London.

#### Data source:

17. Ethnic Dimension p22
18. Pearn Kandola p6
19. ONS data Mid Year Estimates 2003
20. Pearn Kandola p6, reference to 2003 Mid Year Estimates
21. Buses' contribution to social inclusion in London, Accent Marketing and Research 2004

## Suggested solutions

### Free travel

- For all full-time students and under-18s
- For people on low incomes

### Targeted discounts

- Make prices more affordable for people on the minimum wage or lower than average incomes

### Fixed costs

- Set a fixed price for single journeys, eg 50p or £1

### Oyster

- Provide information about Oyster through community outlets and in a range of languages
- Communicate to BAME communities that people do not have to provide personal information when applying for an Oyster card

### Communication

- Improve communication about all pricing structures and discounts<sup>22</sup> including Oyster and Travelcard comparisons
- Make better use of BAME media<sup>23</sup>

## TfL's response

TfL has introduced the Oyster card, which helps people make savings on the cost of travel and also provides discounts on a range of London attractions. This has been welcomed by many BAME people. Oyster cards are also valued by non-

#### Data source:

- 22. Ethnic Dimension 15
- 23. Ethnic Dimension 46

English speakers as they allow them to use buses without having to communicate with the driver.

New ticketing schemes and structures have been introduced to make public transport accessible for more people. For example, there is now free bus and tram travel for under-16s and fare-capping on Oyster pay as you go.

### **People on low incomes**

TfL piloted a new discount scheme for people receiving Income Support. Under the initiative, benefit recipients got half-price adult-rate Bus Pass season tickets and pay as you go Oyster fares on buses and trams.

### **Additional activities**

In September 2007, TfL began a detailed equality and inclusion review of the Oyster marketing plan to ensure the benefits of Oyster were enjoyed by people from all communities. There is further research planned to understand the impact on particular groups of any drive to encourage more people to find information on the internet, or use online services such as the Auto top-up facility.

### **Use of BAME media**

TfL has a sophisticated marketing strategy which uses a variety of media to communicate the message about its services. This includes media aimed at the BAME community. Decisions about where to place information that will be beneficial to BAME communities are made based on knowledge of readership and their reach within those communities. The amount TfL spends on communicating through BAME media is monitored and has increased over the past few years. TfL will keep this strategy under review and periodically examine its effectiveness.

# Accessible information

## TfL asked

- Does TfL's information meet the needs of communities?
- How can TfL make non-English speakers more confident about using the network?

## BAME people said

The overall accessibility of London's transport network is defined by a range of factors including cost, geography and customer service. These issues are looked at in separate sections of this RES. This section is concerned with accessible information.

Here, the consultation responses divide into two clear sections: the barriers that BAME people face and the way they currently access information.

### Barriers

There are several major barriers to accessing TfL's services and information. These are:

- Language
- The use of inappropriate or ineffective communication channels
- Whether TfL staff are helpful to non-English speakers
- Levels of access to the internet
- Knowing how to provide feedback to TfL, and how to offer opinions through consultations

## Language

For some BAME people language is a significant barrier to accessing information from TfL, particularly for older people or those who have recently arrived in the UK. As part of the consultation exercise, TfL spoke to Somali, Turkish, Albanian and Latin American people in more detail to get their views.

Some people do not feel confident using English, which may lead to them not communicating with others when travelling. This can mean that they do not receive essential information, or that details provided during bus or station announcements are missed.

This is less of an issue when people are making familiar journeys, but it means they are less confident about travelling in unknown places. Buses are particularly popular with non-English speaking Londoners as they can see where they are while travelling, and it helps them get used to a route. The Underground, by contrast, makes non-English speaking Londoners feel vulnerable. They find the various lines, maps and service information hard to understand, especially as they can't see where they are in relation to ground-level.

Most TfL messages and communications (eg announcements) are in English, although some are pictorial and TfL translates much of its transport information on leaflets. However, BAME people think TfL could do more to help non-English speakers travel independently. Suggestions include making maps more visual by adding landmark symbols. This is seen as being of particular benefit to tourists.

There are some problems with translated leaflets as they don't always reach the people who really need them. The suitability of the translation is another problem and some leaflets have been criticised for being lengthy, over-formal and hard to understand.

Other comments suggest that translated leaflets should be made more easily available:

## TfL staff

Customer experience of staff assistance on the Tube and at ticketing kiosks was found to be generally helpful. In particular, Indian and Pakistani people commented on the friendly and helpful manner of LU staff.

Respondents for whom English was not their first language said staff were willing to explain things in a clear manner when there were language barriers.

However, the research also revealed that some BAME people had less positive experiences with staff members who were impatient with their lack of English. This stops people asking for help, makes non-English speakers less confident and even causes them to avoid particular modes or stations altogether.

**'If staff were more patient and helpful they could be more useful to non-English speakers.'**

## What existing research tells us

### Levels of access to the internet

Previous research showed that most BAME people across all ethnic groups have access to the internet. However, research with newer BAME communities shows that access to the internet is still high, but is not as good as in more established communities.

By contrast, in the recent consultation, respondents who used the internet found the online resources the most helpful, with many saying they used Journey Planner. However, people thought that access to information regarding repairs and cancellations to their transport services needed to be better.<sup>24</sup>

Data source:

24. 1990 Trust p4

BAME young people are very confident about accessing information through the internet and frequently use Journey Planner. Like other respondents, they feel that online information about service disruptions is poor. They would like to be able to access better information before leaving home.

**‘The website is good – but improve information about timings and also advertise more about services provided.’**

### **Knowledge of TfL and consultation/ feedback procedures**

Some of the BAME people involved in the research and consultation said they only knew a little about TfL as an organisation. This included its values, how it consults and how people can provide feedback to influence services and affect change.

**‘People need to know more about TfL and it should approach the communities and have meetings like this.’**  
(TfL research focus group)

Throughout the research, people agreed that it was important for TfL to consult on future services and increase its understanding of London’s various communities. Most BAME people want to see TfL interacting with communities at a grass roots level, face-to-face and through established and trusted community organisations.

### **Ineffective or inappropriate communication channels**

The research showed that TfL information is not reaching everyone who needs it. To rectify this, BAME people want TfL to improve its relationships with BAME radio stations, community and social groups. This feedback has helped

TfL to understand how different communities receive information and which media it needs to use to improve how it communicates.

## **Mainstream media**

Young BAME people in particular learn about TfL activities from mainstream media. This includes TfL's website, the Metro newspaper, national newspapers, magazines, radio and television.

## **Community organisations**

Some older BAME people who are not comfortable using or understanding English often rely on community organisations to provide relevant information, which makes face-to-face contact even more important and effective. This is particularly true in Turkish, Kurdish, Somalian and Latin American communities. In the Albanian community, sports clubs and cultural centres also play a role as people are spread across London and there are fewer specific community organisations.

**'I think they (TfL) might create a poster and deliver it to places like this community centre.'**

Other people suggested TfL should 'meet the local communities and get involved in events, for instance at community centres.'

Across all groups, people say that local specialist community shops are useful places for them to access information. The general exception is the Irish traveller community, which is consciously transient and less structured than other BAME communities so there seems to be less of an affinity with community groups. The Irish travellers involved in this research had little desire for communication and consultation from TfL.

## **BAME media**

Specific ethnic community media is a good way for TfL to reach BAME people. Channels include radio, television, the internet, newspapers and magazines.

## **Suggested solutions**

### **Language**

- Make maps more pictorial, eg incorporate symbols for landmarks
- Use ethnic language media to communicate information about TfL services, initiatives for the public (eg processes for lobbying and complaining) and job vacancies etc
- Develop interactive communications systems at stations in a wider range of languages
- Provide multi-lingual information centres (eg in the Brick Lane area) with TfL staff who are fluent in several languages

### **Services**

- Move Countdown boards (on buses and the Tube) to station entrances to help people choose their mode of transport: this is easier than accessing a timetable and is more reliable, increasing confidence
- Provide better information on cancellations and delays at stations and bus stops

### **Information**

- Communicate clearly that passengers don't have to register their personal information to have an Oyster card. This should be done in a range of languages and information should be available through community centres, post offices and libraries

## Using the most effective channels

- TfL should use BAME and mainstream media more effectively. Examples include community language television, eg Bangla TV and Vecton (Bengali), and Bengali/Mosque Radio and Sunrise Radio
- Local free sheets such as East End Life, which has a Bengali section, and Bengali newspapers are popular, especially with older males
- TfL should use shops, post offices, surgeries and events to provide information to communities
- Translated leaflets and timetables should be placed inside local newspapers and other specialist publications
- More use should be made of advertising on the street, at bus stops and on the Tube
- TfL could use ‘word of mouth’ with the help of community ambassadors
- Involve community forums in local community centres and the mosque
- Multi-language helplines should be advertised on posters

## TfL staff

- Staff should be trained to communicate with non-English or limited English speakers effectively and should be provided with pictorial information to help them give assistance
- Staff should also be encouraged to help and should, for instance, wear a badge saying which languages they speak
- The customer service elements of job descriptions should be developed

## TfL's response

TfL now provides travel information in a wide variety of ways, and using a number of different channels.

### **Newspapers, television, directories, internet, telephone**

- The TfL website ([tfl.gov.uk](http://tfl.gov.uk)) has real-time and static information
- Journey Planner on the TfL website helps passengers plan their route around the network, using any mode (including walking and cycling)
- At Travel Information Centres, passengers can seek advice and information in person or through printed materials
- On the phone, passengers can get information from the 24-hour travel helpline (020 7222 1234)
- At the front of every London edition of Yellow Pages, there is a dedicated TfL section
- TfL's daily page in the Metro newspaper carries transport-related articles and travel information. Every Friday there is a full page on weekend Tube services

### **Different formats and languages**

- Large print, audio and tactile format travel information documents are available by calling the 24-hour travel information helpline
- Language has been a barrier to some BAME disabled people who have been trying to access door-to-door services. Dial-a-Ride now provides a telephone translation service for non-English speaking people
- Dial-a-Ride provides its printed information in alternative languages, as well as formats such as Braille and audio tape

- For people with learning difficulties, TfL produces an easy-to-read guide called 'Out and about', which gives information about London's transport network. More details can be found at [tfl.gov.uk/independenttravel](http://tfl.gov.uk/independenttravel)
- Core travel information documents are published in a range of languages and are available from the 24-hour travel information helpline or the TfL website

### **On buses, trains and at stations**

- Visual information (dot matrix displays) is now provided on Jubilee, Northern, Piccadilly and some District line trains
- There are passenger information displays and audio information announcements at London Rail stations. Passengers can also receive real time information about London Rail services by text message
- Before starting their journey, London Rail passengers can phone for timetable information. Plasma screens with travel updates are now in place in the foyers of some residential apartment blocks
- The Countdown II project will provide an additional 2,000 Countdown signs across the network. Bus arrival information and messaging provide reassurance and can help to reduce the feeling of vulnerability that some people feel while waiting at stops
- Surface Transport Customer Services is available by calling 0845 300 7000, texting 0207 918 4435 or faxing 0207 027 9914

### **Stations in the community**

- Some communities, and particular groups of women within those communities, face additional barriers to accessing London's transport system. To reach these groups, TfL has started a programme of targeted activities including the recent 'Get Going' campaign. This helped groups of Bengali

women familiarise themselves with, and get the most from, the DLR

- Similarly, London Rail is running an outreach programme to meet groups of people who don't get the most from the railway and provide them with information on how to use it. It also uses stations to advertise community events and makes sure that its information is relevant to local people
- DLR community initiatives include a landmark focus on improving walking routes to stations by working with local landowners to address physical and psychological barriers to use. It also employs Community Ambassadors to encourage DLR usage among the diverse communities surrounding the railway's network to help improve social inclusion at a local level

### **Soon to come – new forms of information**

- All new Underground trains will have audio and visual systems that provide 'next station' information and updates on disruptions to services. The Victoria, Metropolitan, District, Circle and Hammersmith & City lines will be the first to have these new trains – they will be introduced on the Victoria line from 2009 and from 2010 on the other lines
- By 2011, all stations will have public address and visual information systems, such as dot matrix screens, as part of LU's station enhancement programme
- London Buses' 8,200-strong fleet is to receive a new radio and bus monitoring system. Called iBus, the new system is the first of its kind in the world and harnesses satellite-based and short-range, high-speed data technology to help operators provide a better-regulated and more efficient service. The system has started to be rolled out across the bus fleet and will be completed over the next two years. iBus will provide on-bus 'next stop' and 'alight here' information to help those passengers unfamiliar with

the bus network to get around London more easily. The improved accuracy of bus arrival time prediction at stops will enhance a new generation of Countdown signs

- Public address systems are also being introduced on some buses so that drivers can make clear passenger announcements
- TfL is also developing an equality action plan for door-to-door services to meet the needs of all equality groups, including BAME people. The Door-to-Door Review is aiming to provide increased opportunities for users to make travel choices that suit their lifestyle, including women and young people and people from LGBT, BAME and faith groups

# Healthy London

## TfL asked

- Do you walk or cycle in London? If so, or if not, why?
- How often?
- What would encourage you to walk or cycle more often?

## BAME people said

For most Londoners, including BAME people, walking is limited to short journeys. Time is a factor, along with weather conditions and issues around safety.

**'I do sometimes just walk. If I go someplace that's really crowded and there's no parking, I'll park my car a bit away and just walk, some five to 10 minutes no more than that.'**

However, among the Irish traveller community, longer walks were much more common:

**'Yes, I like to walk. Sometimes, if I'm not in a hurry I will just walk. It's better, you're out there on the street. You can see and hear everything that's going on.'**

Nevertheless, it can make people feel unsafe and this is a big reason for them choosing not to walk, especially at night. BAME people are much less likely than white people to walk after dark.

**'We do feel nervous and scared in winter when it gets dark early, also the roads are more deserted and there are not many people around.'**<sup>25</sup>

Data source:

25. Summary of existing TfL research knowledge

## What existing research tells us

### Walking

Along with bus and car travel, walking is one of the most common ways for BAME Londoners to get about. For some, the reason is cultural; older Chinese people regard walking as important to health and serenity, for example.<sup>26</sup>

Cost is also a motivator for walking:

**‘It is so expensive to travel that I try and walk as much as I can.’**

For Bangladeshi, black Caribbean, Chinese and mixed race people, walking is the most common way of taking shorter trips. In general, all older BAME women tend to walk around their neighbourhood.

### Cycling

With the exception of mixed race people and Caribbean men, TfL’s existing research showed that BAME Londoners are less likely than other groups to cycle.<sup>27</sup>

Those who do say that low cost, flexibility and its health and environmental impacts are the main reason for cycling. Some said that a lack of patience with the London transport system is another reason.

**‘I use my bike because public transport is so expensive.’**

Safety – real or perceived – is a major issue for people who don’t cycle: some believe it’s not safe<sup>28</sup> because of careless car drivers and busy traffic.

Other factors include poor weather (also related to safety), the difficulty of cycling safely with children and inconsistent cycle lane provision.

#### Data source:

26. Summary of existing TfL research knowledge

27. Summary of existing TfL research knowledge

28. 1990

## Suggested solutions

Suggested solutions by BAME people involved in research and consultation

### Walking

- Make streets safer with improved lighting and road safety initiatives

### Cycling

- Better lighting on cycle paths at night
- More consistent provision of cycle paths throughout the Capital, particularly near stations and major transport 'hubs'
- Improve car driver awareness of cyclists

## TfL's response

### Walking and cycling

In February 2008, the GLA announced the most ambitious programme to transform walking and cycling in London's history. The package of measures will create a new network of quick, simple and safer routes for cyclists and pedestrians that will change the profile and priority of walking and cycling on the Capital's streets.

**Data source:**

29. Summary of existing TfL research knowledge

The five new programmes are:

- A central London bike hire scheme, similar to the initiative that operates in Paris. With 6,000 bikes located across docking stations every 300 metres, Londoners and visitors will have quick and easy access to a bicycle
- Around 12 radial cycling ‘corridors’ for commuters to provide high-profile, easy-to-follow cycling streams into central London
- A series of ‘bike zones’ for shoppers and people on the school run in Inner and Outer London. These zones will feature cycle priority streets, 20mph speed limits plus quick, clear and simple cycle routes that link key local destinations
- The expansion of the Legible London signage system to help people make short trips around the Capital on foot
- The establishment of 200 Streets of Gold – urban makeovers which link local destinations such as stations, schools and shops

By working closely with London boroughs, TfL will also help deliver improved walking environments with better quality pavements, seating and road crossings.

These measures will ensure the needs of cyclists and pedestrians are given a higher priority on the Capital’s streets. With the introduction of a central London bike hire scheme, cycling will be accessible to many more people and will become a fully-funded part of TfL’s services for the first time.

The programme will also make a significant contribution to tackling climate change. If one in 10 round trips was made by bike, it would save around 1.6 million tonnes of carbon dioxide (CO<sub>2</sub>) per year (equivalent to driving around the M25 55 million times).

## Reduction in road casualties

London continues to lead the UK and Europe in reducing road casualties. Progression towards creating safer streets by 2010 is measured against casualty data which is based on a 1994–1998 average. The original target of a 40 per cent reduction was published in the London Road Safety Plan (November 2001), which sets out the strategy for creating safer streets. In March 2006, this was increased to 50 per cent for all road users as the original target had been achieved by 2004.

Across London, TfL is focusing on reducing the number of road traffic incidents and injuries. It is committed to consistent improvement in safety for all modes of travel. This is done by meeting and, where possible, exceeding targets and carrying out a range of activities and programmes to make passengers feel safer when travelling.

Recent research<sup>30</sup> found that, despite a good reduction in the number of overall casualties and more road safety activities, there is still a higher rate of injuries to children and adults in black Caribbean and African communities.

TfL has already developed a range of innovative ways to help prevent road casualties including:

- Remedial engineering schemes to improve road safety
- Safety cameras at appropriate sites
- Road safety education, including the Children's Traffic Club and advertising aimed at vulnerable road users
- Other activities, such as expanding the School Travel Plans programme to get children to school safely and healthily

School Travel Plans tackle road danger and other reasons why people would not choose to walk, cycle or use public transport to get to and from schools. The aim is for every school to have a travel plan in place by the end of 2008.

### Data source:

30. Deprivation and Road Safety in London, London School of Hygiene and Tropical Medicine (LSHTM), 2006

TfL's London Road Safety Unit is providing funding and support for London boroughs to reduce the numbers of injuries. The unit and the boroughs will be carrying out road safety projects with people that are most at risk, namely ethnic minority communities and those living in deprived areas. To widen the reach of road safety to such communities, a community development specialist has been appointed. Further research is also planned in the coming year.

# Transport planning

Both now and in the future, people will need and want different things from London's transport system.

TfL's research – existing and new – helps the organisation to understand what those requirements are. This section covers that information in more detail.

## TfL asked

- What do BAME people need from the transport system?
- To what extent do people's needs differ according to their ethnicity, gender, disability, sexual orientation, age or faith?
- How can TfL improve the transport system and make it more useable and 'fit for purpose'?

## BAME people said

### Overview

Some BAME people thought TfL's services were generally efficient, but this wasn't the case across the board.<sup>31</sup> Unanimously, they want TfL to improve reliability and lower the cost of travelling to offer people more choices about which mode of transport they use. Improving modal connections (eg between trains and buses) would also have an impact.

Data source:

31. Ethnic Dimension 24

## Accessing local facilities

Community leaders thought that bus routes to essential services (eg shops, doctors' surgeries, schools) were well planned, but that TfL needed to expand networks to reach recently-built areas. New services are looked at in more detail in the section below.

School access also seemed to be a problem, particularly for some Indian, Pakistani and Afro-Caribbean people. They said that TfL should consult with schools and colleges to see whether it is meeting local people's needs.

**'I have to change buses three times to get to school.'**

Some people said that, if they knew their children could get to school safely and on time by public transport, they would use it. For example, the Turkish participants preferred to drive their children to school for reasons of convenience and safety.

**'They (TfL) should provide more school buses for young children in all areas across London.'**

By contrast, university students liked the way buses were able to drop them outside their university buildings.

When asked about transport provision to healthcare facilities such as doctors' surgeries and hospitals, many respondents thought the transport links were good.

**'Most hospitals are very accessible, there are buses which take you right outside.'**

## The changing shape of London

The research clearly showed that people believe the network needs to develop to keep up with regeneration, growing populations and new community services. In particular, younger BAME people seemed to feel this way and said that, while bus routes are obviously more flexible than train and Tube routes, TfL needs to make sure that services can respond quickly enough to London's changing demographics.

People see the impact of this, especially when peak hour buses on key routes are regularly full.

**‘More buses need to be put on existing routes; I have to wait for about three to pass before I can get on in the morning. By the time it gets to my stop, it is already full.’**

**‘There needs to be more 155 buses as there is a shortage and the late ones usually get packed out.’**

### **Differences between BAME men and women**

Of those interviewed, more women than men said that the network only sometimes took them exactly where they wanted to go. Women said they often needed to change modes a few times and/or walk as they were more likely to have a caring responsibility for children.

**‘It’s (the transport network) not reliable and I have to get three different forms of transport to get to work.’**

### **Hours of operation**

While BAME people accepted that some modes of public transport, such as the Tube, couldn’t operate 24-hours-a-day, they felt that TfL could make the situation better in other areas, for example by improving the lighting at bus stops.

### **Frequency and reliability**

As mentioned before, regular and reliable services help people feel in control and secure. BAME communities are disproportionately reliant on buses so if service levels drop, it impacts them more.

### **Acknowledging the needs of carers and parents**

Like many women, those from BAME communities are more likely to use buses than other modes of public transport when they travel with children. Nobody who took part in the new

research was able to identify what TfL had done to improve services for people travelling with children, or those escorting older or disabled people.

The research uncovered several negative examples of travelling by bus with children. It showed that some bus drivers are accommodating and helpful, but others are sometimes felt to be unpleasant and rude.

It also revealed that there is a lack of clarity as to what the 'rules' are about buggies and baggage, and they are applied inconsistently. This means that people don't know whether they will be allowed on a bus or not, so feel they are unable to plan a bus journey with confidence.

## Suggested solutions

### Managing peak hours and congestion

- Expand the network with more Tube stations and introduce trams and more train lines
- Provide additional peak hour services on all modes

### Reflecting London's changing shape

- Adapt the network to fit the changing shape of the Capital more quickly, especially in south London where there are new amenities and regeneration
- Extend the Victoria line beyond Brixton

### Reaching essential services

- Consult with schools and colleges about their needs
- Make sure dentists and places of worship are served

## TfL's response

### Transport planning

TfL knows how vital public transport is in enabling people to carry out day-to-day activities such as travelling to work, school or college; going shopping, to the doctors or to see friends and family; or simply going out for leisure purposes. It recognises that developments to the transport network have a huge impact on individuals and communities, and how they choose to travel.

When planning, TfL relies on travel surveys and data analysis. Throughout its household interviews, and during the London Area Transport Survey and the annual London Travel Demand Survey (LTDS), TfL asked about race and ethnicity to help understand BAME people's travel patterns and needs.

In the 2006/07 LTDS there were new questions about people's faith group, religion and the languages they spoke. Respondents, who were selected at random, were asked to classify themselves by ethnic group according to the same classification that is used by National Statistics and the 2001 Census of Population.

Collecting data in this way allows TfL to analyse travel behaviour. For example, it is possible to understand how often certain kinds of journeys are made, how they are made and why. With this information, TfL's planners can analyse BAME travel patterns and plan improvements to the areas where BAME communities live.

### Setting out a vision for transport in London

In November 2006, TfL published 'Transport 2025: Transport vision for a growing world city' (also known as T2025). It is an informal document and does not have any official statutory status.

This vision sets out the major challenges that London faces as it grows over the next 20 years, as well as the potential solutions. It considered the potential impact of:

- An increase in public transport capacity for the Capital, so reducing crowding and congestion
- Improving accessibility of London's most deprived neighbourhoods
- Significantly enhanced personal security thanks to improved availability and helpfulness of staff at stations and on trains; CCTV throughout the network, on vehicles and at stations; on-street CCTV; regeneration projects; and better maintenance and design of streets and public spaces

### **Adapting plans to meet new challenges**

Since T2025 was published, an updated version of the London Plan has been published which consolidates all alterations to it since it was originally published in 2004. A significant development in this version is a higher priority given to reducing CO2 emissions and tackling climate change.

TfL continues to review transport challenges in London to ensure activities are consistent with the Mayor's environmental and spatial aspirations. This includes current work to better understand how easy it is to access London's essential services (eg doctors' surgeries, schools, shops and job opportunities) using public transport, walking and cycling. This will show TfL whether specific groups – such as BAME, disabled and older people – are negatively affected by the system. Poor access to opportunities via public transport doesn't just result in road congestion or less sustainable travel, it can disproportionately affect some groups of people and reinforce social exclusion.

## **Undertaking equality impact assessments**

All major transport projects and policies are assessed for their impact on London's communities. Any revision of the Mayor's Transport Strategy, or other proposals, will require a full impact assessment to be carried out, including a detailed consultation with all of London's communities. Current projects such as the development of the Thames Gateway Bridge, Crossrail and the East London Line have been, or are being, assessed. The PPP upgrades on the Tube network have also had full impact assessments completed and proposals for the West London Tram were assessed for their likely impact on existing communities in west London.

## **Managing peak hours and congestion**

BAME transport users have told TfL that they are concerned about the reliability of services and the customer services provided by staff, particularly on buses.

TfL is working to improve reliability by increasing service frequencies. This would reduce passenger waiting times and remove the anxiety and inconvenience that comes with waiting.

On the Underground, shorter waiting times will result from the planned line upgrades and reliability improvements. By 2020 there will be a train, on average, every two minutes during peak time and every three minutes off-peak.

# Customer service

How TfL relates to passengers on a day-to-day basis seriously influences their travel experiences.

It can help make the journey a positive part of daily life and can encourage or discourage people from using particular modes and stations, or from travelling at certain times of the day and to certain areas. This section looks at BAME people's views about TfL's customer service.

## TfL asked

- Do you think BAME people have different experiences of using transport service to other people?
- What experiences do you have of TfL's customer service?
- How can TfL improve its customer service?

## BAME people said

### Overview

BAME people are generally satisfied with the levels of customer service, however, there are two exceptions – buses and black cabs. Importantly, almost everyone mentions problems with bus drivers.

BAME people, however, are sympathetic towards staff and believe that working on London's busy and complex transport system must be stressful. Nevertheless, across the board, they expect TfL to improve its customer service.

## Complaining to TfL

During the research and consultation, it became apparent that the majority of BAME people involved did not know how to complain to TfL. They suggested that more information about this should be made available in a range of languages. Young people also suggested that a text messaging service would help with making complaints.

## Buses

When bus drivers are helpful, they are held up as examples of good customer service. This might include treating passengers respectfully, waiting for people or just being friendly.

However, across all BAME communities, there is a high level of dissatisfaction with the standards of customer service on buses. Specific problems reported during the research included rudeness, unhelpfulness, not waiting for people who were running for the bus (a regularly repeated complaint which is, according to community leaders, very common in winter), and a generally poor attitude towards the public and passengers.

**'It is common to see tense behaviour between passengers and staff members on the buses.'**

It also included ignoring antisocial behaviour and incidents, such as fights, on buses and not reassuring passengers when there are problems or potential problems. When BAME people complained about bus drivers, they did not feel that they were taken seriously.

## Underground

In contrast with buses, BAME people generally think that customer service on the Tube is on the whole good, and they say Underground staff have a friendly and helpful manner.

## Taxis

The research shows that some BAME people feel strongly that black cab drivers discriminate against them. The perception is that taxis regularly turn off their 'for hire' sign when approaching BAME passengers, before turning it on again once they have passed. However, analysis of TfL's Mystery Traveller Survey shows that BAME people are no more likely to be ignored than white people.

## Suggested solutions

### Complaints

- Develop a text messaging service for reporting complaints
- Advertise the process for submitting complaints in a range of languages
- Always follow up complaints and provide updates on progress

### Staff training

- Customer services training for bus drivers
- Training for all frontline staff on dealing with discrimination and racist incidents

### Staffing levels and authority presence

- Improve customer service on buses, perhaps by employing extra conductors or on-board security staff to prevent antisocial behaviour
- Reduce the pressure on bus drivers to meet timetables so they do not fail to stop or move off early

## TfL's response

### Customer complaints

TfL is working to improve responses to customer queries and complaints through the Customer Services Integration Programme (CSIP – a business improvement initiative). It enables the organisation to bring together all the information TfL receives, and provides for its customers (whether by telephone, correspondence, web, email or face to face), to better understand people's requirements. This means TfL can provide passengers with a more comprehensive service and an excellent customer experience.

All TfL's main contact centres, customer handling agents and key operational functions use CSIP and improvements to customer services will be phased in across the network. These areas include the:

- LU Customer Contact Centre
- Surface Transport Customer Services (buses and London Streets)
- Travel Information Call Centre
- Lost Property Office
- Oyster helpdesk
- Team behind TfL's Real Time service
- Travel Information Centres
- Central Customer Services

The Public Carriage Office investigates complaints related to taxis (black cabs). Private hire complaints are managed by the operator, but the person involved can contact TfL if they think the complaint has not been looked into properly. TfL's complaints and feedback policy is available on its website ([tfl.gov.uk](http://tfl.gov.uk)).

## Staff training

All London bus drivers must attain a BTEC qualification during their first year in service. This includes learning more about the needs and expectations of different customer groups. From September 2008, a new UK-wide qualification for bus drivers, called the Driver Certificate of Professional Competence (CPC), will become mandatory and run alongside the BTEC. In order for bus drivers to retain their CPC status, they will be required to participate in annual 'periodic training'. This will give TfL and the bus operators a greater opportunity to focus training activities on issues of concern to BAME communities, which are likely to mirror the concerns of other equality target groups. Key training themes will include approachability, respect and route knowledge.

# Procurement

London is one of the most diverse cities in the world and, under the requirements of the GLA Act 1999, TfL and other functional bodies of the GLA have a responsibility to promote equality. In line with its legislative requirements and wider organisational aspirations, TfL also has a commitment to reflect diversity in all aspect of its activities. Historically, procurement has been seen as an area where it was very difficult to implement equality and inclusion initiatives.

Every year, TfL spends approximately £5bn buying goods and services from businesses and other organisations and the Commissioner has decided that TfL should adopt a more proactive approach to equality and inclusion in the contracting process.

TfL will proactively encourage diverse suppliers to participate in its procurement process. It will provide a level playing field for organisations including small and medium enterprises (SMEs) and BAME-owned businesses.

TfL is implementing supplier diversity on a case-by-case basis and within the requirements of EU and UK procurement and employment law. Furthermore, under the Local Government Act 1999, TfL is defined as a 'best value authority', which requires it to continuously ensure that its management and business practices deliver better, and more responsive, public services. Within its obligations as a 'Best Value Authority' and in compliance with EU and UK legislation, all aspects of TfL's procurement process will be transparent, objective and non-discriminatory. TfL will also actively promote diverse suppliers throughout its supply chains.

TfL has developed the supplier diversity contract conditions, which require successful bidders for contracts to provide an action plan with four components – a strategic plan, training plan, supplier diversity plan and a communication plan.

To date, around £3.5bn worth of contracts incorporate supplier diversity conditions.

It is important that everyone can benefit from the opportunity to do business with TfL. For this reason, TfL works hard to make sure that all businesses owned or operated by diverse suppliers are given equal opportunities to tender for work.

It has also implemented the GLA Group Responsible Procurement Policy.

TfL will also actively encourage and promote equal opportunity for diverse suppliers throughout its supply chains by working closely with sub-contractors.

As previously outlined, these initiatives began more than two years ago and requirements for supplier diversity are now included in a number of major projects and other procurement contracts.

During the 2005/06 financial year (the last year for which there are published figures), TfL raised purchase orders for work with diverse suppliers totalling £152.6m – 9.5 per cent of TfL's total spend.

In October 2006, TfL hosted a 'Meet the Buyer' event, where diverse suppliers were invited to meet representatives of TfL and its main suppliers in the hope of generating more business. Here are just some of the things achieved as a result of the event:

- A total of 603 suppliers attended and met representatives of 49 buying firms
- There were 2,737 meetings between suppliers and buyers – more than double the forecast of 1,152

- Ninety-seven per cent of attendees (suppliers and buyers) said they would do it again
- Buyers also said that 86 per cent of the suppliers they met would definitely, or probably, win business in the future
- Eighty-four per cent of suppliers said that they felt confident that they would win business in the future as a result of the event
- Twenty-two per cent of the firms attending were BAME companies – up from just seven per cent in 2003
- Eighty-one per cent rated the specialist seminars as ‘meeting or exceeding’ their expectations

### **What the organisation is doing next**

TfL Group Procurement is now running a pilot scheme with existing suppliers to develop TfL’s requirements of an equality policy, equality training plan, supplier diversity plan and communications plan.

TfL is continuing to roll out supplier diversity conditions on a contract by contract basis. It also recognises that, for this approach to be successful, it will require wider involvement across the public and private sector so TfL is working with a range of other stakeholders to ensure it gains wider recognition. By doing this TfL hopes to make a significant impact on future public sector procurement.

# TfL as an employer

This section shows what TfL is doing as an employer to promote equality of opportunity for everyone and to ensure that it reflects all of London's communities in its workforce.

# TfL's workforce

Like most large organisations TfL offers a wide variety of careers. These range from operational roles at LU to transport planning and accountancy positions and exciting opportunities for graduates and apprentices.

People from London's BAME communities have been working in transport for many years and in 2006 TfL celebrated the 50th anniversary of its predecessor London Transport's direct recruitment campaign, which took place in the Caribbean. Over the years, members of other communities have also been attracted to the Capital's transport sector and TfL is proud that this tradition continues today. Its staff come from all groups, including the newer communities in London and TfL's aim is to attract the best people to deliver the best services to customers and service users.

In total, around 20,000 people are directly employed by TfL across the Capital and, since its creation, TfL has been committed to reflecting London's diverse communities across the organisation.

Since the last RES was published, representation of BAME people within the organisation has grown from 32.8 per cent to 33.4 per cent. This means that, overall, TfL reflects the BAME population of London. BAME representation in senior management grades has increased from 10.5 per cent to 12.2 per cent.

BAME people tend to view TfL as a good employer and one that takes equality seriously – this is reflected in the number of applications for jobs that TfL receives from BAME groups. Over the past three years, on average, around 32 per cent of all new hires and 10 per cent of senior management appointments are BAME people. TfL has already commissioned an independent review of its recruitment processes to ensure that policies and practices are fair and the outcome of the review will ensure that TfL can be confident that decisions are being made on talent and merit.

TfL is committed to developing staff within the organisation and, in the past three years, there has been an increase in the number of people from BAME groups who have been promoted.

BAME people are well represented in the numbers of staff who attend training courses that are specifically designed to help individuals build their skill base and reach their potential. In the past year, 25.6 per cent of all attendees from the development courses have come from BAME groups. Courses have included Prince2 (project management), managing finance modules, management induction as well as specialist areas such as traffic signals control implementing.

During the last three years TfL has seen a fall in the number of staff members bringing harassment cases from 161 in 2005 /2006 to 129 in 2007/2008. However, the organisation recognises that more needs to be done to create a workplace where everyone feels valued for the contribution they make and are treated with respect.

During 2007, TfL undertook an organisation-wide staff survey, (previous surveys only covered LU). Overall, BAME staff overwhelmingly rated the organisation as one which takes equality and inclusion seriously.

In summary, TfL has made some good progress against its action plan to increase its representation of people from BAME groups and to improve the workplace environment for all staff. This RES sets out how it will continue to deliver on its commitment to reflect London's diverse communities at all levels of the organisation.

# Monitoring equality

Article five of the Race Relations Act 1976 (Statutory Duties) Order 2001 requires TfL to monitor its workforce and provide regular reports showing how the organisation is eliminating discrimination and promoting equality between groups.

TfL conducts monitoring in the following areas:

- Workforce composition
- Applications for employment, training and promotion
- Staff training
- Results of annual organisational performance assessments
- Instances of staff being involved in grievance, harassment and disciplinary processes
- When people leave the organisation

In addition, TfL reports on the BAME pay gap and monitors staff satisfaction according to BAME group.

Workforce data is also monitored by gender, disability status, age, faith and sexual orientation.

All of the monitoring is confidential. It is done to track performance against any targets that have been set, and to identify trends.

## **The percentage of promotions that are from BAME groups (2005-2008)**

In the past three years there has been a 31 per cent increase in the overall number of promotions. There has been a steady rise in the number of people from BAME groups who have been promoted, from 35.6 per cent in 2005/2006 to 40 per cent in 2007/2008. Most of the promotions have occurred in operational areas, but a growing number have been in technical and support functions.

## **The percentage of BAME people leaving the organisation**

Staff turnover at TfL is generally low and many staff members enjoy long careers within the organisation. The general turnover figure for TfL is around six per cent with the BAME turnover figure being around 5.7 per cent over the three years.

## **The number of grievance cases brought by BAME people (2005-2008)**

In 2005/2006, 20 per cent of all grievances were brought by BAME staff, this increased to 28 per cent in 2007/2008. Although an increase, this remains lower than BAME representation within the workforce which is 33.4 per cent.

## **The number of harassment cases across TfL and the proportion of those that are against BAME staff (2005-2008)**

TfL is determined to eradicate harassment from the workplace and has invested considerable resources in training staff and managers over the past three years. Overall, harassment cases have decreased by 19.9 per cent from 2005 to 2008.

The proportion of harassment cases brought by BAME staff has increased from 32 per cent in 2005/2006 to 48 per cent in 2007/2008. This is a concern and a review of harassment procedures is underway.

## **The number of disciplinary cases across TfL and the proportion of those that are against BAME staff (2005-2008)**

The numbers of disciplinary cases across TfL have remained consistent between 2005 and 2008. There has been an increase in the percentage of disciplinary cases brought against BAME staff from 21 per cent in 2005/2006 to 34 per

cent in 2007/2008. Although this is still representative of TfL's BAME workforce, TfL will monitor this closely.

TfL monitors training courses or development opportunities that are seen as playing an important part of a person's career path. BAME people are well represented on these courses.

TfL provides data on its workforce composition on a quarterly basis to TfL Board members through the Corporate and Equalities Advisory Panel. This information is made available on the TfL website following the panel meetings. TfL is also required to provide this information to the GLA twice a year.

# Feedback from staff and TfL's response

A research project carried out by an independent market research company looked at career progression and harassment, which were identified as the most important issues faced by staff from BAME groups.

This qualitative research was developed by TfL's Group Customer Research team and followed appropriate Market Research Council guidelines. Staff from all backgrounds and grades, and from across TfL's businesses, took part.

The key themes that were identified in the research were:

- Career development and recruitment
- Day-to-day treatment in the workplace
- TfL's commitment to race equality

## **Career development and recruitment – overview of staff feedback**

TfL employees described a range of positive and negative perceptions regarding career progression within the organisation. Both BAME and white people agreed that staff need to be self-motivated and show determination to progress. Failing that, a supportive line manager interested in developing talent was considered to be essential.

**'I feel that, if I wanted to go for promotion now and I spoke to my boss about it, he would support my application and give me any assistance that he could.'**

Some BAME managers said that they often work as unofficial mentors, helping BAME colleagues with the application process if they have poor writing and interview skills.

Staff from across the organisation valued the importance of feedback as part of the recruitment process and the majority thought this was an area that TfL could improve through training and monitoring.

The positive impact of constructive feedback came through very clearly:

**‘Recently I went to an interview but I didn’t get through. The person [who conducted the interview] gave me very detailed feedback. He went through every category and told me where I can improve if I want to move up. He made it very clear that if I had met the requirements I would have got the job. It wasn’t because of my background. It was excellent.’**

There was some concern about the openness of the application process from across the groups and non-BAME staff were more likely to think the process is fair than their BAME colleagues.

Staff from across all groups said there was a perception that, even though all secondment vacancies for longer than six months were advertised, some seemed to be filled too quickly leading people to think that the recruitment process was not as robust as it should be. In some areas of the organisation people were concerned that vacancies which could have been used as development opportunities were filled quickly using temporary staff or contractors.

People from outside TfL have also provided feedback on the application process and many felt that the online application form was too long.

**‘I have applied to Transport for London before. But the problem is that they only have online applications, some 20 pages and lots of questions, and I quit the application half way through because it is too long and difficult.’**

### **TfL’s response to feedback from staff on career development and recruitment**

As a core part of its agenda, TfL is committed to ensuring fairness and transparency in all its resourcing processes. This includes working with the modes to ensure that, when development opportunities such as secondments arise, they

are fairly publicised so all staff have an equal opportunity to apply.

Evidence shows that the organisation has an under-representation of BAME employees, women and disabled people at senior levels and development opportunities within the organisation is a way for improvements in this area to be made.

In order to ensure that selection for roles is fair, TfL has commissioned an independent review of its recruitment processes and is developing proposals to make sure that all managers receive recruitment and selection training. The review will also benchmark TfL's processes against other leading organisations so it can continue to improve its performance in recruiting the best people from across all groups.

TfL wants to continue attracting a diverse candidate pool so it is developing its careers website to create more of an impact, especially with under-represented groups. Over the past 12 months, as part of a strategy developed by Group HR, TfL will be participating in a number of events to raise its profile among BAME communities, especially with regards to specialist employment areas where BAME applications are lower than would be expected.

TfL recognises that investment in the personal development of staff is vital to its success as an organisation. In the past two years a management development framework has been launched which aims to equip managers with the skills necessary to develop themselves and their teams.

In 2006, TfL launched a mentoring scheme which is open to employees from across TfL and, while it is not intended solely for BAME staff, it does encourage applications from BAME employees. Currently, 55 per cent of all mentees on the scheme are from BAME groups and 30 per cent of mentors are BAME managers.

## **Behaviour in the workplace and TfL's commitment to race equality – overview of staff feedback**

BAME employees' day-to-day experiences in the workplace are generally more positive than their views on career progression. Staff from all backgrounds generally believe that TfL is a fair employer. BAME staff who have been at TfL and its predecessor organisations for some time also think that racial equality within the organisation is improving. There are many examples of positive experiences where diversity is encouraged and discrimination is not tolerated, and people often feel enthusiastic towards TfL as an employer.

**'The community is very multicultural and we're of different backgrounds, different faiths, and everyone looks out for each other – it's like a family.'**

Some of the improvements include greater diversity in the workforce, better awareness of different cultures, faith rooms and policies to support staff and promote a more inclusive environment where inappropriate behaviours are not tolerated.

Across the organisation, non-BAME staff are also positive about their work environment. However, some say that there is a danger that equality policies can attract hostility from 'narrow-minded' or 'insular' staff.

**'[It's about] the bottom of job applications where it says "in this particular role employees are under-represented in the following roles: women, black, Asian", whatever and they are encouraged to apply. Again, depending on how narrow-minded you are and how insular, you can either read that as purely just an encouragement to get people to apply or [say] 'well I'm not going to apply as a white heterosexual male because they're only looking for black women or gay men'. It can, and does, get people's backs up. It shouldn't but it does.'**

Some BAME staff feel that they have to overachieve to justify the positions they hold. They see this as the 'norm' – in life generally and not just at TfL. They feel that if they make a mistake, it will be regarded more seriously than a mistake made by a non-BAME colleague.

BAME women are generally less positive than men about how they are treated at work, and can sometimes feel their gender is more of a 'problem' than their ethnicity.

**'For you to be taken more seriously you have to be more assertive, but if you're more assertive you're accused of being aggressive. I used to think it was a BAME thing but now I've spoken to other women I think it's actually a female thing.'**

Where a department or section is male-dominated, BAME women said that male colleagues sometimes held women in the team in low regard and that they sometimes felt excluded by this behaviour. Examples included making comments about childcare responsibilities, which is something that non-BAME women have also highlighted.

Although there is a feeling that things have improved at TfL over the years, there is also a sense that sometimes people do not realise the impact of what they say or do and would be surprised to find out that others thought they were being discriminatory.

**'I've never experienced any racism as such, not blatantly. I think that some people really don't realise when they are being [racist] .. they just don't realise that they've said something that may be classed as being discriminatory.'**

The research shows that there are areas of the business where the behaviours of some colleagues make BAME people feel their ethnicity is a disadvantage to getting on. Some said that they learned to live with it, while others challenged it or sought to move to another area within TfL.

On the whole, BAME employees think that TfL has a positive approach to race equality, because it has the appropriate policies in place and is trying to encourage equality and inclusion. Examples given include:

- An initiative to recruit more women train operators
- Monitoring staff composition
- Providing equality and inclusion training
- TfL comparing favourably with previous employers
- The recent 'Your Say' staff survey, in which 98 per cent of all staff said they understood TfL's equality and inclusion policies
- Establishment of the staff network groups

BAME staff that have been with TfL for longer have seen improvements over time and their perception is that TfL has:

**'A very healthy approach. In fact TfL and the GLA are probably among the best in the way they handle equality.'**

However, there are concerns about implementing policies effectively and consistently. Some managers do not seem to follow policy and some staff believe only lip service is paid to equality.

**'I think TfL's policies are actually very good. However, the implementation of these policies is obviously highly dependent on individuals and that's, perhaps, where it falls down.'**

The existence of such policies can be reassuring for BAME employees:

**'The kind of policy that is in place is robust enough; certainly I can feel comfortable knowing I have the support of the company.'**

Despite this, some BAME staff also said that if they ever made a complaint they felt that, in some areas, they would still be seen as 'playing the race card'.

Generally, staff felt that more focus should be placed on monitoring the implementation of the policies.

The research showed that staff from across different groups generally felt that if they did experience any problems in the workplace, particularly with harassment or discrimination, they would feel comfortable raising the issue. Some were concerned that this would have a negative effect on their career, and others said they thought it better to ignore it. Despite this, staff generally saw TfL as an organisation that takes these issues seriously and would support staff appropriately.

Some BAME staff, however, felt that their area of the organisation was less supportive and that they relied on colleagues from other areas, or the staff network groups, to assist them if they were having a problem.

### **TfL's response to staff feedback – behaviour in the workplace and TfL's commitment to race equality**

TfL believes that every employee has the right to a supportive working environment that is free from harassment. It recognises that, if it does occur, harassment is a serious problem that can interfere with job performance, undermine job security and cause serious stress leading to health problems.

In March 2008, TfL issued a revised Bullying and Harassment Policy and Procedure for its non-operational areas. The policy provides a clear and accessible process that deals with cases in a fair and timely manner. A full briefing and communications plan is included to ensure all managers and employees are made aware of it.

A new one-day course for managers, called 'Bullying, harassment and grievances' also began in March 2008 and covers both policies and procedures. The aim is to provide key skills, give a clear understanding of the procedures and continue to build management

competence and behaviours to help create a safe and supportive working environment.

TfL will continue to monitor harassment claims and ensure that trends are identified and actions put in place. Group HR will report this data annually.

TfL offers staff a confidential and independent reporting line so they can highlight concerns they feel cannot be raised in other ways. This service is called Safecall and is available 24-hours-a-day, seven days a week. It can be used by anyone working for TfL or any of its subsidiaries including contractors and agency staff.

TfL has also approached the issue of creating a supportive workplace environment through various training and cultural change programmes, including 'Valuing people through fairness and inclusion' and LU's Managing Diversity Competence Programme. Both of these focus on how behaviours can have a positive or negative effect on working environments and relationships with colleagues or staff.

These courses have been judged to be very useful by those who have attended. TfL will continue to roll these out, along with similar training, and to monitor its impact on workplace culture through the annual staff survey. TfL will also look at other options for creating the best environment for all of its employees.

TfL recognises that having the best policies is not enough – they must be implemented consistently and fairly across the organisation otherwise staff will question its commitment to equality and inclusion. Over the life of this scheme, TfL will continue to roll-out training and support to managers and staff so that policies are clearly understood. It will also continue to monitor key policies to ensure that they do not discriminate against particular groups.



# The RES action plan

# Part 1 – How TfL will meet the specific duties

## How TfL will assess the impact of its policies and consult with people

Issue	Process	Delivery	Responsibility	Measurement
Equality impact assessments	TfL will review these every three years on a rolling programme	<p>In order to complete the review and build competence across the organisation, a training needs assessment will be carried out and a suite of training options will be delivered by the end of March 2009</p> <p>Group Internal Audit will monitor the completion of EqlAs for projects with an expectation that by 2011 that all projects meet 100 per cent of the audit required standard</p>	Modal MDs will be responsible for ensuring project managers responsible have received training.	<p>Training needs analysis will be completed by October 2008</p> <p>Equality impact assessment programme to be published by June 2008. 80 per cent of projects to meet standard in the first year, 90 per cent in the second and 100 per cent in year three</p>
Consultation on policies that impact on race equality	Consultation responses by social identity and consultation toolkit revised to ensure best practice access for people from BAME and other groups	TfL will identify the policies and services that have an impact on race. A consultation and research plan, which will involve BAME people, will be published and consultation and research processes will have access audit	<p>Group Research will produce customer satisfaction reports for areas identified that impact race equality</p> <p>Group Equality and Inclusion (E&amp;I) Director will lead on assessing the accessibility of consultation processes and will publish the annual equality report</p>	Customer Satisfaction Survey (CSS) reports included in the annual equalities report, which will be produced by March 2009

## Monitoring of adverse impact

Issue	Process	Delivery	Responsibility	Measurement
Monitoring of policies for adverse impact on race equality	Identify key areas and include in relevant CSS, staff surveys and ridership statistics	CSS results disaggregated to show views of BAME people on key policy and service issues that impact on race equality. Results of staff survey questions about workplace culture, training, recruitment, reward and retention broken down by ethnic group	Group Research and Group E&I agree programme for CSS	CSS reports included in the annual equalities report. Annual Equalities report produced by March 2009
	BAME service users to give feedback on TfL performance	Use focus group feedback for Local Government Equality Standard (LGES) level five as a benchmark. Hold similar exercise in February 2009, 2010 and 2011	Group HR, modal HR and Group E&I agree focus of staff survey questions with line managers and involve feedback from staff network groups	Staff survey results included in the annual equalities report  Year-on-year satisfaction increase (rate of increase to be calculated after first focus group)

## TfL will publish the results of monitoring and assessments of consultations

Issue	Process	Delivery	Responsibility	Measurement
Provide access to information on consultation and monitoring	Develop the annual equalities report to ensure consultation results and monitoring are included	The report will cover all areas of service delivery and employment activities that have equality impacts. First report to be published in March 2009	Director Group E&I	Report produced on time in accessible format

## TfL will ensure access to information and services

Issue	Process	Delivery	Responsibility	Measurement
Ensuring BAME communities know what services TfL provides and how to access them	Use research results to identify the most appropriate way of delivering information across BAME groups	Develop the marketing and communication strategy to ensure it has effective impact across diverse BAME groups, including targeted media and press	Head of Group Marketing and Communications and modal marketing teams	Increased knowledge of services and how to access them across BAME groups  Outcomes reported in annual equality report

## TfL's plans for training staff in their responsibilities in connection to the general and specific duties

Issue	Process	Delivery	Responsibility	Measurement
A variety of training opportunities to ensure that, over time, all staff are made aware of their responsibilities under the duties	<p>Review existing Valuing People programme and other equality and diversity training programmes to ensure there is sufficient coverage of general and specific duties</p> <p>Consideration will be given to refresher training for staff who have already been trained</p>	Identify the training need and programme for each mode. Devise and deliver a range of training programmes to meet these needs. Learning and Development will ensure that mainstream courses include messages around the RR(A)A 2000 duty	Head of Policy and Strategy, Group E&I and E&I Delivery Managers for each mode, along with Head of Learning and Development	<p>Training need for each mode completed by September 2008</p> <p>Valuing People review completed by June 2008</p> <p>Revised equality impact assessment training programme in place by the end of June 2008</p>

## Publishing an annual report on workforce data and training

Information on	Process	Delivery	Responsibility	Measurement
Recruitment data	Group HR Services will produce quarterly reports on application, shortlisting and hire for Corporate Equalities Advisory Panel (CEAP)	Produce information on BAME recruitment statistics for the CEAP	Head of HR Services  Head of Policy and Strategy, Group E&I	Four CEAP papers every year. Also included in the Annual Report
Training	Quarterly reports compiled for CEAP on people who have applied for development courses, those who attended and those who were refused	Produce report which shows how people from across BAME groups and across modes have access to training and development opportunities in comparison to non BAME staff	As above	Four reports to Group E&I steering groups, and information shared with BAME Staff Network Group
Promotion	Group HR Services will produce a quarterly report that shows how many BAME people have been promoted	Include permanent and secondment promotions in the scope of the report and include quarterly CEAP papers	As above	Four CEAP papers every year and information included in the Annual Report

## Publishing an annual report on workforce data and training (continued)

Information on	Process	Delivery	Responsibility	Measurement
Grievance procedures	Group HR Services will produce a quarterly report and information will be included in a CEAP paper	This information will focus on people who have raised grievances as well as those who have been cited in a case. It will include information on the results of grievance processes	As above	As above
Disciplinary actions	As above	To include information on those who have been subject to the process and compare the outcomes for BAME people	As above	As above
People who leave the organisation	As above	To include information on the numbers of BAME people leaving the organisation and, where possible, monitor the reasons why	As above	As above
Reward and recognition	Group Compensation and Benefits will produce annual assessment of reward	Report will include comparison of appraisal ratings of BAME staff with non-BAME staff  To include information about pay gaps between BAME and non-BAME staff and include gender pay gap details	Head of Group Compensation and Benefits	Annual report to Commissioner and included in the annual equalities report

## In addition TfL will report on

Issue	Process	Delivery	Responsibility	Measurement
Information on harassment	Group HR Services will produce a quarterly report and information will be included in a CEAP paper	Report to include gender and BAME data and the results of investigations and hearings	Head of HR Services Head of Policy and Strategy, Group E&I	Four CEAP papers every year and information included in the Annual Report
Update on RES action plan	Produce annual equalities report	Group E&I will produce an annual equalities report, which will include a comprehensive review of achievements against race objectives and include feedback from the BAME community	Head of Policy and Strategy, Group E&I	Annual report – first to be published in May 2009

# Part 2 – TfL’s RES action plan

## Safety and security

Issue	Delivery	Responsibility	Timescales
Concern over unstaffed stations	Majority of LU stations have staff present. Help points are available at the few that do not have staff. Well-lit waiting areas are being provided through the station modernisation programme. This will also include comprehensive CCTV coverage (footage will be recorded to provide evidence for potential prosecution)	Customer Standards and Experience Manager, Strategy and Service Development, LU	90 stations complete to date 175 stations by the end of 2012
Concern when travelling on the Tube	Emergency alarms which allow passengers to talk to the driver are installed on some lines and will be available on all trains as they are replaced or refurbished	Head of Operational Upgrades, Operational Support, LU	Ongoing programme to be completed across the network by 2020
Concern over un-staffed stations	Staff are present at all London Overground stations when trains are operating. A refurbishment programme has begun and CCTV coverage plus Help points will be provided	Director of London Rail Development	Ongoing programme. All refurbishments completed during 2010
Presence of police and other uniformed officers	TfL will continue to work with the BTP and Metropolitan Police to maintain the presence of officers across the network. TfL has funded an additional 200 BTP officers and this has contributed to improved perceptions of safety, particularly on LU and the DLR  21 Safer Transport teams are operating in outer London boroughs to provide reassurance on buses and at interchanges  Policing will be re-organised into a borough- based structure to work with partners more effectively to tackle antisocial behaviour and low-level disorder	Deputy Director of Community Safety, Enforcement and Policing	Continuous programme

## Safety and security (continued)

Issue	Delivery	Responsibility	Timescales
Antisocial behaviour on buses	All London Buses now have CCTV coverage and footage can be used if required to help secure prosecutions. The introduction of a behaviour code in June 2008 will mean that a young person who repeatedly behaves badly could lose their right to free travel. A major campaign called 'Together for London' was launched in February 2008 to improve the way people behave on public transport	Head of Bus Enforcement, Congestion Charging and Traffic Enforcement  Deputy Director of Community Safety, Enforcement and Policing	Behaviour code comes into force in June 2008
Young people can sometimes behave badly on the network	Volunteer School Liaison Officers, who deliver sessions as part of the TfL Safety and Citizenship team, work in all London Boroughs to improve behaviour and promote independent travel	Director of London Transport Museum	Ongoing programme - visits made to every secondary school during the school year
Not knowing when the next train or bus is going to arrive can increase concerns over personal safety	TfL's Investment Programme will deliver greater frequency and reliability, making it easier for people to know when to expect the next service. On LU, planned line upgrades will deliver trains every two minutes during the peak and every three minutes off-peak  London Overground is aiming for a turn-up-and-go service with trains every five minutes on some areas of the Overground network  Bus reliability will be aided by Automatic Vehicle Location systems	Manager of Journey Time Trains, Strategy and Service Development (Time), LU  Director of London Rail Development  Project Director Technical Services, Surface Transport	Ongoing  2011  February 2009

## Safety and security (continued)

Issue	Delivery	Responsibility	Timescales
<p>Travelling at night can lead to additional safety concerns, particularly for BAME women</p>	<p>As part of the Safer Travel at Night programme a number of key initiatives have been introduced to encourage public transport use at night. These include marshalled taxi ranks and schemes to encourage more taxi drivers to operate at night. Further schemes are planned, including allowing suburban drivers to operate out of their area at night</p> <p>London Buses has expanded the night bus network across the Capital and now has 100 routes. More than 30 million passengers use these services every year. All buses have CCTV. Incidents on night buses and other modes are monitored by the Transport Operational Control Centre. TfL will provide information on how the safety of the service is maintained and enhanced</p>	<p>Information and Marketing Manager Business Services and Strategy, PCO, Taxi and Private Hire, Surface Transport</p> <p>Deputy Director of Community Safety, Enforcement and Policing</p>	<p>Ongoing</p>
<p>Improve street lighting especially in areas of high crime</p>	<p>Work is underway to start removing blind spots, subways and underpasses and replace them with clear, above-ground pathways</p> <p>Lighting is progressively being improved through maintenance work within TfL. It is also being reviewed on schemes where personal security is an issue, and is being improved where appropriate</p>	<p>Director of Road Network Management, Street Management Services, Surface Transport</p>	<p>Ongoing</p>

## Safety and security (continued)

Issue	Delivery	Responsibility	Timescales
Hate crime reporting	<p>Research best practice on hate crime reporting and monitoring, including third party reporting, and develop a third party reporting system for homophobic harassment on public transport</p> <p>Include objectives on hate crime in TfL's Community Safety Plan, BTP Policing Plan and the Metropolitan Police's Traffic and Transport Policing Plan</p>	Deputy Director of Community Safety, Enforcement and Policing	2008

## Customer service and the attitudes of staff

Issue	Delivery	Responsibility	Timescales
<p>Bus driver attitudes can sometimes make me feel I am not getting a good service</p>	<p>TfL works closely with bus operators to design and deliver courses that will increase awareness of customer needs. Workshops are held twice a year to identifying opportunities for improvement. These include how to streamline the complaints process and how to ensure all customers are treated fairly. The TfL complaints policy is available in core London languages</p> <p>TfL has introduced the Natalia Muir Award for bus, tram and Dial-a-Ride drivers or operating staff who contribute to improving equality in the bus industry</p> <p>TfL monitors customer service performance on buses through mystery shopper surveys and customer satisfaction surveys. TfL will publish results in its annual equalities report</p>	<p>Driver Performance Manager, London Buses, Surface Transport</p> <p>Head of Delivery Compliance Strategy, Surface Transport</p> <p>Head of Communications Services Strategy, Surface Transport</p> <p>Head of Policy and Strategy Equality and Inclusion, Group Services</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<p>Staff should be aware of the diversity of their customer base</p>	<p>London-wide information on ethnic minority communities, and local communities around stations, has been included in annual refresher training for LU customer service staff to enhance the service provided to diverse groups</p>	<p>Accessibility and Inclusion Manager, Strategy and Service Development, LU</p>	<p>Ongoing</p>

## Affordability

Issue	Delivery	Responsibility	Timescales
Fares can be expensive for people on low incomes	A pilot discount scheme pilot has been launched for those in receipt of Income Support. On proof of receiving the benefit (a letter from the Department for Work and Pensions), claimants can obtain a Bus and Tram Discount Card from any Post Office® in the Greater London area. When used in conjunction with an Oyster card, it entitles the holder to half price adult- rate Bus Pass season tickets and Oyster fares to pay as they go on buses and trams. The Bus and Tram Discount Card is valid for six months and the scheme will initially run for a 12 month period	Ticket Policy Manager, Fares and Ticketing, Finance	Ongoing
Implement discounted fares for travel groups, encouraging more people to take up public transport	TfL offers a number of discount schemes for different categories of customers to encourage use of all services. In conjunction with the London boroughs, TfL offers free/reduced rate travel for : <ul style="list-style-type: none"> <li>- Older people</li> <li>- Under-18s</li> <li>- 18+ students</li> <li>- New Deal scheme participants</li> <li>- School parties</li> <li>- Group travel</li> </ul>	Ticket Policy Manager, Fares and Ticketing, Finance	Ongoing

## Affordability (continued)

Issue	Delivery	Responsibility	Timescales
Enable Oyster card usage at all stations	TfL has offered London Train Operating Companies (TOCs) facilities to provide Oyster equipment, enabling them to accept Oyster pay as you go at all National Rail stations in the Capital. The TOCs that respond positively to this offer will have facilities by 2009	Ticket Policy Manager, Fares and Ticketing, Finance	Ongoing
Increase Oyster card usage to all stations	Special discount deals are available to all Oyster card holders for concerts, restaurants, attractions and shows in London	Ticket Policy Manager, Fares and Ticketing, Finance	2009

## Access to information

Issue	Delivery	Responsibility	Timescales
<p>Clear information helps me feel confident when I am travelling on public transport</p>	<p>TfL has a number of plans to improve the access to clear information across the network. These range from audio visual information on buses to improved announcements on trains. Maps of local areas and more Help points also provide assistance. Clear information about night buses plus fold-out route maps are distributed in bars in central London</p>	<p>Customer Standards and Experience Manager, Strategy and Service Development</p> <p>Head of Operational Upgrades, Operational Support, LU</p> <p>Head of Group Marketing Strategy and Integration, Marketing Strategy, Marketing and Communications</p>	<p>Ongoing</p>
<p>Some BAME groups are not aware of the range of services TfL offers, or what future plans are</p>	<p>TfL will develop a media strategy that focuses on the most effective way of engaging with BAME people through community press and other outlets, to ensure that the needs of specific communities are met</p>	<p>Senior Press Officer, Press and Media Relations, Marketing and Communications</p>	<p>June 2008</p>

## Road safety

Issue	Delivery	Responsibility	Timescales
Children and young people from some BAME groups are more likely to be killed or seriously injured in a road accident	By working in partnership with London boroughs to ensure that spaces are designed for pedestrians, it is hoped that accident statistics will continue to fall and walking is seen as a safe means of getting around	<p>Research Manager, London Road Safety, Surface Transport</p> <p>Head of Borough Programmes, Marketing and Communications</p> <p>Head of Cycling Walking and Accessibility, Road Network Performance, Surface Transport</p>	Ongoing
Understand how best to improve road safety among BAME young people	TfL has carried out extensive research and is now working on pilot schemes with London boroughs to reduce injury inequality. A community development specialist has been appointed to widen the reach of road safety messages in 'at risk' communities	Community Development Specialist, Surface Transport	On-going pilot programme completed by Summer 2009
Safe routes to school and School Travel Plans should be available for every school in London	Travel plans, which cover issues such as road safety, are being rolled out across London. Other topics, such as walking and cycling options and the best means of getting to school using public transport, are also included	Research Manager AND Community Development Specialist, London Road Safety, Surface Transport	All schools to have plans by 2008

## Encouraging cycling

Issue	Delivery	Responsibility	Timescales
Contribute to an improvement in health inequality through cycling schemes	TfL works with London councils, The National Cycle Network, London Cycling Campaign and other groups on projects within the community that encourage people to cycle. This includes working with people with offending histories or with mental health issues, with refugees and asylum seekers and teaching bike maintenance in BAME communities. It supports the plan to extend the cycle network and provide information on 4,000km of recommended cycle routes	Head of Cycling Walking and Accessibility, Road Network Performance, Surface Transport	Ongoing

## Transport planning

Issue	Delivery	Responsibility	Timescales
<p>Ensure that transport plans for the future take into account the barriers faced by BAME people through a real understanding of their transport needs</p>	<p>TfL will continue to ensure that its research and consultation with BAME and other groups is incorporated into its plans to improve access to transport and essential services</p>	<p>Head of Policy and Strategy, Group Transport Planning and Policy</p> <p>Head of Group Transport Network Planning, Finance</p> <p>Head of Major Projects, Group Transport Planning and Policy</p>	<p>Ongoing</p>

# Procurement

Issue	Delivery	Responsibility	Timescales
<p>Ensure that TfL's spend on goods and services benefits the whole community</p>	<p>TfL will carry out consultation on barriers faced in the procurement process by BAME and other diverse suppliers. It will also maintain a high profile at Meet the Buyer events and through working in partnership with the London Development Agency and other bodies. It will meet its targets for spending money with suppliers from across the BAME and other communities</p>	<p>Director of Group Procurement</p>	<p>Ongoing</p>
<p>Influence larger suppliers to improve their equality and diversity performance</p>	<p>TfL has spearheaded the inclusion of equality goals into major contracts including the East London Line extension and the operating contract for London Overground, and will continue to do so for other major projects such as the Thames Gateway Bridge. TfL will publish the number and value of contracts that have been let in this way annually</p>	<p>Major Project teams  Programme Director, Programme Team, Group Procurement</p>	<p>Ongoing</p>

## TfL recruitment

Issue	Delivery	Responsibility	Timescales
TfL's recruitment processes should be barrier-free for BAME community members and people from other groups	An independent review and benchmarking exercise will be undertaken. Results and recommendations will be developed into an action plan which focuses on the key issues raised	Group HR Director	Completed by December 2008 and new recruitment strategy launched
Publicise the variety of opportunities available at TfL	TfL will enhance its profile across BAME and other groups through a programme of events, such as targeted recruitment fairs which attract BAME candidates, the use of community media and online information	Head of Recruitment Resourcing	New approach began in April 2008 and will be ongoing
TfL does not have enough senior managers from BAME groups	TfL will raise its profile through a range of activities which will attract BAME candidates for senior roles	Head of Recruitment Resourcing	Ongoing
TfL should encourage BAME people into specialist roles, such as engineering	TfL's 'Project Brunel' is working with schools and universities to improve its profile as an engineering organisation and encourage BAME people and others to consider this as a profession. It is also offering work experience and sponsorship to students	Directors of Engineering from across TfL	Ongoing

## Developing staff in TfL

Issue	Delivery	Responsibility	Timescales
Ensure that development opportunities are available and access to them is fair and transparent	TfL offers a wide range of development opportunities ranging from secondments to training and development courses. It is committed to ensuring that any opportunity for a secondment of six months or more will be advertised internally and feedback will be given to all candidates. It will publish data on applications and recruitment outcomes for secondment roles annually. Line managers will be briefed on this process to ensure a consistent approach	Group HR Director, and other modal HR Directors	Data included in annual equalities report  Line manager briefings to be completed by end of June 2008
Ensure that line managers have the skills to develop their teams and identify potential	TfL's management development framework provides line managers with a clear understanding of their role in the performance management and development of their teams. All TfL middle managers are encouraged to take part in the programme and TfL will report the numbers of people who have attended, and from where in the business. HR business partners and Learning and Development teams will also work with directors and their teams to ensure that development plans are in place for all staff	Group HR Director, and other modal HR Directors and Heads of Learning and Development	Data included in annual equalities report  Personal development plans in place by end of May each year
BAME staff may not have the networks of others to facilitate support in career development	TfL's mentoring programme is in its second year and will continue to support BAME and other staff in their personal development at TfL	Delivery Manager, Surface Transport  Group E&I	Phase three launch of mentoring scheme in September 2008

## Delivering a workplace free from harassment

Issue	Delivery	Responsibility	Timescales
Involve BAME people in identifying issues and devising the solutions that will bring about a culture of respect	The BAME Staff Network Group will work closely with HR and other areas of the business to agree an approach which promotes respect and eliminates harassment from the workplace	Director of Group E&I, the BAME Staff Network Group and Directors of HR	Solutions identified by Sept 2008 and implemented across the organisation
TfL should learn from harassment and grievance cases	TfL will ensure that any harassment trends that are identified are analysed and actions developed to address causes. It will keep under review harassment and grievance procedures to ensure that issues can be resolved as quickly as possible. Any actions arising from analysing trends will be developed with appropriate involvement from line managers and others	Group HR Director, Head of HR Services	Information shared as appropriate
TfL should ensure all staff know where they can get support if things go wrong	TfL will promote the services and support it offers to staff who feel isolated through harassment or other issues. These include the 24-hour Safecall scheme, which is available to any member of TfL staff	Group HR Director,	Promotion to begin in summer 2008
Managers and staff need to understand the impact of harassment and poor workplace culture on individuals	TfL's Valuing People course, which focuses on behaviours, will be reviewed to ensure that appropriate messages about harassment are prominent. A drive to increase attendance began in May 2008 with the aim of having at least 1,000 people attend the course each year	Head of Policy and Strategy, Group E&I Head of Learning and Development	Review completed in May Quarterly review of attendance

## Delivering a workplace free from harassment (continued)

Issue	Delivery	Responsibility	Timescales
Workplace culture should be monitored regularly	Each year TfL will survey its staff to understand how people feel they are being treated. Action plans will be developed to address issues as they are raised	Group HR Director Modal HR Directors	Annual staff survey





# Alternative formats

## Information in different languages

To receive TfL's Race Equality Scheme in an alternative language, audio or Braille, please tick the relevant box, include your name and address, and return to the address shown below.

- Audio  Easy read  
 Braille  
 Large print

Arabic

لاستلام هذا باللغة العربية، ضع علامة هنا وأضف اسمك وتفاصيل الاتصال الخاصة بك، ثم أعهده إلى العنوان المبين.

Bengali

বাংলা ভাষায় পাওয়ার জন্য এখানে চিহ্ন করুন, আপনার নাম ও যোগাযোগের বিস্তারিত বিবরণ দিন, তারপর প্রদর্শিত ঠিকানায়া পাঠিয়ে দিন।

Chinese

如果想得到简体中文版本，请在此处打勾，填上你的姓名和联络详情，然后寄回所列示的地址。

French

Pour recevoir ce texte en français, cochez ici, ajoutez votre nom et coordonnées, puis envoyez ce document à l'adresse indiquée.

German

Um dies auf Deutsch zu erhalten, hier ein Häkchen setzen, Namen und Anschrift hinzufügen und dann an die angegebene Adresse zurücksenden.

Greek

Για να το λάβετε αυτό στα Ελληνικά σημεκώστε √ εδώ, προσθέστε το όνομά σας και τα στοιχεία επαφής σας, κατόπιν επιστρέψτε το στη διεύθυνση που δίδεται.

Gujarati

આ માહિતી ગુજરાતીમાં મેળવવા માટે અહીં ટિક કરો, તમારું નામ અને સંપર્કની વિગતો લખો અને તે પછી જણાવેલા સરનામે તે પાછું મોકલી આપો.

Hindi

हिंदी में प्राप्त करने के लिए यहां सही का निशान लगाएं, फिर अपना नाम और संपर्क ब्योरा लिख कर बलाए हुए पते पर भेज दें।

Italian

Per ricevere questo foglio in italiano, metta un segno di spunta qui, scriva il proprio nome, cognome e i dati di contatto, e lo rispedisca all'indirizzo indicato.

Polish

Aby otrzymać niniejszy dokument w języku polskim, prosimy zaznaczyć tutaj, podać swoje imię i nazwisko oraz dane kontaktowe, a następnie wrócić do podanego adresu.

Punjabi

ਪੰਜਾਬੀ ਵਿਚ ਪ੍ਰਾਪਤ ਕਰਨ ਲਈ ਏਥੇ ਠੀਕ ਦਾ ਨਿਸ਼ਾਨ ਲਗਾਓ ਫਿਰ ਆਪਣਾ ਨਾਂ ਅਤੇ ਸੰਪਰਕ ਵੇਰਵਾ ਲਿਖ ਕੇ ਦੱਸੇ ਹੋਏ ਪਤੇ 'ਤੇ ਭੇਜ ਦਿਓ।

Somali

Sidii aad kani ugu hesho af Soomaali fadlan calaamad saar halkaan, ku qor magacaaga iyo cinwaankaaga, kadibna ku soo celi cinwaanka muuqda.

Spanish

Para recibir esto en español, marque aquí con una cruz, añada su nombre y datos de contacto, y mándelo a la dirección proporcionada.

Turkish

Bunu Türkçe almak için burayı işaretleyerek, adınızı ve ilişki kurmak için gerekli bilgilerinizi ekledikten sonra aşağıda gösterilen adrese gönderin.

Tamil

இதை தமிழில் பெறவதற்கு இங்கே குறியிடீட்டு, உங்கள் பெயர் மற்றும் தொடர்பு விவரங்களை சேர்த்து, காட்டப்பட்டுள்ள முகவரியில் திரும்பி அனுப்பவும்.

Urdu

اردو میں حاصل کرنے کیلئے یہاں صحیح کا نشان لگائیں، تیرا اپنا نام اور رابطہ تفصیلات لکھ کر بتائے ہوئے پتے پر بھیج دیں۔

### Group Equality & Inclusion

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