

# Tomorrow's TfL: The Youth Panel's vision for the future

Recommendations following the TfL Youth Panel Exploration into the intersection of equity, diversity and inclusion with environmental sustainability.

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Supported by



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# Executive Summary

# 1 Executive summary

## Exploration Recommendations

Transport for London (TfL) is as a leading force in sustainable development, focusing on walking, cycling, and public transport, as well as having a large sustainable property development portfolio. TfL already has a strong commitment to creating a sustainable, equitable and just society, but given its scale and standing there is still significant potential for it to do more.

Over the last year, we, the TfL Youth Panel, undertook an in-depth exploration into the

intersection of equity, diversity and inclusion with environmental sustainability, through interviews, workshops, discussions and desktop research.

Our preliminary findings led to further enquiries, culminating in [public hearings](#) with experts from various sectors at London's City Hall in 2022. After thorough analysis and deliberation, we formulated a set of recommendations, presented in this report, grouped under four themes:

### Community outreach

1. **Approach to community engagement:** TfL should improve its approach to developing place-based projects, by strengthening its early and ongoing community consultation and engagement.
2. **Young Travel Ambassadors:** TfL should establish and manage area-based Youth Travel Ambassadors across London.

### Inclusive decisions

3. **Citizens' Assembly:** TfL should create a standing Citizens' Assembly to improve its approach to proposals for sustainability issues that can be addressed by or are impacting TfL.
4. **Representation at TfL board meetings:** There should be TfL Youth Panel representation at TfL Board meetings, committees, and panels.
5. **Diversity of delivery:** TfL should ensure and evidence that all investment decisions consider Equity, Diversity & Inclusion and Environmental Sustainability.

### Embracing opportunity

6. **Opening land and buildings to communities:** TfL should support communities to make more use of its underutilised land and buildings.
7. **Communications:** TfL should enhance and diversify its approach to communications across platforms to improve the targeting of wider audiences and the inclusion of sustainability issues.

### Equitable futures

8. **Barriers to inclusive sustainable travel:** TfL should publish its plans on how it will do more to reduce the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds.
9. **Climate change impacts:** TfL should identify and target interventions to reduce inequalities between different communities in relation to impacts of flooding and extreme heat risk across London's transport network and the TfL estate.

### Who are the TfL Youth Panel?

We are a dedicated advisory panel of young people between the ages of 16-25 who travel in London and are passionate about improving transport.

We act as a voice for young people within TfL, holding TfL to account and offering critical insights about what does and doesn't work for young people. Nearly a third of Londoners under 25 years old. We work with TfL teams to propose ambitious solutions to transport issues, and support, inspire, and advocate for young people to have a stake in London's future.

In the last year, we have worked with TfL teams on policies such as ULEZ, Superloop and the Central London Bus Review, as well as communications strategies such as TfL's public consultation and social media approach.

Our governance structure and priorities revolve around three core values: Safety, Inclusion, and Sustainability, mirroring TfL's Vision and Values. Find out more here: [tfl.gov.uk/youthpanel](https://tfl.gov.uk/youthpanel)

### Sustainability Exploration 2022-23

For the last 12 months, we have carried out an exploration into the intersection between the fields of Environmental Sustainability and Equity, Diversity and Inclusion.

The exploration involved interviews and public hearings with experts and thought leaders across these areas, including leading research bodies, consultancies, private and public sector bodies and non-profit organisations. From our preliminary research and workshops, we gained a foundational insight into the exploration topic. This led us to compile a list of questions, aiming to delve deeper and broaden our perspectives on the subjects.

We then invited a diverse range of witnesses (see the acknowledgements of this report) to public hearings held at London's City Hall at the end of 2022. You can watch the full recordings of these public hearings here:

<https://madeby.tfl.gov.uk/2022/11/28/tfl-youth-panel-exploration/>

Having carefully reviewed the insights from the hearings and complemented them with additional research, we compiled an extensive list of potential recommendations. We then prioritised these suggestions, grouping them into coherent themes, leading to the final set of recommendations that we are presenting in this report.

Our primary aim with this exploration was to drive tangible and lasting change. We see this report as the beginning of a broader conversation among all Londoners, with a specific emphasis on engaging the younger generation. We want to make clear that everyone, irrespective of age or background, has a role to play in shaping our city. It's essential that our voices, especially those of the younger populace, are acknowledged and factored into decision-making processes. We believe that together, we have the power and agency to shape the future we wish to see.

### Next Steps

We envisage this report as the start of a wider dialogue among Londoners and we hope it will energise discussion and result in positive impact. It is imperative that all voices, particularly the young, influence the city's decision-making, as we collectively shape our desired future. We look forward to receiving TfL's response to our recommendations.



## 2 Background

### The Future We Choose

While human progress over the past two centuries has led to remarkable advancements in technology, medicine, and overall quality of life, it has come with a significant caveat: the benefits have not been uniformly distributed across the global population and it has come at the cost of significant degradation of the natural environment.

The rapid industrialisation, urbanisation, and globalisation that propelled humanity forward have simultaneously resulted in deforestation, loss of biodiversity, pollution of air and waterways, and the exacerbation of climate change. This paradoxical relationship underscores the need for sustainable development that harmonises human advancement with ecological preservation.

# Environmental Decline



## Climate Change

The global average temperature for **July 2023** was the hottest month since records have been kept and **likely the hottest in 120,000 years**.

(Source: [World Meteorological Organisation](#) and [Scientific America](#))

## Biodiversity loss

Populations of mammals, birds, fish, amphibians, and reptiles have **declined by 68% on average since 1970**. The UN's IPBES stated in 2019 that approximately **one million species are currently at risk of extinction**.

(Source: [The World Wildlife Fund Living Planet Report 2020](#) and [Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services](#))



## Extraction and waste

Between **1972 and 2021**, global virgin material extraction rose from **29 billion to 101 billion tonnes a year** and expected to rise to between 170 and 184 billion tonnes per year by 2050. The **reuse of materials is also declining**, from **9.1% in 2018 to only 7.2% in 2023**.

(Source: [Circularity Gap Report 2023](#))

## Pollution

The total mass of plastics on the planet is now over **twice the mass of all living mammals**, and roughly 80% of all plastics ever produced remain in the environment.

(Source: [Stockholm Resilience Centre](#))



## Air quality

Air pollution accounts for an estimated **7 million premature deaths globally** every year. In 2019, **99% of the world population** was living in places where the WHO's strictest 2021 air quality guideline levels were not met.

(Source: [UN Environment Programme](#))

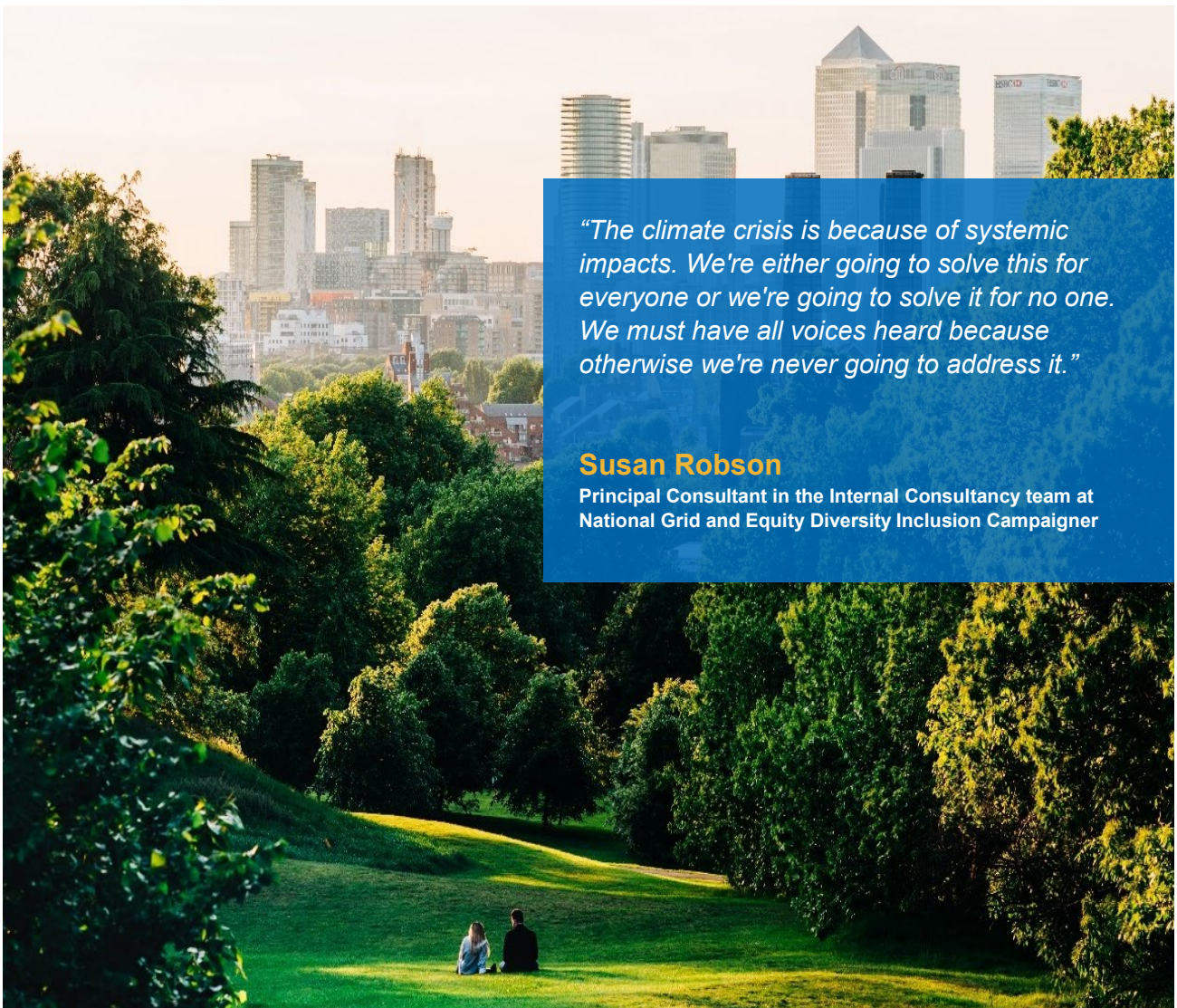
## BACKGROUND

Environmental decline and pollution, while universally detrimental, disproportionately affect certain populations and often exacerbate existing societal inequities. Vulnerable groups, such as low-income communities, indigenous peoples, and minorities, frequently bear the brunt of environmental hazards due to their location, limited resources, or systemic marginalisation.

Whether it is exposure to pollutants, the frontline effects of climate change, or diminished access to clean resources, certain communities often face heightened risks whilst being relatively less able to mitigate or adapt to them. Recognising and addressing these disproportionate impacts is essential not only for environmental justice but

also for the broader pursuit of global equity and sustainability.

The impacts of climate change, deforestation, and biodiversity loss are evident in rising food insecurity, elevated health risks from vector-borne diseases and heat stress, and increased frequency and severity of natural disasters. These environmental pressures are hampering economic growth, especially in lower-income countries, where they often lead to forced migrations and jeopardise social stability. As our natural environment deteriorates, people's health and wellbeing are being affected and communities are being uprooted every day, underscoring the urgency for sustainable solutions to protect our future.



*“The climate crisis is because of systemic impacts. We’re either going to solve this for everyone or we’re going to solve it for no one. We must have all voices heard because otherwise we’re never going to address it.”*

**Susan Robson**

Principal Consultant in the Internal Consultancy team at National Grid and Equity Diversity Inclusion Campaigner

### Explainer: What is Sustainability?

Sustainability refers to the principle of meeting present needs without compromising the ability of future generations to meet their own needs. It encompasses three main pillars: economic, environmental, and social. By properly considering all these pillars together, societies can achieve long-term ecological balance, resource conservation, and social equity. In essence, sustainability seeks a harmonious coexistence between humans and nature for the indefinite future.

# Disproportionate Impacts



## Gender

Women and girls are more vulnerable to the impacts of climate change. **Unchecked, climate change will push up to 130 million people into poverty** over the next 10 years and **women make up an estimated 80 %** of people displaced by climate change.

(Source: [The World Bank](#) and [Gender Climate Tracker](#))

## Income

Air pollution affects 94% of the global population, with **80% in low-to-middle-income countries**. 716 million **poor individuals face unsafe PM2.5 levels**. In outer London, just 29% of residents in areas with the lowest NO2 concentrations come from a Black Asian and minority ethnic background, while this figure stands at 44% in inner London.

(Source: [Rentschler, Jun; Leonova, Nadia. 2022. Air Pollution & Poverty](#) and [Air Pollution & Inequalities in London - Update 2023](#))



## Mental Health

Levels of eco-anxiety (defined as a chronic fear of environmental doom) are growing, particularly among children and young people. A survey by UNICEF found that **69 percent of young people aged 9 to 18 across 14 countries are worried about how climate change will affect their lives**.

(Source: [United Nations Children's Fund](#))

## Ethnicity

The average proportion of people of colour in high-risk neighbourhoods for heat is 28% compared to a national average in English neighbourhoods of 9.5%. In London, **Black, Asian and minority ethnic populations of more than 50 per cent are more likely to face the highest climate risk**, including flooding, exposure to toxic air, heat risk and limited access to green space.

(Source: [Friends of the Earth](#) and [Bloomberg Associates](#))



## Disability

Disabled people are **likely to experience the effects of climate change more acutely** compared to those without disabilities. Disabled people are also more adversely affected by climate change because a disproportionate number live in poverty.

(Source: [Friends of the Earth](#) and [Bloomberg Associates](#))

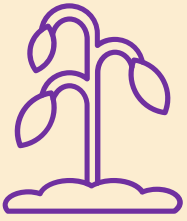
## Explainer: What is EDI?

Equity, diversity, and inclusion, often abbreviated as EDI, are fundamental principles aimed at promoting fairness, valuing differences, and ensuring everyone has an equal opportunity to participate and prosper.

- **Equity** refers to ensuring fairness and justice in processes, systems, and opportunities, recognising that different individuals may require different levels of support to achieve similar outcomes.
- **Diversity** celebrates the variety of backgrounds, experiences, and perspectives within a community or organisation, encompassing ethnicity, gender, age, socio-economic background, religion, abilities, and more.
- **Inclusion** is about creating environments in which everyone feels valued, respected, and able to fully participate, ensuring that every individual's voice is heard and considered.



# — Reversal of Human Progress —



## Decline in Food Security

The shifting climate is impacting agricultural productivity, with **increases in droughts, floods, and temperature variations reducing crop yields** in particular regions. As stated by the UN's Food and Agriculture Organisation (FAO), after a prolonged decrease, **global hunger seems to be rising again**, with climatic variability being a primary factor.

(Source: [UN's Food and Agriculture Organisation](#))

## Increased Health Risks

The World Health Organisation (WHO) predicts that between 2030 and 2050, climate **change will result in an estimated 250,000 additional deaths annually** due to malnutrition, malaria, diarrhoea, and heat stress. Alterations in climate can further aggravate the spread of vector-borne illnesses.

(Source: [World Health Organisation](#))



## Economic Contraction

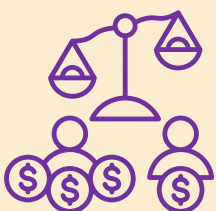
Persisting unmitigated global warming could result in a **23% decline in GDP per capita by 2100 worldwide**. According to the Stern Review, the annual cost of tackling climate change would be about 1% of global GDP (later revised to 2% in 2008), while the cost of not tackling it would be equivalent to **losing at least 5% of global GDP each year, now and forever**. Global GDP could decline by **2.7% per year by 2050 due to land-use change and terrestrial biodiversity loss alone**.

(Source: [Nature Journal](#) and [UK Economics climate change stern review](#) and [Economics of biodiversity Dasgupta review](#))

## Migration and Displacement

As per the Internal Displacement Monitoring Centre (IDMC), solely **in 2019, weather-induced hazards, such as storms, floods, and droughts, displaced approximately 24 million individuals**. Climate-driven migration is becoming a pressing issue, with rising sea levels and a heightened frequency of extreme weather events endangering numerous communities.

(Source: [International Displacement Monitoring Centre](#))



## Wealth inequality

Wealth and income inequality are worsening, particularly in higher-income countries like the United States and Europe. This matters because the wealthy tend to hold the power and therefore control distribution of limited resources, resulting in increased health and social problems. According to a report by Oxfam, the **richest 1% captured 54% of new global wealth over the past decade, but this has accelerated to 63% in the past two years**.

(Source: [APA. Piketty, T. Capital in the twenty-first century 2017](#) and [Oxfam](#) and [Wilkinson & Pickett 2009](#))

## Navigating The Path Ahead

The multifaceted challenges we face today - from the climate and ecological crises to rising social injustices and the emergence of authoritarian tendencies - can indeed cast a daunting shadow on our collective future. The constant stream of alarming headlines, statistics, and images can lead many to experience feelings of overwhelming anxiety. Worse yet, these concerns can cultivate profound sentiments of moral injury and can be a catalyst for depression, particularly when individuals grapple with their role, or perceived lack of it, in the face of such monumental issues.

*“Being in a situation where you have a feeling of high responsibility and low control can be very stressful. Where young people can see that things need to be done and if they feel they're not being done, evidence from other contexts tells us that these are the sorts of circumstances that can lead to increased stress.”*

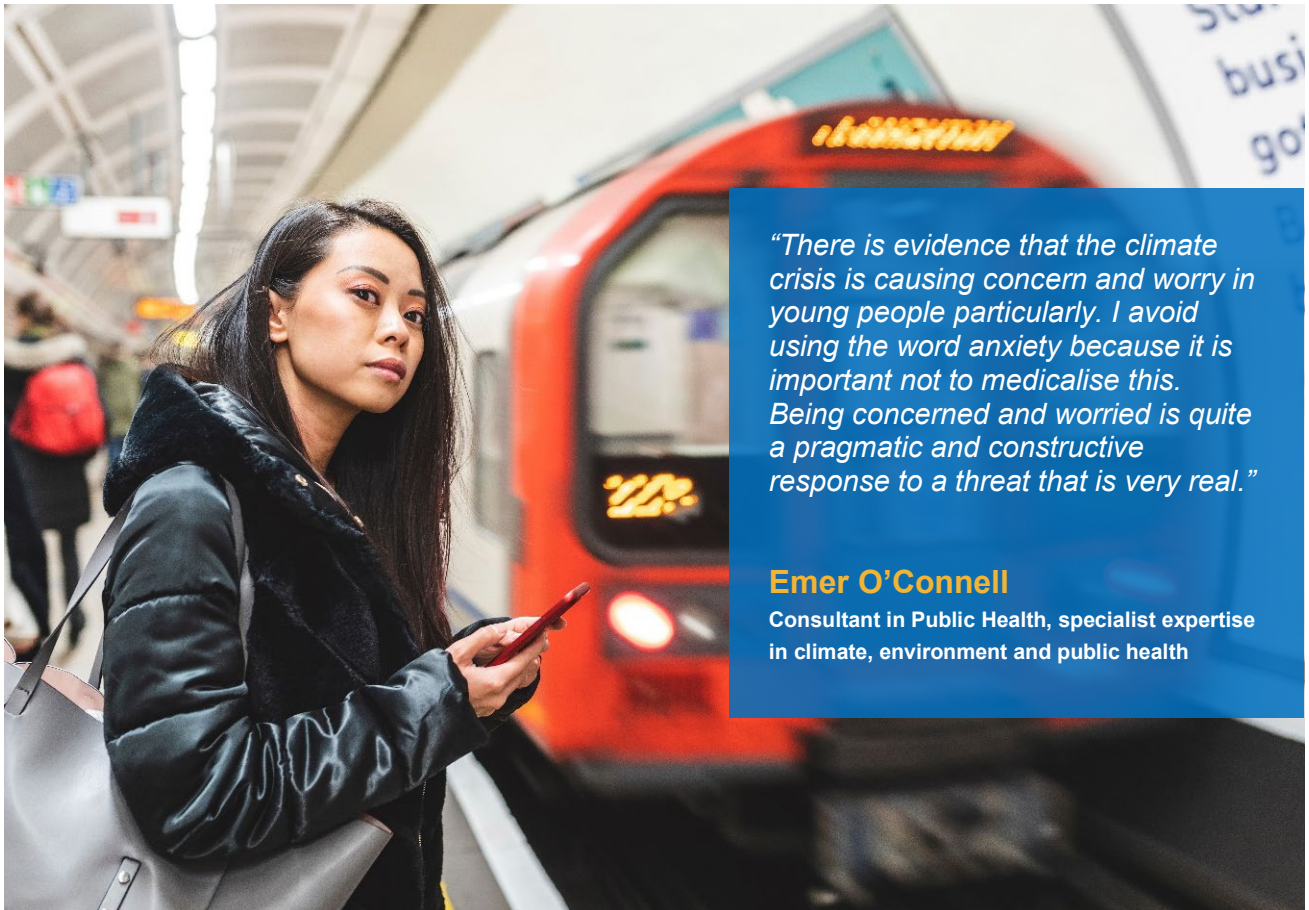
**Emer O’Connell**

Consultant in Public Health, specialist expertise in climate, environment, and public health

Yet, it's crucial to harness a positive mindset amidst the gloom and channel our energies proactively. Firstly, let's consider the broader picture. Unlike other potential global catastrophes – such as pandemics, world wars, or even the catastrophic potential of an asteroid impact – we have an in-depth understanding of climate change. Its mechanisms, the pace of its progression, and its impending impacts are no mysteries.

It is arguably one of the most researched and documented issues in contemporary history. Similarly, there's a burgeoning body of research delving deep into ecological, equity, diversity and inclusion issues. Notably, climate change serves as a unique unifier on the global stage; the United Nations Framework Convention on Climate Change (UNFCCC) is testament to this with 198 signatories, showcasing active participation from almost all countries in the world and exemplifying international cooperation.

Secondly, it is essential to perceive the push for sustainability not just as an unavoidable obligation but as a pivot towards a future where health, wellbeing, and the revitalisation of our natural world stand as humanity's guiding beacons. It is not merely about mitigating damage but also about envisioning and creating a world that thrives in harmony.



*“There is evidence that the climate crisis is causing concern and worry in young people particularly. I avoid using the word anxiety because it is important not to medicalise this. Being concerned and worried is quite a pragmatic and constructive response to a threat that is very real.”*

**Emer O’Connell**

Consultant in Public Health, specialist expertise in climate, environment and public health

## Explainer: What is Moral Injury?

Moral injury in the context of climate change refers to the profound emotional and psychological distress felt by individuals who perceive themselves, their community, or their generation as complicit in the degradation of the environment, whether through action or inaction. Several factors can contribute to this sense of moral injury:

- **Witnessing Environmental Degradation:** Seeing the tangible impacts of climate change, such as the loss of natural habitats, species extinctions, or extreme weather events, can evoke feelings of guilt, shame, and helplessness.
- **Perceived Inaction:** Individuals may feel distressed if they believe that not enough is being done to combat climate change, be it on a personal, community, or governmental level.
- **Generational Guilt:** Younger generations might feel let down by older generations whom they view as having contributed more significantly to the problem without taking adequate corrective measures. Conversely, members of older generations may feel remorseful about the legacy they're leaving behind.
- **Complicity in Systems:** Even those who are passionate about environmental causes can feel conflicted if they engage in systems that contribute to climate change, such as using fossil fuels, eating intensively farmed meat, or producing waste.
- **Conflict with Others:** Challenging others about their environmental actions or advocating for climate action can lead to social tensions, causing individuals to question their approach or feel isolated.

The journey to sustainability also beckons the creative spirit that is deeply embedded within the human psyche. This transition is not about stringent restrictions but about imaginative innovation. It is about designing solutions, crafting narratives, and reimagining our relationship with the planet.

On that note, let us not forget that we are already amidst this transformative journey. For example, we are at the nascent stages of what promises to be a rapid acceleration in the adoption of low-carbon technology.

Capital investment, once entwined with carbon-intensive industries, is now progressively navigating towards climate-conscious endeavours. This is shown by the burgeoning green bond

market and major investment funds divesting from fossil fuels.

We must work to make the transformation happen as quickly as possible to avoid the very worst impacts of climate change.

However, as we embrace these advancements and implement new solutions, we must ensure that we avoid creating new challenges and worsening existing inequalities.

While the challenges ahead are undeniably immense, so too is the promise of a better tomorrow. By embracing the transition to sustainability with creativity, cooperation, and a sense of shared purpose, we can navigate our way to a brighter, more harmonious world for all.



*“A motivating factor to keep me going is that if we want a better world, we must create it. We have to work hard for it and it is hard work, but it’s worth doing. People want to help people and want to bring about change.”*

**Beth Howgate**

Head of UK Influencing  
at Save the children

# Positive Transitions



## Increasing electric vehicle sales

More than 10 million electric cars were sold worldwide in 2022 and sales are predicted to grow by another 35% in 2023 to reach 14 million. This explosive growth means electric cars' share of the overall car market has risen from around 4% in 2020 to 14% in 2022 and is set to increase further to 18% this year. (Source: IEA Annual Global Electric Vehicle Outlook)

2022  10 million EV sales

2023  14 million EV sales (forecast)

## UK clean tech early-stage investment

£million

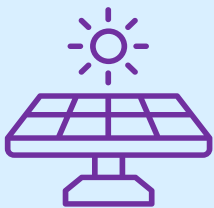


2017



2021

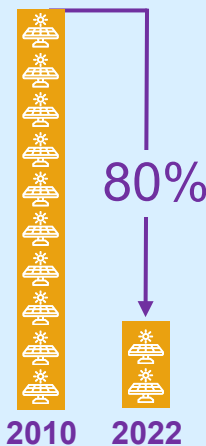
Early-stage investment in UK clean tech companies have risen from approximately £163 million in 2017 to approximately £420 million in 2021, an overall increase of 158%. (Source: UK Government)



## Falling cost of solar generation

The price of solar power has fallen by over 80% since 2010. Solar PV generation increased by a record 270 TWh (up 26%) in 2022, reaching almost 1,300 TWh. It demonstrated the largest absolute generation growth of all renewable technologies in 2022, surpassing wind for the first time in history.

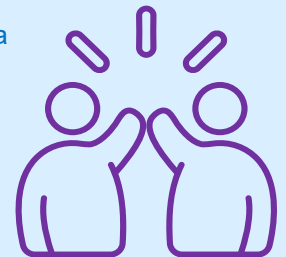
(Source: [World Economic Forum](#) and [IEA](#))



In recent years there has been a growth in direct democratic and deliberative democracies and evidence that democracies

with strong deliberative as well as strong direct democratic features perform better than other democracies

(Source: [Brigitte 2023](#) and [UCL](#))



*"There is an ever-increasing section of our grants portfolio that is dedicated to sustainability issues such as helping organisations reach Net Zero or take various initiatives become carbon neutral."*

**James Lee**

Member of TfL's Independent Disability Advisory Group, Member of the London Partnership Board and Mayor's Design Advocate

## BACKGROUND

### TfL: A Sustainable Future Awaits

For TfL, the pivot towards sustainability is not merely a step forward; it represents a colossal opportunity. At its very essence, TfL's primary mandate is sustainable transport – encompassing walking, cycling, and public transport. This commitment already places TfL ahead of many industries and organisations, uniquely positioning it in the forefront of sustainable enterprises.

*“There's a real shift to organisations becoming purpose driven. That's partly because it's the right thing to do for a lot of people and most people don't want to live in a society that leaves people behind.”*

**Susan Robson**

Strategy Director, Women's Engineering Society and EDI campaigner

The implications of this sustainable ethos stretch far beyond operational advantages. As the global community grows more environmentally conscious, and the workforce expresses growing preference to align with purpose-driven organisations, TfL continues to uniquely appeal to both current and prospective employees.

Being one of the world's largest integrated transport authorities, TfL runs most of London's public transport operations on a £10 billion annual budget. Additionally, its expansive influence in London extends to property holdings; as the city's third-largest landowner and second-largest landlord, TfL boasts a substantial property and development portfolio. With over £6.5 billion spent through its global supply chains and a workforce of approximately 27,000 direct employees (and an indirectly employed workforce exceeding 100,000), TfL's scope is immense. For those driven by purpose, TfL provides an unparalleled platform. Its breadth and depth present a golden opportunity to effect palpable change, with sustainability at the forefront.

**Yet, our exploration underscores an imperative: while TfL's strides towards sustainability are commendable, there remains an expansive terrain of untapped potential. The need to further this commitment is both evident and pressing. Through the recommendations outlined in this report, we are confident that TfL can turbocharge its journey towards a more sustainable future. In doing so, it will not only consolidate its position as a global leader in sustainable transport but will also ensure its continued relevance and desirability as an organisation for years to come.**

## Work with purpose

**87%**

of young people surveyed concerned (48%) or very concerned (39%) about climate change

**> 50%**

of employees, more likely to work for a company that provides resources & tools to become more sustainable

**66%**

of candidates want to work with organisations with values similar to their own

**57%**

of people aged 18 to 34 would prefer to work for an environmentally sustainable business

Source: [Right Management Insights](#) and [HR Review 2022](#), [Good Energy 2020](#) and [WSP / Savanta ComRes 2023](#)



3

# Community Outreach

### 3 Community Outreach

#### Introduction

London, celebrated for its rich tapestry of cultures, histories, and backgrounds, demands a unique approach to community engagement. Given its diversity, a one-size-fits-all solution simply doesn't suffice. It is paramount that the voices of all sections of society are heard, ensuring that no community feels side-lined. This calls for an outreach approach that is not only inclusive but also intersectional. Intersectionality ensures that

the overlapping identities of London's residents, whether racial, gender-based, socio-economic, or otherwise, are recognised and considered in the decision-making process.

Ultimately, the goal is to foster a sense of collective ownership and belonging amongst London's residents. When people feel they've had an active role in shaping decisions, they are more likely to support and champion the resulting solutions, leading to a more harmonious and cohesive community in the long run.



#### Recommendation 1

### Community engagement

TfL should improve its approach to developing place-based projects, by strengthening its early and ongoing community consultation and engagement.



It is imperative that TfL design transport solutions that cater not just to current users but also to those who presently stay away from the system. This requires a deep understanding of barriers that deter potential users from benefiting from public transport, walking and cycling and a comprehensive exploration of the reasons behind these obstacles.

From the outset, every TfL project should be infused with early and sustained community consultation and engagement. This ensures that the strategies and decisions adopted are not just representative but also inclusive and intersectional, resonating with London's diverse populace.

## COMMUNITY OUTREACH

### Details of Recommendation 1 - Community engagement

Allocating sufficient time for community engagement will allow TfL to gather feedback that accurately reflects London's diverse population. Through bespoke engagement strategies, they can involve groups that have historically been overlooked. The choice of medium, whether newspapers for older demographics or social media for younger ones, is vital. Moreover, materials should be versatile, offering options like large print, Braille, and multiple languages. Engagement methods should be varied, from virtual sessions to in-person meetings, and the timing should accommodate all schedules. Inclusivity, in both planning and delivery, remains paramount.

*"It is important to learn from lived experience and talk to people to co-design and involve communities as part of the process. Not just as a tick box exercise, but all through the process – setting the brief, designing implementing, making sure that it's tested and refined. That needs to be part of the process and part of that evolution in order that we can identify and address the gaps that the codes and standards will inevitably have."*

**Mei-Yee Man Oram**

Access and Inclusive Environments Lead, Arup

The primary goal is a holistic engagement approach. Utilising technology effectively is important, but ensuring that everyone, such as the less tech-savvy, is included is crucial. In-person venues should be universally accessible, from toilets to facilities for diverse gender identities. Engaging with individuals and larger community entities, like charities and schools, alongside ensuring the engagement team mirrors community diversity, will enrich the process, moving beyond mere tick-box exercises to genuine co-design.

TfL should prioritise transparency and inclusivity in its planning processes. Rather than presenting a pre-designed solution for public commentary, it would be more beneficial to source ideas and identify issues directly from the community. By doing so, TfL can harness the unique insights that come from the lived experiences of the community members, enabling the co-creation of intersectional solutions. This approach ensures

that improvements resonate deeply with the needs and aspirations of those who use the areas daily.

*"You need to make sure the colleagues from your organisation that are engaging with the community also reflect that community as much as possible."*

**Melania Santoro**

Director of Diversity, Equity, Inclusion & Belonging, Arcadis

TfL should delve into creative strategies that penetrate the heart of communities, harnessing elements of fun and enthusiasm. This would captivate individuals, making the process feel less like consultation and more like forging genuine relationships. By doing so, the foundation for trust is laid, fostering a collaborative spirit that is both engaging and enriching for all involved.

Engaging with young people requires proactive outreach. Merely organising an event doesn't guarantee their participation. Thoughtful planning is essential to determine the most effective promotional strategies to engage the city's younger populace. Events shouldn't be fleeting; they should aim to leave a lasting impact rather than momentarily appearing and vanishing. Local events, in particular, have the potential to attract a uniquely different audience.

*"Local authorities sometimes fixate on specific responses in surveys, potentially missing the broader picture. Engaging directly with the public provides a more nuanced understanding, as people often wish to discuss matters beyond the survey's scope. Encouraging people to share their views while walking the streets can be as valuable as indoor discussions, even though it might be challenging to incorporate such feedback"*

**Ollie More**

Senior Policy Officer for London, Sustrans



*“Consider individuals as contributors with agency rather than merely transaction-focused consumers. Recognise that consultation isn't the same as active participation. Instead of proposing solutions and then seeking feedback, it's crucial to observe and understand what people are already doing. By understanding how individuals travel and their experiences with the transport system, organisations can learn directly from real-world actions. Engage directly with people throughout the process, appreciating that they might already have developed effective approaches within the given context.”*

**Jon Alexander**

Director and co-founder of the New Citizenship Project



*“The saddest thing we've got in our lives is the way in which we undervalue people and how we accidentally restrict what they can do. How do we create playgrounds for adults and make those spaces where people can come together and refine the passion the energy and the joy that they've got for what they want to do? For an event we delivered recently, we encouraged a local company to donate eight tonnes of sand and created a beach next to a train station. Lots of people of all ages turned up, it was remarkable. Local events and adapted infrastructure can draw in audiences, allowing people to connect in their area, allow for good discussions and bring together a community”*

**Robin Hutchinson MBE**

Director of The Community Brain

## COMMUNITY OUTREACH

### Why we are making Recommendation 1 - Community engagement

Community engagement provides a clear understanding of stakeholder needs, making the decision-making process more informed. It aids in pinpointing the barriers and difficulties that users face, and accurately discerns their requirements and needs. Solutions rooted in real-world experiences invariably lead to enhanced outcomes.

When TfL plans future events, they must recognise that various event types attract distinct

demographics. There is a risk, depending on the subject matter, of repeatedly drawing the same attendees, which could stifle diversity of thought.

Moreover, by highlighting issues early in the design phase, it paves the way for significant time and cost savings. But perhaps the most significant benefit lies in relationship building. When the community feels involved and valued in the decision-making process, it fosters trust and credibility. This not only ensures their support for the present project but also establishes a foundation of trust for future endeavours.



*“The death of any event is somebody coming around with a clipboard asking whether you’ve enjoyed it or not and running through a series of questions. People remember the fun events, not the worthy events, and the fun events draw different people out. In doing these events it will allow for discussions that you wouldn’t normally have.”*

**Robin Hutchinson MBE**

Director of The Community Brain

## Civic Participation varies across demographics

In a 2022 survey, **34% of respondents** said they had engaged in some form of **civic participation at least once in the last 12 months**.

### When looking across demographics:

- Respondents who identified as **female were more likely to engage** in civic participation than those who identified as male (36% vs 32% respectively).
- Those **aged 75+ were less likely** to have engaged in civic participation (22%) than all other age groups (32 - 38%).
- Respondents identifying as being from an **Asian ethnic group were less likely** to have engaged in civic participation (29%) than those identifying from a white (35%) or mixed (41%) ethnic group.
- Those living in the **most deprived areas less likely** (27%) than those living in least deprived areas showed higher engagement (4th and 5th most deprived quintiles, both 37%).

Source [YouGov / Woodland Trust Survey](#)

## COMMUNITY OUTREACH

Community engagement needs to be firmly embedded from the outset of the design process, and it is vital that sufficient funds and resources are allocated to ensure its efficacy. We understand that funding is finite, but we believe that with the right balance, the benefit and avoided cost of later corrective action, increased support and engagement can result in a positive impact on TfL finances.

It is beneficial for the entire project team, especially policymakers, to actively participate in stakeholder engagement sessions. This direct interaction not only allows them to gain first-hand insights from the community but also fosters a foundation of trust and rapport with these groups.

*“Consultation is not participation. Even if you do it at every stage of a process, the nature of what we think of as consultation, is “we have figured out something, now let’s check”. If you flip the whole lens, then you look at what are people already doing in the world and how can our organisation learn from what they are doing.”*

### James Lee

Member of TfL’s Independent Disability Advisory Group, Member of the London Partnership Board and Mayor’s Design Advocate

## Recommendation 2

# Young Travel Ambassadors

TfL should establish and manage area-based Youth Travel Ambassadors across London.



TfL should create environments that encourage young people to explore London and open opportunities to access work, and recreational and educational opportunities in a sustainable manner. Increasing opportunities for younger users – ideally those aged 24 and under, aligning with

higher education age brackets – in the decision-making and planning processes of the TfL network, not only signals that their voices matter but also underscores the value of their contributions. Such inclusion ensures that devised strategies holistically cater to their unique needs.



*“The number of women involved in the cleantech sector, whether it’s in the areas of research and development, to whether it’s in the areas of commercialisation is very low. Equality is really important of and by itself, but we will not deliver the level of creativity and innovation that we need unless we do more to close the gender gap.”*

### Ashok Sinha

CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission

## COMMUNITY OUTREACH

### Details of Recommendation 2 - Youth Travel Ambassadors

Youth Travel Ambassadors (YTA) programmes can be transformative initiatives, conceived to empower members of our youth to actively engage with and influence the travel dynamics of a city. Schemes tend to handpick young individuals, passionate about travel and the intricacies of urban mobility, and offers them a platform to voice their ideas, concerns, and visions for the future.

Through this ambassadorial role, these young advocates work closely with decision-makers to shape a transport system that is not only sustainable but also responsive to the diverse needs of all its users. YTA programmes recognise the importance of young perspectives in creating more inclusive and forward-thinking transport networks.

YTA programmes often focus on those aged 11 to 18. However, there are benefits too in setting up a similar program for young people in other age ranges - 19 to 25 – bringing in those who may be in higher education or further education such as degrees and apprenticeships. This is important, because the experiences of this older group will differ from those who are school-aged.

Any YTA initiative must be reflective of the population it serves. It's vital that these groups resonate with young individuals, accommodating the varied commitments they juggle, whether academic, occupational, or personal. Given that experiences can differ based on geographical locations, ambassadors should represent a broad spectrum of local areas as well as the social-demographic diversity, ensuring that the initiatives capture the essence and needs of the entire city.

### Role of a Youth Travel Ambassador



### Case Study: Kent County Council Youth Travel Ambassador Course

Youth Travel Ambassador (YTA) run by Kent County Councils is a peer led programme which aims out to engage students aged 11 to 18 in implementing road safety initiatives in their school community with the aim of reducing casualties amongst young people on Kent's roads.

This includes discussion around:

- ✓ Safer, confident, and happier travel
- ✓ Understanding what the problems are
- ✓ Exploring what the solutions can be
- ✓ Understanding the impact
- ✓ Starting the campaign



The programme aims to empower students to identify their own areas of interest and then guides them through the planning process. Schools that complete the programme and submit a brief, can also seek up to £250 to make their ideas become reality.

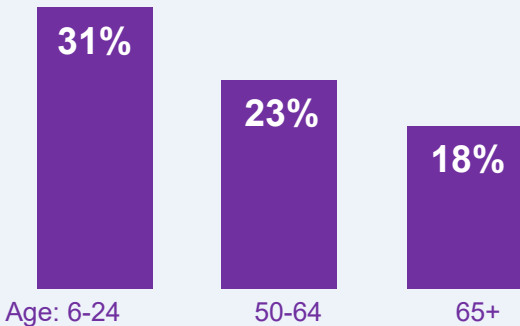
## COMMUNITY OUTREACH

### Why we are making Recommendation 2 - Youth Travel Ambassadors

Young individuals are deeply concerned and fervent about the ramifications of climate change, yet often lack the avenues to articulate their feelings. There is a pressing need for more platforms that facilitate their exploration and give them a voice on climate issues and solutions such as safe, affordable and sustainable transport.

Empowering the youth to voice their thoughts fosters community, inclusivity, and engagement, while also instilling a sense of stewardship for the world they are poised to inherit. By ensuring their voices are amplified, we not only tap into their innovative perspectives but also glean insights into the experiences of being young in London, which can profoundly shape TfL initiatives.

#### A higher percentage of younger people are 'very worried' about climate change:



Source: [YouGov / Woodland Trust Survey](#)

As well as incorporating the voices of young people into decision making, YTA initiatives also upskill and grow the confidence of young people throughout their wider communities (e.g., building relationships with local schools) – through the participation in campaigns and initiatives, communication with peers, and meeting and working with professionals in the transport industry.

*“There’s a lot of awareness among young people of the impacts that climate change will ultimately have on us and on the rest of the world. More can be done to harness the energy among young people who are very passionate about these issues.”*

**Anjali Raman-Middleton**

Co-Founder of Choked Up



Active travel for the school run instead of the car is vital for protecting young Londoners’ health and wellbeing. A [University of Cambridge study](#) shows that children who regularly walk, cycle or scoot to school are less likely to be overweight or obese, a result consistent across neighbourhoods, ethnicities and socio-economic backgrounds.

#### Green jobs are occupied more by white men compared to jobs in all sectors

All sectors	Male (54%)	Female (46%)
Green jobs	Male (66%)	Female (34%)
All sectors	White (64%)	BAME* (36%)
Green jobs	White (70%)	BAME* (30%)

\* Black, Asian, and Minority Ethnic

Source: [GLA Economics Labour Market Analysis](#)

A [University College London \(UCL\) study](#) found that active travel improves mental health over the life course, as the likelihood of young people having a mental health problem has [increased by 50 per cent over the last three years](#). Fewer cars also helps tackle the air pollution that leads to poor health outcomes and exacerbates conditions such as asthma, which affects nearly a [quarter of a million children in London](#).

Currently, the environmental and sustainability sector lacks adequate diversity. Engaging young individuals in programmes such as YTA can illuminate potential career paths in this realm. Ensuring an inclusive and diverse YTA programme can lay the foundation for a richer talent pool and enhanced diversity in the sector.



4

# Inclusive Decisions

## 4 Inclusive decisions

### Introduction

Modern life has created a sense that problems are for other people, organisations, companies, or institutions to fix. There is a tendency to see ourselves as simply ‘consumers’ of products and services, with our only agency being where we choose to spend our money or to complain (often

with an overwhelming sense of futility) when those products or services don’t meet our expectations.

There are alternatives to this story that exist today and have existed in the past, as well as more oppressive ones. The [New Citizen Project](#) articulate the concept of these stories in their ‘quickfire concepts’ table. We must be deliberative about which story we wish to help succeed.

### New Citizen Project Quickfire Concepts

Subject	Consumer	Citizen
Dependent	Independent	Interdependent
To	For	With
Duty	Rights	Purpose
Obey	Demand	Participate
Receive	Choose	Create
Command	Serve	Facilitate
Print	Analogue	Digital
Hierarchy	Bureaucracy	Network
Subjective	Objective	Deliberative
Religious	Material	Spiritual

Source: [New Citizen Project](#)

The fundamental truth is that there is more that unites us than divides us and this is the basis of the citizen story put forward by the New Citizen Project. It is essential, especially in today's fragmented world, to recognise and celebrate these commonalities, for they serve as a powerful

reminder of our interconnectedness and the strength that lies in unity. Indeed, when we focus on what we have in common and include everyone in decision making, we pave the way for greater understanding, collaboration, and progress.



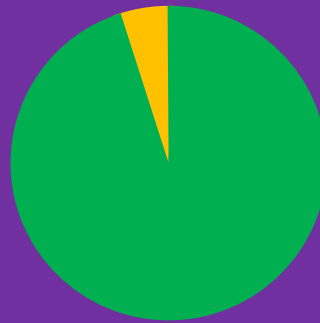
*“We have a crisis of loneliness because we’re working from a story that says we’re independent isolated individuals. We have a crisis of inequality because we’re working from a story that says society is a ladder you climb and a competition. We have an ecological crisis because we’re working from a story that says we’re separate from nature and should take from it. We’re not going to be able to solve those problems from within the consumer story. We must step into the Citizen story.”*

**Jon Alexander**  
 Director and co-founder of the  
 New Citizenship Project

## More that unites us than divides us



Of over **60 countries** and **140,000 people surveyed** about their moral beliefs and attitudes including people's values surrounding equality



**95%** of responses given by **women were mirrored by men**



**80%** of responses of individuals from **one nation were mirrored by those from another**

Source: [Journal of Personality and Social Psychology](#)

### Recommendation 3

## Citizens' Assembly

TfL should create a standing Citizens' Assembly to improve its approach to proposals for sustainability issues that can be addressed by or are impacting TfL.



TfL should create spaces and frameworks that encourage broad and meaningful participation of Londoners in the creation of bold and progressive action for sustainability. One such approach, growing in popularity in the UK and internationally, is the creation of citizens' assemblies to consider difficult and complicated policy issues.

A citizens' assembly is a group of people, brought together to learn about and discuss an issue or issues and reach conclusions about what they think should happen. The assemblies enable decision-makers to understand people's informed and considered preferences on issues that are complex, controversial, moral, or constitutional.



*"Young people are very much engaged with the impacts of climate change, we will be living with these impacts for the rest of our lives, and we recognise there is more that can be done, organisations could be doing more. Youth panels are really good way to engage young people, they give young people a platform within the organisation to have a voice at the table."*

**Anjali Raman-Middleton**

Co-Founder of Choked Up



## INCLUSIVE DECISIONS

### Details of Recommendation 3 - Citizens' Assembly

Citizen's assemblies can be set up to consider a particular issue and drawn to a close after they have made their decisions, or they can be standing assemblies used to consider a series of issues over time. Governments, parliaments, and local authorities around the world are increasingly using citizens' assemblies in their work.

Citizens' assemblies have several key features including:

#### Who takes part:

Assembly members are representative of the wider population. For a standing citizens' assembly, this often involves new cohorts being selective for each topic to be deliberated.

#### The assembly process:

Assembly members go through a three-stage process of:

- 1 Learning
- 2 Discussion
- 3 Decision-making

#### The information provided:

The evidence presented to assembly members during the learning phase is balanced, accurate and comprehensive.

#### Independent facilitation:

The assembly is not facilitated by the organisation that commissioned the assembly.

# Examples of Citizen Assemblies



The **UK Parliament** commissioned its first citizens' assembly, the Citizens' Assembly on **Social Care**, in 2018. ([Find out more](#))



Climate Assembly UK

THE PATH TO NET ZERO

**Climate Assembly UK** was the first UK-wide citizens assembly on **climate change**. It was commissioned by six House of Commons Select Committees and published its final report in September 2020. ([Find out more](#))

**Greater Cambridge** Citizens' Assembly On Congestion, **Air Quality** And Public Transport 2019. ([Find out more](#))



GREATER CAMBRIDGE PARTNERSHIP



Brussels Citizens' Assembly

The **Brussels** Citizens' Assembly is the first Brussels political institution made up entirely of citizens drawn by lot. **Each semester, its members deliberate on subjects** falling within the competence of the Brussels region. ([Find out more](#))



PARIS

**Paris** became the first major European city to institutionalise a full-scale model of deliberative democracy by creating a **standing citizen assembly** of 100 randomly selected by representative group of residents with a **budget of 100 million Euros** and the ability submit current affairs questions to the City Council in the same way that elected councillors can. ([Find out more](#))

**London Borough of Kingston** Citizen Assembly on **Air Quality** 2020. ([Find out more](#))



The **Camden Climate Citizen Panel** is made up of 15 people who live and work in Camden. It was set up to help review and advise on the progress of Camden's **Climate Action Plan**. The panel was created as a direct **recommendation of Camden's Citizens' Assembly** on the climate crisis. ([Find out more](#))

## INCLUSIVE DECISIONS

### Why we are making Recommendation 3 - Citizens' Assembly

Like many organisations, TfL will face sustained and evolving challenges in the context of the deepening climate and ecological crises and need to accelerate progress on equity, diversity and inclusion within TfL, its supply chain, its customers, and wider London.

The creation of a TfL standing citizens' assembly would establish a space for measured, evidence-based, inclusive, and deliberative decision-making as it rises to the significant challenges ahead. The citizens' assembly should be independently facilitated and make recommendations for TfL, allowing challenging topics and bold solutions to be explored with more separation from the day-to-day politics of an organisation such as TfL.

We acknowledge that this presents challenges for TfL, given that it may be hard for it not to accept

the recommendations made by the citizens' assembly, particularly if it is clear all evidence and aspects of an issue has been properly explored and considered. As with other standing citizens' assemblies, it will be for TfL as the commissioning body, most likely via the TfL board, to set out a forward programme for issues to be deliberated by the assembly as part of a commissioning process. This at least retains some control, but ultimately that is the point of citizens' assemblies – to let go and give agency and a voice to those communities served by that organisation.

We also recognise that commissioning, employing an independent facilitator and providing evidence for the citizens' assembly will have resource implications. However, we strongly believe the benefits it will bring, helping to accelerate sustainability at TfL and for London more broadly, will ultimately support TfL's long-term financial sustainability.

## The positive effects of Citizens' Assemblies



**Building trust:** Participants understand the work of politics better. They also come into contact with each other beyond information bubbles and echo chambers.

**Time and space for real debate:** The social, economic, and overall societal consequences of measures can be well thought through and discussed.



**Signpost function:** Politicians understand the population better and know exactly where the citizens can and want to go with concrete measures. Solutions with majority support become visible.



**More than opinion polls:** Citizens' assemblies enable more in-depth discussion of issues, expert knowledge, debate, and personal exchange.

**Involvement of all:** The phenomenon that certain social groups participate little in politics is reduced. This is ensured above all by the sortition procedure, but also by the payment of loss of earnings, support for childcare, care of relatives and translation.



**Lobby control:** The procedure is transparent and not very susceptible to lobby influence.

**Valuing:** The discussion is fair and fact-based. When people meet each other directly, hate speech and fake news hardly stand a chance.



**Support:** The results support parliaments and councils in decision-making processes.

Recommendation 4

# Representation at TfL board meetings



There should be TfL Youth Panel representation at TfL Board meetings, committees, and panels.

The TfL board holds the executive to account for delivery of its Business Plan and operational and budgetary performance. They are central to setting the policies, strategies, budgets, and broader agenda for TfL and the subsequent outcomes for Londoners. The board comprises a diverse mix of professional experts from various fields. However, in 2023, the board exclusively comprises older people, meaning in terms of representing the age range of Londoners, it lacks diversity.

### Details of Recommendation 4 – Representation at TfL Board meetings

The TfL Board meets on a quarterly basis and board members also sit on various panels and committees that help to scrutinise and guide TfL in everything it does. It could be too much to invite a young person to become a full TfL board member as this would place a lot of burden on one person, for example due to the required time commitment and potential interview selection process.

Instead, we propose that a place is made available for a TfL Youth Panel member to attend any public TfL board meetings, including wider panels and committees, and be able to ask questions of TfL colleagues present and the Mayor, as chair of the TfL board, to scrutinise in the same way full TfL board members can. As they would not be full Board members, they would not hold the power to vote on decisions.

*“Inclusion of everyone’s voice is so important, because otherwise people in charge advance policies which are based on their own experiences and prejudices.”*

**Ashok Sinha**  
CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission

The TfL Youth Panel would work together ahead of meetings to formulate questions they wish to ask in response to published papers and would be able to rotate who attends, thereby reducing the burden on individuals and ensuring a level of attendance.

### Why we are making Recommendation 4 – Representation at TfL Board meetings

Inclusive and diverse organisations consistently outperform their peers. They bring together a mix of people with various backgrounds and perspectives, inclusion ensures these diverse viewpoints are valued, heard, and leveraged. They are less likely to engage in groupthink and they foster more innovative and resilient environments that make faster decisions with better outcomes.

Young Londoners are a vital stakeholder in the city's present and future. 30% of Londoners are under 25 years old. They will be living with the consequences of current decisions for decades to come. It is only fair and logical that they have a say in the shaping of their future environment, infrastructure, economy, and society.

Including a TfL Youth Panel member at TfL board meetings will not only likely improve performance and progress toward strategic goals, but it will also send a strong signal about the type of organisation TfL is. It will demonstrate to existing and future young colleagues and customers that they are valued. This powerful engagement is essential for the success of TfL and London.

**Organisations with inclusive cultures are:**

- 8x** more likely to achieve better **business outcomes**
- 6x** more likely to be **innovative or agile**
- 3x** more likely to be **high performing**
- 2x** more likely to **meet financial targets**

Source: [Deloitte Review 2018. The diversity and inclusion revolution](#)

Recommendation 5

# Diversity of delivery

TfL should ensure and evidence that all investment decisions consider Equity, Diversity & Inclusion and Environmental Sustainability.



Governments, businesses, and society generally need to get better at understanding quantifying the impact of their decisions in terms of the health and wellbeing of people and nature. There is still much to be done to prepare TfL for increased scrutiny and accountability for its decisions based on social and environmental outcomes. A commitment to improvement needs to permeate every level, influencing day-to-day decisions, especially with a broader range of environmental outcomes and the impacts on equity, diversity, and inclusion

## Details of Recommendation 5 - Diversity of delivery

TfL already undertakes Integrated Impact Assessments (IIA), which include Equality Impact Assessment (EQIA) and Environmental Impact Assessments (EIA) for large infrastructure projects or significant policy interventions such as the Ultra-low Emission Zone (ULEZ). Indeed, in that regard, it arguably has a world leading ability to quantify the environmental, health and social-economic impacts of London-wide air quality policies.

*“A common exercise with business cases is to carry out cost benefit analysis. Within that, EDI or wider social value is not well reflected in the assessment. However, the key question how to monetise social value so it can form part of the cost benefit analysis, and do we want to do that?”*

### Oscar Wong

Manager at Deloitte, London Mayor’s Young Professionals Panel and London Young Planner of the Year

The Mayor’s Transport Strategy outcomes are focused on social and environmental sustainability in relation to aspects such as reducing carbon emissions, reducing air pollution, making the network more accessible, increasing active travel and road safety. Many of these outcomes will improve equity and equality because of the existing disproportionate and unjust environmental and health inequalities across London’s diverse population.

*“Transport plays such a pivotal role, one of the biggest interventions is to reduce air pollution exposure and target interventions where it is at its highest, particularly where there are vulnerable populations. Children are an important vulnerable population, if you are exposed to air pollution at a time when your lungs are developing, it can increase the likelihood of you have poorer lung health later in life. That impetus to act quickly in places where young people are exposed to high air population in London is important.”*

### Emer O’Connell

Consultant in Public Health, London Mayors Office

However, TfL should improve its ability to consistently quantify equity, diversity, and inclusion more directly as well as its ability to quantify more granular - and a broader range of - environmental outcomes. The measures should be developed so they can be applied to increasingly smaller investment decisions overtime. They should be quantified and evidence-based with tools to make this easy and standardised. The evidence and tools should be shared publicly to improve transparency about how decisions are made and allow other organisations to learn from TfL’s progress.

## Why we are making Recommendation 5 - Diversity of delivery

There are no agreed consistent and robust metrics to measure equity, diversity and inclusion or environmental sustainability outcomes at an organisational or societal level. Furthermore, the most widely used and agreed proxy for measuring progress of nations (and the contribution of people, businesses, and organisations to it) is Gross Domestic Product (GDP), which has widely accepted flaws and can lead to perverse outcomes.

## INCLUSIVE DECISIONS

GDP is essentially the value of goods and services exchanged within a nation's monetised economy in one year. However, as the economist Kate Raworth highlighted, GDP does not capture all essential activity, underlying assets or the distribution of goods, services and assets.

Kate puts forward three broad shifts needed to reach a concept of economic development that won't keep leading us into environmental and social crises:

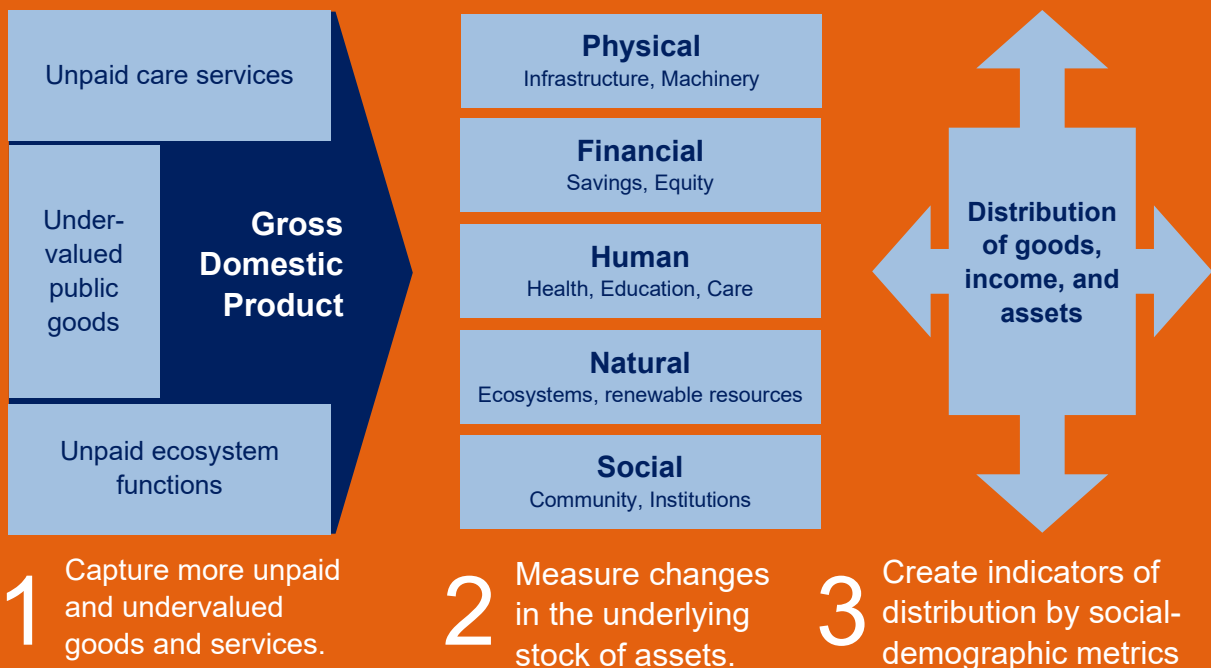
**1. From monetised to un-monetised goods and services too:** Take account of the value of goods

and services that contribute so much to wellbeing but that fall outside of the monetary economy.

**2. From goods and services to underlying assets and debts:** Measure changes in the underlying stock of assets, wealth, or capital from which all goods and services flow.

**3. From averages and aggregates to distribution:** Create data and indicators that reveal the distribution of goods, services, and assets, across households by income, gender, ethnicity, disability, health etc.

## Better measures for better economic development



*"Some say we should forget GDP and jump straight to measuring wellbeing. I agree wellbeing measures are needed, but the economic description of the world is never going to go away, so rather than push it to one side, we should try to improve it."*

**Kate Raworth**

(Economist and Senior Associate at Oxford University's Environmental Change Institute)

## INCLUSIVE DECISIONS

Kate developed her proposed shifts in our economic development, into her famous visual framework for sustainable development, known as [Doughnut Economics](#), by combining the concept of planetary boundaries with the complementary concept of social boundaries.

It is important that TfL recognises the growing movement to improve the direct measure of social and environmental performance so that it can maintain its leadership role as a mature organisation with advanced data analysis, and decision and case making capability.

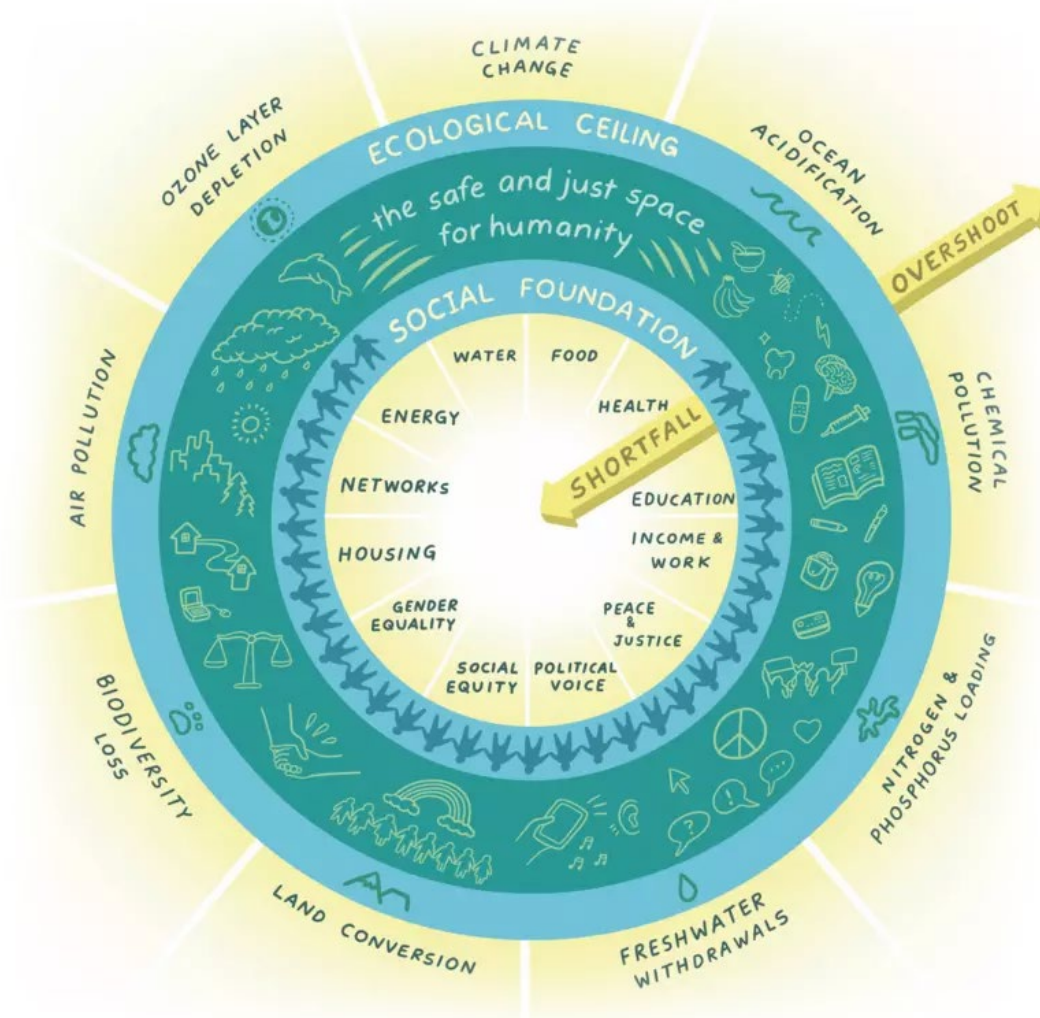
For example, Finland, Iceland, Scotland, Wales, and New Zealand are all members of the [Wellbeing Economy Governments partnership](#). The coalition aims to transform economies around the world to deliver shared wellbeing for people and the planet by 2040.

That means abandoning the idea that the percentage change in gross domestic product is a good indicator of progress, and instead reframing economic policy to deliver quality of life for all people in harmony with the environment.

In the UK, we are already seeing increased regulation to drive the improvement of consistent and robust measurement of outcomes beyond financial performance. For example, the [Taskforce on Climate Related Financial Disclosures](#) (TCFD) has been a significant step. The government has set out a roadmap for adopting TCFD as a legal reporting requirement. TfL voluntarily reported on TCFD in its [annual report](#) for the first-time in 2022, ahead of being legally required to do so.

The new sustainability standards created by the International Sustainability Standards Board (ISSB), builds on existing high-quality standards and frameworks, including the [Global Reporting Initiative](#) (GRI) and TCFD, and is creating a comprehensive sustainability reporting standard, which is [being adopted by the UK government](#).

Improving and quantifying social and environmental outcomes is crucial. Beyond its immediate impact progressing TfL strategic goals, by leveraging its extensive stakeholder networks and leadership position, there is an opportunity to disseminate knowledge, skills, and tools, aiding progress across the board.



Source: [Kate Raworth \(2017\)](#)



5

# Embracing Opportunity

## 5 Embracing opportunity

### Introduction

In today's world, the responsibility of large organisations extends beyond their primary focus. For giants like TfL, this means delving deeper, thinking creatively, and leveraging their substantial assets and reach to champion causes that resonate with the broader public good. To merely operate within the boundaries of one's core business is no longer sufficient or acceptable. Instead, pioneering sustainability strategies and promoting green initiatives should be an integral part of an organisation's ethos, particularly when its influence is as vast as TfL's.

However, the journey towards a more sustainable and equitable society is not linear, nor is it uniform. A city as diverse as London requires an equally varied set of solutions. Different communities, with their distinct needs and aspirations, will resonate with different approaches. Hence, the solutions put forth must be multifaceted, ensuring that they cater to the myriad shades of London's populace. It is not just about providing an equal platform or an equal starting point; it is about ensuring that everyone, irrespective of their background, has an equal chance to thrive.

### Recommendation 6

## Opening land and buildings

TfL should support communities to make more use of its underutilised land and buildings.



Every city has pockets of underused and underutilised land or buildings or worse distressed and decaying urban areas. These underused pockets weaken the city's image, liveability, and productivity. They are usually the result of changes in the urban growth and productivity patterns or poor management. TfL plays a significant and crucial role in thinking about the integration of land

use, built environment and transport simultaneously to maximise equity, diversity and inclusion, and environmental sustainability. As London's third largest landowner and second largest landlord, TfL has plenty of physical assets across London and there will be opportunities to open land and buildings to local communities for the greater good.

*"There has been merging of public and private space with some of the clients that we're working with. There is more appetite and opportunity, with a nudge from government or local authorities, for providing some of that private development back to the community. The bleeding between private and public space is really positive and we're likely to see much more of it in the future."*

**Mei-Yee Man Oram**

Access and Inclusive Environments  
Lead, Arup





## EMBRACING OPPORTUNITY

### Details of Recommendation 6 - Opening land and buildings

Adaptive reuse involves repurposing existing buildings, sections of buildings, or land for different functions. This approach ranges from preserving architectural heritage to bringing vacant structures back to life with practical roles. Experts in real estate estimate that within the next decade, 90 per cent of buildings will undergo renovations for adaptive reuse.

TfL should undertake a public review of how its buildings and land are already being used to benefit the community, such as [the community gardens on the London Overground network](#). They should seek to understand how these emerged, what makes them successful, how the community and TfL benefit and what challenges might exist.

They should invite the public to propose other ideas for opening up more land and buildings for community benefit beyond TfL's core purpose of sustainable transport. They should develop and publish a strategy for realising more opportunities with a process for communities to put forward and agree access and use. All examples should be

monitored to allow for continual learning and adjustment with robust systems for ensuring health, safety and other legal requirements are met.

### Why we are making Recommendation 6 - Opening land and buildings

Such initiatives empower the public and local communities to rejuvenate and reimagine unused spaces. By doing so, they can craft spaces that resonate with their desires and needs. This aligns with the government's push for development on brownfield sites and the creation of aesthetically pleasing structures that mirror local tastes. It presents a significant opportunity for TfL to help progress sustainability and build strong and resilient communities.

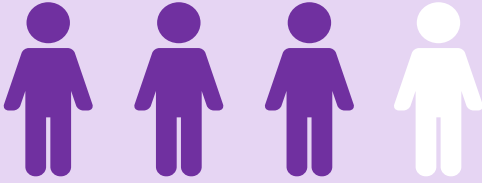
Under the radar there are already flourishing and transformative community initiatives to pool resources and create shared low-carbon energy, housing, and natural assets. These groups have shown that they can increase community wealth and create thriving places while addressing the climate crisis.

## Case studies

- ✓ Social housing schemes such as the **Goodwin development in Hull**, which has renovated 60 abandoned houses to create affordable family eco homes that require little or no energy to heat or cool. The community has also brought a water recycling system into collective ownership, and the trust is **developing 40 more social homes**.
- ✓ Reclaiming derelict land such as the **Malls Mire woods on the south side of Glasgow**, formerly plagued by litter and fly-tipping. It has now been transformed into a thriving woodland and **community gardens** to grow vegetables and fruit, and hosts school clubs and holiday programmes.
- ✓ **Repair cafes** that are popping up around the country. **In Derbyshire alone there are 16** that offer a free meeting space, tools, and materials to help people make repairs to clothes, furniture, and electrical appliances, reducing their consumption of new products and therefore their emissions.
- ✓ Renewable energy projects such as the **Ambition Lawrence Weston community group**, based in an area of Bristol with high levels of fuel poverty. It is a partner in Bristol Energy Cooperative's local solar farm and is establishing its own community-owned renewable energy project with plans for a giant wind turbine that, once complete, will power 3,850 homes, saving 1,965 tonnes of CO<sub>2</sub> and return a **profit to the community of between £50,000 and £400,000 a year**.
- ✓ **Energy Garden** supports communities to improve biodiversity and grow food around transport infrastructure, including across the **London Overground network**. Over the last seven years Energy Garden has secured funding to negotiate the legal permissions of multiple transport partners, fund staff to oversee development of gardens, run education programmes and buy the necessary materials and equipment for local people to build greener spaces.
- ✓ **The Community Brain**, started in 2010, is a community interest company that has worked with Kingston University since 2015. It works with local communities in the borough of Kingston upon Thames. Projects range from regeneration to culture aiming to liberate the potential of people and communities. It has a very simple **belief that everybody is brilliant** if they're given the help and support to be brilliant.

## EMBRACING OPPORTUNITY

The Covid era reinforced people's connections to their localities. They grew to appreciate local businesses that extended their operating hours and displayed genuine concern for their clientele. Green spaces, public areas, heritage, and a deeper understanding of their surroundings gained immense significance. In this renewed context, TfL has much to learn from these shifting attitudes, offering a chance to further nurture this renewed sense of community and belonging. Authentic transformation occurs when individuals genuinely invest in and care for their surroundings.

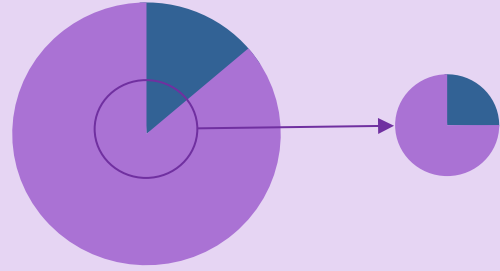


Three-quarters of people routinely say they would like to be more involved in their communities if the opportunity could be integrated within their busy lives.

Source: [Ipsos MORI](#)

Sustainability is rooted in locales, not just confined to abstract economic sectors. It is about the living, breathing spaces in which we reside, interact, and cultivate our communities. True sustainable living demands not just an environmental consciousness, but the time and space to engage

in activities that promote self-reliance and reduce dependence on vast, often opaque supply chains and siloed social and economic sectors.



14% of Greater London's surface area is **transport related** land and in central London, this proportion rises to **25%**

Source: [GLA](#)

TfL's vast array of stations and landholdings offer an unparalleled opportunity in this regard. These spaces, so integral to the daily routines of countless Londoners, can be reimagined as hubs for community participation and sustainable initiatives. Rather than merely being transit points, they can transform into vibrant centres where sustainability seamlessly integrates with commerce, leisure, and transport. As Londoners continually traverse these stations and transport related spaces, they can simultaneously engage in and benefit from initiatives that champion a greener and more community-oriented capital.

*"In a Post-Covid world, where people are not going to commute as much, what happens if you begin to re-evaluate stations as places in their own right? What happens if they become destinations? You go to the station for a different sort of a journey, it offers opportunities for learning for start-up businesses, creative spaces, for bump spaces. Where's our new community going to bump into each other and just have those chats. There are 363 stations in London alone, but each of those stations in a neighbourhood can become what we'd call a chameleon station that reflect the colours and the richness of where it is."*

**Robin Hutchinson MBE**

Director of The Community Brain



Recommendation 7

# Communications

TfL should enhance and diversify its approach to communications across platforms to improve the targeting of different audiences and the inclusion of sustainability issues.



Now, more than ever, consumers are discerning about brand narratives and the inclusivity of their messages. Effectively engaging a diverse audience is a challenging endeavour, yet there are strategies to enhance the efficacy and allure of communications. TfL must diversify its communication strategies across various platforms to cater to its multifaceted audience.

For the younger demographic, social media stands out as a primary conduit. However, interaction shouldn't merely be symbolic; it should offer genuine avenues for individuals to effect change. Beyond merely reaching out to young audiences, the emphasis should be on encompassing diverse subsets within them. Realising these objectives on platforms like social media demands both resource commitment and expertise.



*“Communication using social media can act as a bridge between the experts and specialists and the younger generation by translating some of the technical language to something simpler and more accessible”*

**Oscar Wong**

Manager at Deloitte, London  
Mayor's Young Professionals Panel  
and London Young Planner of the Year.

## Details of Recommendation 7 - Communications

TfL must diversify its communication strategies across various platforms to cater to its multifaceted audience, with a particular focus on the growing use of social media, such as TikTok.

Yet, merely having a presence on TikTok or other similar platforms is not sufficient. TfL must delve deeply into customer insights to harness the full potential of these platforms, ensuring they champion inclusivity, promote sustainable travel options, and actively solicit constructive feedback and innovative suggestions.

Embedding sustainability in all communications is pivotal not only to bolster engagement but also to

sculpt the collective discourse about the kind of society we aim to cultivate. TfL, with its considerable influence, must enhance its communication about the positive contributions it makes, affirming its position as a genuinely purpose-driven organisation.

However, it must be acknowledged that not every demographic has ready access to smartphones or real-time communication channels. While it is essential to enhance social media outreach, it is equally crucial to fortify traditional communication methods, ensuring comprehensive engagement with all intended audiences.

**EMBRACING OPPORTUNITY**

**Why we are making Recommendation 7 - Communications**

TikTok's influence in the UK continues to grow impressively. With its monthly active users standing at 9.2 million, projections indicate that TikTok has overtaken Snapchat, making it the third most favoured social network in the country. By 2026, it's anticipated that nearly one-third of the UK's populace, equating to over 21 million individuals, will be frequent TikTok users.

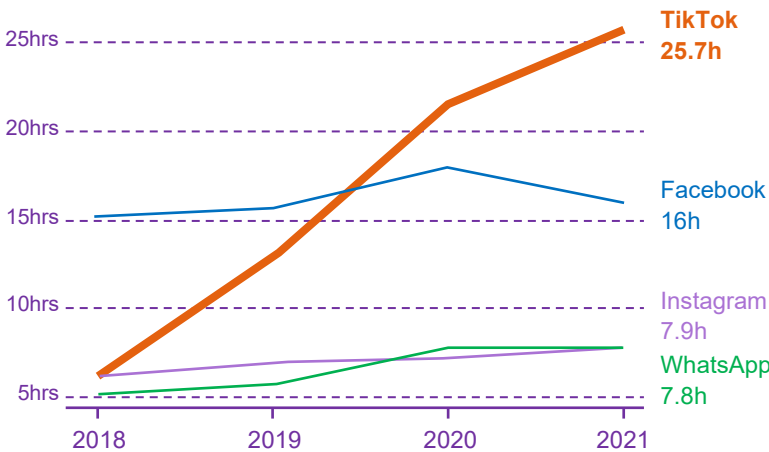
Notably, 25% of its user base is aged between 10 and 19. Moreover, between March and May, TikTok was among the most discussed brands on other social networks, such as Twitter, Facebook, and Instagram.

*"We need to see more intergenerational conversations about climate change. There is a growing appreciation of the force of civil disobedience among young people. The main thing young people can do to act on climate change is to directly engage with politicians but also with grassroots campaigns and non-profits, from reposting them on social media to volunteering for them."*

**Anjali Raman-Middleton**  
Co-Founder of Choked Up

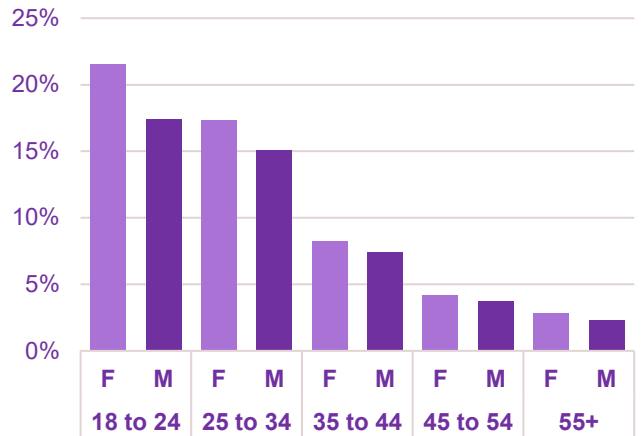
 **The rise of TikTok**

**Average monthly hours spent per user**



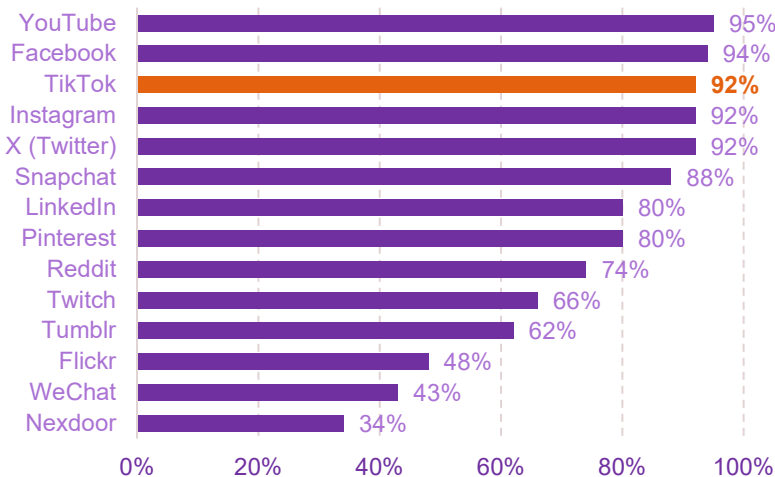
Source: [Digital Transformation World](#)

**TikTok users in the UK by age & gender, 2023**



Source: [Ecwid.com](#)

**Leading social networks ranked by brand awareness in the United Kingdom in 2023**



Source: [Statista.com](#)

**TikTok quarterly users (billions)**



Source: [Data.ai](#), [CNBC](#), [Company data](#)



6

# Equitable Futures

## 6 Equitable futures

### Introduction

Achieving a sustainable London is an ambition that hinges significantly on the transportation choices of Londoners. For this vision to be fully realised, sustainable transport options, like walking, cycling, or using public transport, must become the primary choice for every individual residing in or visiting the city.

This means our transportation systems and infrastructure must be tailored to cater to the wide-ranging needs of London's diverse population. From considering accessibility requirements to individuals hailing from varied socio-economic backgrounds, and from those speaking myriad languages to those identifying with a broad spectrum of sexualities or faiths – every Londoner's needs must be factored into the city's transportation planning and strategy.



### Recommendation 8

## Barriers to inclusive sustainable travel

TfL should publish its plans on how it will do more to reduce the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds.



Historically, transport networks and infrastructure have not been designed inclusively. Journey planning has tended to focus on connecting affluent areas of cities, with central business districts, and ensuring that people can get to work in city centres.

*"Why have we assigned and allowed the car to become our God, not the way in which people navigate on foot, the way they cycle?"*

**Robin Hutchinson MBE**  
Director of The Community Brain

There is a legacy of historical systems that have been in place in urban environments. Since the late twentieth century, this has largely taken the form of car-dominated cities. Cars remain a symbol of privilege and designing to prioritise the use of cars therefore ignores the majority. The results of this are infrastructure systems that are unable to accommodate cyclists, pedestrians, and public transport users as well as they should (known as 'lock-in').

This issue is broader than car-centric planning. '[Splintering urbanism](#)' describes the way in which infrastructure in urban areas (including public transport networks) are increasingly concentrated along lines of economic prosperity, excluding places that fall in between.

## EQUITABLE FUTURES

### Details of Recommendation 8 - Barriers to inclusive sustainable travel

For transport infrastructure to be truly inclusive, it must go further than just the vehicles and stations that are included in journeys. If a single element of a journey is inaccessible, then the whole journey becomes inaccessible. This is widely known as the [‘whole journey chain’](#) and includes every touch point from a person’s starting point to their destination. It includes elements of infrastructure such as pavements, walkways, crossings, and even social interactions along the way.

Without getting this right, conversations around moving entirely to public and active modes of transport are made significantly more difficult

While the physical makeup of the built environment itself is fundamentally important to ensuring equitable access to all, equally important are the ways in which these spaces and services are managed within them. For example, the physical infrastructure of the London Underground could be accessibly designed, however if the service provided is unable to meet passenger volume demands, then overcrowding can make this service inaccessible. Furthermore, there may be passengers who require assistance attempting to use the service. If stations are unstaffed, this may present a key barrier to many people.

Changing people’s attitudes to sustainable transport is also an important facet to promoting its uptake. For example, cyclists are typically thought to be young, affluent, white, men, with expensive bikes that travel quickly from A to B and who are usually commuting. Working to remove this social stigma and encourage cycling for everyone must be tackled by both the infrastructure that is

provided, and the messaging and information around cyclists and cycling.

To overcome the three barriers discussed above, steps should be taken to create inclusive, welcoming, and joyful spaces. Bringing nature into urban areas and reducing the numbers of cars on the roads are important steps towards achieving this.

#### Case study: This Girl Can

This Girl Can is an award-winning campaign by Sport England which aims to normalise getting active by reducing the fear of judgement. The campaign promotes an active lifestyle in a range of different activities and works with partners to overcome different issues. The campaign has helped more than 500,000 women and girls to become more physically active.



Source: <https://www.thisgirlcan.co.uk/>

Moving towards the use of technology as opposed to human contact (e.g., when buying tickets, entering stations etc.) is designed to increase efficiency for passengers, and keep costs down for transport operators. The negative consequence is that people requiring assistance, including accessibility requirements, face additional barriers to using sustainable public transport.

Looking forward, creating accessible and inclusive urban spaces is only going to become more important. The world of tomorrow must be designed to accommodate an aging population on the one hand, and an increasingly sustainability conscious younger population on the other.



*“Inclusive design is not just about physical accessibility of the space and infrastructure, it’s also about the management of services.”*

**Melania Santoro**

Director of Diversity, Equity, Inclusion & Belonging, Arcadis

## EQUITABLE FUTURES

### Why we are making Recommendation 8 - Barriers to inclusive sustainable travel

Well targeted sustainable travel interventions tackle all three strands of the sustainable development definition. Economically they provide access to jobs and opportunities and create linkages between economically active people and places.

*“TfL gathers a lot of data about travel in London including in cycling. There is a pretty good reflection of London’s diversity when it comes to ethnicity and race in the demographics of those who are cycling. In relation to sex and gender, far fewer women – proportionally - are cycling. Cycling is not representative of London’s disabled population.”*

#### Ashok Sinha

CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission

Socially they tackle issues of segregation, and allow for places to become transient, open and moved-between, and encourages the social interaction of people from different demographics with different lived experience. Environmentally, sustainable transport addresses one of the key environmental issues – transport pollution. It also seeks to reduce congestion, bring down journey times and make people healthier.

To increase the use of sustainable transport in London, it must be more inclusive, otherwise significant numbers of Londoners are being excluded from the opportunity to travel sustainably,

with the associated reduction in their environmental impact, improvement in health and access to jobs and services.

*“It is important to include urban greenery and public space to encourage people to go out and meet other people. We need to have inclusive design and step free access as well for young and disabled people. We need step free public transport stations with audio information for those with sight impairment. We can’t assume everyone has a smartphone”*

#### Mengqiu Cao

Senior Lecturer in Transport, Logistics and Urban Planning at the School of Architecture and Cities, University of Westminster

## Proportion of disabled Londoners

% of all adults (16+) in London:

- have impaired mobility: **11%**
- use mobility aids: **5%**
- considered disabled under the equality act: **21%**

Source: [Life Opportunities Survey 2009 - 2011](#)

## Case Study: Mini Hollands

The Mini Hollands scheme was explicitly aimed at outer London boroughs where residents are more car dependent. Investment has provided infrastructure changes including segregated cycle lanes, measures to reduce neighbourhood motor traffic, redesigned town centres, cycle hubs, pedestrian crossings, and new public spaces, alongside a range of programmes such as community cycle rides.

The scheme resulted in residents, living in areas of notable change, being 24% more likely to have cycled in the previous week and had walked or cycled for 41 minutes per week more than those where such improvements had not been made.

Source: <https://www.gov.uk/government/case-studies/london-mini-hollands>





Recommendation 9

# Climate change impacts

TfL should identify and target interventions to reduce inequalities between different communities in relation to impacts of flooding and extreme heat risk across London’s transport network and the TfL estate.



The escalating threat of climate change is not just a global or national concern; its repercussions are felt at the city level too. As temperatures rise and weather patterns become less predictable, this brings about unique challenges for urban planning and transportation.

The effects of climate change will not be uniform across all communities, with some potentially

feeling its adverse impacts more acutely. In designing our transport strategies, we need to be acutely aware of these discrepancies. Our approaches should not just be about creating an inclusive transport system but must also ensure that our actions today help reduce and counteract the unequal impacts of climate change on our society tomorrow.



## Details of Recommendation 9 - Climate change impacts

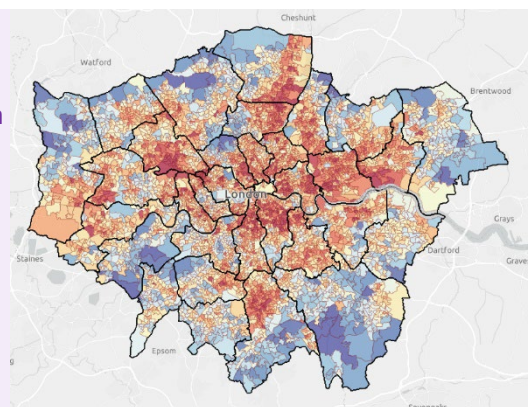
TfL must adapt its assets and services in a way that does not just reduce the overall risk and

burden of climate change impacts but target its investment in areas and toward groups that will be disproportionately impacted. It should make use of existing tools and develop new tools to target and test the impact of investment.

## Case Study: London Climate Risk Map

The GLA have created an information tool designed to help with the delivery of equitable responses to climate change at the local level in London. Its focus is to assist the development of socially just responses to the impacts of extreme events, such as flooding and heatwaves, as well as supporting wider climate change adaptation. It also includes issues related to fuel poverty and carbon emissions.

Source: <https://data.london.gov.uk/dataset/climate-risk-mapping>



## EQUITABLE FUTURES

One of the most effective actions TfL can take is to increase the amount of vegetation, particularly tree canopy cover, across London's transport network. [Tree canopy cools the land surface temperature of cities by up to 12°C.](#)

Increasing the level of tree cover from the European average of 14.9% to 30% can lower the temperature in cities by 4°C, which could reduce heat-related deaths by 39.5%, according to modelling of 93 European cities by an [international team of researchers](#).

### Why we are making Recommendation 9 - Climate change impacts

Climate change, with its sweeping influence on various societal facets, tends to impact communities unevenly. In a city like London, known for its stark contrasts between affluence and deprivation, certain communities are at a higher risk of being disproportionately affected by climate shifts.

*“Half of the children in London admitted to hospital with asthma came from minority ethnic backgrounds. People from these backgrounds are overexposed to air pollution and are suffering the worst consequences of climate change. People from minority ethnic backgrounds are exposed to 27% more air pollution and people living in deprived areas are exposed to 30% more air pollution.”*

**Anjali Raman-Middleton**

Co-Founder of Choked Up

Climate change will present a greater challenge for young people than it will for older generations. Younger people will have to live with the consequences of the actions of current and past

generations, and the impacts will be far reaching and pervade all walks of life.

Poor air quality, potentially worsened by rising temperatures, might face a heightened risk for those in lower socio-economic groups. Limited access to healthcare combined with increasing instances of conditions like asthma and respiratory infections could compound the challenge for these communities.

Transport forms a crucial part of this discussion. The reliance of lower socio-economic groups on public transport means that any disruption, be it from flooding or heatwaves, could impede their access to workplaces, educational institutions, or essential services.

The capacity to adapt to these shifts is often determined by financial capability. Affluent communities or individuals might have the means to adapt or mitigate some of the impacts of climate change. This could range from moving to safer regions, renovating their homes for better insulation, or accessing superior healthcare. The less affluent, on the other hand, may find themselves without such options, leaving them exposed to the brunt of the changes.

Lastly, the disparity in information and education cannot be ignored. The privileged often have better access to crucial information about climate change and effective mitigation actions, allowing them to take appropriate measures. Those less privileged might not have the same level of access, leaving them ill-prepared for what is to come.

In essence, while the repercussions of climate change will touch all Londoners, the intensity will vary across socio-economic divides. Addressing these imbalances is crucial to ensure the city's residents are equipped to navigate the challenges of a changing climate.



*“Canopy cover is important to protect against heat stress. There is a lack of Tree Equity, which means there is lower canopy cover, often in more disadvantaged areas, therefore the impact of heat is greater. Greener and leafier areas will be impacted less by heat.”*

**Ollie More**

Senior Policy Officer for London, Sustrans

## 7 Conclusions

Embarking on this exploration has been a hugely enriching experience. The journey was both enlightening and invigorating, primarily due to the freedom we granted ourselves. This liberty allowed us to delve into various topics and concerns without any preconceived notions or limitations, which we felt empowering and rewarding.

Throughout the process, we have been fortunate to meet a diverse array of individuals and inspiring thinkers, forging new connections and relationships. These unplanned interactions led to profound discussions, enabling us to broaden our horizons and deepen our understanding of the intricate nature of issues at hand.

Approaching this task with an open mind was vital. Rather than starting with a defined set of problems we wished to address, we allowed the weight of evidence and the richness of dialogue to shape our path. This organic approach led us to uncover a plethora of innovative strategies and interventions already in play to combat pressing social and environmental challenges. These revelations further solidified our belief in the power

of collaborative and open exploration and the treasures it can unveil.

We acknowledge that implementing our set of recommendations will present challenges for TfL. The cost implications, both in terms of staff resources and direct financial outlay, are not to be overlooked, especially given TfL's role as a steward of critical public investment. Furthermore, there may be legal or regulatory considerations that could complicate the adoption of these proposals.

Nevertheless, we urge TfL to be audacious in its approach, exploring and trialling these new ideas wherever feasible. Our recommendations are not just about resolving current issues but are geared towards ensuring the long-term sustainability and effectiveness of TfL. By taking bold steps today, TfL can affirm its position as the forward-thinking, exceptional organisation that Londoners have come to know and rely upon.

*Thank you for reading our report,*

***TfL Youth Panel, 2023.***



## 8 Acknowledgements

We would like to thank colleagues from TfL, Arcadis, Arup and Deloitte for supporting our exploration on a pro-bono basis and for the excellent witnesses that gave their time and expertise to our public hearings, who are listed below. We also thank the London Assembly Transport Committee for their support via Chair Siân Berry AM, who helped guide us on our approach to hearings and helped us conduct both public sessions, along with GLA and TfL colleagues.



**Melania Santoro**

Director of Diversity, Equity, Inclusion & Belonging (DEIB), Inclusive Sustainability and Societal Impact, Arcadis



**Siân Berry AM**

Former chair of the London Assembly Transport Committee



**Jon Alexander**

Co-founder of New Citizen Project and Author



**Beth Howgate**

Head of UK Influencing at Save the Children



**Robin Hutchinson**

Director of The Community Brain



**Dr Mengqiu Cao**

Senior Lecturer in Transport, Logistics and Urban Planning at the School of Architecture and Cities, University of Westminster



**Ashok Sinha**

CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission



**Ollie More**

Senior Policy Officer for London, Sustrans (sustainable transport charity)



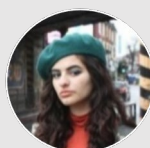
**Mei-Yee Man Oram**

Access and Inclusive Environments Lead, Arup



**Susan Robson**

Strategy Director, Women's Engineering Society and EDI campaigner



**Anjali Raman-Middleton**

Co-Founder of Choked Up, Clean air & climate activist, A-level student & Advocacy Academy Alumna



**Oscar Wong**

Manager at Deloitte, London Mayor's Young Professionals Panel and London Young Planner of the Year.



**James Lee**

Member of TfL's Independent Disability Advisory Group, Member of the London Partnership Board and Mayor's Design Advocate



**Emer O'Connell**

Consultant in Public Health (FFPH), specialist expertise in climate, environment and public health

*This report was compiled by the TfL Youth panel, with pro bono support by Deloitte, ARUP and Arcadis. The analysis is for information only, these organisations (Deloitte, ARUP and Arcadis) and Transport for London, cannot be held responsible for your or third party's use and reliance placed on this information.*