

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

MONDAY 10 DECEMBER 2007 AT 2.00PM

BOARDROOM, 14th FLOOR, WINDSOR HOUSE, LONDON

**Transport
for London**



AGENDA

Item	Sponsor
1. Apologies for absence	
2. Minutes of the Meeting held on 25 September 2007	
3. Matters Arising and Actions List	
4. Building and Delivering a pan-TfL Marketing and Communications Strategy	Vernon Everitt
5. TfL Recruitment Review [Presentation]	Valerie Todd
6. Freedom of Information and Data Protection Overview	Howard Carter
7. TfL Workforce Diversity	Valerie Todd
8. Any Other Business	-

Date of next meeting: 14 February 2008 at 2.00pm

Transport for London

Minutes of the Corporate and Equalities Advisory Panel

Boardroom, 14th Floor, Windsor House, London

2.00pm, Tuesday 25 September 2007

Members:

Judith Hunt	Board Member, Chair for the meeting
Howard Carter	General Counsel
Paul Moore	Board Member
Murziline Parchment	Board Adviser
Dr Rana Roy	Board Member
Dabinderjit Singh Sidhu	Board Member
Valerie Todd	Managing Director, Group Services

In Attendance:

Tony West	Board Member
Dave Wetzel	Board Member

Present:

Maria Antoniou	Group HR Director
Peter Boxell	Chief of Staff, Group Services
Stephen Critchley	Chief Finance Officer (deputising for Steve Allen)
Bob Crowther	Head of Central Customer Research
Richard De Cani	Head of Development and Planning, DLR
Jonathan Fox	Director, DLR
Ann-Marie Hines	Senior Researcher, TfL Customer Research
Ellen Howard	Director of Corporate Governance
Yvonne Howard	Interim Director, Group Equality and Inclusion
Lee Jasper	Equalities and Policing Director, GLA
Chris Reader	Business Manager, Travel Demand Management
Manjeet Turner	Head of Marketing and PR, SERCO Docklands

Sue Riley	Secretariat
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20/09/07 Apologies, Announcements and Declarations of Interest

Apologies had been received from Peter Hendy, Steve Allen, Kirsten Hearn, Shiria Khatun, Anni Marjoram and Nigel Marson.

Lynn Sloman had resigned from the Panel.

Members confirmed they had no interests to declare in respect of items on the Agenda.

21/09/07 Minutes of the Meeting Held on 18 May 2007

The minutes of the meeting held on 18 May 2007 were approved and signed by the Chair as a correct record of the meeting subject to the following amendments:

- Dave Wetzel was incorrectly shown as a Panel Member; and
- that the following paragraph be amended as shown (Minute reference 12/05/07 – paragraph 4):

“Panel Members commented that it was important that targets were described consistently. There was an error in the report that went to the CEAP (paragraph 6.1), where it stated that the achievement for BAME representation in senior management was 2.2 per cent above a target of 9.6 per cent. The target was 11 per cent and this was exceeded by 0.8 per cent.”

22/09/07 Matters Arising and Actions List

It was noted that Minute Reference 13/05/07 in the Action Sheet should in fact read 14/05/07.

The Panel noted the report.

23/09/07 CEAP Forward Plan and Direction

Valerie Todd introduced the report.

It was noted that the Corporate Strategic Risks had been considered in preparing CEAP's Forward Plan. It was agreed that the proposed item on 'Advancing Social Inclusion – The work of the Policy Team' should be circulated to Panel Members as a background paper only.

[ACTION: Valerie Todd]

Members were informed that meeting dates for 2008 had been circulated to all Board and Panel Members.

The Panel noted the current work plan and report.

24/09/07 TfL Workforce Diversity

Valerie Todd introduced the report.

A draft version of this report had been circulated on 21 August and any feedback incorporated.

It was stressed that Workforce Diversity was high on the Commissioner's agenda and significant progress had been made in improving diversity amongst senior managers from 6.6 per cent in 2003 to 11.8 per cent in 2007. Human Resources had also recently launched a new initiative entitled 'Breakthrough Strategy' which was part of TfL's strategy to improve BAME and women's representation within the organisation. The vision for improvement in TfL's workforce diversity was clear, but the means to achieve that aim were complex and multi-faceted.

Members welcomed the report as an improved starting point in terms of evidence based information. Panel Members could use it to monitor and scrutinise workforce diversity issues going forward.

A number of suggestions were made in terms of improving presentation, including relevant text to be sited directly next to the appropriate tables to more easily facilitate benchmarking and that comparisons should be made between relevant quarters of each year rather than in the same year, to help identify any trends.

In terms of recruitment information, the Chair requested that in relation to Table 5 of the report (Applications, Shortlists and Hires), that details of white men also be presented and conversion rates for women and BAME groups. The Chair also requested a more detailed demographic breakdown of attendees at the 'Women behind the Wheel' workshop (paragraph 7.9 of the report), as well as in other tables in which women were represented as a group. It was also proposed that year on year targets should be set for each individual business group within TfL and that targets at each individual payband should also be considered.

[ACTION: Valerie Todd]

Members sought clarification in relation to the figures in Table 9 (Number of Promotions by Mode, Gender, Ethnicity, and Disability) (page 23) of the report and the accompanying text and Valerie Todd agreed to check the information for any misalignment and report back.

[ACTION: Valerie Todd]

Maria Antoniou informed the Panel that, as requested at the last meeting, she had investigated the large number of applicants who were classified as "unknowns" in relation to demographic information, and as a result, both electronic and paper systems had been amended to ensure that all applicants were required to provide a response. It was anticipated that more robust recruitment data would be provided in future as improved data systems were introduced.

Panel Members made a number of points on the use of UK Census data and ONS data as tools for facilitating understanding of TfL's aspirations about workforce diversity and urged that these be used consistently.

Members were advised that for TfL's long term aspirational targets, UK census data was used, but for year on year targets, the ONS workforce data was utilised. This was based on economically active groups only. GLA Economics were also able to provide a more up to date projection of the total population based on forecasting figures.

While both sets of measures were appropriate for different purposes, it was recognised that the use of economically active data excluded large numbers of BAME groups, including refugees and asylum seekers. It was agreed that a report be submitted to a future meeting on the work TfL is doing with refugee communities and economically inactive groups.

[ACTION: Valerie Todd]

Clarification was sought in relation to paragraph 6.2 of the report, and it was agreed that the wording be changed to:

"Based on the UK Census 2001, 52% of Londoners are women, 29% are BAME people and at least 10% are disabled people".

It was also agreed that Group Equality and Inclusion and Human Resources would continue to benchmark against both Census and ONS data in reports, but would explicitly state the data source in all future reports.

[ACTION: Valerie Todd]

The Chair confirmed the need for clear, rigorously tested and presented baseline information, but also stressed the importance of the Panel focusing on actions to take the diversity agenda forward.

The Panel also sought assurances that temporary employees were employed on appropriate terms and conditions and were assured that all agencies providing temporary staff were required to meet TfL corporate policies and standards in employment matters. HR was also attempting to reduce the number of temporary employees, particularly those with lengthy service, and a temporary workforce tracker system had been established to monitor this more effectively. A target would be introduced into the future Business Plan. The importance of including a paper on temporary employees to the Panel's future work programme was agreed.

[ACTION: Valerie Todd]

The disproportionate conversion rates of BAME groups from application to appointment were noted.

Members were informed that HR had commissioned research into the links between application levels and successful appointments, and the outcome of the research will be reported to CEAP when available.

The Panel was advised that recruitment and retention issues were being addressed by initiatives such as the 'Breakthrough Strategy', and Group Equality and Inclusion had also met with the Commission for Racial Equality to discuss how to make further progress. In addition HR utilised exit interviews and business group information to identify any problems. A paper detailing the 'Breakthrough Strategy' initiative was circulated at the meeting.

The Panel sought confirmation that resource issues were not a barrier to taking this initiative, and others, forward, and were advised by Valerie Todd that as a priority for the Commissioner, it was not anticipated that this would be problematic.

Members also requested further breakdown details of the graduate programme.

[ACTION: Maria Antoniou]

The Panel discussed the setting of targets within TfL and the need for them to be stretching but achievable and reflected in the business plan.

The Panel noted the report, subject to the comments and amendments agreed at the meeting.

25/09/07 **DLR Ambassador Scheme**

Jonathan Fox introduced the report, supported by Richard De Cani and Manjeet Turner.

Members welcomed the scheme as an excellent example of community engagement. The Panel was informed that the introduction of new, touch screen ticket machines would make ticket purchasing more accessible, particularly for those with English as a second language.

The Panel was advised that officers had a good working relationship with the London Boroughs where DLR stations were sited, and felt that the scheme had proved that large strategic campaigns were not always necessary to make an impact on behavioural change.

Some Members were concerned that the introduction of a new cash fare system as part of the scheme may detract from encouraging users onto Oyster. It was also suggested that a limited number of free Oyster cards could be provided to groups on low incomes, and officers agreed to investigate this option. Panel Members were also keen for officers to share their good practice and experience of the scheme with other parts of TfL.

[ACTION: Jonathan Fox]

26/09/07 **Customer Diversity – Research and Analysis**

Bob Crowther presented the report, supported by Ann-Marie Curran.

Members were advised that the research, as set out in the presentation, was based on a range of research techniques with large samples of people over a considerable period of time. Customer satisfaction surveys were important in terms of identifying trends and small movements in responses were often indicative of a wider trend. Data was also collated from non-transport users.

Bob Crowther agreed to provide Panel Members with further information as to the range of research tools utilised. It was also agreed that the Panel would be provided with details as to how the research findings were fed into TfL's wider policy and strategy setting.

[ACTION: Bob Crowther]

Other issues raised by Members included how TfL should tackle the different barriers identified to usage of public transport including cost, engagement with the Asian community, better street signage, accessibility issues, siting of mini-cabs at stations, and relative cost pricing.

The Panel noted the presentation.

27/09/07 **TfL Travel Plan – Summary of Staff Survey Findings**

Chris Reader presented the report.

The Panel noted the report.

28/09/07 **Setting Workforce Targets**

Valerie Todd introduced the report.

Based on comments already noted in relation to item 7, it was agreed that the workforce targets should be reviewed and made more challenging in the short term.

[ACTION: Valerie Todd]

29/09/07 **Any Other Business**

No other additional items of business were raised at the meeting.

The meeting closed at 5.05pm.

Chair: _____

Date: _____

TRANSPORT FOR LONDON

Corporate and Equalities Advisory Panel
10 December 2007
Actions List

Actions from the Last Meeting

Minute No.	Description	Action By:	Target Date	Status/ note:
23/09/07	<u>CEAP Forward Plan and Direction</u> Agreed that the proposed item on 'Advancing Social Inclusion – the Work of the Policy Team' be circulated to Members as a background paper only and be removed as a meeting item from the Forward Plan.	Valerie Todd	Dec 07	The report will be circulated to CEAP members in Dec 07
24/09/07	<u>TfL Workforce Diversity</u> Future recruitment information to include details of white men, as well as conversion rates for women and BAME groups. Agreed that a more detailed breakdown of the women who attended the 'Women Behind the Wheel' workshop be sent to the Chair. Agreed that year on year targets be set for each individual business group within TfL for workforce diversity and at each individual payband. That HR check for any misalignment of information in Table 9 of the report (Number of Promotions by Mode, Gender, Ethnicity, and Disability) and advise Rana Roy and Sid Sidhu accordingly. That a report be submitted to a future meeting on the work TfL is doing to engage people from refugee communities and economically inactive (unemployed) groups. That the wording of paragraph 6.2 of the report be amended as agreed at the meeting.	Valerie Todd Valerie Todd Valerie Todd Valerie Todd/ Rana Roy/Sid Sidhu Valerie Todd Valerie Todd		Paper on Workforce Diversity on this agenda. Completed In progress Completed Nov 07 On CEAP May 08 agenda Completed

Minute No.	Description	Action By:	Target Date	Status/ note:
24/09/07 (contd.)	<p>Agreed that HR explicitly state the data source within all future reports.</p> <p>Agreed that temporary employees be included in the Panel's future work programme.</p> <p>Agreed that Members be provided with a further breakdown of the graduate programme.</p>	<p>Valerie Todd</p> <p>Valerie Todd/Marie Antoniou</p> <p>Valerie Todd</p>		<p>Completed.</p> <p>Agreed.</p> <p>Workforce Diversity Report on this agenda..</p>
25/09/07	<p><u>DLR Ambassador Scheme</u> Officers to consider the option of providing a limited number of free Oyster Cards to hard to reach groups on low incomes.</p> <p>It was also agreed that officers should share their success with the scheme with other parts of the TfL organisation.</p>	Jonathan Fox		<p>The Mayor in opening Langdon Park DLR station on December 10, 2007 will be giving out 500 free Oyster cards with a £10 value to appropriate local community residents.</p> <p>We have briefed widely on yourailway including the Commissioner's policy unit; LUL (inclusion team and marketing); Surface Transport; the Travel Demand Management team and the TfL Planning team, all of whom received it well.</p>
26/09/07	<p><u>Customer Diversity – Research and Analysis</u> Further information to be provided to Panel Members on the details of the range of research techniques utilised by TfL's Customer Research Dept.</p>	Bob Crowther		
28/09/07	<p><u>Setting Workforce Targets</u> That the workforce targets for senior managers be reviewed and made more challenging in the short term.</p>	Valerie Todd	Feb 08	In progress. To be reported Feb 08.

Outstanding Actions from Previous Meetings

Minute No.	Description	Action By:	Target Date	Status/ note:
16/05/07	Report on information and access compliance	Howard Carter	Dec 2007	On this agenda.

TRANSPORT FOR LONDON**CORPORATE AND EQUALITIES ADVISORY PANEL**

SUBJECT: BUILDING & DELIVERING A PAN-TfL MARKETING & COMMUNICATIONS STRATEGY

MEETING DATE: 10 DECEMBER 2007

1 Purpose

- 1.1 This updates the Panel on the evolving direction of our overall marketing, stakeholder management and communications strategy. The Panel is asked to note this paper and comment on the direction of travel set out here.

2 Background

- 2.1 Group Marketing & Communications (GM&C) has recently come together as a single directorate. Working collaboratively with colleagues across TfL and the GLA, the main aim of GM&C is the effective planning and delivery of strategies that promote TfL's success and reputation and which influence and inform the attitudes and behaviours of our customers and other stakeholders. Our main functions are summarised in the attached Annex.
- 2.2 As well as continuing to deliver a range of day-to-day services to internal clients and external stakeholders, we are taking a step back to analyse how best we can help TfL achieve its objectives and manage the communications risks and opportunities which surround them. We will produce the first cut of a pan-TfL marketing and communications strategy in January which will capture all of the work that currently takes place across the organisation in these areas, which will help us prioritise where further progress needs to be made. This will also consider the tone of voice that we use in connecting with our key audiences. This is being informed by feedback from a wide range of internal and external stakeholders, including individual members of the Board and our staff and through independent research into the strengths and weaknesses of our current approach.
- 2.3 This paper is not intended to set out a comprehensive articulation of our strategy going forward; as mentioned in 2.2, that is work in progress. However, recent developments have included the following:
- **Focusing on key things that matter:** in close collaboration with colleagues across TfL, we have drawn up communications strategies running a thread through the stakeholder management, media, internal communications and marketing elements of the next phase of major programmes such as London Overground (including the East London Line), Crossrail (where we played a major role in running the

successful campaign to get this approved), anti-social behaviour, the Tube investment programme (including Metronet), the outcome of the Comprehensive Spending Review and the Olympics. All of this has, of course, to be fully integrated with the wider Mayoral strategies for transport and London more generally and, in keeping with that, our strategy is to emphasise the economic and social benefits of all such developments to ensure that, increasingly, we connect with what the public really cares about.

- **Developing a single ‘narrative’ for TfL:** this will enable the Commissioner and other leaders in the organisation to describe our aims, objectives and priorities and place existing modal strategies within that overall context. The communication of this will form part of an event for the top 250 senior managers in TfL to be held on 5 December. This also involves a more structured media contact programme for the Commissioner to enable him to build understanding of, and support for, what we are doing and the wider benefits this will bring in accommodating London’s future growth.
- **Developing a consolidated pan-TfL marketing plan:** the plan aligns the various campaigns being conducted across TfL to ensure coherence with TfL’s objectives, including for example, leveraging existing work to support our Travel Demand Management strategy. Work is now kicking off on a consolidated 3 year strategy to ensure *sustained* focus in the areas that matter.
- **Beginning to clarify the roles and responsibilities** of the central and modal communications teams to forge a more integrated and joined-up communications ‘network’ across TfL. TfL is an enormous organisation with a huge amount going on, so it makes eminent sense to combine a central communications, marketing and stakeholder function with local teams based close to the coal face in the modes. By working together effectively and actively sharing knowledge, information and expertise, this combined ‘network’ will deliver highly effective outcomes for the entire TfL family and help us manage risks to our reputation. Recent collaborative working across the network has, for example, enabled us to get a firmer handle on ensuring that we reply in a timely way to requests for information from stakeholders such as the Assembly, an area in which we have in the past been criticised. It also needs to involve more joint working on what we publish, how we do it and how best we exploit the material we put into the public domain to demonstrate TfL’s delivery.
- **Focusing on highly proactive BAME and local press media strategies:** in collaboration with Valerie’s Equality and Inclusion team and as part of a more proactive media strategy, the BAME initiative has led to a 160% plus increase in balanced and informed coverage reaching a number of key communities around London. We are also increasingly advertising in a range of BAME titles to better target hard to reach communities and potential TfL staff. One example of greater

engagement was the Commissioner meeting the Bangla Press Club in Brick Lane last month which brought together the entire Bangladeshi print, broadcast and on-line media and other community representatives to hear about the local benefits of London Overground and Crossrail. It is very important that our strategy does not become overly focussed on any one particular newspaper or media channel and the BAME and local media initiative will help ensure that this does not happen.

- **Contact centre operations:** pressing ahead with a programme to introduce a common technology platform across our nine call centres to improve the efficiency and effectiveness of our customer services, manage requests for information (eg FOI) more effectively, and to ensure that we can meet the growing numbers of 'off system' contact we are receiving from customers.

2.4 In addition to keeping the show on the road and building on what has already been achieved, several things need to happen in the next period as part of delivering a more coherent overall strategy:

- **Key stakeholder mapping:** we need a clear view of who are the main external stakeholders over the next period and how we will engage with them to best effect. This is particularly important in promoting the economic and social benefits of what we are doing (more jobs, more access to the system etc; the key point is that we must avoid developments such as Crossrail coming across as being for the benefit of big business only). We also need to think about academic and other fora where our contribution to the wider debate needs to be communicated.
- **The Mayoral election:** gearing up for the increased volume of information for which we will be asked and coverage that transport issues will receive from all candidates, including having key facts and figures readily to hand and agreed core narratives for the major transport issues that will be debated. Longer-term, we are looking to establish a data library so that there is a single source of 'commonly demanded' data to avoid wheel reinvention.
- **Consultation:** reviewing our consultation guidance and its application to ensure that we are conducting such exercises consistently across the organisation and refreshing the equality impact assessments on this guidance (and that relating to our broader TfL design guidelines).
- **Evaluation:** building in better measurement of our marketing and communications activity to demonstrate the outcome delivered and value for money being provided.
- **People strategy:** a structured programme of staff learning, development, performance management and objective-setting to equip GM&C people to be successful in a highly pressurised environment.

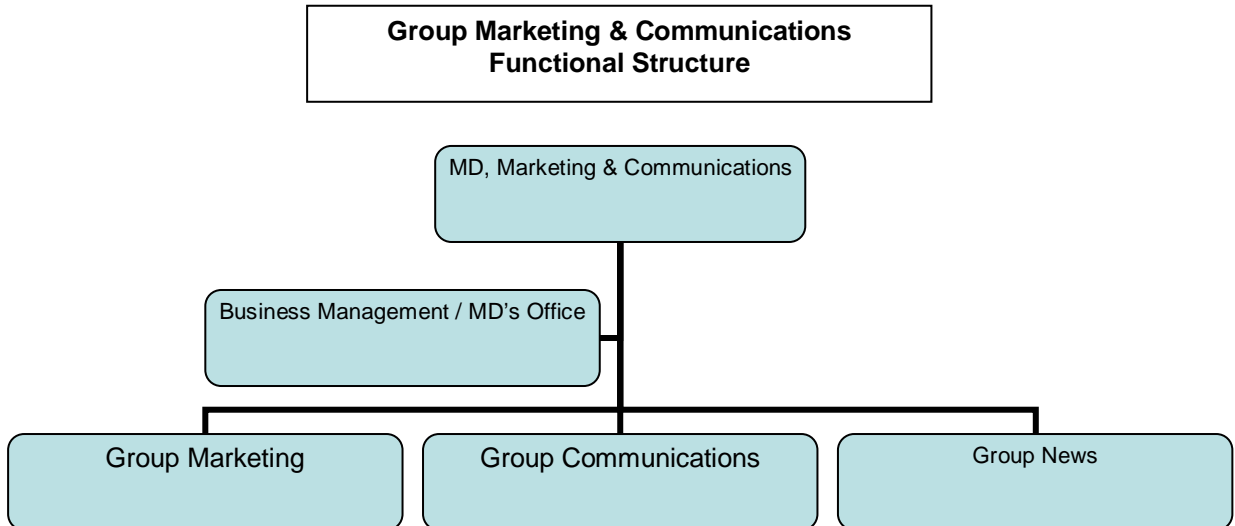
3 Recommendations

- 3.1 The Panel is asked to note the paper and comment on the overall direction of travel described.

ANNEX TO AGENDA ITEM 4

Overview of Group Marketing and Communications

The operations of the Directorate are based around the 3 key areas outlined below. The recent combining of the Marketing and Communications functions allows for the synergies between the departments to be exploited via closer, more integrated working.



Group Marketing:

Group Marketing develops business strategy and decision making from a marketing perspective implemented through TfL's integrated Corporate Marketing Strategy. The Marketing teams deliver high impact external marketing campaigns and ensure the timely delivery of accurate travel information, using the best available media and world class customer service.

Departmental functions:

- **Customer Research:** Manages and procures most continuous and ad hoc research across TfL's modes and businesses.
- **Marketing Communications:** Manages the planning and execution of TfL's marketing and information campaigns. Other responsibilities include: scheduling advertising and promotions in conjunction with the business units; managing marketing communications performance; setting company-wide corporate design policies and guidelines; ensuring TfL gets best value and maximum impact from money invested; and managing the on-systems posters TfL retains ownership of.
- **New Media;** Governs the growing provision of internal and external web services for TfL. Key services include the TfL public website, Source, Boroughs Extranet, London Transport Museum, one-off projects such as the Tour de France (London) and specific public consultations. New

Media is responsible for design standards, navigation and the general usability of TfL's web services. Content is generated within the various business units.

- **Marketing Strategy and Integration:** Initiates, drives and manages integrated strategic business and marketing developments that deliver the Mayoral and TfL Visions. At an operations level it acts as a central point for coordination of all Oyster marketing activity.
- **Travel Information** includes the Travel Information Contact Centre (TICC), a 24 hours, 7 days a week service that provides callers with information on travelling within the London region, and the network of Travel Information Centres (TICs) positioned at key 'gateways' into the city which serve both visitors and residents with information and transport tickets.
- **Oyster Help Line** handles all Oyster card related customer queries.
- **Data Maintenance** manages all aspects of Journey Planner, including web delivery, mobile delivery, text services, hosting, and real-time information.
- **Lost Property Office** provides a central point for dealing with property lost on London Underground, London Buses and Black Taxis.
- **Central Customer Services** responds to letters and e-mails sent to the Mayor, TfL Commissioner and TfL Board Members, as well as TfL direct.
- **London Transport Museum** communicates the fundamental importance of transport to London and urban society. It fulfils TfL's statutory duty to collect and preserve material and information relating to the role of public transport in the life and work of London, past, present and future.

Group Communications:

Provides a strategic focus and delivers key campaigns, publications and events to ensure that TfL's achievements and successes are communicated effectively and to the right audiences. Communications leads on corporate, pan-TfL issues and provides guidance on messaging and tone to the modal communications teams to ensure that TfL speaks with one voice, and that all activity is properly co-ordinated.

The Directorate is composed of:

- **Government and Stakeholder Relations** provide a strategic framework for TfL's political and stakeholder communications.
- **Editorial and Design** teams manage the production of TfL's key publications and support material and support modal publications to ensure messaging, context, and audience are properly targeted, editorial guidelines are followed and value for money and environmental impact are properly considered.

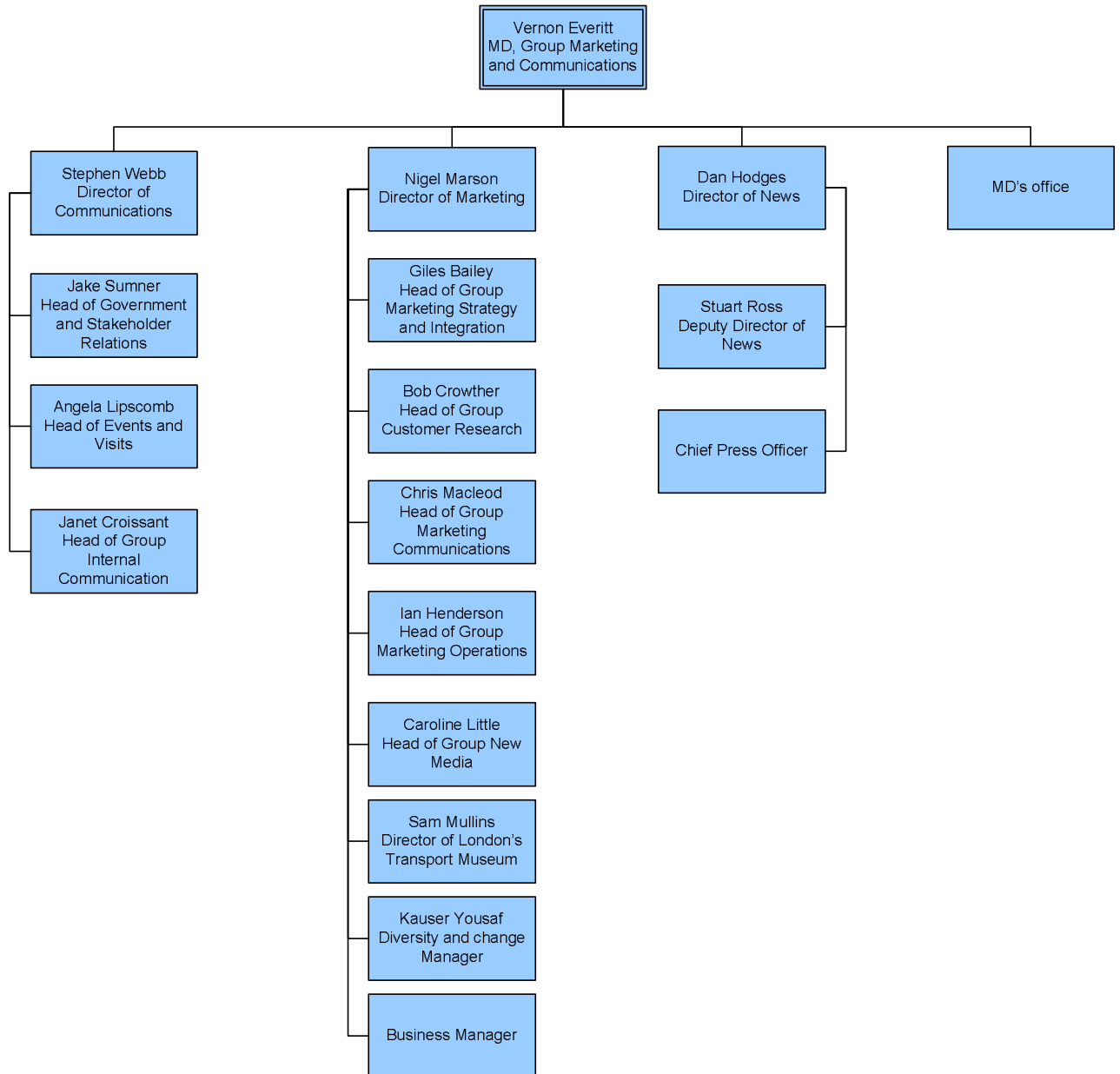
- **Events Management** deliver TfL's key external and internal events and ensure context, methods, messaging and audience are properly targeted and achieve value for money.
- **Internal Communications** engage with staff in ways that aim to develop a better understanding of TfL, to share information across the group and enable staff to become advocates for the business.
- **Performance** provide analysis of the work of the press office and the stakeholder team, coordinate activity through the strategic planning grid and are developing new methods to measure TfL's reputation.

Group News:

For the first time in its history, the TfL Press Office is working to a long-term communications plan. This plan is based around all aspects of TfL's Investment Programme which means more than ever, effective media management to promote and protect TfL's external reputation is vital to the work of TfL. In brief, Group News:

- Deliver the agreed long-term media plan to enhance the positioning of TfL and the Commissioner;
- Defend TfL's reputation via close monitoring of, and interaction with the media;
- Proactively promote and co-ordinate TfL's approach to media engagement at national, pan-London and local levels;
- Reinforce the effectiveness of TfL's media engagement via closer targeting and analysis; and
- Strengthen TfL's understanding of the communities that it serves.

Current Organisational Chart for GM&C





**CORPORATE AND EQUALITIES
ADVISORY PANEL**

10th December 2007

Recruitment Review

MAYOR OF LONDON

Transport for London



MAYOR OF LONDON

Transport for London



Agenda

- Overview of TfL Resourcing
- Resourcing volumes
- Resourcing solutions and specialist functions
- Our operating environment
- The Resourcing vision – the way forward
- Current Resourcing project priorities

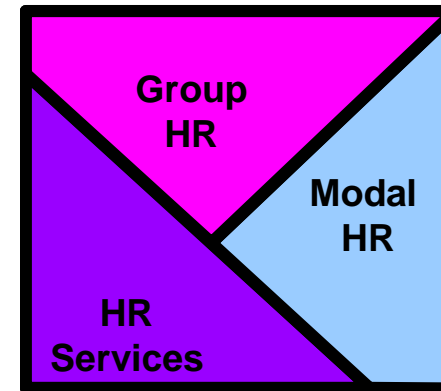


TfL Resourcing – where does it fit?

HR Services (HRS)

Provision of HR services across TfL – all modes and all levels

- Service Delivery (customer contact, payroll etc)
- Project Management & Operational Effectiveness
- Learning & Development
- Resourcing



TfL Resourcing Mission Statement

Recruiting The People Who Keep London Moving ...



TfL Resourcing Strategic Objectives

- To provide a Resourcing service that is valued by the organisation and seen to be making a difference
- To deliver a high quality, cost effective, timely Resourcing service to the organisation
- To ensure that a best in class Resourcing strategy and delivery model is in place to meet TfL's short and long term objectives
- To recruit as diverse a workforce as the city of London itself and to assist in achieving TfL's internal demographic vision



TfL Resourcing Volumes Indication

2006/'07

- Candidate registrations of interest
 - 167,110
- Completed candidate applications
 - 75,330
- Permanent candidates successfully placed
 - 3,200

2007/'08 ytd

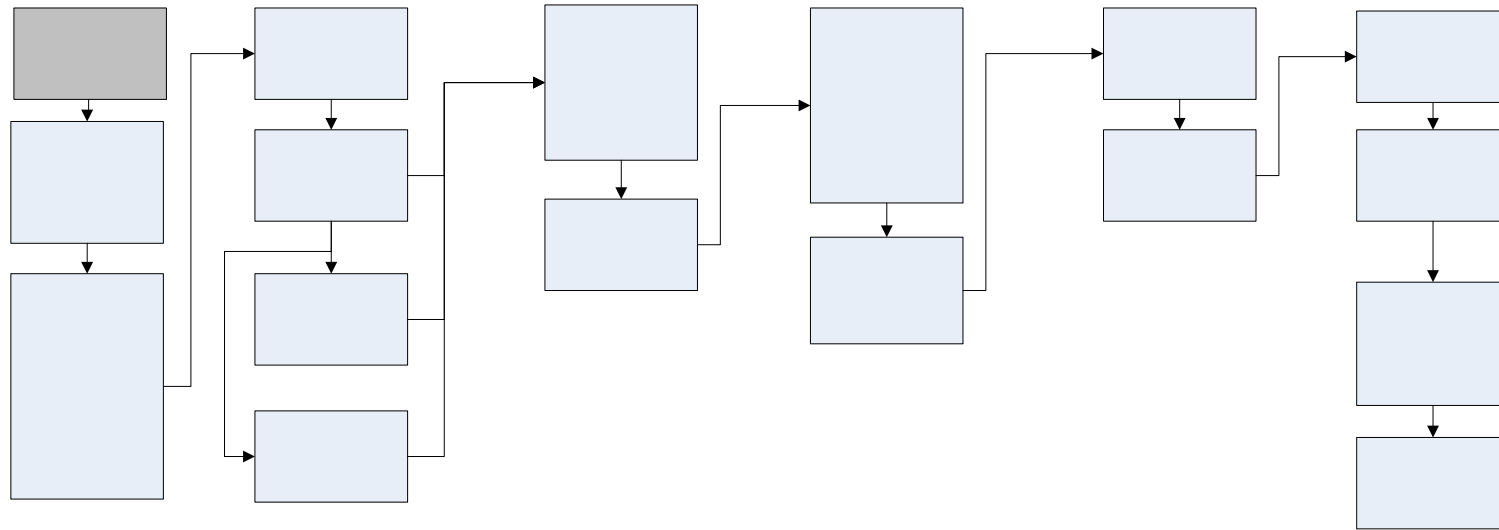
- Candidate registrations of interest
 - 84,733
- Completed candidate applications
 - 40,982
- Permanent candidates successfully placed
 - 2,104



Resourcing Solutions and Specialist Functions

- **A service organisation responsible for delivering any type of people resource across TfL - internal & external**
- **TfL vast and complex, so varying Resourcing solutions required to manage differing needs**
- **Resourcing made up of specialist team of recruiters, appropriately qualified to deliver 1st class service (70)**
- **Complete end to end recruitment life cycle management and delivery of requirements**
- **Resourcing Solutions**
 - High Volume
 - Executive
 - Specialist
 - Temporary
 - Development Schemes
 - Organisational Change & Redeployment
- **Resourcing Specialist Functions**
 - Candidate Attraction
 - Assessment & Selection
 - Equality & Inclusion





Campaign Set Up

Attrac



TfL Resourcing Specialist Functions

Specialist functions staffed by specialist personnel

Candidate Attraction

- Raising the profile of TfL's employer brand – e.g. Breakthrough
- Delivering the strongest candidate pool possible for TfL's short and long term needs

Assessment and Selection

- Provide best in class, robust assessment and selection solutions that are fair and transparent

Equality and Inclusion

- Ensuring the recruitment of diversity rich candidates
- Providing specialist Diversity Resourcing advice & guidance across TfL
- Driving TfL's community programmes agenda
 - Partnering with positive action organisations – e.g. Faircities & Job Centre Plus
- **Stonewall top 8 employer (nationally)**



Our Operating Environment

- **Challenges**

- Resourcing delivered 200% above forecast demand over past 2 years and 180% ytd
- Highly fluctuating resource requirements, often involving large scale numbers
- Business Planning process does not accurately reflect recruitment activity required for scarce skill sets (e.g. civil engineering)

- **Implications**

- Resourcing constantly on the back foot
- Missed opportunities to plan Resourcing activities
- Reactive rather than proactive behaviours and solutions
- Risks posed to TfL brand reputation – e.g. candidate care
- Higher reliance on contract skills, which comes at a cost



Resourcing - The Way Forward

Less About ...

- Call centre mentality
- The wrong measures
- Process for process sake
- Operating in silos
- Unnecessary administration
- One size fits all solutions

More About ...

- Diversity rich
- Added value
- Customer service
- Specialists in field
- Best in class solutions
- Candidate care
- Value for money
- Seamless services
- Innovation
- Continuous Improvement
- DMT – synergies across GLA



Resourcing - The Way Forward

Current Resourcing Measures

- Quantitative rather than qualitative
 - E.g. numbers of calls & transactions handled



Resourcing - The Way Forward

New Resourcing Measures

- **Time to Hire**
 - 8 – 12 weeks to offer
 - Maximum 3 weeks candidate pre-employment screening
 - Greater recruiter ownership of candidate “walking through the door”
- **Cost of Hire**
 - Competitive
 - Transparent
 - Always within guidelines
- **Quality of Hire**
 - Best in Class Hires
 - Quality candidate attraction
 - Robust assessment & selection
 - Candidate short listing service
 - 3:1 Shortlist manager acceptance
 - 3:1 Interview to offer



Resourcing - The Way Forward

New Resourcing Measures contd...

- **Candidate Experience**
 - Reputation enhancing experience regardless of hiring outcome
 - Candidate experience questionnaire results
 - Mystery candidate experience shopping
- **Customer Experience**
 - Consistent and first class delivery of customer service
 - Customer satisfaction questionnaire results
 - Response rates
- **Fulfilment Against Demand**
 - Booked versus Hired
- **Recruiting candidates that are as diverse as the city of London itself**
 - Resourcing diversity statistics reported and analysed at all potential diversity influence points



Resourcing - The Way Forward

Measures for our customers ...

- Accurate demand planning
- Partnership approach to Resourcing



Resourcing Current Priority Projects

- High volume supplier re-tender
- Raising TfL's brand as a diversity employer
- Pre-employment screening review
- Selection & assessment across TfL
- Recruitment media and creative services re-tender
- E-Recruitment – system enhancement
- E-Recruitment – careers site review
- Launch of new customer satisfaction questionnaire
- Launch of new candidate satisfaction measures
- Permanent recruitment agency PSL review
- Develop enhanced service proposition
- Develop the Resourcing brand



Any Questions?



TRANSPORT FOR LONDON**CORPORATE EQUALITIES AND ADVISORY PANEL**

SUBJECT: FREEDOM OF INFORMATION AND DATA PROTECTION OVERVIEW

MEETING DATE: 10 DECEMBER 2007

1. Purpose and decision required

- 1.1 The purpose of this paper is to provide an overview of TfL's compliance with the Freedom of Information and Data Protection (DPA) Acts and related information governance legislation. The Panel is asked to note this report.

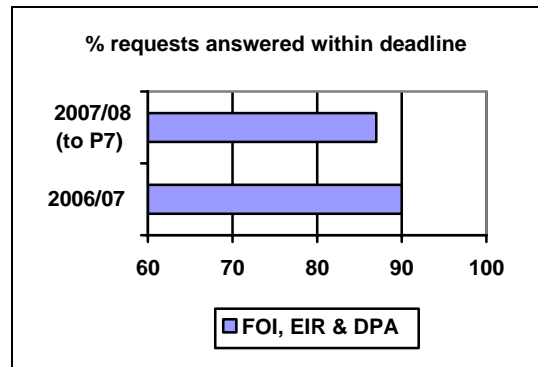
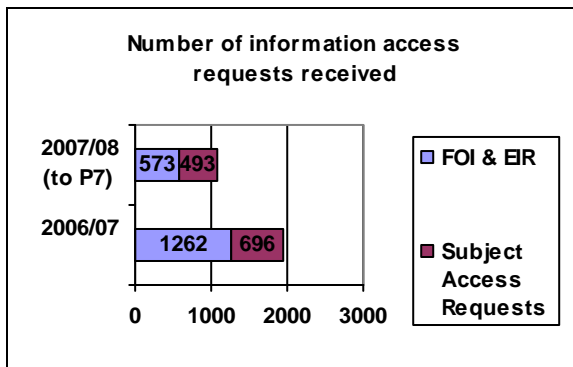
2. Background

- 2.1 The Freedom of Information (FOI) Act 2000 gives anyone a right to request access to any recorded information held by TfL and its subsidiaries, or on their behalf. It also requires TfL to produce Publication Schemes describing types of information published proactively. The Data Protection Act (DPA) 1998 regulates the ways in which all organisations process personal information and creates a right to request access to personal information. The Environmental Information Regulations (EIRs) 2004 create a right to request environmental information from public authorities. Compliance with this legislation is enforced by the Information Commissioner (IC), an independent official appointed by Parliament.
- 2.2 TfL's compliance with information governance legislation, such as FOI and DPA, makes an important contribution to TfL's fulfilment of its corporate governance responsibilities, helping to shape the way in which TfL is perceived by its stakeholders and to promote transparency and accountability.
- 2.3 The Information Access and Compliance Team (IACT), within the Corporate Governance Directorate of General Counsel, is responsible for ensuring TfL has the framework in place to comply with this legislation. This is achieved through the provision of advice, training and briefings, the development and review of policies, projects and processes and decision-making on certain key aspects of the legislation. TfL manages the FOI and EIR requests it receives through the modal Customer Service teams, who liaise with business units holding requested information and endeavour to ensure requests are replied to within statutory deadlines.

3. Review of TfL's Compliance

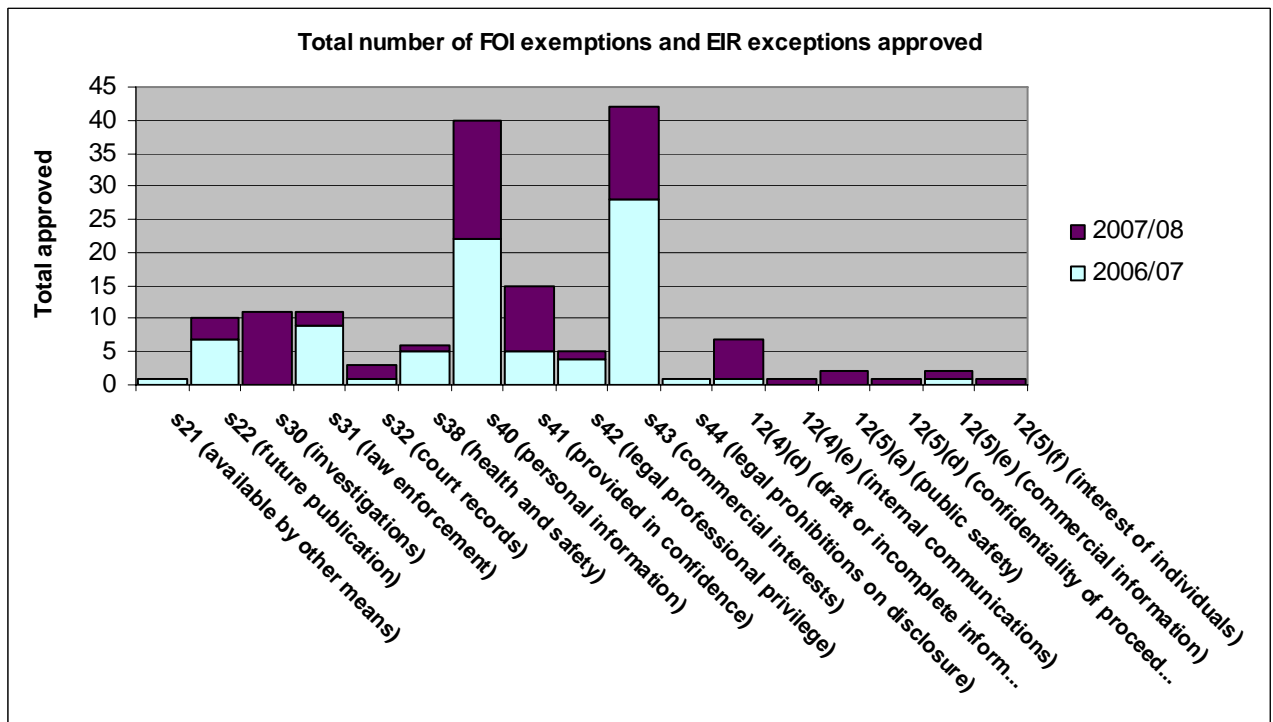
- 3.1 In 2006/07 TfL received 1,262 FOI and EIR requests, an average of 94 per period. There were 696 subject access requests for the disclosure of an individual's own personal information under the DPA, an average of 53 per period. In 2007/08, at the end of Period 7, 573 FOI and EIR requests and 493

subject access requests had been received, an average of 82 FOI/EIR requests and 70 DPA requests per period.



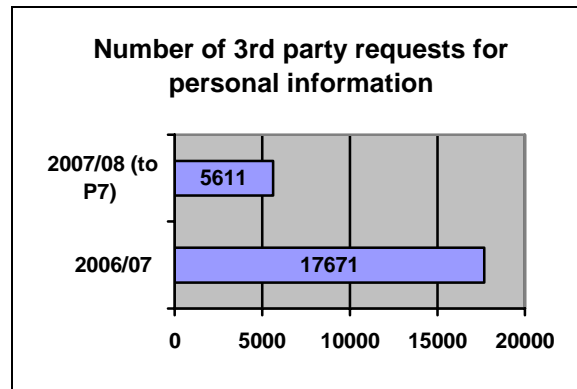
3.2 In 2006/07 90% of all information access requests made under the FOI Act, the DPA and the EIRs were replied to within statutory timescales. For 2007/08, at the end of Period 7, 87% of requests had been replied to within statutory timescales. The slight decrease is the result of the introduction of a more rigorous process for ensuring all stakeholders have the opportunity to provide input into draft responses to requests.

3.3 In 2006/07 TfL applied FOI exemptions or EIR exceptions in 85 cases (6.7% of all FOI and EIR requests). For 2007/08, at the end of Period 7, exemptions or exceptions were applied in 56 cases (9.8% of all FOI and EIR requests).



3.4 The DPA includes provisions for third parties to request access to personal information in certain circumstances, such as when disclosure is necessary for the prevention or detection of crime or for purposes connected with legal proceedings or the exercise of legal rights. In 2006/07 the total number of third party requests for access to personal information (eg from the police, local authorities or other third parties) recorded by IACT and other business units

was 17,671. In 2007/08, at the end of Period 7, 5,611 such requests had been received.



3.5 In December 2006 the Board approved a policy on the disclosure of personal data to the police and statutory law enforcement bodies. Under the Policy, TfL discloses the personal data of its employees and customers on request to the police, and other law enforcement bodies with a statutory role in crime prevention and detection, primarily to address policing, national security and law enforcement issues affecting London. Data is disclosed provided that disclosure complies with relevant legislation, principally the DPA, and is carried out in a controlled and proportionate manner. Reports on the operation of this Policy are made to the Audit Committee.

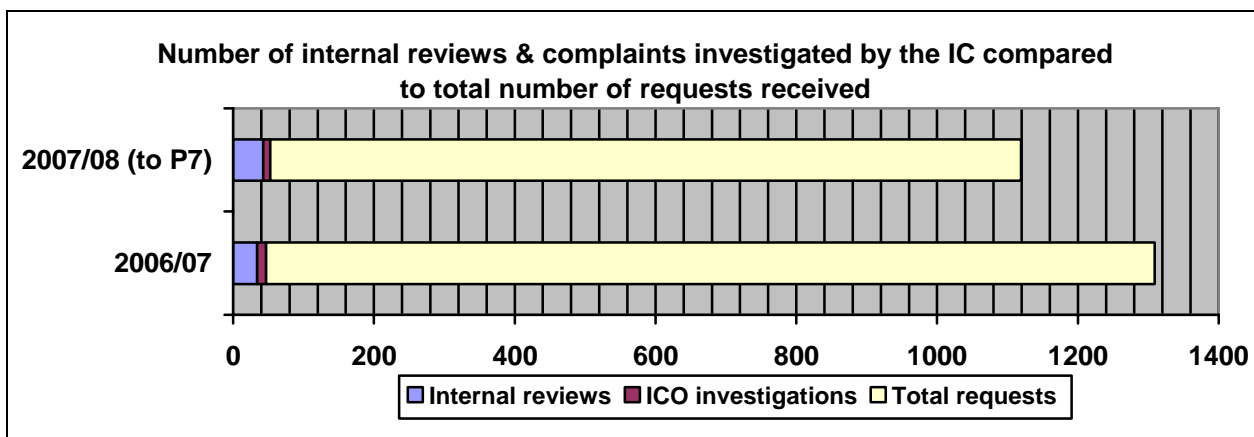
3.6 The DPA requires appropriate technical and organisational measures to be taken to secure personal data. Compliance with this obligation is achieved through adherence to Information Management security standards, the appropriate design of business processes, training and guidance, management control and contractual provisions with service providers.

4. Enforcing Compliance

4.1 In 2006/07 34 requests for an internal review were received as a result of an applicant's dissatisfaction with the response provided to an FOI or EIR request. This represents 2.7% of all requests received that year. The IC does not normally act on complaints about FOI or EIR compliance until a public body's internal review process has been exhausted. In 2007/08, at the end of Period 7, 43 requests for an internal review had been received (7.5% of all requests received). The increase largely reflects efforts IACT have made to ensure the business recognises any expression of dissatisfaction with a response to a FOI/EIR request as a candidate for an internal review. A secondary factor is a decision to go beyond the requirements of the DPA and encourage applicants dissatisfied with the response to a request made under the DPA to use the internal review process, before considering making a complaint to the IC.

4.2 During 2006/07 the IC initiated 13 separate investigations in response to complaints about TfL's handling of information access requests made under FOI, the EIRs and the DPA, of which a combined total of 1958 were received that year. Each of these complaints was made by the original enquirer because they were unhappy with TfL's response to their request, and the

internal review, where one had been carried out. This means that fewer than 1% of all information access requests recorded by TfL in that year resulted in an external complaint to the IC. In 2007/08 a further 10 investigations had been initiated by the end of Period 7, during which time an additional total of 1066 requests had been made. None of the IC's investigations has resulted in formal enforcement action being taken against TfL. The majority were closed after IACT explained TfL's position.



4.3 In total, only 4 of these external complaints to the IC have resulted in the IC issuing a Decision Notice recording a formal ruling on the outcome of a complaint about TfL's compliance with FOI or the EIRs. The Decision Notices covered issues arising from complaints about TfL's use of the exemptions in the legislation to withhold personal information about third parties, protect TfL's commercial interests, and refuse a request on the grounds it was vexatious; delay in responding to FOI requests; and the application of the FOI Act to a request the complainant argued was for environmental information. Of the 4 Decision Notices, one completely upheld TfL's position, two substantially did so and one found that we had not complied with the legislation, by applying the FOI Act to a request for environmental information. Any Decision Notice is reported to the Audit Committee in the six-monthly Legal Compliance report.

5. Comparative Performance

5.1 TfL's performance in FOI/EIR compliance compares favourably with other public bodies for which data is available. The 2006 annual FOI report on central government produced by the Department for Constitutional Affairs (now the Ministry of Justice) shows that, taken as an average, the 21 Departments of State received around 125 FOI and EIR requests per Department, per month in 2006. The equivalent figure for TfL was 102. Over the twelve month period, an estimated 16% of requests received by Departments of State missed the 20 day deadline, compared with 10% of TfL's.

5.2 Other bodies monitored by central government, which include authorities such as the Health and Safety Executive and Office of Rail Regulation, received around 109 FOI and EIR requests each per month. Of these, 20% were answered past the statutory deadline.

- 5.3 The table below shows TfL in the context of the 'top ten' central government departments and monitored bodies (which received the highest number of information access requests during the calendar year 2006). TfL's comparative figures (for the same period 1 January to 31 December 2006) are shown in red.

Department	Number of FOI/EIR requests received in 2006	% late requests
Health and Safety Executive	5714	7
National Archives	5481	1
Ministry of Defence*	3300	14
Home Office	2868	11
Department for Transport*	1717	9
Department of Health	1441	11
Department for Work and Pensions	1376	9
HM Treasury	1228	7
Transport for London	1224	10
HM Revenue and Customs	1174	16
Foreign and Commonwealth Office	1030	8

* Includes requests received by executive agencies of these Central Government departments

- 5.4 Within the Greater London Authority (including other functional bodies), TfL received the highest number of information access requests. The table below gives a breakdown of the combined number of FOI and EIR requests received by each member of the GLA family during the calendar year 2006 and shows how these figures compare with those recorded by TfL during that period.
- 5.5 TfL received over four times as many information access requests as the GLA and more than double the total number of requests received across all other members of the group during 2006.

GLA Group member	No of FOI/EIR requests received in 2006	% late requests
Transport for London	1224	10
Greater London Authority	289	8
London Fire and Emergency Planning Authority	112	5
London Development Agency	87	30
Metropolitan Police Authority	70	1
Total	1782	9

6. Looking Ahead

- 6.1 TfL's information management is a crucial enabler for compliance with FOI and the DPA. In order to answer FOI requests and subject access requests under the DPA, information has to be easily accessible and retrievable. In addition, a number of other DPA obligations, such as those requiring personal data to be kept securely, and be accurate, not excessive and retained for no longer than necessary are facilitated by good information management

systems and practices. IACT will continue to work with Group Information Management to promote awareness in this area, through involvement in the Records Management programme and initiatives to improve data governance, with the aim of encouraging the business in the adoption of practical steps that benefit compliance. An example of this is a records management e-learning awareness course and Infobyte (a piece of short accessible training delivered through Source) which IACT will launch by the end of December 2007.

- 6.2 In the year ahead, it is anticipated that FOI and data protection compliance issues will emerge in the context of the changing portfolio of TfL Group companies.

7. Equalities and Inclusion

- 7.1 Compliance with information governance legislation promotes TfL's equalities and inclusion policies by fostering a culture in TfL of openness, trust and accountability that helps all sections of society contribute to public scrutiny of TfL. The legislation confers rights that aim to promote access to information for all, to aid understanding of decisions made by public bodies, particularly for those previously denied such information. TfL's active compliance with these aims assists marginalised, under-represented and disadvantaged individuals and groups engage with TfL.

8. Crime and Disorder

- 8.1 Compliance with information governance legislation does not have any direct impact on crime and disorder levels but the disclosure of personal data to the police and law enforcement agencies in compliance with the DPA mitigates the impact of crime and disorder levels. In particular, levels of detection can be increased by the provision of relevant, accurate and timely information to assist in the investigation of crime.

9. Sustainability

- 9.1 Compliance with information governance legislation is not considered to have any sustainability impact except in so far as access to previously unavailable information, particularly through the Environmental Information Regulations, assists stakeholders understand, support and contribute to TfL's sustainability agenda.

10. Recommendation

- 10.1 The Panel is asked to note this report.

TRANSPORT FOR LONDON
CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: TfL WORKFORCE DIVERSITY

MEETING DATE: 10 December 2007

1 PURPOSE

- 1.1 This report summarises TfL's overall workforce composition, related issues and current initiatives designed to improve TfL's workforce diversity. The report provides the Panel with a suite of performance data and details of supporting actions to assist in understanding the current people, service and performance issues being addressed by TfL in relation to our workforce diversity.
- 1.2 The report highlights workforce composition as at quarter two (Q2), benchmarked against Q2 performance 2006/07. This is to illustrate the progress over the last year.

2 KEY ACHIEVEMENTS IN QUARTER 2

- 2.1 TfL's workforce is critical to the delivery of a world class transport system for a world class city. Achieving a diverse workforce representative of London's diverse communities will support the achievement of a world class transport system.
- 2.2 During Q2 TfL focused on the recruitment of graduates, the TfL Staff Survey, implementing HR policies, progressing Breakthrough (objective is to improve workforce diversity at senior levels), and conducting stakeholder engagement for the Race and Lesbian Gay and Bisexual (LGB) equality schemes.
- 2.3 101 new graduates joined TfL's Graduate Development scheme on 10 September, the largest intake yet. The graduate programmes are company-wide and cover the disciplines of engineering, finance and project management. 29% of the graduates are women and 19% are from BAME groups. TfL has been ranked 89th in the Times Top 100 graduate employers for 2007. This is the first time TfL has been included in the Times list.
- 2.4 In 2005 TfL embarked on a review of its HR policies and procedures to update them in relation to changes in equality and employment legislation, and best practice. This work is progressing well and 5 revised HR policies (Attendance, Discipline, Grievance, Harassment and Bullying, and Performance Improvement) are currently being implemented.

- 2.5 A detailed procedure is included in each policy to improve consistency, allow for a better understanding by managers and staff and support appropriate outcomes. All of these policies have been discussed with TfL's recognised trades unions. Managers and staff will receive training and guidance on using these new policies.
- 2.6 A further three policies (Handling Employee Data, Travel at Work and Whistleblowing) were successfully implemented in Summer 2007.
- 2.7 Group HR conducted an HR effectiveness survey in September. Respondents were asked to evaluate the experience of the HR team with whom they interact on a regular basis as well as the overall service. In addition, all HR staff were asked to complete the survey in terms of their perception of the way in which the HR service is delivered to the customer. The results will be published later this year.
- 2.8 To complement the London Underground staff engagement survey, "Speak Up", the rest of TfL conducted its staff satisfaction survey, 'Yoursay' in September. The results will be available in December 2007. These surveys provide a useful insight into how staff feel about working for TfL and will guide future planning around issues such as staff management and the equality strategy.
- 2.9 Breakthrough commenced in Q2. Its objective is to increase the representation at senior level of women staff and staff from BAME and other minority groups. Breakthrough is a multi-faceted approach aimed at identifying and reducing barriers that may exist in relation to the attraction, retention and development of under-represented staff.
- 2.10 Equality Schemes are plans emanating from research and consultation findings. The purpose of Equality Schemes is to provide a public statement on the actions an organisation intends to undertake in order to improve equality, diversity and social inclusion.
- 2.11 In October, TfL began the revision of its Race Equality Scheme (RES) and Lesbian, Gay and Bisexual Scheme (LGBS). The findings arising from the research and consultation undertaken to develop these schemes will be presented to a future meeting of CEAP.
- 2.12 As part of the TfL strategy to raise its profile with younger people, TfL engaged with the UK Career Academy Foundation on their Guru Lectureship Programme in Q2. The programme aims to connect 16-19 year old students to pathways into work by raising awareness through a series of lectures. A TfL representative attended Lambeth College and spoke to students studying Business and Finance about working for TfL. TfL will continue to work with other colleges for the rest of the year with Guru lecturers from other modes and will take part in the Capital Experience in Q3 when over 1000 students (16-19 year olds) will visit London and receive an introduction into the world of business.

3 WORKFORCE COMPOSITION

- 3.1 The total number of full time equivalent staff (FTE), including temporary staff, across TfL rose during Q2 in 2007/08 to 21,427.
- 3.2 The total number of FTE staff including temporary staff across TfL during Q2 in 2006/07 was 20,251.

4 AGE PROFILE

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

5 WORKFORCE DIVERSITY

- 5.1 The tables below set out TfL's overall workforce diversity in relation to race, gender and disability. There is still considerable progress needed to achieve a workforce representative of London's diversity. A more detailed breakdown is set out in the subsequent sections of this report.

Table 1- Women, BAME and Disabled People Representation at Q2 2006/7 and Q2 2007/8

Mode	% Women staff			% BAME staff			% Disabled staff		
	Q1 2007/8	Q2 2007/8	Q2 2006/7	Q1 2007/8	Q2 2007/8	Q2 2006/7	Q1 2007/8	Q2 2007/8	Q2 2006/7
London Underground	19.7	19.9	18.5	35.8	36.0	33.2	7.2	7.1	7.6
Surface Transport	27.6	27.4	26.5	31.8	32.1	31.2	6.9	6.5	7.9
London Rail	29.4	31.8	30.7	18.2	19.9	15.8	3.2	3.1	5.1
Corporate	43.7	42.9	44.4	24.3	24.9	23.6	6.7	6.7	7.8

Q2 - 2006/07 in red Figure Based upon BVPI

Table 1a- Women, BAME and Disabled People Representation in senior management Q2 2006/7 and Q2 2007/8

Mode	% Women staff			% BAME staff			% Disabled staff		
	Q1 2007/8	Q2 2007/8	Q2 2006/7	Q1 2007/8	Q2 2007/8	Q2 2006/7	Q1 2007/8	Q2 2007/8	Q2 2006/7
London Underground	22	22.3	21.7	8.8	9.8	10.6	5	5.0	4.6
Surface Transport	17.5	17.3	12.6	15.5	16.1	14.1	6.1	4.2	5.3
London Rail	9	10.7	7.1	4.2	4.2	2.6	3.6	3.6	4.4
Corporate	25	26.4	25.0	13.8	12.7	11.6	3.0	2.7	3.8

Q2 - 2006/07 in red Figure Based upon BVPI

6 GENDER REPRESENTATION

- 6.1 Women's representation continues to increase across the organisation and is on track to meet the end of year target of 24.3%. There has been growth in representation in London Underground compared to Q2 last year with a 1.4% increase.
- 6.2 The percentage of women in senior management (see Table 1a) has increased this year to 21.5% compared to 19.5% for the same period last year.
- 6.3 The Gender Equality Scheme sets out how TfL will work to eliminate unlawful sex discrimination and promote gender equality. The strategic themes are: encouraging applications from women within areas of under-representation; retention of women by providing better learning and development opportunities; providing opportunities for flexible working to achieve work-life balance; and a workplace culture conducive to the needs of all staff. The following activities are underway in line with these themes:
- Links developed with organisations such as the UK Resource Centre for Women (UKRC) in Science Engineering and Technology (SET). TfL will use this link to gain further access to women within SET industries and to develop TfL's brand with women in these professions as part of the attraction strategy;
 - Encouraging more managers and staff to take part in the TfL mentoring scheme;
 - Continue to engage with women across TfL at regular intervals to discuss issues regarding progress;
 - Continuing to monitor the progress of women;
 - Support department specific initiatives, e.g. East Thames Buses pilot lifestyle rostering system, designed to allow staff to have more choice in the shifts they work;
 - Continue to upgrade staff facilities, e.g. facilities at garages and on bus routes. (Feedback from staff supports providing more rest stop facilities at the end of bus routes.);
 - HR Business partners continuing to initiate and analyse exit interviews with a view to establishing whether there are any underlying reasons for higher turnover among women staff compared to men.

Table 2- Gender Representation by Mode and Pay-band

Mode	Operational				Band 1				Band 2				Band 3			
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Pan TfL																
Women	17.2	2042	16.1	1832	55.0	678	42.9	959	30.2	1021	29.3	966	30.1	590	27.5	569
Men	82.8	9807	83.9	9524	45.0	554	57.1	1276	69.8	2362	70.7	2336	69.9	1368	72.5	1499
London Underground																
Women	16.5	1634	15.2	1435	61.2	273	50.3	358	21.3	347	19.3	314	25.6	215	22.8	207
Men	83.5	8261	84.8	7990	38.8	173	49.7	354	78.7	1280	80.7	1310	74.4	624	77.2	700
Surface Transport																
Women	17.3	288	16.3	262	49.2	257	45.0	346	32.7	376	33.4	381	29.8	173	25.3	161
Men	82.7	1379	83.7	1347	50.8	265	55.0	423	67.3	774	66.6	761	70.2	407	74.7	475
London Rail																
Women	0.0	0	0.0	0	86.7	13	52.9	18	54.8	17	59.1	13	24.7	18	20.9	14
Men	0.0	0	0.0	0	13.3	2	47.1	16	45.2	14	40.9	9	75.3	55	79.1	53
Corporate																
Women	41.8	120	41.9	134	54.2	135	51.0	236	48.8	279	50.1	256	39.3	182	40.7	185
Men	58.2	167	58.1	186	45.8	114	49.0	227	51.2	293	49.9	255	60.7	281	59.3	270
Total		11849		11354		1232		1978		3380		3299		1955		2065

Q2 - 2006/07 in red Figures based on FTE

Table 2a- Gender Representation by Mode and Senior Management Pay-bands
Totals across all bands, percentages are between the grade and total

Mode	Band 4				Band 5				Director			
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
TfL												
Women	22.7	156	21.1	122	15.2	25	15.2	22	14.8	9	12.3	7
Men	77.3	531	78.9	456	84.8	139	84.8	123	85.2	52	87.7	50
London Underground												
Women	22.3	59	21.6	50	19.2	10	16.7	8	16.7	3	15.8	3
Men	77.7	206	78.4	181	80.8	42	83.3	40	83.3	15	84.2	16
Surface Transport												
Women	18.3	34	14.4	21	10.9	5	9.5	4	9.1	1	7.7	1
Men	81.7	152	85.6	125	89.1	41	90.5	38	90.9	10	92.3	12
London Rail												
Women	15.4	6	9.7	3	0.0	0	0.0	0	0.0	0	0.0	0
Men	84.6	33	90.3	28	100.0	12	100.0	10	100.0	5	100.0	5
Corporate Services												
Women	28.9	57	28.2	48	18.5	10	22.2	10	18.5	5	15.0	3
Men	71.1	140	71.8	122	81.5	44	77.8	35	81.5	22	85.0	17
Total		687		578		164		145		61		57

Q2 - 2006/07 in red Figures based on FTE

7 BLACK, ASIAN AND MINORITY ETHNIC (BAME) REPRESENTATION

- 7.1 At present 34% of the workforce is from BAME communities compared to 32.9% for the same period last year.
- 7.2 BAME people in senior management rose by 0.3% to 12.1% by the end of Q2, which indicates TfL is on target to meet the 2007/08 year end Best Value senior management target of 12.3%. However TfL recognises that this is still a long way from achieving our aspiration of 29% BAME senior managers.
- 7.3 The Race Equality Scheme sets out how TfL will work to eliminate unlawful discrimination and promote equality in relation to race, nationality etc. TfL introduced its first three-year race Equality Scheme in 2004. A new scheme for 2008-11 is being developed and consultation is underway and is due to end in December 2007. An initial meeting with stakeholders

in September focused on the key areas of employment and personal safety and security when using the network. Further research has been commissioned to test TfL's standing as an employer and service provider especially among the newer BAME communities, including Albanian and Somali.

- 7.4 Breakthrough is being implemented. Two key themes within Breakthrough are being given high priority; Resourcing - addressing candidate attraction and selection and; Learning and Development - to develop and promote talented staff to increase retention.
- 7.5 A challenge for TfL is to ensure that the brand and image of TfL facilitates the attraction and retention of staff. Breakthrough is also tackling these issues.
- 7.6 The mentoring scheme forms part of TfL's suite of development opportunities. Phase 1 is now completed and Phase 2 has successfully been launched. BAME members of staff are well represented on the scheme with around 40% of mentees being from BAME groups. Analysis is underway to establish whether mentoring positively impacted on the career aspirations and prospects of participants.

¹Table 3- BAME Representation by Pay-band

Ethnicity	Operational				Band 1				Band 2				Band 3			
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Asian or Asian British																
Women	1.0	117	1.0	112	4.4	66	3.8	57	2.3	71	2.0	60	212	36	1.5	23
Men	11.4	1319	11.4	1290	5.7	86	5.5	82	5.5	170	5.1	155	5.1	90	4.3	67
Black or Black British																
Women	5.2	602	4.9	553	12.7	193	11.8	178	5.9	182	4.8	148	3.7	65	3.3	50
Men	15.1	1744	15.1	1708	6.9	105	6.8	102	8.1	251	7.6	235	4.9	87	4.4	68
Chinese or Other																
Women	0.3	36	0.3	30	1.1	16	1.0	14	0.4	13	0.4	12	0.8	14	0.9	14
Men	1.0	111	0.9	100	0.9	13	0.7	10	0.9	27	0.7	22	0.7	12	0.4	6
Mixed																
Women	0.5	53	0.4	42	1.1	16	1.0	15	0.7	22	0.7	20	0.7	12	0.7	10
Men	1.1	132	0.9	107	1.2	18	0.9	13	1.1	33	0.8	25	0.5	9	0.5	8
White																
Women	8.8	1022	8.9	1013	26.6	404	28.7	433	18.1	561	17.1	526	20.1	357	20.0	309
Men	47.3	5475	48.1	5462	27.5	419	29.4	444	47.9	1474	47.6	1464	53.4	948	52.1	806
Prefer not to say																
Women	0.5	54	0.5	55	1.9	29	2.6	40	1.5	46	1.6	50	1.4	25	1.8	27
Men	6.7	774	7.2	812	2.4	37	3.4	51	2.3	71	6.6	201	4.6	81	5.2	80
Not Known																
	1.1	128	0.5	55	7.6	115	4.5	68	5.5	170	4.9	151	2.1	36	4.9	76
Total	100	11567	100	11339	100	1517	100	1507	100	3091	100	3069	100	1772	100	1544

Q2 (2006/07) in red Figures based on FTE taken from TfL SAP

¹ Tables report only those who have supplied the data as discussed at CEAP Sept 2007. Work is underway to reduce the number of people whose ethnicity etc is unknown.
CEAP Workforce Paper

Table 3a- BAME Representation by Senior Management Pay-band

Ethnicity	Band 4				Band 5				Director			
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Asian or Asian British												
Women	1.1	7	1.3	7	0.0	0	0.0	0	1.6	1	1.7	1
Men	3.3	23	2.8	16	3.6	6	3.3	5	1.6	1	1.7	1
Black or Black British												
Women	1.7	11	1.3	7	0.0	0	0.0	0	1.6	1	1.7	1
Men	3.8	26	4.1	24	0.6	1	1.4	2	0.0	0	0.0	0
Chinese or Other												
Women	0.6	3	0.3	2	0.0	0	0.0	0	0.0	0	0.0	0
Men	0.6	4	0.7	4	0.6	1	0.7	1	0.0	0	0.0	0
Mixed												
Women	0.4	3	0.5	3	0.0	0	0.0	0	0.0	0	0.0	0
Men	0.4	3	0.2	1	0.0	0	0.0	0	1.6	1	1.7	1
White												
Women	14.6	100	14.9	86	14.3	23	13.0	19	11.5	7	9.6	5
Men	58.2	401	62.9	364	67.8	112	69.2	100	59.8	37	69.8	40
Prefer not to say												
Women	1.4	9	1.7	9	1.2	2	2.1	3	0.0	0	0.0	0
Men	3.9	27	5.1	29	4.9	8	6.2	9	4.8	3	5.2	3
Not Known												
	10.0	68	4.2	24	7.0	11	4.1	6	17.5	11	8.6	5
Total	100	685	100	576	100	164	100	145	100	62	100	57

Q2 (2006/07) in red Figures based on FTE

8 DISABLED EMPLOYEE REPRESENTATION

- 8.1 The number of disabled people in the organisation fell by 54 people between Q2 2006/07 and Q2 2007/8. Most of the reduction occurred in operational and Bands 1 and 2 roles (see Table 4).
- 8.2 The percentage of disabled staff decreased by 0.1% this quarter to 6.9% against the year end target of 8.0%. The percentage of disabled staff in senior management fell by 0.3% to 4.3% against the year end target of 5.2%. These measures are based upon the percentage of staff self-reporting as disabled, compared to total numbers of staff who have responded to the survey. The year on year percentage decline in disabled staff resulted from increasing numbers of new staff reporting as non-disabled, and fewer staff reporting as disabled. The year on year percentage decline in disabled staff in senior management resulted from increasing numbers of new staff reporting as non-disabled, while the number of disabled staff in senior management remained static. This remains a challenging area and actions are being taken to improve TfL's position. In Surface Transport, the Streets Disability Work Placement Scheme was launched on 30 August. Twelve permanent positions were advertised with disability organisations and it is hoped that the six month work placement scheme will lead to permanent appointments. The second phase of the London Underground work experience project for disabled people has begun. Eighteen disabled people will be taking placements throughout the year.
- 8.3 TfL surveys staff every 2 years to ensure that disability data is accurate. The next survey will be in 2008 and will coincide with the SAP reporting upgrade which will allow staff to update their own equality data on line. A paper survey will be used to capture data from staff who do not have direct access to SAP.

- 8.4 The representation of disabled staff across the organisation and payband is illustrated in tables 4 and 4a.
- 8.5 The Disability Equality Scheme sets out TfL's actions for promoting employment opportunities for disabled people for the 2 years up to December 2009. The key focus in year 1 of the action plan has been to ensure that TfL's recruitment processes are accessible to disabled people and that TfL's image is one that is inviting to disabled people.
- 8.6 The review of the reasonable adjustment process has ended and the recommendations are being actioned. The actions include producing guidance for recruiting disabled people, managing sickness absence of disabled people, and using reasonable adjustments to facilitate redeployment. This guidance will be supported by briefings for HR professionals and line managers. Access to Work (part of the Department of Works & Pensions) and other organisations will be supporting TfL in the roll out of this new approach.
- 8.7 Working with Mencap, London Underground has started the second phase of the work experience programme for disabled people in an operational environment. This very successful programme received press coverage at its launch in June and 6 candidates have now been selected out of a total of 16 applicants. TfL also received positive feedback from organisations of and for disabled people who were involved in the project (Camden Society, Share, Mencap, Pathway, Prospects (London) and Status Employment). A similar project has been developed in Surface Transport and recruitment is underway in association with Action for Blind People.

Table 4- Disabled Representation by Pay-band

	Operational				Band 1				Band 2				Band 3			
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.		
Women	12.9	40	12.9	45	49.9	48	47.9	50	33.8	48	31.4	50	25.1	22	24.0	19
Men	87.1	273	87.1	306	50.1	48	52.1	54	66.2	95	68.6	109	74.9	66	76.0	61
Total	100	313	100	351	100	96	100	104	100	143	100	159	100	88	100	80

Q2 - 2006/07 in red Figures based on FTE

Table 4a- Disabled Representation by Senior Management

	Band 4				Band 5				Director			
	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Women	38.3	7	38.3	7	40.0	2	40.0	2	0.0	0	0.0	0
Men	61.7	11	61.7	11	60.0	3	60.0	3	100.0	1	100.0	1
Total	100	18	100	18	100	5	100	5	100	1	100	1

Q2 - 2006/07 in red Figures based on FTE

9 RECRUITMENT AND RETENTION

- 9.1 Overall numbers of people recruited into the organisation over the 12 months have remained broadly the same as 06/07, (520 in Q2 2006/07 and 566 in Q2 2007/08).

- 9.2 Table 5 shows a comparison between Q2 2006/7 and Q2 2007/8 and is not a year to date comparison.
- 9.3 Although a comparison of the two periods would indicate that Women, BAME people and disabled people are less likely to be successful in proportion to other applicants, the high proportion of “unknowns” means that it is difficult to draw meaningful conclusions from this data.
- 9.4 Breakthrough is addressing the situation through concerted action which includes: an independent review of recruitment practices, benchmarked against best practice; using independent assessors during interviews for senior management roles and non high volume posts where deemed relevant; and equality in recruitment training for all recruiting managers.
- 9.5 As part of the attraction strategy within Breakthrough, the calendar of events to promote TfL to potential staff from diverse backgrounds will be aligned with London’s faith and cultural activities to increase the outcome of reaching the target audience.

Table 5 – Recruitment (Applications, Shortlists and Hires)
 This table shows the results of closed recruitment campaigns for Q2 2006/07 and Q2 2007/8.

Pan TfL	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08
	No. %	No. %	No. %	No. %	No. %	No. %	No.%	No. %	No.	No.
Applications	2,403 30.13%	2,051 32.43%	4,069 51.02%	3,181 50.30%	168 2.10%	126 1.99%	45 0.56%	43 0.67%	7,974	6,324
Shortlists	937 26.99%	651 29.40%	1,638 47.19%	865 39.06%	67 1.93%	37 1.67%	20 0.57%	18 0.81%	3,471	2,214
Hires	192 36.92%	175 30.91%	159 30.57%	159 28.09%	7 1.34%	10 1.76%	1 0.19%	5 0.88%	520	566

London Underground	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08
	No. %	No. %	No. %	No. %	No. %	No. %	No.%	No. %	No.	No.
Applications	711 26.04%	914 33.20%	1,395 51.09%	1,416 51.43%	55 2.01%	69 2.50%	18 0.65%	23 0.83%	2,730	2,753
Shortlists	314 25.54%	296 28.32%	587 47.76%	476 45.55%	26 2.11%	21 2.00%	5 0.40%	10 0.95%	1,229	1,045
Hires	47 30.92%	66 34.37%	41 26.97%	49 25.52%	2 1.31%	4 2.08%	1 0.65%	3 1.56%	152	192

Surface Transport	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08
	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No.	No.
Applications	922 27.81%	680 29.69%	1,751 52.82%	1,163 50.78%	74 2.23%	62 2.70%	330 9.95%	364 15.89%	3,315	2,290
Shortlists	391 23.34%	209 28.90%	851 50.80%	252 34.85%	33 1.97%	22 3.04%	179 10.68%	163 22.54%	1,675	723
Hires	83 36.08%	64 29.62%	80 34.78%	68 31.48%	2 0.86%	6 2.77%	23 10.00%	46 21.29%	230	216

London Rail	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08
	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No.	No.
Applications	51 23.94%	44 28.38%	102 47.88%	72 46.45%	3 1.40%	4 2.58%	2 0.93%	1 1.64%	213	155
Shortlists	11 20.37%	9 15.51%	20 37.03%	16 27.58%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	54	58
Hires	3 37.50%	4 18.18%	3 37.5%	5 22.72%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	8	22

Corporate	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08
	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No. %	No.	No.
Applications	649 37.82%	413 36.67%	821 47.84%	530 47.06%	36 2.09%	14 1.24%	14 0.81%	4 0.35%	1716	1126
Shortlists	223 43.46%	137 35.30%	180 35.08%	121 31.18%	8 1.55%	1 0.25%	5 0.97%	3 0.77%	513	388
Hires	59 45.38%	41 30.14%	35 26.92%	37 27.20%	3 2.30%	0 0.00%	0 0.00%	2 1.47%	130	136

10 TRAINING AND DEVELOPMENT

- 10.1 Raising awareness of equality issues and ensuring our workforce is equipped with the skills and knowledge to manage a diverse workforce is addressed through a number of bespoke learning and development programmes. An update on these programmes is detailed below. In addition TfL mainstreams equality in all training where relevant.
- 10.2 During Q2 TfL's Learning and Development function focussed on further embedding equality and inclusion within training courses and ran a number of introductory sessions for women, LGBT and BAME staff.
- 10.3 An evaluation of London Underground's Managing Diversity Competency Programme (MDCP) was completed in October. 39% of a group of 121 delegates took part in the evaluation. Delegates said that the programme improved their management competency and had enabled them to be more patient and understanding.
- 10.4 TfL's Valuing People Development Course established in 2006 provided an introduction to equality, diversity and social inclusion issues at TfL. It is mandatory for all new starters. To date circa 1,100 people have attended the course.
- 10.5 A review of the disability equality elements of the customer service training in London Underground is underway. The aim is to ensure that staff are equipped to offer excellent service to disabled people.
- 10.6 Phase 2 of the TfL Mentoring Programme has attracted 316 applicants as both mentors and mentees. The Programme has been extended to the Metropolitan Police Authority as part of the GLA Group. Initial monitoring prior to selection highlights a diverse sample of both mentors and mentees.

11 MONITORING OF SEXUAL ORIENTATION

- 11.1 In 2008 TfL will set out in its LGB Equality Scheme how it will work to eliminate unlawful discrimination and promote equality in relation to issues of sexual orientation. Consultation on the Scheme will commence in January 2008 with staff and stakeholders.
- 11.2 Table 6 compares the number of people who have declared their sexual orientation between Q2 this year and last year. The total number of staff who are prepared to share this information has increased by 24%. The number of LGB people has increased by 22.7% over the same period.
- 11.3 TfL has made a submission to be evaluated as a Stonewall Diversity Champion. Results are expected early in 2008.

Table 6: Declared Sexual Orientation at Q2 2006/07 and 2007/08

Sexual Orientation*	No.	%	No.	%
Lesbian	42	1.00	36.2	1.1
Bisexual Woman	10	0.24	9.0	0.3
Heterosexual Woman	1,159	27.47	877.6	25.9
Gay Man	189	4.48	153.0	4.5
Bisexual Man	24	0.57	18.6	0.5
Heterosexual Man	2,515	59.61	2073.6	61.2
Prefer Not to Say	251	5.95	200.2	5.9
Other	29	0.69	22.0	0.6
Total	4,219	100.00	3390.2	100.0
Total Heterosexual	3,674	93.27	2951.2	93.2
Total Non Heterosexual	265	6.73	216.8	6.8
Total	3,939	100.00	3168.0	100.0

Q2 – 2006/07 in red *Headcount figures

12 MONITORING OF FAITH

- 12.1 Table 7 shows the number of people across the organisation who have declared their faith or belief status. The representation of each faith group remains broadly the same when Q2 last year and this year are compared.
- 12.2 TfL has continued to engage with people of faith and belief through the Staff Network Group and has progressed against the action plan outlined in the scheme. TfL is implementing its Faith Equality Scheme.

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

Faith or Belief*	No.	%	No.	%
Muslim	230	5.17	170.5	4.7
Hindu	179	4.03	147.4	4.1
Buddhist	38	0.85	31.3	0.9
Jewish	44	0.99	33.6	0.9
Christian	2,405	54.08	1,974.5	54.9
Sikh	62	1.39	54.0	1.5
Other	197	4.43	154.7	4.3
Prefer not to say	214	4.82	180.5	5.0
None	1,078	24.24	847.5	23.7
Total	4,447	100.00	3,594.0	100.0

Q2 – 2006/07 in red *Headcount figures

13 GRIEVANCES, DISCIPLINARY AND HARASSMENT

- 13.1 Tables 8, 8a and 8b below compare the number of grievances, disciplinary and harassment cases across all modes that were active for Q2 (2006/07) and are active for Q2 (2007/08).
- 13.2 During Q3 and Q4 the People Management Advisory (PMA) function within TfL will be realigned. PMA will be located within the business, reporting directly to Senior Business Partners. The aim is to achieve a greater understanding of the local equality issues and to support managers in taking responsibility for managing a diverse workforce. A central core team will provide strategic direction to inform future policy development.

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

Mode	Women		BAME		Disabled People		Preferred not to say		Total (incl. white men)	
	No.		No.		No.		No.		No.	
	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2
London Underground	15	13	13	13	2	1	14	3	62	73
Surface Transport	2	6	4	4	2	1	3	1	11	27
Corporate	2	5	0	3	0	0	3	2	2	11
London Rail	0	0	0	0	0	0	0	0	0	0
Total	19	24	17	20	4	2	20	6	75	111

Q2 2006/07 2008/09

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

Mode	Women		BAME		Disabled People		Preferred not to say		Total (incl. white men)	
	No.		No.		No.		No.		No.	
	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2
London Underground	0	6	4	4	0	0	5	1	20	22
Surface Transport	1	2	6	5	0	0	2	0	12	18
Corporate	0	0	0	1	0	0	1	0	5	10
London Rail	0	0	0	0	0	0	0	0	0	0
Total	1	8	10	10	0	0	8	1	37	50

Q2 - 2006/07 2008/09

Table 8b – Harassment cases by Mode, Gender, Ethnicity and disability

Mode	Women		BAME		Disabled People		Preferred not to say		Total (incl. white men)	
	No.		No.		No.		No.		No.	
	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2
London Underground	7	4	9	8	0	0	3	4	17	11
Surface Transport	4	3	2	6	0	0	2	2	5	5
Corporate	0	3	0	2	0	0	0	0	2	1
London Rail	0	0	0	0	0	0	0	0	0	0
Total	11	10	11	16	0	0	5	6	24	17

2006/07 2008/09

14 EMPLOYMENT TRIBUNALS

- 14.1 During Q2 2007/08 the number of claims made at employment tribunals by staff totalled 44, of which 9 cases were brought by women and 35 by men. The percentage of claims brought by women (20%) is not disproportionate to the percentage of women in the organisation.
- 14.2 Q2 data indicates that 34% (i.e. 15) of claims to employment tribunal were by BAME staff. This is in line with the workforce demographic.
- 14.3 Following the outcome of cases TfL periodically produces a lessons learned report for managers to aid learning and improve the management of complaints raised by staff. TfL is reviewing its process for managing employment tribunal cases.

15 PROMOTIONS

- 15.1 Internal promotions result from current employees competing for and being successfully recruited to a higher level post. Internal promotions can create the opportunity to improve workforce diversity at more senior levels.
- 15.2 Table 9 below compares the number of promotions between Q2 2007/08 and Q2 2006/07.
- 15.3 TfL will continue to monitor promotions to determine how best to encourage our staff to pursue careers within the organisation.
- 15.4 Given the overall profile of the workforce, Group HR and Group E&I, through Breakthrough are working on plans to encourage more people from under-represented groups to seek promotional opportunities within TfL.

Table 9: Number of Promotions by Mode, Gender, Ethnicity, and Disability

Mode	Women		BAME		Disabled People		Preferred not to say	
	No.	No.	No.	No.	No.	No.	No.	No.
	Q2	Q2	Q2	Q2	Q2	Q2	Q2	Q2
London Underground	17	77	34	122	3	9	0	1
Surface Transport	3	3	0	1	0	1	0	0
Corporate	1	2	0	2	0	0	0	0
London Rail	1	0	0	0	0	0	0	0
Total	22	82	34	125	3	10	0	1

Q2 2006/7 in red

16 EQUALITIES IMPLICATIONS

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

17 CRIME AND DISORDER IMPLICATIONS

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

18 RECOMMENDATIONS

- 18.1 Panel members are asked to note the contents of this report.