

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

TUESDAY 25 SEPTEMBER 2007 AT 14.00
BOARDROOM, 14TH FLOOR WINDSOR HOUSE, LONDON SW1H 0TL

AGENDA

Item	Sponsor
1. Apologies for Absence and Declarations of Interest	-
2. Minutes of the Meeting held on 18 May 2007	-
3. Matters Arising and Actions List	-
4. CEAP Forward Plan and Direction	Judith Hunt
5. Customer Diversity – Research and Analysis	Nigel Marson (Bob Crowther)
6. DLR Ambassador Scheme	Valerie Todd (Jonathan Fox)
7. TfL Workforce Diversity	Valerie Todd (Maria Antoniou / Yvonne Howard)
8. Setting Workforce Targets	Valerie Todd (Yvonne Howard)
9. TfL Travel Plan – Summary of Staff Survey Findings	Ben Plowden
10. Any Other Business	

Date of next meeting: Wednesday 3 October (joint meeting of all Panels)

TRANSPORT FOR LONDON

Minutes of the Corporate and Equalities Advisory Panel meeting Boardroom, 14th Floor, Windsor House, Victoria Street, London Friday 18 May 2007 10.00

Panel members:

Peter Hendy	Commissioner, TfL & Chair
Judith Hunt	Vice Chair and Board member
Stephen Allen	Managing Director, Finance
Howard Carter	General Counsel
Nigel Marson	Interim Managing Director, Marketing & Communications
Paul Moore	Board member
Valerie Todd	Managing Director, Group Services
Dr Rana Roy	Board member
Dave Wetzel	Board member
Dabinderjit Singh Sidu	Board member

Special Advisors:

Shiria Khatun
Murziline Parchment

In Attendance:

Maria Antoniou	Group HR Director
Peter Boxell	Chief of Staff, Group Services
John Burton	Head of Risk Management
Mary Hardy	Director of Internal Audit
Ellen Howard	Director of Corporate Governance
Yvonne Howard	Interim Director Group Equality and Inclusion
Anni Marjoram	Policy Adviser, GLA
Phil Pavitt	Chief Information Officer
Andrew Quincey	Director of Group Procurement
Sam Richards	Commissioner's Chief of Staff
Charles Stafford	Director of Group Property and Facilities
Audrey Young	Head of Diversity Performance, GLA

Secretariat: James Varley TfL Secretariat

08/05/07 Apologies For Absence

Actions

Apologies for absence were received from Kirsten Hearn, Lynn Sloman and Lee Jasper.

09/05/07 Declarations of Interest

Judith Hunt declared that her husband was Chief Executive of London Remade, an organisation referred to in the paper on Sustainable Procurement.

09/05/07 Minutes of The Previous Meeting

The minutes of the meeting (no. 1) held on 25 January 2007 were approved and signed by the Chair as a correct record of the meeting.

10/05/07 Matters Arising and Outstanding Items

All matters arising and outstanding items were completed or on the agenda.

11/05/07 Revised Terms of Reference for the Corporate Advisory Panel

Howard Carter introduced the item. He explained that the changes to the Terms of Reference had been made to demonstrate the importance of equality and inclusion issues within TfL and that representatives of the GLA would be invited to the Panel meetings reflecting the importance of the Mayor's Equality Agenda.

It was decided that an additional meeting should be arranged for late summer to allow for the increase in scope of the Panel arising from the changes to the Terms of Reference. Canvassing for a suitable date would take place after the meeting.

Howard Carter

The Panel:

- a) noted the change of name of the Corporate Advisory Panel to the Corporate and Equalities Advisory Panel;**
- b) noted the revision of Standing Orders to substitute the terms of reference in the appendix for the current terms of reference; and**
- c) agreed to the holding of an additional meeting in 2007.**

12/05/07 TfL Workforce

Valerie Todd introduced the report. The Panel discussed the role of targets and TfL's objective of representing the diversity of London's population. Targets were based on information provided by GLA Economics with the exception of faith which was based on 2001 census data.

Valerie Todd explained that senior management comprised staff in paybands 4 and 5, directors and chief officers. This was approximately the top five percent of the workforce. A breakdown of staff on the high level organisational chart by gender, ethnicity and disability would be reported at a future meeting.

Valerie Todd

The Commissioner confirmed that workplace diversity targets were very important in TfL and that failure to meet targets was reflected in the bonuses of senior management.

Panel Members commented that it was important that targets were described consistently. One of the targets in the Business Plan for example, seemed inconsistent with the information described in this Report.

The Commissioner said that a paper would be brought to a future meeting which showed how targets were set. The Panel could then focus on the important initiatives that are, or could take place, to improve the diversity of the workforce.

Valerie Todd

The Panel also asked about the use of temporary staff. It was understood that some parts of the business took on short term contractors as they did not require those skills in the long term however it was recognised such skills might be useful elsewhere in TfL.

The Panel asked how the different ethnic composition of the boroughs was considered and requested a breakdown of recruitment figures by postcode. In addition, a breakdown of recruitment communication spend in the ethnic media would be provided.

Valerie Todd

The Panel also requested additional information about sexual orientation with a view to discussion at a future meeting.

Valerie Todd

The Panel requested a draft template be developed for reporting on workforce figures to future meetings in order to ensure the Panel was agreed on the level of information required. A template would be circulated to Panel members for comment.

Valerie Todd

The Panel noted the report.

13/05/07 Workforce Diversity

Valerie Todd introduced the report. Its purpose was to provide the Panel with a snapshot of the achievements of TfL and the Equality and Inclusion Programme Board and the support and leadership of the GLA on these issues.

Information would be included in future reports showing the initiatives that are being taken forward during each period and it would also show actual figures as well as percentages.

Valerie Todd

It was noted that this Paper and the previous one needed minor corrections in relation to the workforce diversity figures prior to publication on the internet.

Valerie Todd

Panel members commended DLR for a number of initiatives including the development of the Ambassadors' scheme which showed good practice in involving local communities.

The Panel noted the report.

14/05/07 TU Engagement

Maria Antoniou introduced the item. The purpose of the paper was to explain the machinery for union negotiation.

Following questions from the Panel about TU engagement in Equality and Inclusion issues and the level of engagement generally, Maria Antoniou undertook to provide details of work done in this area to a future meeting.

Maria Antoniou

The Panel also requested further information on TU Learning representatives.

Maria Antoniou

The Panel noted the report.

15/05/07 Corporate Strategic Risks

Howard Carter and John Burton introduced the item and explained that the aim of the Strategic Risk programme was to identify TfL's strategic risks.

Panel Members requested information on the Strategic Risk "Quality and Quantity of People".

Valerie Todd

Information and Access Compliance was regarded as an important area for further work and a report would be presented at a future meeting.

Howard Carter

The Panel noted the report.

16/05/07 IM Strategy

Phil Pavitt introduced the report and presentation.

The Panel noted the report.

17/05/07 Sustainable Procurement

Valerie Todd and Andrew Quincey introduced the item. Good progress had been made with the implementation of the Policy.

The Commissioner noted that the title of the Paper was potentially misleading as the Policy also embraced equalities

issues.

A recent Meet the Buyer event had been successful and in response to a request from the Panel, a note would be circulated which would provide further detail on the event and in particular how invitees were identified.

Valerie Todd

The Panel asked whether any contracts existed that did not meet the desired standards. Reference was made to contracts entered into prior to the introduction of the Policy such as the PPP contracts where items such as the London Living Wage were not covered. Peter Hendy stated that in the future the focus would be on exception reporting.

It was agreed that a note be circulated that explains how the Sustainable Procurement Policy is applied in practice.

Valerie Todd

The Panel noted the report.

18/05/07 Accommodation Strategy

Charles Stafford introduced the report and presentation which updated members on the strategy for the provision of accommodation for back office staff. A shortlist of suitable locations had been drawn up based on a number of criteria and the evaluation process identified one location as the preferred option.

The Panel noted the report and presentation.

19/05/07 Any Other Business

There being no further business the meeting closed.

Signed: _____(Chair)

Date of next meeting **25 September 2007**

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL 25 SEPTEMBER 2007 ACTIONS LIST

Actions from the Last Meeting

Minute No.	Description	Action By:	Target Date	Status/ note:
11/05/07	An additional meeting should be arranged for late summer to allow for the increase in scope of the Panel arising from the changes to the Terms of Reference.	Secretariat	September 07	Completed
	A breakdown of staff on the high level organisation chart by gender, ethnicity and disability	Valerie Todd		Paper on Workforce and Diversity - September CEAP
	Paper on how workforce targets are set	Valerie Todd		Paper on setting workforce targets – September CEAP
	Additional information on sexual orientation profile of the workforce	Valerie Todd		Paper on Workforce and Diversity - September CEAP
	Report on information and access compliance	Howard Carter		December 2007

Outstanding Actions from Previous Meetings

Minute No.	Description	Action By:	Target Date	Status/ note:
13/05/07	Breakdown of recruitment figures by post code	Valerie Todd		Completed
13/05/07	Breakdown of media recruitment spend in the Ethnic Media	Valerie Todd		Completed
13/05/07	Template report on Workforce and diversity to be circulated	Valerie Todd		Completed
15/05/07	Information on TU learning representatives and TU engagement in equality and inclusion issues and generally.	Maria Antoniou		Completed

16/05/07	Provide further information on strategic risk: quality and quantity of people	Valerie Todd		Completed
18/05/07	Provide further details on the 'Meet The buyer' event and circulate a note on how the Sustainable Procurement Policy works in Practice.	Valerie Todd		Completed

Appendix- Terms of Reference

CORPORATE AND EQUALITIES ADVISORY PANEL

Membership

- Chair : Peter Hendy
- Vice Chair : Judith Hunt
- Members : Kirsten Hearn
Dabinderjit Singh Sidhu
Paul Moore
Valerie Todd
Howard Carter
Nigel Marson
Rana Roy
Stephen Allen
- Advisers : Murziline Parchment
Lynn Sloman
Shiria Khatun
- In attendance: With the Chair's agreement other persons can attend all or any part of a meeting.
- Secretary : To be agreed by the Board Secretary.
- Quorum : 3 members

Frequency of meetings

1. The Panel shall meet at least 4 times a year or at such greater frequency as determined by the Chair. 2 meetings a year are to be primarily concerned with Equalities and Inclusion issues.

Terms of Reference

2. The Panel will advise and assist the Commissioner with issues relating to TfL corporate matters and in particular, the following -
 - (a) overseeing the development of TfL's approach in relation to corporate matters, reflecting the Mayor's transport and other strategies;
 - (b) monitoring the implementation of TfL's Equalities and Inclusion initiatives with particular reference to –
 - Monitoring delivery against targets for each business unit, in particular targets relating to senior management;

- Reviewing the plans put forward by the business units and Human Resources to deliver the change in workforce composition required;
 - Reviewing the plans put forward by the business units and Human Resources to enable the progression through the organisation of suitable candidates from equality groups;
 - Monitoring issues relating to harassment in the workplace and reviewing TfL's plans to deal with this matter;
 - Monitoring the number of women bus drivers and ensuring TfL's plans are adequate to achieve the required targets; and
 - Monitoring the number of BAME taxi drivers and TfL's plans to deliver the agreed increase in BAME drivers.
- (c) monitoring cross modal application of corporate matters including policies, accommodation, employment practices, equality and inclusion and Information Management;
- (d) monitoring the TfL corporate components of TfL's Business Plan and Budget proposals;
- (e) supplementary monitoring of the development and implementation of projects as agreed by the Commissioner;
- (f) evaluating overall business performance and reviewing Best Value plans and performance indicators in relation to corporate management;
- (g) monitoring TfL's approach to external communications and stakeholder relations; and
- (h) monitoring the development and implementation of the GLA group convergence framework.

Equalities and inclusion

3. In carrying out its Terms of Reference the Panel will give due regard to the principle of equal opportunity for all people. In particular it will seek to promote equality of opportunity, good relations between different groups, eliminate unlawful discrimination and provide accessible transport for all.

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: CEAP – Forward Plan and Direction

MEETING DATE: 25 September 2007

1 Purpose

1.1 At its meeting in January 2007 the Corporate and Equalities Advisory Panel (CEAP) agreed an initial work plan for the year. Subsequently, the Panel received its terms of reference, as agreed by the TfL Board, at its meeting in May 2007. In light of the revised remit of the Panel it is proposed that the Panel gives thought to the issues it wishes to consider over the next 12 months and sets an outline agenda.

2 Background

2.1 The CEAP is remitted to meet 4 times a year or at such greater frequency as determined by the chair. Two meetings a year are to be primarily concerned with equality and inclusion issues. The terms of reference highlight the need for the Panel to advise the Commissioner on a wide range of issues relating to corporate matters.

In January 2007 the Panel agreed the work plan as set out in the table below.

Ref	Date	Standing Item	Specific Item
1.	25 Jan 07	-TfL workforce -TfL Workforce diversity	-TfL accommodation strategy -Project consents (ACORN)
2.	18 May 07	-TfL workforce -TfL Workforce diversity	-TfL Risk register – corporate modes -Customer services Integration Plan (CSIP) -TU Engagement -Sustainable Procurement -IM Strategy
3.	03 Oct 07	Joint Meeting of all the Panels to discuss the Business Plan	
4.	10 Dec 07	-TfL workforce -TfL Workforce diversity	-Freedom of Information and data Protection Overview -Stakeholder Engagement -TfL Recruitment policies and processes

- 2.2 With its changed remit (copy attached for information) and based on the experience and feedback from the previous meetings it is recommended that the Panel consider fewer items on each agenda thus providing time for more in-depth debate and an opportunity to explore each issue fully.
- 2.3 It is further suggested that the Panel consider how best to manage the agenda in the context of the forward plan.
- 2.4 The dates for CEAP in 2008 have not yet been finalised. The meeting in October will again be a joint meeting of all the Panels to discuss the Business Plan.
- 2.5 In considering the future work plan the Panel is asked to consider whether any additional meetings might be required during 2008 as these will need to be scheduled.

3 The proposed work plan 2008

Ref	Date	Standing Item	Specific Item
5.	Meeting 1	-TfL Workforce and diversity	GLA Convergence Advancing social inclusion – the work of the Policy Team Race Equality Scheme Findings of Staff Satisfaction Surveys
6.	Meeting 2	-TfL Workforce and diversity	GLA Equality and Budget Submission Learning and development (incl Operational training) Sustainable procurement Women in the bus industry
7.	Meeting 3	-TfL Workforce and diversity	People Strategy Progressing equality and inclusion in service delivery – PCO Customer Services Integration Plan (CSIP) Travel information – improving services to the customer Sustainable development
8.	Oct 08 (tbc)	Joint Meeting of all the Panels to discuss the Business Plan	
9.	Meeting 5	-TfL Workforce and diversity	TfL Governance Marketing strategy Lessons from Research

4 Implications for equality and Inclusion

- 4.1 Two of the meetings in the work plan will deal predominantly with equality issues. Each agenda contains a standing item on workforce equality and diversity.

5 Implications for crime and Disorder

- 5.1 None associated with this report

6 Implications for sustainability

- 6.1 The Panel will review the progressing implementing TfL's sustainable procurement policy and will receive a presentation on TfL's approach to sustainable development in the autumn.

7 Recommendations

- 7.1 The Panel is asked to:
 - a) Note the current work plan and this report
 - b) Consider and offer input into the proposed work plan for 2008.

AGENDA ITEM 5

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: CUSTOMER DIVERSITY – RESEARCH AND ANALYSIS

MEETING DATE: 25 SEPTEMBER 2007

1. Purpose

To update members of the Corporate and Equalities Advisory Panel on the research on Customer Diversity

2. Background

The presentation will cover the findings and analysis of data from the Customer Diversity research work.

3. Recommendations

The members of the Corporate and Equalities Advisory Panel are recommended to NOTE the content of the presentation.



Customer diversity: Research and analysis

Bob Crowther
Head of Customer Research
Transport for London

September 2007



Customer diversity

Our customers

Our customers: Everyone who lives, works or visits London

Mainstream Research

To describe and understand the broad issues amongst customers:

- Customer satisfaction
- Travel behaviour
- Market segmentation
- Performance monitoring

Targeted Research

To provide detailed understanding of specific customer groups around key issues;

- Accessibility
- Safety & security
- Fares & ticketing
- Public transport use and car dependency
- Sustainability & the environment



Customer diversity

Our knowledge



Black, Asian & minority ethnic groups



Older people



Children & young people



People in community priority/regeneration areas



Disabled people



People on low incomes



Faith groups



Tourists



Lesbian, gay, bisexual & transgender people



Women

Extensive knowledge

Limited knowledge

Little/No knowledge



Customer diversity

Barriers to using public transport

	BAME groups				Age		Women	Disabled people	All London
	Black	Asian	Mixed	Other	Under 24 yrs	Older people			
Anti-social behaviour	60%	54%	64%	61%	52%	49%	56%	50%	51%
Overcrowding	64%	77%	73%	79%	68%	49%	70%	61%	67%
Unreliability	53%	57%	58%	38%	54%	24%	47%	36%	44%
Slow journey times	62%	64%	64%	50%	62%	27%	50%	35%	49%
Fear of crime on system	52%	44%	40%	46%	41%	37%	46%	42%	40%
Fear of crime off system	40%	49%	42%	40%	47%	37%	44%	43%	36%
Costs	45%	80%	62%	57%	60%	17%	46%	24%	44%
Dirty vehicles	59%	51%	46%	46%	44%	31%	44%	37%	40%

More usage

Less usage

Younger

Off peak

Freedom Pass



Customer diversity

Ethnicity

Black, Asian & Minority Ethnic groups

- Buses and walking most commonly used. Some feel excluded from Underground because of cost
- People who speak little or no English usually prefer bus as can see where going. Also, like Oyster as do not have to speak to driver
- Key needs are safety, reliability, comfort, cleanliness, respect, customer service and information.
- Wary of travelling alone to new or unfamiliar areas
- Some women will not use public transport for cultural reasons
- Poor customer service and staff attitudes may be interpreted as racism.



- Fear of racist attacks when walking to public transport and into 'white' dominated areas. Feel safer in local areas and central London



Customer diversity

Age

Children & young people

- Distances travelled to school increased with more reliance on car to get to school
- Road safety fears one of biggest barriers to children travelling to school unaccompanied
- Parents support school buses if inexpensive, supervised and within 5 minutes of home
- Start to travel independently between ages 11+ to 15 years but have limited knowledge of public transport. Prefer to travel in groups for safety
- Prefer Underground to buses but really aspire to car ownership
- Free travel considered good idea by parents and young people and some increased bus use amongst under-16s.
- Free travel encourages young people to continue in full time education, especially those in BAME groups, those living in inner London, and amongst social groups DE



Older people

- Bus and walking most commonly used. Prefer buses because of relatively easier access, presence of other people and able to see where going
- Main complaints about buses concern reliability, smoothness of ride and availability of seats.
- Wary of travelling to new or unfamiliar areas unless accompanied, so many restricted to local journeys. Difficulties with confusing or inadequate signage
- Welcome staff friendliness and helpfulness
- Many unlikely to use public transport after dark as feel threatened
- Poor lighting and graffiti make feel insecure. Also intimidated by groups of young people. Offended by rudeness and fear of being pushed about



Customer diversity

Gender

Women

- Personal security key issue particularly when travelling alone or at night. Last leg of journey home most worrying
- Accessibility improvements important for disabled and older women and when carrying shopping or escorting small children, Low floor buses improved accessibility when travelling with children in buggies
- Transport costs a factor for many women due to their economic status
- Lack of staff assistance when boarding and alighting a problem when shopping and escorting children. Staff on vehicles and at stations gives reassurance when alone after dark
- Women prefer to travel by car because of security, cost, time and when making complicated journeys



- Poor transport can affect access to education, employment and services



Customer diversity

Disability

- Transport issues are single biggest concern for disabled people
- About half say improvements to public transport would have positive effect on their lives and that they would make more journeys.
- Over half of disabled Londoners use cars, buses and walking. Just over a quarter use taxis and minicabs and around 1 in 10 use DaR
- Less likely to use Underground or rail. However, wide aisle gates are quicker, easier and more convenient for disabled people
- Main issues on the streets for wheelchair users and people with ambulant disabilities are pavement widths and for visually impaired people identification of crossings
- Planning and en route information in appropriate formats key to interchanging and dealing with disruptions



- No Freedom Pass in morning peak (on National Rail) makes transport less affordable



Customer diversity

Income

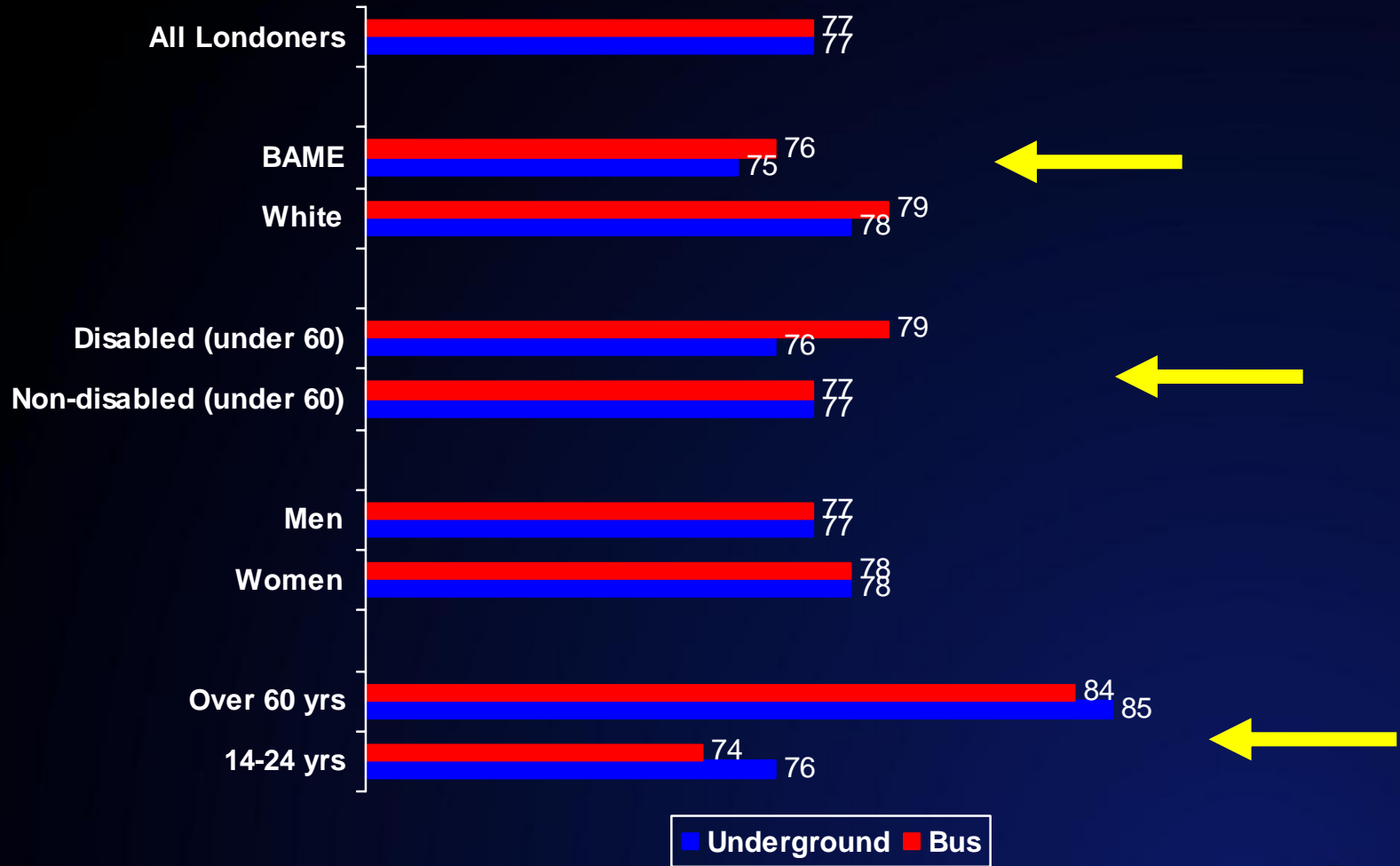
People on low incomes

- 1 in 4 Londoners have an annual income less than £10k a year with many of these people reliant on state benefits, retired or with a disability
- People on low incomes mainly walk or use buses. Use other modes to lesser extent than those on higher incomes. Also less likely to have a car or driving licence
- Cost of tickets prevents 40% of people in DE households using public transport more often
- 3 in 5 people claiming Income Support say they would travel more by bus or tram if a 50% discount were offered on price of bus ticket
- Most commonly requested improvements, as for all bus customers, are improved punctuality reliability and frequency



Customer diversity

Overall customer satisfaction



Customer diversity

Customer satisfaction – Key measures

	All London	Ethnicity		Disability		Gender		Age	
		BAME	White	Disabled*	Non-Disabled*	Men	Women	Over 60	14-24
Staff helpfulness									
Buses	85	84	86	85	84	85	85	90	84
LU	78	76	80	79	78	78	79	83	77
Personal safety									
Buses	77	76	79	77	77	77	78	83	75
LU	77	75	78	74	77	77	77	84	76
Boarding/alighting & travelling									
Buses	80	79	80	78	79	80	80	83	78
LU	75	74	75	70	75	75	75	80	75
Accessibility of information									
Buses	77	75	78	77	76	77	77	83	74
LU	82	81	82	78	82	81	82	86	82

* Aged under 60 years



Customer diversity

Conclusions



- Overcrowding biggest barrier to using public transport for most groups.
- Barriers dependent on travel behaviour, social and economic factors not just ethnicity, gender, age or disability
- Customer satisfaction highest amongst those aged over 60 years
- Satisfaction with bus services generally higher than for Underground (except for accessibility of information). However, differences between key measures, particularly staff helpfulness, personal safety and accessibility
- Extensive knowledge in many areas
- Where knowledge less strong, research being commissioned to fill gaps and feed into Equality Schemes (e.g. new BAME communities and Lesbian, Gay, Bisexual and Transgender people)



Addressing Barriers to Use DLR Presentation to CEAP, September 2007 To: CEAG

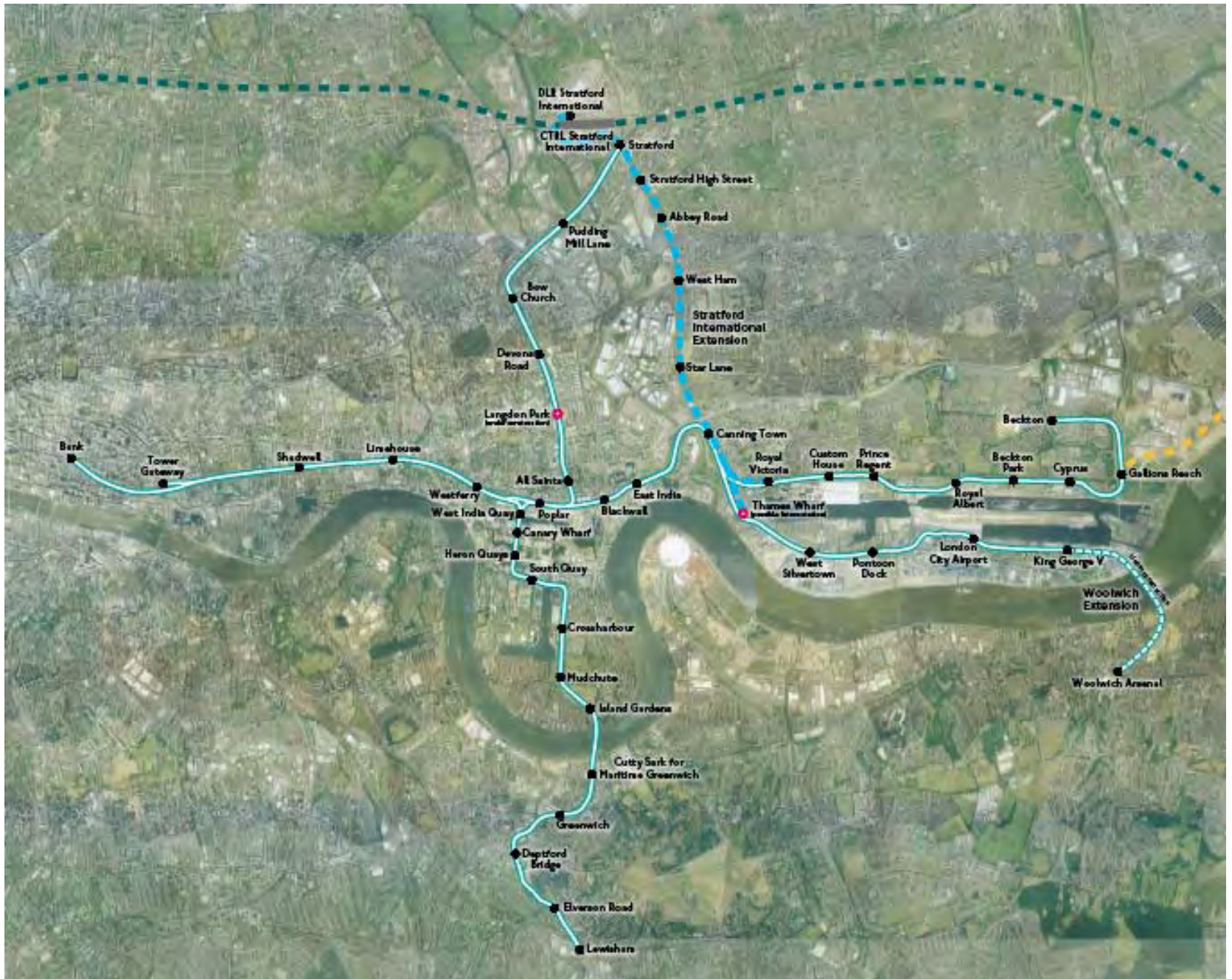
Jonathan Fox, Director DLR

Richard de Cani, Head of Development & Planning DLR

Manjeet Turner, Head of Marketing and PR, Serco Docklands

Background

- Review of core markets in 2004 to identify future growth and users of the DLR
- Joint study conducted by Serco & DLR on barriers to using DLR
- Research conducted in Newham, Tower Hamlets, Greenwich and Lewisham
- 1,600 interviews conducted at home amongst sample of **non-users** of the DLR.
- Challenge: “not for us” and “yuppie railway” assumptions
- Research sample representative of local diversity, 67% women, 22% Bangladeshi & 30% Muslim



4 Key Findings

1. **Safety** – DLR seen as very safe but walking routes to and from DLR stations are a barrier to use
2. **Staff visibility** - DLR staff on system not necessarily seen as representative of the communities served
3. **Station environments** – could be improved to make stations more welcoming and attractive
4. **Communication** - information on how to use the DLR. 48% of non users had not seen DLR information

Walking routes to stations

Walking audits undertaken with local people at two stations: All Saints & Poplar



Approach to Poplar DLR station



The Lansbury Estate



Crossing the A13

Key themes

- Streetscape issues
- Severance, particularly major roads and badly sited crossings
- Low quality environment
- Lighting
- Antisocial behaviour

Working with others to deliver improvements

Staff visibility

Travel Safe Officers and BTP

- New Travel Safe Officers patrolling the platforms. 21 dedicated TSO officers

On-train CCTV

- £2.2m has been spent on live CCTV on board trains to **link live footage** to the **DLR Control Room**.

Recruitment of local people

- 24 Passenger Service Agents for the London City Airport extension were recruited via a local campaign
- 34 PSA's recruited (2007) at Lewisham station open day. 56% BAME and 23% women



Station environments

- Step change in design quality for new projects
- Better passenger facilities and weather protection
- Enhancements to concourse areas to improve visibility and generate activity
- Improved lighting
- Public art programme to enhance the environment and create interest



Case Study - Shadwell

- Viaduct station with concourse underneath – dark, poor visibility and harsh environment
- Densely populated area – heart of the bengali community
- Busy station – interchange with ELL and links to the surrounding area, but fear of crime/anti-social activity especially at night.
- Proposal to re configure concourse area with new retail, improved visibility and lighting and programme of public art enhancements
- 3 phase programme – due for completion in early 2008.

Shadwell before



MAYOR OF LONDON

**Transport
for London**



Shadwell after



Communication – information on how to use DLR

- Key issues from research:
 - Simple information
 - Key messages – destinations; first and last train; fares etc
 - Use of simple english
- Launched yourailway campaign September 2004 to improve communication with local communities
- Fronted by local 'stars' representative of our community who are already advocates of the DLR
- Aims are two-fold
 - provide basic service information;
 - and support people's local aspirations
 - e.g. Improve your Skills, Health & Wellbeing and Travelling to Community Centres by DLR
- Non traditional methods of communicating with the audience; local supermarkets, face to face, open days, community centres, local events....



Local Stars and Station Open Days

"It's part of the community. It provides access to areas which are otherwise hard to reach. It's a link to other neighbourhoods."

Nazeerah, Community Worker and Mum, All Saints



- Station Open Days and visits
 - Opportunity to ask questions
 - Demonstrate how ticket machines work
 - Group tours of the network
 - Focus for ambassadors
 - Recruitment
 - Personalised travel planning

"All my family use it. From my eldest son to my grandsons."

Mr Lam, Grandfather, Devon Road



"If you're in a wheelchair or a mother with a pram, I'd always recommend DLR as it's accessible and caters for all."

Nazeerah, Community Worker and Mum, All Saints



Ticketing Initiatives

- Our research has shown that cost is a barrier for some people, particularly those who do not have access to Oyster
- DLR cash fare of £1.50 for any single journey on the DLR outside Zone 1
- Focus is local people travelling within the DLR area
- This includes non regular users of the DLR or public transport network who may not have access to Oyster
- Aim is to encourage people to try DLR



“If you want to pay cash, the DLR-only ticket is ideal.”

Mr Nigel Huxted, Community Worker, Devons Road.

use **yourailway**

Your new DLR-only single ticket gets you anywhere within zones 2 and 3.
£1.50 (70p for children) available from ticket machines at DLR stations.
Or pay as you go on Oyster, **£1** (50p for children).

www.dlr.co.uk

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Transport for London



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for London



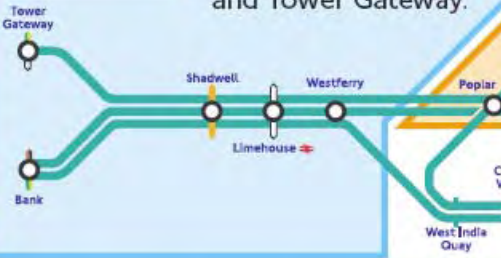
Community Ambassadors

- Team of 5 DLR Community Ambassadors working as outreach officers & responsible for a section of the railway
- Aim is to work with local communities & provide a route for two way communication with DLR
- Each ambassador works 16 hours per week & is responsible for around 75 community organisations
- On average 1,000 people meet the Ambassadors each week at events, DLR open days, 'buddy' visits on the DLR
- This also provides a route for supporting local events and initiatives

Community Ambassadors



Jusna Begum manages the West route. She is your local Ambassador if you live around stations from Westferry to Bank and Tower Gateway.



Halima Khatun manages the North route. She is your local Ambassador if you live around stations from Poplar to Stratford.



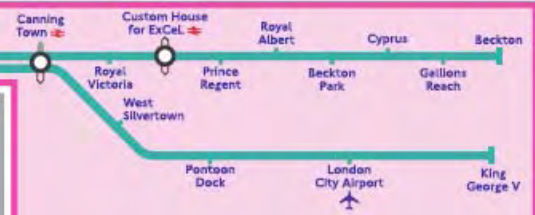
Sarah Barker manages part of the South route. She is your local Ambassador for South Quay to Island Gardens.



Paula Akpofure also manages part of the South route. She is your local Ambassador if you live around stations from Cutty Sark to Lewisham.



Sandra White manages the East route from Blackwall to Beckton and King George V.



Future Investment

- Aim to double Ambassador team from 5 to 10 officers
- Includes ambassadors for new extensions such as Woolwich Arsenal
- to improve station environments and walkways building on research from communities and match funding from local stakeholders/land owners
- To continue to monitor the effectiveness of current plans/campaigns



AGENDA ITEM 6

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: DLR AMBASSADOR SCHEME

MEETING DATE: 25 SEPTEMBER 2007

1. Purpose

To update members of the Corporate and Equalities Advisory Panel on the DLR Ambassador Scheme

2. Background

The presentation will cover progress made by DLR in respect of addressing the barriers to use and the implementation of the Ambassador Scheme..

3. Recommendations

The members of the Corporate and Equalities Advisory Panel are recommended to NOTE the content of the presentation.

AGENDA ITEM 7

TRANSPORT FOR LONDON

CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: WORKFORCE DIVERSITY

MEETING DATE: 25 September 2007

1. Purpose

- 1.1. This report summarises TfL's overall workforce composition, related issues and the current performance in achieving workforce diversity. The report provides the Panel with a suite of performance data, with supportive action, that will 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 one (Q1), benchmarked against quarter four (Q4) performance 2006/07.

2. Background

- 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 the first quarter of 2007/08, TfL reviewed its approach to its recruitment services to achieve workforce diversity targets for women, disabled people and BAME (Black, Asian and Minority Ethnic) people in senior management roles, and is monitoring the performance of specific recruitment campaigns.
- 2.3 TfL continued to focus on reducing the number of temporary employees, who made up 7.6% at period 13 2006/07, and to monitor sickness, particularly within operational functions as part of a pan-TfL efficiencies programme.

3. Workforce Composition

- 3.1 The total number of full time equivalent (FTE) staff across TfL rose during Q1 to 21,114, now only 64 below the quarter target of 21,178. The number of temporary employees fell by 16 in the last quarter and make up 7.4% of the total workforce against a 2007/08 target of 6.3%.
- 3.2 The total number of staff employed by London Underground at the end of Q1 was 14,243, which is above the FTE target of 14,178.
- 3.3 Staff numbers in Surface Transport are 127 below budget for the period, which is set at 4,753.

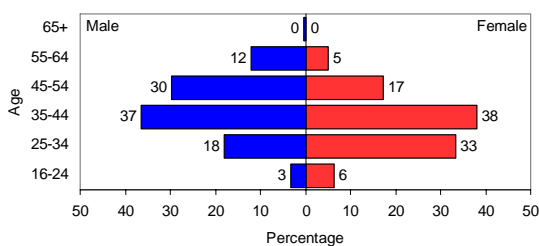
- 3.4 London Rail's FTE staff remains 8% below budget at 188, against a budget of 204 FTE. London Rail continues to face difficulties in the recruitment of specialist roles. The outcome from the review of existing campaigns will contribute to a revised attraction strategy.
- 3.5 Within the Corporate Departments, staff numbers were 14 above the FTE budget, at 2,057 FTE. Higher staff numbers were due to the larger graduate intake, increased numbers of staff in customer services, and more project and change management staff in Group IM.
- 3.6 The total number of operational staff rose from 11,796 at Q4 (2006/7), to 12,112 for Q1 (2007/08), due to the recruitment of Customer Service Assistants within London Underground. Operational staff vacancies continue to represent over 50% of TfL's recruitment activity, with the opportunity to achieve an increase in the number of women employees in this area.

4. Age Profile

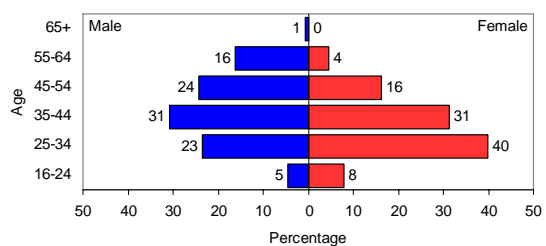
- 4.1 A review of the age distribution of employees within TfL demonstrates a diverse and balanced workforce. TfL Modes have a slightly higher proportion of employees over the age of 55, where older workers are more likely to hold rail or transport related technical experience. Corporate Departments are represented by a slightly younger working population. During the last quarter there have been no significant changes in the age distribution within TfL.
- 4.2 In response to the Age Regulations, TfL has developed a process for responding to requests to remain at work after the age of 65 and provided training to ensure managers were aware of the impact of the new regulations and how to promote age equality in their areas.

Graph 1: No. of employees per age group by gender and mode - Quarter 4

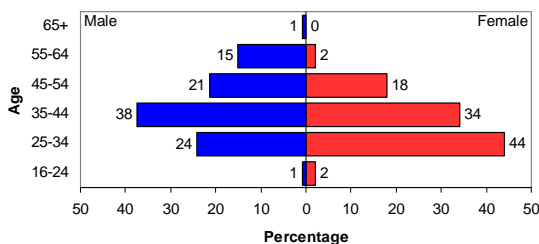
London Underground – Age Distribution



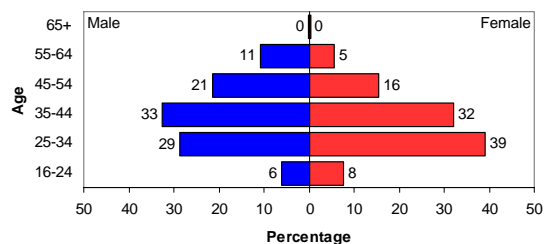
Surface – Age Distribution



London Rail – Age Distribution

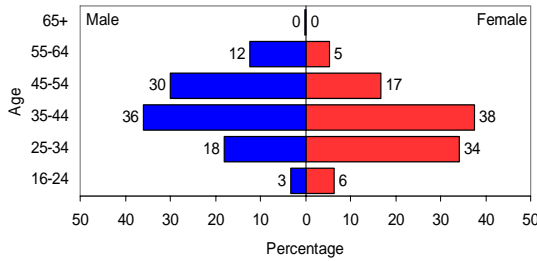


Corporate – Age Distribution

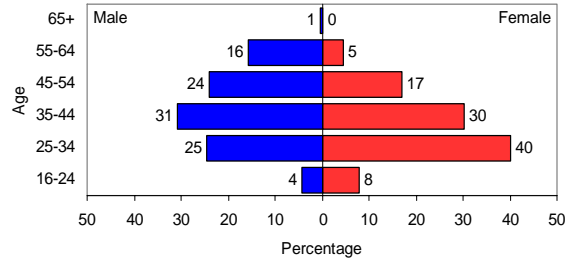


Graph 1a: No. of employees per age group by gender and mode - Quarter 1
Please note that the percentages are rounded up or down. So will not necessarily add up to 100%.

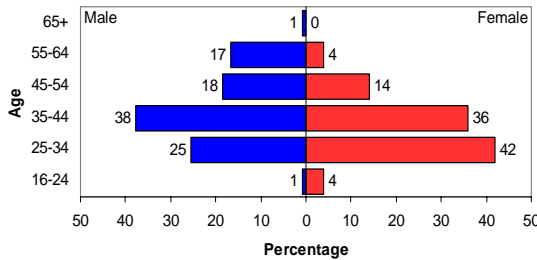
London Underground – Age Distribution



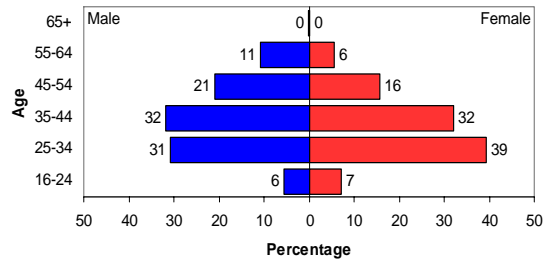
Surface – Age Distribution



London Rail – Age Distribution



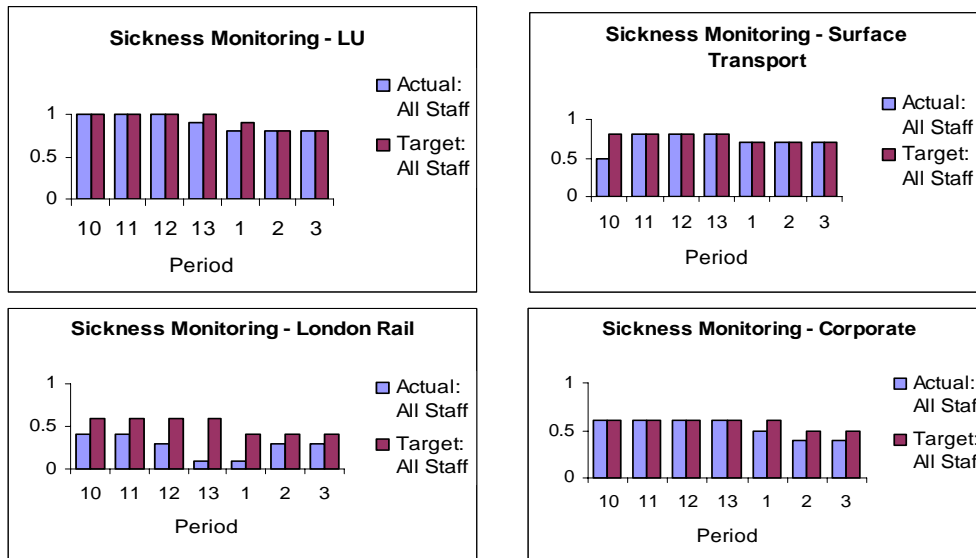
Corporate – Age Distribution



5. Sickness Absence (BV12) – days absence per employee

- 5.1 Sickness levels across TfL are monitored to manage the performance of all staff and to enable employees and teams to deliver organisational goals.
- 5.2 Actions are in place to reduce the average number of days lost to sickness, particularly within operational functions. Back to work interviews continue to remain mandatory to manage sickness levels.
- 5.3 Sickness levels across the modes were within the target levels for Q1. The slight decrease in sickness absence since Q4 (2006/07) is in line with seasonal expectations. The Corporate Departments’ sickness levels remained above target within the first two periods of Q1 and are now in line with projected targets.

Graph 2 - Sickness Absence



6. Workforce Diversity

- 6.1 TfL aims to provide equality for women, BAME groups, disabled people, lesbian women, gay men, bisexual and transgendered people, children and younger people, and people of faith and belief. TfL is also creating opportunities for the employment of long term unemployed people, people on low income, lone parents, people with caring responsibilities, together with refugees and asylum seekers who historically have experienced social exclusion.
- 6.2 Workforce diversity targets are a means of assessing progress towards a stated goal. TfL's goal is to have a workforce that reflects all of London's diverse communities. Targets set within the organisation are based on information that has been gathered through census data from London and research carried out by the GLA. This has led to a GLA-wide aspiration to reflect London's diversity, within the workforce of all functional bodies. Each year TfL sets targets for women, people from BAME groups and for disabled people to ensure actions are taken to achieve this long term goal. Currently 52% of Londoners are women, 29% are BAME people and at least 10% are disabled people.¹
- 6.3 TfL's top level team consists of the Commissioner, 9 chief officers² and their direct reports. Of these 11 are women and 4 are BAME people, i.e. 15.4% women and 5.6% BAME. Disability, Lesbian Gay and Bisexual(LGB) and Faith monitoring is also done at this level, but as the top level team is a small group, presenting this detailed information would be inappropriate.
- 6.4 Workforce diversity is monitored to chart our progress and is in line with Best Value criteria. (Refer to sections 7-9 on Gender, BAME and Disability representation respectively, in particular the profile of workforce diversity by pay-band).

¹ Our Equality and Diversity Strategy 2005-2008 Section 4.2
www.london.gov.uk/gla/tenders/docs/equality-diversity-strategy2005-2008

² 8 MD positions including one job share position
 CEAP Workforce Paper

Table 1- Women, BAME and Disabled People Representation

Mode	% Women employees		% BAME employees		% Disabled employees	
	Q4	Q1	Q4	Q1	Q4	Q1
TfL	23.3	23.6	33.6	33.8	7.2	7.0
London Underground	19.3	19.7	35.7	35.8	7.2	7.2
Surface Transport	27.2	27.6	31.2	31.8	7.3	6.9
London Rail	27.2	29.4	18.2	18.2	4.2	3.2
Corporate	44.1	43.7	24	24.3	7.2	6.7

(Figure Based upon Best Value)

7. Gender Representation

- 7.1 This section highlights Q1 activity which supports the achievement of our gender target and includes analysis of performance and progress on initiatives. The overall plan for improving women's representation is set out in TfL's Gender Equality Scheme.
- 7.2 Over the last three years the percentage of women has increased from 21.3% to 23.3% which is a positive move towards mirroring London's working population. Table 2 shows that the representation of women across TfL increased by 0.3% between Q4 and Q1 of 2007/08. The greatest increase has been in London Underground (LU).
- 7.3 Customer Service Assistant (CSA) roles are key entry points into operational jobs within London Underground. LU is using the large CSA recruitment drive as an opportunity to attract more women. Over the past three periods, female representation in CSA roles has increased by 0.8% (from 26.1% to 26.9%) taking us nearer the challenging 2007/08 CSA internal target of 32.3%.
- 7.4 Duty managers and supervisory roles mark the transition to positions with management responsibility. LU is 0.9% short of meeting the 2007/08 target of 12.9% for women Duty Managers for Trains and Stations. Women represent 9.8% of Station Supervisors against a 2007/08 target of 10.7%. 12 female Station Supervisors have been appointed during Q1.
- 7.5 The percentage of women in senior management (see Table 2a) shows that the numbers of women in senior management remained static across the modes. Overall in Q1, women constitute 21% of senior management roles, which is in line with the 2007/08 target of 21.7%.
- 7.6 During Q1 East Thames Buses have issued an invitation to tender to 2 suppliers to develop its flexible rostering system. This is aimed at making it easier for drivers to combine shifts with other commitments. This will be of particular benefit to those with caring responsibilities. A full phase trial is planned for the end of the year. This is combined with work to improve garage facilities which will benefit women and all staff. A project board has now been established to take the project forward.
- 7.7 London Rail commissioned a study during Q1 to study female representation in London Rail to determine any barriers to employment for women. In addition 'Project Brunel' is working to attract more women into engineering and project management professions.

- 7.8 An Equality and Inclusion Delivery manager has now been appointed and is working with London Rail to develop and implement its action plan to improve overall workforce composition. Options are being considered to determine the most appropriate diversity management programme for London Rail. Maternity/Paternity/Adoption Leave Policies have been rolled out through management briefings, including an update for the London Rail Executive Group.
- 7.9 Pan-TfL initiatives to attract more women include the '*Women behind the Wheel*' workshop, promoting women in non traditional roles. 60 women attended the event and many expressed an interest in applying for operational positions.
- 7.10 TfL's Attraction Strategy has been developed, which recognises that women want to know what an employer can offer them. Activities include a *Raising Awareness* campaign which aims to build a viable employer brand by researching into external perceptions of TfL, and a web development project during 2007.
- 7.11 In order to attract women to engineering and front line posts, TfL will work with existing staff to encourage them to become ambassadors for the organisation, speaking at conferences and appearing in editorial articles. Looking to the future, education, foundation courses and sponsorships will be targeted.
- 7.12 A review of all TfL employment policies is underway to ensure that equality and inclusion is built in. A revised work-life balance policy was implemented in January 2007 to meet the requirements of the Work and Families Act 2007 and an evaluation review is planned for September 2007. A revised Bullying and Harrassment policy will begin Trades Union consultation during September 2007.
- 7.13 TfL is currently developing policy and procedures to respond to requests for home-working and seasonal hours (term-time working). A report on Flexible Working will be in completed August 2007.
- 7.14 TfL was also awarded the Opportunity Now Gold Award for demonstrating its commitment to creating gender equality and diversity in the workplace
- 7.15 During Q2 TfL will focus on evaluating the impact of actions taken to date to determine whether there is a need to revise the strategy.

Table 2- Gender Representation by Mode and Pay-band

Mode Q4 – 2006/07	Operational		Band 1		Band 2		Band 3	
	%	No.	%	No.	%	No.	%	No.
TfL								
Women	17	2,025	54	726	29	932	30	521
Men	83	9,772	46	626	71	2,246	70	1,210
London Underground								
Women	16	1,593	61	274	20	317	26	193
Men	84	8,166	39	178	80	1,232	74	563
Surface Transport								
Women	17	301	47	279	32	356	29	145
Men	83	1,439	53	318	68	770	71	357
London Rail								
Women	0	0	92	12	52	15	27	19
Men	0	0	8	1	48	14	73	50
Corporate								
Women	44	131	56	161	52	244	41	163
Men	56	167	44	129	48	230	59	240

Mode Q1 – 2007/08	Operational		Band 1		Band 2		Band 3	
	%	No.	%	No.	%	No.	%	No.
TfL								
Women	18	2,149	54	743	30	954	30	562
Men	82	9,962	46	645	70	2,251	70	1,282
London Underground								
Women	17	1,709	61	278	21	338	26	210
Men	83	8,335	39	178	79	1,261	74	605
Surface Transport								
Women	18	312	47	292	32	356	30	165
Men	82	1,457	53	334	68	746	70	383
London Rail								
Women	0	0	92	11	51	14	27	18
Men	0	0	8	1	49	14	73	49
Corporate								
Women	43	128	55	161	52	245	41	168
Men	57	169	45	132	48	230	59	246

Figures based upon headcount

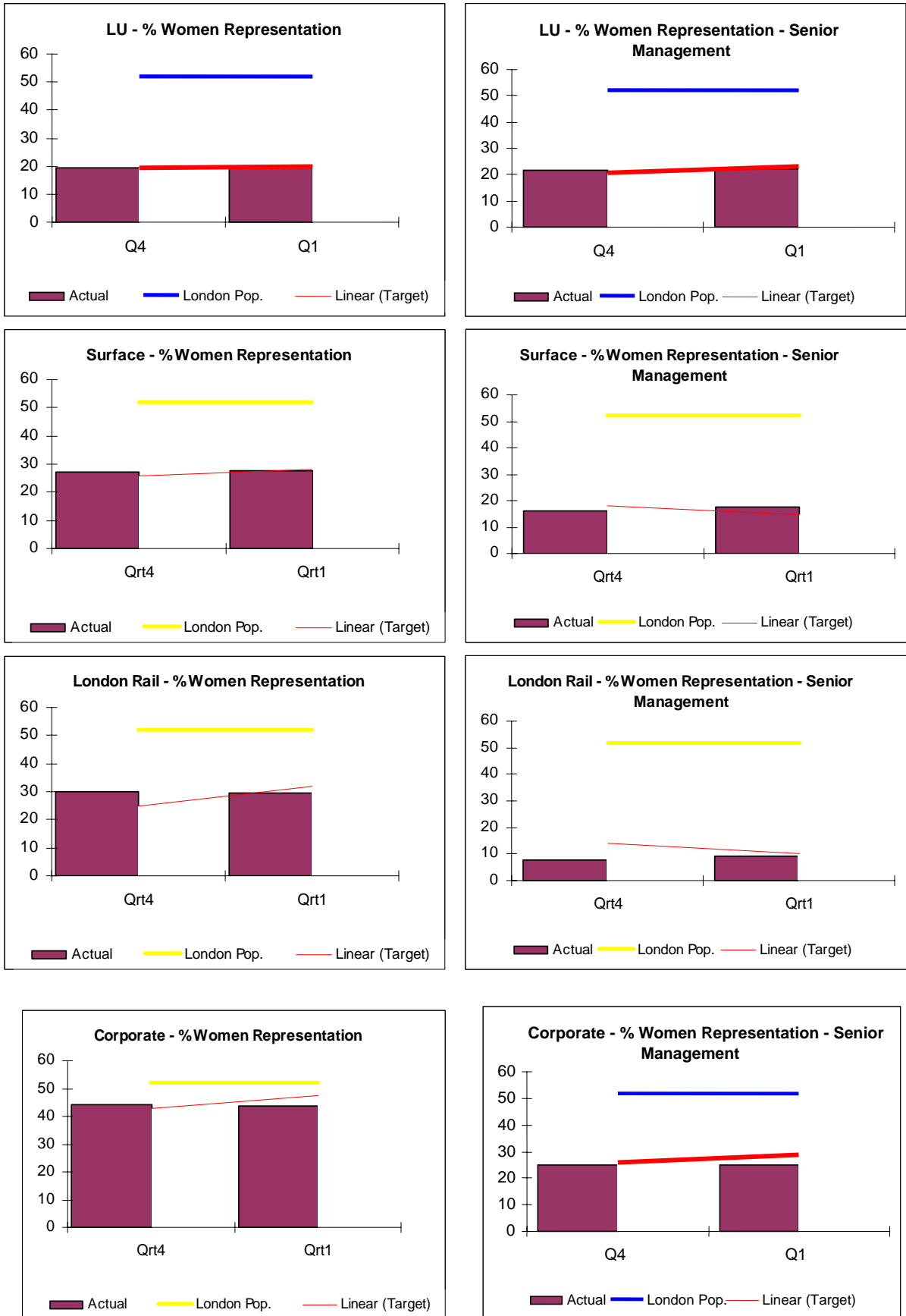
Table 2a- Gender Representation by Mode and Senior Management Pay-bands

Mode Q4 – 2006/07	Band 4		Senior Management Band 5		Director	
	%	No.	%	No.	%	No.
TfL						
Women	23	151	16	26	16	10
Men	77	512	84	137	84	52
London Underground						
Women	23	60	20	10	16	3
Men	77	202	80	41	84	16
Surface Transport						
Women	20	35	13	6	14	2
Men	80	145	87	40	86	12
London Rail						
Women	14	5	0	0	0	0
Men	86	32	100	5	100	5
Corporate Directorates						
Women	28	51	19	10	21	5
Men	72	133	81	44	79	19

Mode Q1- 2007/08	Senior Management					
	Band 4		Band 5		Director	
	%	No.	%	No.	%	No.
TfL						
Women	22	137	15	24	15	9
Men	78	484	85	134	85	49
London Underground						
Women	22	55	18	9	17	3
Men	78	190	82	42	83	15
Surface Transport						
Women	18	30	12	6	14	2
Men	82	133	88	40	86	12
London Rail						
Women	12	4	0	0	0	0
Men	88	30	100	12	100	5
Corporate Directorates						
Women	27	49	19	10	18	4
Men	73	131	81	41	82	18

Figures based upon headcount

Graph 3 Gender Representation- Actual Against Targets



8. Black, Asian and Minority Ethnic (BAME) Representation

- 8.1. This section outlines the progress made to date together with some of the current initiatives that aim to improve the attraction and promotion prospects of BAME employees. The overall plan for increasing BAME representation in the workforce is set out in TfL's Race Equality Scheme which is currently being reviewed.
- 8.2. London's communities receive a front line service from a diverse workforce. BAME employees at Q1 represent 39% of the operational workforce; a slight increase of 0.4% when compared to Q4 (Table 3). TfL aims to ensure this diversity is reflected in senior management roles. (Table 3a).
- 8.3. In 2003, BAME staff constituted 31.8% of the workforce and increased to 33.6% by 2006/07. At Q1, the overall representation of BAME employees has increased by 0.2% to 33.8%, which remains above the BAME economically active population within London of 29%. TfL continues to monitor performance particularly in departments where representation is below target.
- 8.4. The Best Value percentage of BAME in senior management rose by 0.1% to 11.8%, which indicates TfL is on target to meet the 2007/08 Best Value senior management target of 12.3%. However TfL recognises that this is still a long way from achieving our aspiration of 29% of our senior management population being from BAME groups.
- 8.5. The Hindu Council UK (HCUK) have raised concerns about the lack of representation of Asian people in TfL's senior management team. TfL, Mayor's office and the HCUK have been working together to understand and resolve this issue.
- 8.6. The Public Carriage Office and Group Equality and Inclusion have continued to work with *Fair Cities Brent* on an initiative to increase the number of BAME taxi drivers. 20 BAME participants were recruited to the *Fair Cities* programme and with the exception of one participant, all have remained on the programme.
- 8.7. Project Breakthrough is TfL's strategy to achieve the attraction, retention and development of under-represented diverse employee groups with particular focus on senior roles. The project emanates from a productive meeting held between TfL and the Commission for Racial Equality (CRE). TfL is seeking to better understand the needs of diverse groups in London by creating links with appropriate groups, through specially commissioned research and working closely with TfL's staff network groups. Awareness raising through a calendar of fairs and events, to promote TfL and specific employment opportunities, will also be targeted at appropriate groups.

Table 3- BAME Representation by Pay-band

Ethnicity Q4	Operational		Band 1		Band 2		Band 3	
	%	No.	%	No.	%	No.	%	No.
Asian or Asian British								
Women	1	123	4	57	2	65	1	26
Men	11	1,328	5	66	5	167	4	73
Black or Black British								
Women	5	618	14	185	5	157	3	56
Men	15	1,766	7	101	7	231	5	79
Chinese or other								
Women	0.3	34	1	14	0.4	13	1	15
Men	1	104	1	9	1	24	1	9
Mixed								
Women	1	120	1	9	1	28	0.5	8
Men	1	120	1	9	1	28	0.5	8
White								
Women	9	1,105	27	367	17	552	20	339
Men	47	5,596	25	335	47	1,487	50	870
Preferred not to say								
Women	0.5	61	3	39	1	47	2	27
Men	7	803	3	39	6	200	5	87
Not Known	1.2	143	8	107	6.6	198	7	119

Ethnicity Q1	Operational		Band 1		Band 2		Band 3	
	%	No.	%	No.	%	No.	%	No.
Asian or Asian British								
Women	1	135	4	59	2	66	2	33
Men	11	1,367	5	66	5	172	4	79
Black or Black British								
Women	5	656	14	192	5	160	3	62
Men	15	1,810	7	103	7	236	4	82
Chinese or other								
Women	0	37	1	15	0	13	1	16
Men	1	109	1	10	1	24	1	10
Mixed								
Women	1	131	1	11	1	30	0	7
Men	1	131	1	11	1	30	0	7
White								
Women	10	1,155	25	363	17	555	19	349
Men	47	5,672	25	345	46	1,459	49	900
Preferred not to say								
Women	1	61	2	34	1	48	1	26
Men	7	793	3	36	6	199	4	81
Not Known	1	120	8	105	8	260	12	225

Figures Based on headcount

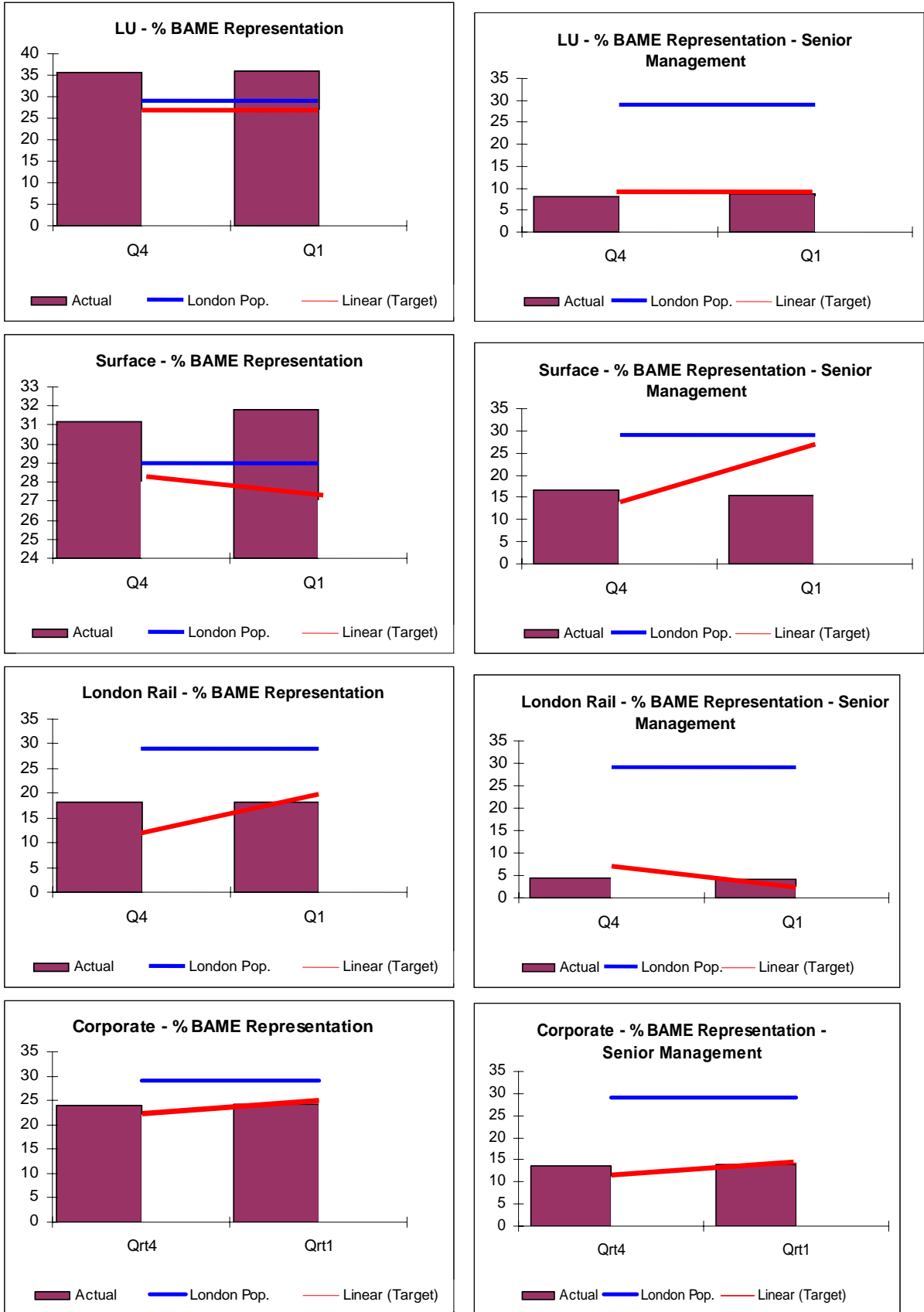
Table 3a- BAME Representation by Senior Management Pay-band

Ethnicity Q4	Senior Management					
	Band 4		Band 5		Director	
	%	No.	%	No.	%	No.
Asian or Asian British						
Women	1	7	0	0	2	1
Men	4	24	3	5	2	1
Black or Black British						
Women	2	10	0	0	2	1
Men	4	25	1	2	0	0
Chinese or other						
Women	0.5	3	0	0	0	0
Men	1	4	1	1	0	0
Mixed						
Women	0.2	1	0	0	2	1
Men	0.2	1	0	0	2	1
White						
Women	15	92	14	22	11	7
Men	61	378	68	108	65	38
Preferred not to say						
Women	2	11	1	2	0	0
Men	5	30	5	8	5	3
Not Known	4.1	25	7	11	7	4

Ethnicity Q1	Senior Management					
	Band 4		Band 5		Director	
	%	No.	%	No.	%	No.
Asian or Asian British						
Women	1	8	0	0	2	1
Men	3	23	4	6	2	1
Black or Black British						
Women	2	11	0	0	2	1
Men	4	25	1	1	0	0
Chinese or other						
Women	0	3	0	0	0	0
Men	1	4	1	1	0	0
Mixed						
Women	0	1	0	0	2	1
Men	0	1	0	0	2	1
White						
Women	15	101	15	24	11	7
Men	59	391	66	108	60	37
Preferred not to say						
Women	2	11	1	2	0	0
Men	5	31	5	8	5	3
Not Known	8	53	7	12	14	8.4

Figures based on headcount

Graph 4 BAME Representation- Actual Against Targets



9. Disabled Employee Representation

- 9.1. The proportion of disabled staff increased from 1.4% in 2003/04 to 7.2% in 2006/07.
- 9.2. The percentage of disabled employees decreased by 0.2% this quarter to 7% against a Q1 best value target of 7.5% The decline in the overall percentage of disabled staff in Q1 was caused by an increase in the number of people who have declared their status as “non-disabled”, making the overall percentage of disabled staff fall even though the actual number of disabled staff increased. In line with Best Value indicator calculation guidelines, staff who do not declare their status as disabled or non-disabled are not included in the calculation.
- 9.3. The numbers of disabled people in senior management roles (shown in Table 4a) rose in Q1 by 1 person, from 25 to 26 people, increasing the Best Value percentage of disabled people in the senior management workforce by 0.3% to 4.6%. TfL is on track to meet the 2007/08 Best Value target of 5.2% for disabled people in senior management.
- 9.4. The review of the reasonable adjustment process is nearing its end and an implementation plan will begin in October. The review covered both the recruitment and induction of disabled employees, as well as identifying the most appropriate support the existing disabled staff and managers. This includes access to information about the policy and the process for assessing reasonable adjustments.
- 9.5. TfL will hold an open day to promote employment opportunities in TfL to disabled people in December 2007 and is also working with the Employers Forum on Disability to determine actions to enhance our performance in this area.
- 9.6. Working with MENCAP, London Underground has started the second phase of the work experience project for disabled people in an operational environment. This very successful programme received press coverage at its launch in June 2007. 6 candidates have now been selected (out of 16 applicants) through a competency-based interview. Positive feedback has been received from the organisations involved (Camden Society, Share, Mencap Pathway, Prospects (London) and Status Employment). Recruitment is now under way to find staff members who will act as ‘buddies’ for the work placements.
- 9.7. Surface Transport (Road Network Performance) has developed a work placement project to attract at least two disabled candidates. Recruitment will take place by September 2007 with evaluation of the project taking place in January 2008. Work experience opportunities for disabled people are also being provided across the Corporate Directorates.

The percentages shown in these tables refers to the distribution of disabled people across paybands. Table 4 shows that 44.5% of all people who have declared a disability and are in an operational grade.

Table 4- Disabled Representation by Pay-band

Q4	Operational		Band 1		Band 2		Band 3	
	%	No.	%	No.	%	No.	%	No.
Women	7.2	50	7.3	51	6.9	48	3.4	24
Men	44.5	310	6.8	47	14.6	102	9.3	65
Total	51.7	360	14.1	98	21.5	150	12.7	89

Q1	Operational		Band 1		Band 2		Band 3	
	%	No.	%	No.	%	No.	%	No.
Women	7.3	50	7.2	49	7.0	48	3.5	24
Men	44.6	304	6.5	44	14.1	96	9.8	67
Total	51.9	354	13.7	93	21.1	144	13.3	91

Figures based on headcount

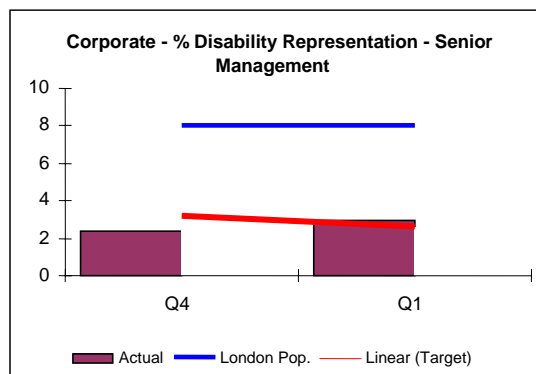
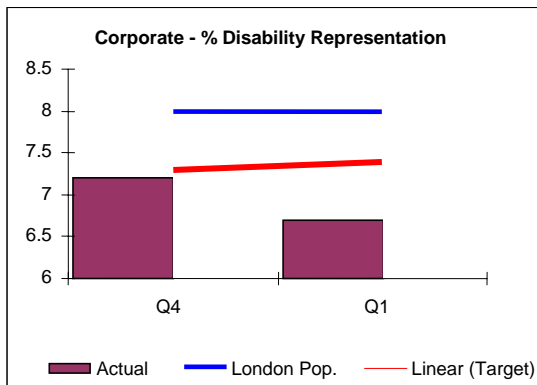
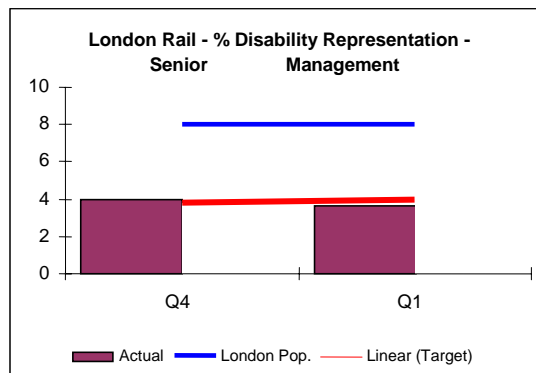
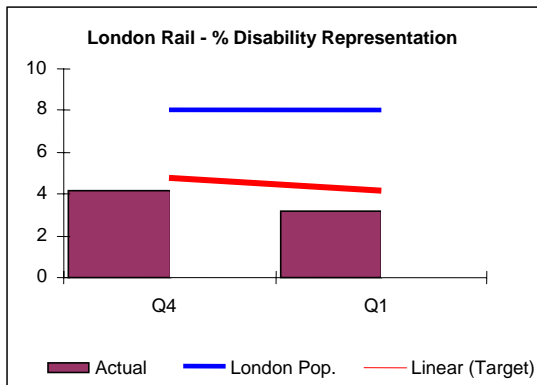
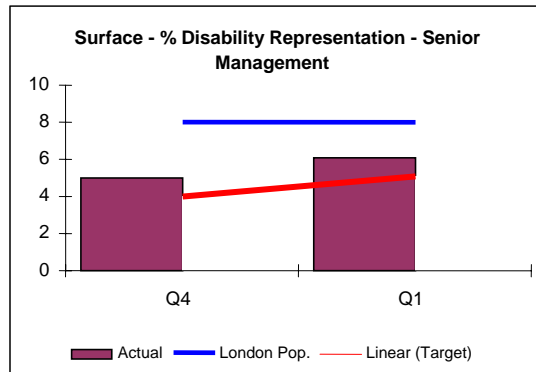
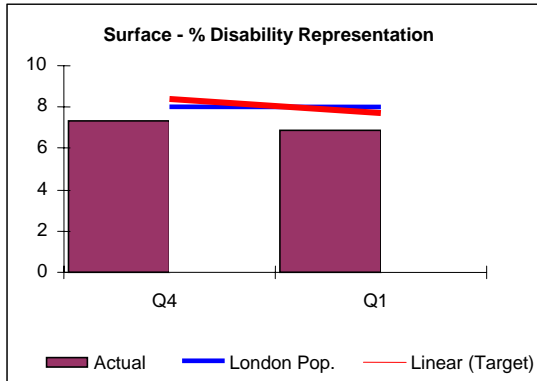
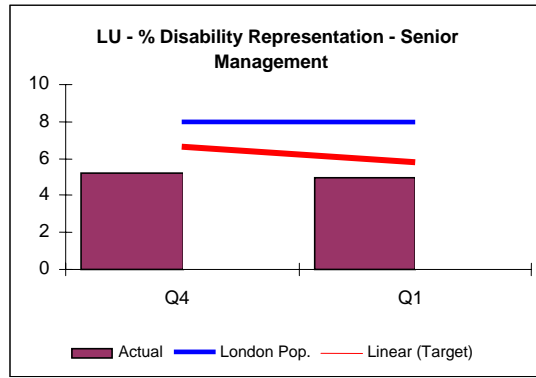
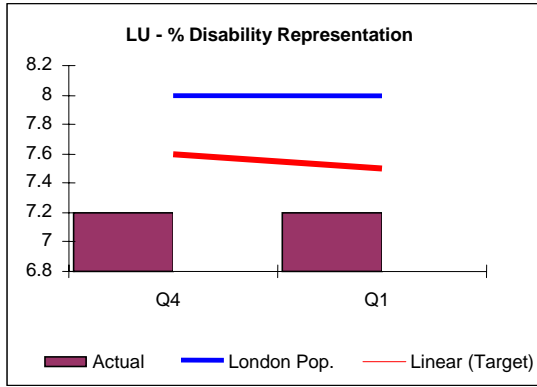
Table 4a- Disabled Representation by Senior Management

Q4	Senior Management					
	Band 4		Band 5		Director	
	%	No.	%	No.	%	No.
Women	36	9	4	1	0	0
Men	44	11	12	3	4	1
Total	80	20	16	4	4	1

Q1	Senior Management					
	Band 4		Band 5		Director	
	%	No.	%	No.	%	No.
Women	38.5	10	3.8	1	0	0
Men	42.3	11	11.5	3	3.8	1
Total	80.8	21	15.3	4	3.8	1

Figures based on headcount

Graph 5 Disabled Employee Representation- Actual Against Targets



10. Recruitment and Retention

- 10.1. Q1 saw a decrease in recruitment activity across TfL (see Table 5) by 67% in the number of applications, and 26% in the number of new staff hired. This is largely due to the closing of high volume recruitment campaigns in Surface Transport and London Underground.
- 10.2. The tables below illustrate the trends for recruitment, from applications through to hiring for Q1 this year, compared to Q4 last year, in all modes. The table shows that overall the percentage of applications from women is broadly the same over both periods, but there has been a fall in the percentage of BAME applicants. This is consistent with the reduction in the high volume campaign figures where BAME representation is at its highest.
- 10.3. There has been an increase in the number of disabled applicants which is to be welcomed.
- 10.4. The tables show that women are shortlisted and hired in the same proportion to the numbers of women applying, but this is not the case for BAME people, where they are under represented at both shortlisting and hiring stages, where they drop from 50% of applicants in Q4 of last year to 25% of hires. Whereas in Q1 of this year BAME people represent 46% of applicants and 23% of hires.
- 10.5. TfL will launch the 'Breakthrough' Project in September 2007 which aims to address this and other issues that impact on the BAME representation at all levels of the organisation. The project will bring together workstreams which cover recruitment training for applicants and managers as well as looking at the impact of the Leadership programme and augments work already being done on workforce diversity within TfL. TfL will continue to monitor the progress of this initiative during Q2, when TfL will focus on rolling out the project, review the training for recruiting managers and continue to roll out the TfL Leadership Programme to cascade TfL's equality leadership values.
- 10.6. The overall number of disabled people applying for roles in both periods is small, with 1.9% being successful hired. During Q1 of this year 1.9% of all hires were disabled people compared with 2.5% of applicants during that period.
- 10.7. For TfL in Q1, 9.4% of all applicants were hired. 12% of women, 6% of BAME applicants, and 7.2% of disabled applicants were hired.

Table 5 – Applications, Shortlists and Hires

This table shows the results of closed recruitment campaigns for Q4 2006/7 and Q1 2007/8.

For example in Q4, 43.3% of all successful candidates were women. The percentage figures for “prefer not to say” and “no data” include those who have not completed the equality monitoring forms.

Pan TfL	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No.	Qrt1 No.
Applications	3,921 33.6%	1,323 33.7%	5,863 50.2%	1,788 45.6%	272 2.3%	97 2.5%	1,629 13.9%	713 18.2%	11,685	3,921
Shortlists	873 34.5%	516 38.3%	1,106 43.6%	502 37.3%	68 2.3%	37 2.5%	487 19.2%	291 21.6%	2,534	1,346
Hires	212 43.3%	159 43.1%	158 32.2%	107 29%	12 2.4%	7 1.9%	108 22%	96 26%	490	369

London Underground	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No.	Qrt1 No.
Applications	1,481 3.4%	348 36.4%	2,390 53.9%	426 44.5%	109 2.5%	23 2.4%	452 10.2%	160 16.7%	4,432	957
Shortlists	449 33.2%	172 39.3%	680 50.2%	170 38.8%	38 2.8%	13 3.0%	187 13.8%	83 18.9%	1,354	438
Hires	98 43.4%	56 39.2%	83 36.7%	53 37.1%	6 2.7%	4 2.8%	39 17.2%	30 21%	226	143

Surface Transport	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No.	Qrt1 No.
Applications	1,767 34.4%	564 32%	2,699 52.6%	892 50.6%	109 2.1%	48 2.7%	561 10.9%	259 14.7%	5,136	1,763
Shortlists	280 38.4%	204 36.9%	305 41.8%	225 40.7%	15 2.1%	18 3.3%	130 17.8%	106 19.2%	730	553
Hires	74 45.7%	58 47.2%	56 34.6%	32 26%	3 1.9%	3 2.4%	29 17.9%	30 24.4%	162	123

London Rail	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No.	Qrt1 No.
Applications	621 44.5%	400 28.7%	683 48.9%	455 51.1%	51 3.7%	26 2.9%	41 2.9%	9 1.0%	1,396	890
Shortlists	130 49.8%	136 54.6%	102 39.1%	100 40.2%	14 5.4%	6 2.4%	15 5.7%	7 2.8%	261	249
Hires	35 55.5%	42 60.9%	17 27%	21 30.4%	3 4.8%	0 0%	8 12.7%	6 8.7%	63	69

Corporate	Women		BAME		Disability		Prefer not to say/no data		TOTAL	
	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No. %	Qrt1 No. %	Qrt4 No.	Qrt1 No.
Applications	621 39.2%	400 39.1%	683 43.1%	455 44.5%	51 3.2%	26 2.6%	229 14.5%	141 13.8%	1584	1022
Shortlists	130 40.6%	136 44.9%	102 31.9%	100 33%	14 4.4%	6 2.0%	74 23.1%	61 20.1%	320	303
Hires	35 46.1%	42 50.6%	17 22.4%	21 25.3%	3 3.9%	0 0%	21 27.6%	20 24.1%	76	83

11. Training and Development

- 11.1. During the last quarter part 2 of the final evaluation of the London Underground's Managing Diversity Competency Programme (MDCP) has been completed. 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. The last part of the evaluation will take place at the end of the programme in January 2008.
- 11.2. MDCP has been piloted in Surface Transport (Road Network Performance) in May 2007. A half-day follow up with participants will take place in September to evaluate progress. The recommendation is for the programme to be rolled out across Surface Transport.
- 11.3. A review of the disability equality elements of the customer service training in London Underground is underway, with the aim of ensuring that training provides staff with the skills to offer excellent service to disabled people. The review is being undertaken by a consultant who identifies as a disabled person.
- 11.4. TfL continues to roll out its Leadership Programme and management development framework to ensure that managers have the right leadership and technical skills to progress within the organisation.
- 11.6. 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.
- 11.7. During Q2 TfL will continue to cascade TfL's leadership values within the Leadership Programme and MDCP.
- 11.8. During Q1, TfL worked with the Valuing People Partnership Boards from across London to engage with people with learning disabilities. The focus of this has been on increasing confidence to promote independent travel. This included a 'Drama for Training' Workshop, which will lead to a DVD to help learning disabled people tackle disruptions to service whilst travelling on the network.

12. Monitoring of Sexual Orientation

- 12.1. TfL has been monitoring the sexual orientation of its staff since 2004. A further data gathering survey is planned as part of the development of the Lesbian Gay, and Bisexual (LGB) Equality Scheme. Current data is based on 20% of permanent staff who have chosen to provide this information. The information collated from this 20%, at Q1, is shown in Table 7 below.
- 12.2. LGB reports have been developed during the last quarter to form part of our quarterly reporting suite and trend data will be monitored from now on.
- 12.3. The GLA estimates that "LGB people make up 10% of London's population" (GLA's Sexual Orientation Equality Scheme 2006). Based on this figure LGB people are currently under-represented within the workforce.
- 12.3. Q1 data for 2007/08 (Table 7) indicates that out of a total of 21,114 staff, 4,045 have declared their sexual orientation or preferred not to say. Of this total 6.7% (254) declared that they were LGB A total of 230 people 'preferred not to say' and 3,561 said that they were either a heterosexual man or woman.
- 12.4. In January 2008, Group Equality & Inclusion will survey staff again with the intention of increasing participation in the survey and thus improving the base data.
- 12.5. Monitoring will also be extended to ensure that workforce information includes LGB joiners and leavers, those promoted and those who access training and development. This monitoring data will be produced periodically.
- 12.6. TfL will continue to work with organisations such as Stonewall and the GLA Group to ensure that we are a leading edge employer in this area. TfL will be taking part in Stonewall's Workplace equality index this year and aims to build on the improvements made last year, where TfL achieved 8th place.
- 12.7. TfL has already commissioned research to determine its standing as an employer with under-represented groups including LGB groups. The outcome of this research will contribute to positive action strategies for attraction to roles in the organisation.
- 12.8. During Q2 TfL will continue to develop the LGB Equality Scheme using the Lesbian, Gay men, Bisexual and Transgendered (LGBT) Staff Network Group as key consultees in the development of the scheme.
- 12.9. Table 6 show the distribution of people who have declared their sexual orientation.

Table 6: Declared Sexual Orientation at Quarter 1:

Quarter 1 2007/8		
Sexual Orientation	No.	%
Lesbian	39	0.96%
Bisexual Woman	10	0.24%
Heterosexual Woman	1,125	27.8
Gay Man	182	4.49%
Bisexual Man	23	0.56%
Heterosexual Man	2,436	60.2%
Prefer not to say	230	5.68%
Total	4045	100.00%
Total Heterosexual	3,561	93.3%
Non Heterosexual	254	6.7%
Total	3815	100%

13. Monitoring of Faith

- 13.1 Faith and Belief reports have been developed over the last quarter and will now form part of quarterly reporting. Trend data will also be monitored from now on.
- 13.2 TfL has been monitoring the Faith and Belief of the workforce since 2004. Currently 21% of the workforce have declared their faith and belief status. A Survey is planned for December 2007 to encourage more staff to declare this information.
- 13.3 The Faith Staff Network identified the need for faith and quiet rooms during 2005/06. The guidance for faith and quiet rooms will be revised by September 2007, which is on target. The current 17 designated faith and quiet rooms will be benchmarked against the revised guidance. The subsequent action plan will be monitored and reported within the Faith Equality Scheme Progress Report.
- 13.4 Future plans for 2007/08 for promoting faith within TfL include the re-production of the Staff Network Group Faith and Belief DVD which will be re-launched across the business.
- 13.5 Table 7 show the distribution of people of faith and belief between across TfL.

Table 7: No. of employees that have declared Faith or Belief Q1

Quarter 1 2007/8		
Faith	No.	%
Muslim	210	5.04%
Hindu	170	4.08%
Buddhist	34	0.82%
Jewish	39	0.94%
Christian	2244	53.86%
Sikh	62	1.49%
Other	186	4.46%
Prefer not to Say	206	4.94%
None	1015	24.36%
Total	4166	100%

14 Grievances Disciplinary Harassment and Employment Tribunals (ETs)

14.1 Tables 8, 8a, 8b and 8c below illustrate the number of active grievances, disciplinary, harassment and employment tribunal cases across all modes for Q1. These show a slight increase in grievances, disciplinary and harassment in London Underground.

14.2 BAME male employees are disproportionately represented within the number of employment tribunals. During Q2 TfL will continue to roll out the Leadership Programme and MDCP to promote the resolution of informal grievance and to reduce the number of ETs along with the associated time and costs.

14.3 A draft Bullying and Harassment Policy is due for Union consultation in late August/early September 2007.

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

Mode	Women (No.)		BAME (No.)		Disabled people (No.)		Preferred not to say (No.)	
	Q4	Q1	Q4	Q1	Q4	Q1	Q4	Q1
London Underground	16	21	27	21	1	0	27	19
Surface Transport	6	6	9	5	2	0	8	12
Corporate	6	8	2	4	0	0	5	5
London Rail	0	0	0	0	0	0	0	0
Total	24	29	38	30	3	0	40	36

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

Mode	Women (No.)		BAME (No.)		Disabled people (No.)		Preferred not to say (No.)	
	Q4	Q1	Q4	Q1	Q4	Q1	Q4	Q1
London Underground	3	6	7	10	0	0	17	11
Surface Transport	2	1	5	7	0	0	8	0
Corporate	2	2	2	2	0	0	0	2
London Rail	0	0	0	0	0	0	0	0
Total	7	9	14	19	0	0	25	13

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

Mode	Women (No.)		BAME (No.)		Disabled people (No.)		Preferred not to say (No.)	
	Q4	Q1	Q4	Q1	Q4	Q1	Q4	Q1
London Underground	1	4	4	4	0	0	1	10
Surface Transport	6	1	5	2	0	0	2	0
Corporate	0	3	0	1	0	0	0	2
London Rail								
Total	7	8	9	7	0	0	3	12

Table 8c – Current Employment Tribunal by Gender and Ethnicity

Ethnicity	Male	Female	Total
Asian or Asian British – Bangladesh	1	0	1
Asian or Asian British – Indian	5	0	5
Asian or Asian British – Pakistani	3	0	3
Black or Black British – African	3	2	5
Black or Black British – Caribbean	2	0	4
Black or Black British – Other	3	1	2
White –British	13	2	15
White - Other	2	3	5
Prefer not to say	8	0	8
Total	40	8	48

15 Promotions

- 15.1 Internal promotions create the opportunity to improve workforce diversity within senior management roles.
- 15.2 The table below illustrates the number of promotions across all modes over the last three periods. 10 disabled people were promoted in LU in Q1. BAME employees continue to benefit from promotional opportunities, representing 96 promotions. 65 women were promoted in Q1, 2 less than in Q4.
- 15.3 TfL will continue to monitor promotions during Q2 to determine any trends and areas of potential under-representation of women, BAME and disabled people, within the total number of employees promoted.

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

Mode	Women (No.)		BAME (No.)		Disabled People (No.)		Total Promotions (No.)	
	Q4	Q1	Q4	Q1	Q4	Q1	Q4	Q1
London Underground	58	57	39	57	6	10	493	499
Surface Transport	6	2	2	0	0	0	17	8
London Rail	0	2	0	0	0	0	0	4
Corporate	8	10	0	2	0	0	13	12
Total	72	71	41	59	6	10	523	523

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 board 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.

TRANSPORT FOR LONDON
CORPORATE AND EQUALITIES ADVISORY PANEL

SUBJECT: SETTING WORKFORCE TARGETS

MEETING DATE: 25 September 2007

1 Purpose

1.1 At the Corporate and Equalities Advisory Panel (CEAP) meeting in May, the Panel asked why the target figures in the Business Plan differ to those in the CEAP and Board reports. The Panel also asked at the Finance Committee why the Best Value Performance Indicator (BVPI) figures reported to the Finance Committee in June also had different figures. This report responds to these questions.

2 Background

2.1 Under the Local Government Act 1999, TfL is required to prepare and publish a best value performance plan summarising TfL's assessments of its performance and position in relation to its statutory duty. BVPI form the basis of the plan. Apart from regulatory requirement, the other benefit of BVPI is to enable TfL to benchmark its performances against other local authorities on similar ground. Following on from the Government's White Paper 'Strong and Prosperous Communities', the Audit Commission will be revising or streamlining BVPI after 2007/08.

2.2 Transport for London sets its workforce targets as part of the business planning cycle. This means that each area of the business, with the support of Group Equality and Inclusion, develops and then submits the targets for consideration by the TfL Board and the Greater London Authority (GLA) who monitors on behalf of the Mayor TfL's performance in this area. This process has been developed over the past 4 years.

2.3 Group Equality and Inclusion runs a series of workshops each spring to ensure managers across the organisation develop targets that are based on the information we have on past performance, best practice and the size of the opportunity.

2.4 The business planning process requires these targets to be forecast for the following 3 years, with the provision for an annual review in January each year. This process is a part of TfL's business planning process.

2.5 The targets published for the 3 years in the 2006/07 business plan were submitted in July 2005. The targets for 2006/7 were then revised in January 2006 based on performance at that time. Subsequently the target for BAME people in senior management was adjusted to 11%

rather than the 12.2% originally forecast. (Actual BAME Senior Management representation in January 2006 was 9.8%).

- 2.6 This target, along with the other targets for 2006/07, was submitted to the GLA and is published in the "GLA Annual Budget and Equalities Review" report. This revised figure was deemed to be a more realistic target than the one proposed in the previous July.
- 2.7 TfL will always strive to set meaningful and realistic equality targets supported by plans to ensure they are achieved. This is more motivating for managers than setting unrealistic targets that cannot be attained. However, managers are made aware of the overall aspiration to ensure TfL's workforce represents the population it serves; that is the population of London.
- 2.8 TfL took the decision during the 2007/8 business planning round not to report the Workforce targets in the published 2007/08 Business Plan. This decision is being reviewed as part of the business planning cycle for 08/09 with the aim of ensuring that workforce targets and progress against them are more widely available.
- 2.9 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 percent above a target of 9.6%. The target was, as I explained, 11% and this was exceeded by 0.7%.

3 Best Value Performance Indicators (BVPI)

- 3.1 TfL is required under legislation to report Best Value Performance Indicators (BVPIs) for Disabled people, BAME people and women. TfL is also required to report BAME and Disabled people in the top 5% of earners. The BVPIs for the top 5% are reported to the Audit Commission, but are not used for setting workforce targets within the organisation. There is a difference in the numbers within the senior management population compared to the BVPI top 5% of earners, which means that the targets will be different. Future reports to CEAP will make clear when target refer to BVPI targets or otherwise. Similarly a note will be included on BVPI reports to the TfL Board from now on to make this clear.

4 Representation of BAME staff

- 4.1 The target for representation of BAME people in the organisation reflects the % economically active BAME people within London. This figure has changed over time and TfL derives this benchmark from the Office of National Statistics (ONS) surveys, a figure of 29% is the target for 2007/08. The use of this benchmark data is advised by the GLA.
- 4.2 TfL's current representation of BAME people is 33.86% which is above the percentage of BAME people in the London population. Consequently the focus for TfL is not on increasing representation generally but on ensuring as an employer we create an environment where all staff feel they can achieve their full potential and on issues

such as BAME representation within senior management population, which is below target.

5 Implications for equality and inclusion

- 5.1 Setting workforce targets is recognised as an appropriate means of establishing clear objectives for achieving stated goals. TfL's approach is commensurate with best practice in this area. The setting of annual targets as part of the business planning process which enshrines three year plans for achieving equality provides managers and staff with clarity of direction and purpose. TfL's reward framework incentivises managers to achieve workforce targets and conversely penalises failure to achieve stated targets.

6 Implications for Crime and Disorder

- 6.1 The setting of workforce targets does not impact on crime and disorder.

7 Implications for sustainability

- 7.1 Mainstreaming equality and inclusion objectives and targets into the business planning process and performance management system signals the importance TfL places on such issues and thus making it a sustainable part of the way TfL does business. It also provides a benchmark of good practice when implementing supplier diversity in procurement plans.

8 Recommendation

- 8.1 The Panel is asked to note this report.

TRANSPORT FOR LONDON

CORPORATE EQUALITIES ADVISORY PANEL

SUBJECT: TFL TRAVEL PLAN - SUMMARY OF STAFF SURVEY FINDINGS

MEETING DATE: 25 SEPTEMBER 2007

Introduction

- 1.1 Transport for London (TfL) as part of the GLA group and in common with many other organisations across the UK, is developing a travel plan for employees. The Travel Plan will help to increase employee awareness of the range of travel options available to them when travelling to and from work, and during the course of their day. The plan will raise awareness of sustainable ways to travel that improve the environment through reduced carbon emissions and improve health through increased opportunities for exercise.
- 1.2 There are already a significant number of measures in place that encourage sustainable travel by staff, which will be highlighted and enhanced as the plan develops. Existing measures include:
 - Staff Travel Cards
 - Discounts on national rail travel
 - Cycle 2 Work
 - Cycle Loan
 - Cycle Equipment Discounts
 - Cycle Servicing
 - Cycle Training
 - Pool Bikes
 - Cycle Racks
 - Showers and Changing Facilities
- 1.3 A Travel Plan Board has been set-up to oversee the on-going development of the plan, which is chaired by TfL's Director of Travel Demand Management. Representation includes officers from Property & Facilities, HRS, Communications, General Counsel, London Underground, Surface Transport and London Rail.
- 1.4 TfL's Travel Plan will represent a model of good practice, and reflect the Mayor's commitment to addressing climate change.
- 1.5 To ensure that the plan responds to employee needs and builds on current travel patterns, an employee travel survey was conducted in June 2007. Information about the survey and its key findings are briefly outlined below.

Survey objectives

- 2.1 TfL's employee travel survey was carried out in June 2007 to establish how employees currently travel to and from work, to identify factors which affect their journey and highlight improvements they would like to see. Employees were also asked their views on current travel conditions in London.
- 2.2 The information provided by employees will be used to provide a foundation for TfL's Travel Plan.

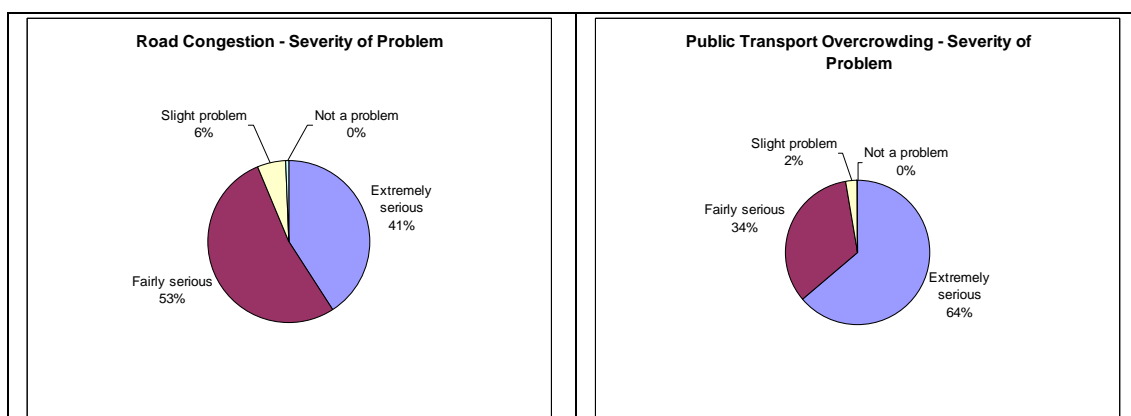
Who was surveyed?

- 2.3 An online survey was emailed to employees in TfL Corporate, London Rail and non-operational office-based Underground employees. Responses were received from 1,722 members of staff in these parts of TfL (a 34% response rate).
- 2.4 London Underground's operational employees took part in a similar piece of research, the results of which will also contribute to TfL's Travel Plan. Surface Transport employees were not sent the survey as many departments are due to relocate, but will be surveyed at a later date.

Summary of results

3.1 Travel conditions in London:

Employees were asked to indicate their opinion of current travel conditions in London, specifically congestion and public transport crowding. Of the employees who responded 93.5 per cent indicated that they felt congestion was 'a fairly' or 'an extremely' serious problem for London, whilst 97.5 per cent stated that crowding on public transport was 'a fairly' or 'an extremely' serious problem.



3.2 Current travel choice

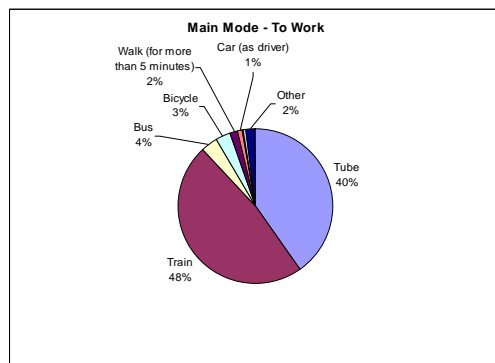
The train and Underground were cited as being used for the main part of employees' travel to or from work, followed by bus travel. 4.5 per cent cited walking and cycling as being their main type of travel to work. Of those who responded, the main forms of transport they use are:

- 47.6 per cent travel to work by train and 48.1 per cent travel from work by train
- 40 per cent use the Underground as their main transport to and from work
- 3.8 per cent use buses as their main transport to work, and 3.9 per cent from work

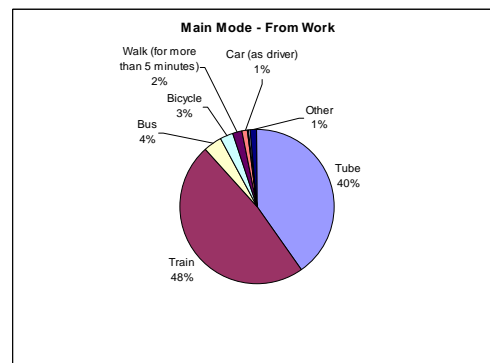
3.3 The average travel time for each journey is 63 minutes, with 47.4 per cent of employees spending more than an hour travelling each way, every day. This travel time is in excess of the national and London average¹, and could be a reflection of TfL's travel benefit package which enables employees to be able to afford to travel longer distances. The responses reflect the pattern of home locations identified by employees, many of whom live outside central London and could be too far away from their office for other forms of transport to be their choice for main means of travel.

3.4 Main transport choices

To Work



From Work



3.5 Factors influencing choice of travel

Employees cited saving time (26 per cent) and convenience (21 per cent) as the most important considerations when choosing the way they travel. In addition, 15 per cent of responses indicated that having the opportunity to improve health and fitness was important to them. Crowding, journey reliability, availability of safe cycle routes, cycling ability, the availability of affordable housing and travel costs were also cited as factors which would influence travel choice.

3.6 The opportunity to work in a more flexible way was also cited as a key factor that could reduce the need to travel at all.

¹ TfL London Travel Report 2006

- 3.7 Staff indicated that they are contemplating changing their mode of travel for one which will help them become fitter and more active - with 21 per cent indicating a willingness to begin walking or cycling for at least part of their journey to work within the next 6 months
- 3.8 Key potential improvements which would encourage choice of a different way to travel, or continuation of sustainable travel, were cited as: *showers and drying facilities* (15.5 per cent of responses); lockers/changing facilities (14.8 per cent of responses) and cycle parking (10 per cent of responses).

Equalities, Inclusion & Health

- 4.1 The staff travel survey specifically looked at gender, age and ethnicity to understand whether or not the demographics of TfL staff were accurately represented by the survey. The results show that both gender and age had only minor discrepancies and thus can be seen as representative. In the ethnicity category, the group 'White-British' was over represented and the groups 'Black/Black British-African' and 'Black/Black British-Caribbean' were slightly under represented. Appendix A provides a detailed breakdown of the staff profile. To ensure that all staff views are heard, focus groups (refer to Next Steps below) will be fully representative of all TfL staff groups.
- 4.2 An Equality Impact Assessment was initially completed for the developing TfL Travel Plan in March 2007 and this was subsequently re-freshed when the survey results were analysed. The staff survey will be repeated every two years to understand the travel needs of all staff groups and ensure effective E&I monitoring. The survey also gives staff the opportunity to ask further questions or to participate in a focus group.
- 4.3 A Health Impact Assessment has also recently been commissioned, which is due to be completed in October 2007.

Conclusions

- 5.2 The survey results suggest that TfL employees are aware of the pressures on London's transport system which result in both congestion and crowding issues. The factors identified as motivating travel choice provide useful information about what employees consider to be important in their travel decisions for work.
- 5.3 Overall the survey shows that travel choices made by TfL employees are already fairly sustainable in comparison to the London average, with lower than average car use. Employee responses indicate that, walking and cycling levels are lower than London averages with only 2.8 per cent (compared to 3 per cent²) of employees cycling as a main form of transport and 1.9 per cent³) compared to 3 per cent⁴) opting to walk for more than 5 minutes.

² TfL London Travel Report 2006

³ TfL London Travel Report 2006

- 5.4 Length of travel time and level of use of train and Tube indicates that distance of homes from offices may be too great for cycling and walking to be used as the main element of journeys to or from work for a significant proportion of employees.

Next steps

- 6.1 Responses to the survey have helped to establish a better understanding of staff travel needs, and how they can be addressed through TfL's Travel Plan. Findings will be fed into the Travel Plan, so that it can incorporate appropriate and realistic measures to improve travel choices available to employees and help them to travel conveniently and sustainably.
- 6.2 The existing TfL Travel Plan Board will continue to oversee the development and delivery of the plan, with the support from key stakeholders within the organisation (including Property & Facilities, HRS, Communications, General Counsel, London Underground, Surface Transport and London Rail).
- 6.3 As part of the development of TfL's Travel Plan, the issues raised in the survey will be covered in more depth through focus groups this autumn. These focus groups will involve a number of employees who indicated an interest in taking part when they completed the survey. Employees will also be given the opportunity to continue to contribute to the Travel Plan by emailing the TfL Travel Plan Co-ordinator in Travel Demand Management on travelplan@tfl.gov.uk.
- 6.4 Similar surveys will be conducted in future years as information gathering will be important to ensure that TfL's Travel Plan continues to meet the emerging needs of employees.

Recommendation

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

⁴ TfL London Travel Report 2006

Appendix A: Demographic of TfL Staff & Survey Respondents

It is important for equality reasons to ensure that the survey sample is representative of TfL staff. This ensures that the views of all staff groups have been considered in the analysis. In order to assess the degree to which the survey sample represents the TfL staff population, the sample data was compared to the TfL staff demographic in terms of:

- Gender;
- Age; and
- Ethnicity

Demographic information was provided and the table below shows a basic comparison, giving the numbers and percentage of the population (where possible) surveyed for each Business Area as well as totals.

Gender Profile

T4.1 compares the sample and whole staff gender split. It can be seen that the sample is generally representative of the actual TfL staff gender split with only a 2.1% discrepancy.

T4.1 Gender of Survey respondents compared to TfL Staff

	Population n	Population %	Sample n	Sample %	Difference sample from population
Male	4096	66.3	1106	64.2	-2.1
Female	2083	33.7	616	35.8	+2.1
Total	6179	100	1722	100	0

Age Profile

T4.2 shows the gender profile of the survey sample against that of staff:

T4.2 Age of Survey respondents compared to TfL Staff

	Population n	Population %	Sample n	Sample %	Difference sample from population
#	1	0.0 (0.0161)			
Under 25	264	4.3	53	3.1	-1.2
25-34	1722	27.9	594	34.5	+6.6
35-44	2032	32.9	536	31.1	-1.8
45-54	1422	23.0	363	21.1	-1.9
55-64	634	10.2	168	9.8	-0.4
65+	104	1.7	8	0.5	-1.2
Total	6179	100	1722	100	0

The age of respondents ranges from 'under 25' to '65+' with the majority of the sample (65.6%) reporting their age as between 25-44 years.

The largest difference is found in the 25-34 age groups, which is over represented by 6.6%. However, none of the other age brackets are under represented by more than 1.9%.

The table shows that on the whole the sample represents the age profile of TfL well.

Ethnic Origin

T4.3 compares the ethnic origin of survey respondents to staff as a whole:

T4.3 Ethnic Origin of Survey respondents compared to TfL Staff

	Population (n)	Population (%)	Sample (n)	Sample (%)	Difference
	47	0.8	-	-	(-0.8)
Not Specified	372	6.0	-	-	(-6.0)
Prefer not to say	400	6.5	61	3.5	-3.0
Other	44	0.7	54	3.1	+2.4
Asian or Asian British – Bangladeshi	18	0.3	5	0.3	0
Asian or Asian British – Indian	256	4.1	72	4.2	+0.1
Asian or Asian British – Pakistani	66	1.1	12	0.7	-0.4
Asian or Asian British – Other	84	1.4	17	1.0	-0.4
Black or Black British – African	332	5.4	43	2.5	-2.9
Black or Black British – Caribbean	306	4.9	49	2.8	-2.1
Black or Black British – Other	61	0.9	2	0.1	-0.8
Chinese	29	0.5	10	0.6	+0.1
Mixed - White & Asian	21	0.3	9	0.5	+0.2
Mixed – White & Black African	14	0.2	1	0.1	-0.1
Mixed – White & Black Caribbean	24	0.4	6	0.3	-0.1
Mixed - Other	46	0.8	12	0.7	-0.1
Sikh	4	0.1	-	-	(-0.1)
White – British	3326	53.8	1163	67.5	+13.7
White – Irish	189	3.1	49	2.8	-0.3
White – Other	540	8.7	157	9.1	+0.4
Total	6179	100	1722	100	0

The table shows that the 'White-British' category is over represented in the survey sample by 13.7%. There is a small under representation of Black/Black British – African (2.9% less than population) and Black/Black British – Caribbean (2.1% less than the population).

To ensure that the views of all are considered in the Travel Plan, focus groups will be fully representative of all TfL Staff ethnic groups.