Gender Equality Scheme
2007 - 2010
## Contents

Foreword by the Transport Commissioner 5

* TFL’s Gender Equality Scheme 9
  1 What is a Gender Equality Scheme? 9
  2 The Mayor’s Transport Strategy 11
  3 How TFL works 14
  4 London’s women
    4.1 Women’s responsibilities as carers 18
    4.2 Choice of transport mode and reasons for travelling 19
    4.3 Additional research 21
  5 Involving both women and men
    5.1 Preparing this Gender Equality Scheme 23
  6 TFL’s Gender Equality Scheme: Identifying and understanding barriers to using the transport system
    6.1 Accessibility 25
    6.2 Safety and security 28
    6.3 Affordability 31
    6.4 Information 33
    6.5 Examples of other issues raised by the consultation 35
    6.6 Women in the transport industry 37
  7 TFL as an employer
    7.1 Transgendered employees 41
    7.2 Equal pay 41
    7.3 Involving employees in the development of the Gender Equality Scheme 43
  8 What happens next? 52

* TFL’s Gender Equality Scheme Action Plan 55

* Appendices 81
  1 Consultation findings
    1 Responses: From the London wide stakeholder consultation event
    2 Equality Impact Assessment 85
    3 List of organisations consulted 86

Respons; From the London wide stakeholder consultation event
Responses: From the individual consultation interviews
Foreword by the Commissioner

Transport for London (TfL) is the integrated body responsible for the Capital’s transport system. Every day, TfL provides transport and services for 10 million people. In line with the Mayor of London’s strong commitment to equalities and inclusion, the organisation has always strived to ensure that a vibrant Equality & Inclusion agenda has been in place to represent both the individual needs of service users and those of staff employed by TfL.

In 2004, TfL published a ‘Women’s action plan’ that detailed how we would improve services for women using public transport in London. It highlighted the need to create secure and accessible transport systems. Recent infrastructure enhancements such as additional CCTV cameras at national rail stations in London together with campaigns like the ‘safer travel at night’ initiative have been well received.

In April 2007, the Government will be introducing a Gender Equality Duty. This will require all public bodies to demonstrate that they promote gender equality and eliminate sexual discrimination and harassment. The TfL Gender Equality Scheme shows how TfL will comply with this duty and highlights how existing workstreams will provide a firm foundation for future activity until 2010.

This scheme has undoubtedly benefited from feedback received following an extensive programme of consultation. Those approached are thanked for their valuable contributions.

Peter Hendy
Commissioner
Transport for London
TfL’s Gender Equality Scheme
1. What is a Gender Equality Scheme?

Women make up more than half of London’s population. Once Transport for London (TfL) has improved London’s transport system to a standard which meets the needs of every woman, then everyone in London will benefit, particularly from improvements in personal security and accessibility. Changes that benefit women will also benefit other groups of people, such as Black, Asian and Minority Ethnic (BAME) groups, disabled people, older and younger people and lesbian, gay, bisexual and transgender people (LGBT).

This Gender Equality Scheme is a requirement of the Equality Act 2006. The Act requires TfL, and all public authorities, to produce a gender equality scheme, as part of what the Act calls their ‘gender equality duty’. This duty, which comes into force in April 2007, requires all public authorities to eliminate sex discrimination and sexual harassment and to promote gender equality.

Specifically, the duty requires public bodies to:

● ‘Have due regard to the need to eliminate unlawful discrimination’ – that is, to be conscious of their obligations under the Sex Discrimination and Equal Pay Acts, and to take steps to ensure that they comply

And to:

● ‘Have due regard to the need to promote equality of opportunity between men and women’ – to take active steps to promote gender equality when they are carrying out their functions and activities

In addition, TfL has to draw up specific goals for achieving gender equality, and to set out the actions it will take to meet them. The scheme and action plan are set out in this document.

Consulting with appropriate stakeholders and involving TfL employees has been central to drawing up this scheme. TfL used several different methods of consultation to make sure the consultation took account of the widest range of views. TfL asked women and men what they thought of TfL’s progress so far on gender equality, and about what they thought TfL could do to improve transport services and work practices for everyone.
By placing gender equality at its heart, TfL can be sure that it provides a service to all its travellers with:

- Decision-making and policy development which is better-informed, based upon a clearer understanding of passengers’ needs
- Better services, which meet the varied needs of passengers, particularly in the areas of safety and security and accessibility
- A better gender-balanced workforce, through improved policies, more targeted resources and better use of staff talent, which will all help remove barriers to working at TfL
- Better results, by demonstrating that TfL has listened to its customers and staff, and that it is improving facilities across the whole network

1.1 How do I use this document?

This document sets out:

- Transport services provided by TfL
- Research that shows the differences in transport use between women and men
- Research that identifies the barriers faced by women accessing transport
- Key issues raised by transport users in the consultation process
- Key issues raised by TfL’s employees
- Activity/action TfL has in place to respond to the issues raised

2. The Mayor of London’s Transport Strategy

Previous work

For some time, TfL has recognised the particular disadvantages that women in the transport industry face. In 2004, it produced its first Women’s Action Plan, ‘Expanding Horizons’. It set out what TfL considered the main transport issues facing women in London and what it would do to address them.

TfL committed itself to offering women more travel choices and to improving journey quality. Expanding Horizons also described how TfL would recruit and retain women in London’s transport industry.

TfL’s current position

In 2001, the Mayor of London published his Transport Strategy – his vision of London’s transport system. He said that the system needed clear improvements, and he put equality and inclusion at the centre of the vision.

TfL is now working with the Mayor to make this become a reality and to make London a city which is:

- **Accessible** – with safe, reliable and clean public transport
- **Tolerant** – fighting all forms of discrimination

To achieve this, TfL is developing an accessible transport system that meets the needs of everyone who visits, lives and works in the Capital. TfL’s strategic priorities reflect this. They are:

- **Mainstreaming** – TfL is committed to ensuring that equal and inclusive outcomes are integral to the delivery of transport services and workforce practices and procedures
- **Workforce** – TfL is committed to having a workforce that reflects London’s working population

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- Activity/action TfL has in place to respond to the issues raised
Community engagement and leadership – TfL continues to develop a clear understanding of how the differing lifestyles of London’s population shape travel behaviours. Market research and regular consultation allows TfL to enhance existing scheduling and service planning work. In partnership with boroughs TfL are able to respond more appropriately to the requirements of specific communities at a local level.

Wealth creation and sustainable communities – TfL recognises its ability to have an impact on the distribution of economic wealth and opportunity throughout London by the procurement of goods, facilities and services. It will continue to ensure the procurement process is fair and equitable.
3. How TfL works

TfL was created in 2000, to be the integrated body with responsibility for the Capital’s transport system. This followed a referendum in favour of creating a Mayor for London and a structure for London-wide government.

TfL is one of the bodies that makes up the Greater London Authority (GLA), alongside the Metropolitan Police Authority (MPA), London Fire and Emergency Planning Authority (LFEPA) and the London Development Agency (LDA). Its main role is to implement the Mayor’s Transport Strategy and manage transport services across the Capital. These include the following services, set out below.

Peter Hendy, the Commissioner of Transport, heads up TfL and is responsible to the Mayor for transport issues.

TfL is committed to becoming the world’s leading transport authority. As such, it will deliver safe, reliable, and integrated transport for all those who live in, work in, or visit London. This commitment is supported by TfL’s guiding principles:

- To promote equality of opportunity
- To promote good relations between different groups and communities
- To eliminate unlawful discrimination
- To provide accessible transport for all

TfL manages the following areas:

**London Underground**
London Underground (LU) is the world’s oldest metro system and carries more than three million passengers a day on over 400km of track, serving 274 stations. LU staff manage the stations, drive the trains and are responsible for running the service, while private companies are responsible for upgrading and maintaining the track, tunnels, trains, signals and stations, under a Public Private Partnership (PPP).

**London Rail**
London Rail is responsible for the Docklands Light Railway and from November 2007 will manage London Overground operations, which will replace the current Silverlink Metro services operating in London, and from 2010 include the extended East London Line. London Rail is also responsible for providing strategic direction to other London rail schemes such as Thameslink and Crossrail.

**London River Services**
London River Services licenses river passenger services that use TfL’s eight piers. It is also responsible for integrating river transport into the rest of the TfL network.

**Surface Transport**
Surface Transport is responsible for managing London’s buses, with more than 700 different routes and approximately 17,500 bus stops, the Public Carriage Office (PCO), the street environment and all major roads in London. It also manages the Congestion Charge, London Trams, and Traffic Policing and Enforcement Directorate (TPED).

The Streets department is responsible for a 580km network of main roads and all of London’s 4,600 traffic lights. It manages the London Congestion Charging scheme and promotes a range of walking and cycling projects across London.

The PCO regulates the city’s taxis and private hire trade. It coordinates schemes for people unable to use public transport; these include the Dial-a-Ride scheme, the boroughs’ Taxicard and Capital Call schemes.

London Trams is a modern tramway system that links Croydon and Wimbledon, New Addington and Beckenham and Elmers End. It covers 28km of track over 39 stops.

**Victoria Coach Station**
Every year, approximately nine million people use Victoria Coach Station to change from one part of the transport system to another. To make sure that the station’s services are available to everyone in this very diverse group of passengers, the station has a permanent ‘Help point’ lounge.

**Corporate directorates**
TfL’s Corporate directorates deliver services to every part of the TfL group, such as finance and business planning. The teams provide the following services:

**Group Communications**
Group Communications highlights TfL’s activities, policies and procedures to stakeholders, local authorities, the media and the public. It also promotes and defends TfL’s reputation.

Within Group Communications is the Borough Partnerships team. This team looks after relationships between TfL and the London boroughs to make sure that transport improvements and initiatives from the London Plan and Mayor’s Transport
Customer Research researches how to improve the system. This is an important part of TfL’s planning for the future. It conducts a range of surveys, such as on customer satisfaction, using ‘mystery shoppers’ and ad hoc surveys. The team has conducted comprehensive research into issues affecting women users, such as how accessibility or personal security concerns can affect a woman’s use of public transport.

Group Transport Planning and Policy leads the development of major infrastructure projects. It also develops plans for the sub-regions, such as London’s 2012 Olympic and Paralympic Games. The team sets the standards for strategies and policies, ensuring that they are consistent with the Mayor’s vision for London. They make sure that when TfL is planning expansions and improvements to the network, it better understands and takes into account the factors behind people’s choice of mode, destination and time of travel, including the requirement to trip chain. Equality Impact Assessments (EIAs) will be undertaken on all policies and projects to ensure social inclusion is fully embedded.

Within Group Services, Group Equality and Inclusion is responsible for removing barriers to TfL’s services and for ensuring that TfL employs a diverse workforce that reflects London’s diverse population.

The team also works with those who provide services on TfL’s behalf, to make sure that they have a similar commitment to equality and inclusion.

Group Finance and Planning develops TfL-wide business objectives and strategies, as well as playing a key operational role. It manages TfL’s finances, from governmental funding negotiations and the Private Finance Initiatives (PFI) and PPP, to fares policies, staff pensions and the Oyster card.

Group Marketing develops the marketing side of TfL’s business strategy. This includes customer research, advertising, travel information, customer service and new media services, such as the website.

Strategy are successfully delivered. Also within Group Communications is the Consultation team. This team advises the organisation on how to carry out effective consultations across a wide range of groups, including organisations of and for women.

General Counsel helps TfL and the Board meet their legal obligations, to ensure best practice is carried out across all areas of the organisation.

Group Services is responsible for TfL’s IT systems, premises, procurement, Group Human Resources, as well as Group Equality and Inclusion. It is also responsible for managing work relations and policy development. Within Group Services, the Procurement Team develops the Supplier Diversity policy and framework. This ensures that everyone has the opportunity to do business with TfL, while also making sure that there are no barriers to this for businesses owned or operated by women, BAME groups, disabled people or other under-represented groups.

Group Information Management sets common policies and develops initiatives to integrate data across the business. It also provides a single central helpdesk to business users.
4. London’s women

According to the office of National Statistics, although women make up 52 per cent of London’s population, they are less likely than men to have a job. Just 62 per cent of working age women in London are working – compared to 76 per cent of working age men.

A report published by the Greater London Authority 2007 highlighted that women are likely to earn less than male counterparts with a gap of 25 per cent between men and women’s full-time pay in London.

Research also shows that childcare has a significant affect on a woman’s economic status. If her children have not yet started school or are very young or if she is from a particular ethnic minority group, for example if she is Bangladeshi, her economic status tends to be lower.

Women are usually the primary carer at home so it is not surprising that they are more likely than men to be in part-time work. In London, women make up about 70 per cent of all part-time workers.

The population is aging, and women continue to live longer than men. In London, 57 per cent of those over 60, and 68 per cent of those over 80 are female. Given the correlation between age and disability, it is clear that there are more older women than older men living in London, and that they are finding mainstream public transport difficult or impossible to use. This is reflected in the fact that the majority (87 per cent) of Dial-a-Ride members are women.

4.1 Women’s responsibilities as carers

As highlighted above, women are often the primary carer in their household, taking responsibility for childcare or for looking after older, sick or disabled relatives. Women also take more responsibility for household management and housework. Nine per cent of Londoners provide unpaid care for a family member (not including children) or friend – women make up 57 per cent of this group.

Of all the women of working age in London (16-60 year-olds), 41 per cent have dependent children and nearly 18 per cent have at least one child under the age of five. In addition, a woman is more likely to be a lone parent.

4.2 Choice of transport mode and reasons to travel

The differences between men and women’s lives lead to them using transport differently. They use different modes (cars, buses, Tube) and travel at different times, to different places and over different distances to men. Desk research shows that being the primary carer for children makes the most difference to travel patterns and to ‘trip chaining’ between men and women.

Car use

People in London will use a car more than any other mode of transport. And, although a woman is less likely to hold a driving licence or be the main driver of a household car, the number of car-driver trips made by women has increased greatly over the past 20 years.

Women say they prefer the car for convenience when they are taking passengers or are shopping, but also because it is better for security, cost, time and for making complicated journeys, such as transporting several children to multiple locations.

Nonetheless, as mentioned above, a woman is less likely to hold a driving licence than a man. Just 57 per cent of London’s women have a driving licence, compared to 75 per cent of men, however, the difference is less marked for younger people. 47 per cent of men and 40 per cent of women aged 17-24 have licences. Where there is more than one licence holder in a household, 75 per cent of men with licences will be the main driver, while only 65 per cent of women will be.

Public transport

In terms of public transport, a woman will prefer the bus to any other mode. This is because of cost, the proximity of the bus stop to a journey’s beginning and end, the directness of routes, speed and convenience.

Women are heavy users of public transport, making 25 per cent of their journeys by bus. However, this may not be out of choice. It could be due to practical preference or because a woman will have less access to a car (if her male partner is the main car driver or she cannot afford one).
Although a woman will use the bus more often than a man, she will use the Underground less often. She is also more likely to walk, but less likely to cycle: 18 per cent of men cycle compared to 12 per cent of women.

Number of trips
In addition to this, a woman makes 15 per cent more trips in total than a man does, particularly by foot and bus – which are presumably shorter journeys. Her journeys to work are more likely to be in the same borough as her home, and if she is a part-time worker, her commute is more likely to take her to outer London than to central London.

Reasons for travelling
There are also notable differences between the reasons for men’s and women’s journeys. Compared with a woman, a man makes a greater number of commuting and business trips, but fewer shopping and education escort (school run) journeys.

4.3 Additional research
TfL’s ongoing research programme into women’s travel patterns and barriers to travel, has given the organisation a good understanding of the issues that affect women transport users.

Through the Gender Equality Scheme consultation process that informed this document, two key research needs came through:

1. To understand the issues affecting women’s transport use, TfL needs more research into the habits of women in all equality groups. This means looking at older women, disabled women, BAME women and women in both full- and part-time work. This research would allow TfL to see whether and how women face multiple barriers to transport use based on social identity, economic status or life-stage

2. TfL’s consultation has also highlighted that there is a need to understand ‘trip chaining’ patterns and to look at transport planning and policy in relation to this

‘Trip chaining’ is where consecutive trips for particular purposes are linked. Common trip chains for a woman with children include the school run, when they take one child to one school and a second child to another, or taking children to school then travelling to work, or shopping.

Research was conducted by TfL to improve the organisation’s understanding in these areas within the Gender Equality Scheme.

● Look at the differences (or similarities) between women and men’s travel patterns, as well as the differences between different groups of women
● Analyse trip chaining

Key differences between men and women’s travel patterns – new findings:

● A woman makes seven per cent more trips than a man, but her trips are 11 per cent shorter
● Having a young school age child in the house will add 23 per cent more trips for a woman than it will for a man in the same situation
5. Involving both women and men

The Gender Equality Scheme consultation was intended to:
- Ensure TfL is addressing the right issues for transport users, particularly women
- Check the impact on women transport users of TfL’s activities
- Identify any gaps or issues that TfL might have missed

5.1 Preparing this Gender Equality Scheme

In developing the Gender Equality Scheme, TfL has taken several steps to ensure the maximum level of engagement, with as many stakeholders as possible.

TfL sent a consultation document called Expanding Horizons to more than 140 organisations and individuals, to learn their views. In addition, other methods of consultation were used to gain the views of its many stakeholders. These included:
- A half-day event for key stakeholders in September 2006, to look at the Gender Equality Scheme from a strategic perspective
- A London-wide event for around 150 key stakeholders in October 2006. This included women’s organisations, local authorities and the voluntary sector. It was designed to gather views on key transport issues affecting women and men
- One-to-one interviews with key opinion formers such as local authorities
- Two qualitative consultation sessions with TfL’s Women’s Staff Network Group in October 2006, to review work issues

The consultation is one of TfL’s legal requirements. The gender duty requires TfL to involve women and men in the design of its Gender Equality Scheme.

The responses from the consultation and the research have both informed the final scheme. Summaries of the responses and research are provided in appendix 1. In addition, the action plan section reflects both activities already in place throughout TfL, and those that are a response to the consultation.

Key differences between different groups of women
- A woman with children aged between five and nine makes substantially more trips
- She trip chains more – making nearly twice as many trip chains as a woman aged 25-44 without children
- A woman in part-time work makes more trips than any other group of working women
- Not surprisingly, these figures combine logically: women in part-time work with school-age children make the most trips, while those without children and who do not work make the least trips
- A woman in part-time work is also more likely than other women to make trips as a car driver
- Children’s ages seem to have a strong influence on how a woman travels: a woman with younger children is more likely to walk and less likely to drive than a woman with older children
- Rail and Underground are mainly used by women who don’t have children
- In no-car homes, a third of women use the bus – compared to seven per cent in two-car or three-car households
- An Asian woman is less likely to drive than is a woman from another ethnic group

Data sources:
1. Census 2001, Office for National Statistics
2. Labour Force Survey, April 04 - Mar 05
3. GLA, Women in London’s Economy
5. Dial a Ride Customer Profile 2003
6. LATS 2001 Household Survey
7. Attitudes to cycling survey, TfL, 2003
8. TfL Omnibus, July - Dec 2005
6. TFL’s Gender Equality Scheme:
Identifying and understanding the barriers to transport

This section looks at the issues that women face as transport users. It summarises the feedback from the consultation and gives examples of TFL’s current or proposed work. The full action plan can be found at the back of this document.

To fully understand the needs of its customers, TFL conducts two research projects continuously across the TFL transport network – the Mystery Traveller Survey and the Customer Satisfaction Survey.

In addition, detailed research is conducted into the needs of women customers and other groups. This helps TFL’s work towards providing accessible transport services. TFL’s research findings have proven to be a critical part in the development of the Gender Equality Scheme.

TFL is legally required to address equality between women and men. Both quantitative and qualitative research shows that overall, women face greater barriers than men.

The feedback from the consultation ‘Expanding Horizons’ document shows the scheme needed to have a clearer focus on women and that it should draw attention to TFL’s work to address the barriers that women face. It is important to reiterate that this GES will have many positive benefits for other groups such as disabled people, older people and BAME groups.

TFL has also produced Equality Schemes on race, age and disability. Naturally, some of TFL’s actions will benefit more than one of these groups. For example, many of the actions, which will improve accessibility for disabled people, will also bring specific benefits to women with small children, or older women, as well as disabled women.

Key issues facing women transport users

As set out above, most areas of disadvantage affect women more than they affect men. The analysis shows that there are a number of barriers inherent to the transport system. They are grouped into five areas:

1. Accessibility (including availability, vehicles, integration of services, infrastructure) and barriers to travel
2. Safety and security
3. Affordability
4. Information
5. Working in the transport sector

6.1 Accessibility

TFL is improving transport accessibility. This is particularly important to disabled and older women, as well as to people with shopping, small children, or those who are travelling as a carer with an older or disabled relative or friend.

This section looks at the consultation feedback for each transport mode and sets out what that mode will do to improve its service under the GES.

London Underground

Customer feedback

‘As an older person I find that some of the stairs are very steep and quite dangerous. Some accidents can be avoided if we have escalators or lifts. I come from Balham and the station has an escalator up, but this is followed by two flights of stairs. I have to use it frequently with luggage and it’s a problem.’

London Underground (LU) has continued its accessibility programme: there are currently 47 stations step-free from street to platform. There is also a commitment to providing step-free access to modern standards between the street and platform at 25 per cent of all tube stations by 2010. These will include the important stations close to venues for the 2012 Olympics and Paralympics, with other important Olympic stations to follow between 2010 and 2012.
LU is also committed to providing step-free access at a third of all stations by 2013, providing that funding is available. By then, the number of step free stations will have doubled, to 92.

These 92 step-free stations will form the ‘Foundation Network’, which will allow Londoners to reach any Zone 1 station by combining a single accessible Tube journey and a single accessible bus journey. The Foundation Network, and improving accessibility in general, will cost about £1.5 billion and result in 18 per cent of all journeys being step-free. Its development will be monitored by disabled people, LU’s Accessibility Steering Group, and by TfL’s Independent Disabled Advisory Group.

In addition, trials of wide aisle gates are almost complete at Canary Wharf, Westminster and London Bridge stations. Further evaluation will take place before determining the next steps, and the benefits of a wider roll out are now being examined. However LU is committed to introducing these at all stations where it’s possible. Wide aisle gates will be particularly helpful to disabled women and those escorting children in buggies as they do not need a member of staff to open them.

**Customer feedback**

'I think when you have got young children, the gap between the Tube and the platform can be quite dangerous because children’s legs are not as long as adults. Maybe you could design something that comes close to the platform, or extend the platform closer to the train in some way.'

Work continues with Metronet BCV and Tube Lines (the companies responsible for the maintenance of LU’s tracks, tunnels, signals, trains and stations) to provide level access to trains from the platform. The solutions under review include: new trains, changes to platforms and the lowering or raising of track where this is a better solution at stations not in tunnels. Humps are being trialled on the Waterloo & City line at Waterloo and Bank, and further opportunities for platform humps are being identified.

**Surface Transport**

**Customer feedback**

'I personally have never seen the [bus] ramp being used. I don’t know how much trouble it is for the driver to put the ramp down in time – it must affect the time of the bus.'

'The other thing is, at the bus stop where I get on, usually several buses stop there and you will find people are not really queuing: they are gathering beyond the bus and the second bus coming along is way off the stop. Older people can’t get there in time and I think perhaps they ought to wait until the bus in front has moved away, so they can get on at the proper stop. It’s also a problem for people with children.'

During 2005, TfL completed part of its step-free bus programme. This is a major milestone: the entire fleet is now accessible to women with buggies, wheelchair users and to other people who face physical barriers to using buses.

However, bus ramp reliability is a real concern for women with children and disabled people. TfL insists that bus companies check the ramps at the beginning of every shift. If it is defective, the bus cannot leave the depot. That means that if a ramp is broken, it must have happened during that journey. In that case, the bus has to be substituted as soon as possible during the shift. The only time that a bus with a broken ramp is allowed to stay on the road until the end of the operating day is when the fault happens very late.

To make sure that bus operators adhere to this, TfL’s Contract Compliance team carries out regular checks. If they find that a bus has left the garage with a defective ramp and/or that faults have not been dealt with appropriately, the operator can be penalised financially.

As well as ramps, the low floor bus network has improved bus access for women with children in buggies. However, some aspects of the policy still need clarification, such as the number of unfolded buggies allowed on a bus at one time, dealing with the attitudes of other passengers and driver training.
6.2 Safety and security

Personal safety: how perception of risk affects journey choices

Personal security is a serious concern for many women and this has important implications for London’s transport system. This influences the time of day when a woman will use public transport and whether she travels after dark or uses a car. Significantly, the level of women’s car use is the same during both night and day.

Customer feedback

‘I change what transport I use if I have to get somewhere quickly. When I am going up town, or also if it’s late at night, I won’t use the Tube – I will always take a taxi late at night when it’s dark.’

A woman puts a greater level of importance than her male equivalent on security when she travels and feels vulnerable when making interchanges alone. The presence of staff, bright lighting and closed circuit television (CCTV) are more valuable and reassuring for women than for men.

Twenty-six of London Rail’s overground stations now have anti-vandal shelters, while 172 stations have CCTV, and 160 stations have monitored Help points.

Customer feedback

‘I am concerned that there are no staff around late at night and at a lot of the stations I use, there are very few. I am also concerned about the trains themselves. If you are a woman and in a carriage on your own with a single male, it can be very frightening.’

A woman is more likely to plan her journeys and, as a result, she places a higher value on accurate information. She will prefer to plan her arrival time at a bus stop or Tube station, to keep waiting time to a minimum.

Customer feedback

‘London Borough of Enfield wishes to see much more emphasis on, and allocation of resources to, street lighting. Lighting in public places has a significant impact on the confidence with which a woman can use the transport system.’

Lighting is progressively improved through maintenance work within TfL and is also reviewed, and improved where appropriate, on schemes where personal security is an issue. Work is also underway to start removing blind spots, subways and underpasses and replace them with clear, above-ground pathways.

Customer feedback

‘When you go to some parts of London, the streets are badly lit and you can’t see around you quite easily. Especially when it’s a place known for its crime as well – I think that you need to make sure that lighting facilities are extremely good. Also police officers should be visible for everyone to see as well. That would make people want to walk or go on buses and tubes and ease the congestion.’

London Underground and the Docklands Light Railway (DLR) now have an extra 200 British Transport Police (BTP) officers, bringing the total to more than 630. In addition, the London rail overground network now has an extra 89 officers. Help points and comprehensive CCTV coverage will be installed as part of the Underground’s station modernisation and refurbishment programme and security monitoring equipment and emergency help facilities will be installed on trains.
In addition, where possible advice from the BTP and the TfL crime and Disorder Unit is being incorporated into the modernisation and refurbishment process to minimise opportunities for criminal activities on stations.

To ensure an effective police presence, TfL and the Metropolitan Police have together established the Transport Operational Command Unit (TOCU). TOCU’s aim is to tackle and prevent crime on buses, enforce traffic and parking regulations on key bus corridors, keep traffic moving at congestion hotspots and deal with illegal minicab touting.

TfL is currently also consulting on its Crime and Disorder Strategy.

Customer feedback

‘Docklands Light Railway – it’s very safe. It’s to do with the way it has been designed. The doors are safe – where you stand is where the doors actually open, without leaving a gap between them and the platform. Which is obviously good from a safety point of view, because it means nobody can push you on the line.’

Public Carriage Office

Taxis and minicabs are popular with women travelling alone at night, regardless of the cost.

It is unfortunately important to note that crime associated with illegal mini-cabs remains a serious problem in London and that women are particularly at risk from assault.

Customer feedback

‘I think it gives you a nice gut reaction to a see woman driving a taxi. Even with black cabs I still sometimes have a qualm about safety. And maybe a woman will have conversation with you that you want to have!’

A woman who works part-time will not benefit to the same degree by buying a season ticket as a full-time worker will. However, she can benefit from the significantly lower fares available through Oyster pay as you go. However, there is no evidence to date that female part-time workers use this payment method more than male part-time workers.

Free travel is available to a wide range of London travellers. Depending on the category a passenger falls into, the appropriate schemes work as follows:

- Under-11s: free travel on buses and trams. On the DLR and LU, children can travel free during off-peak periods if they are accompanied by an adult.
- Under-16s: free travel on buses and trams.
- 14 and 15-year olds need a 14-to-15 Child Oyster photocard.
- All 11-15-year-olds need an Oyster photocard to use the tram.
- 16 and 17-year-olds: Half-rate travel with a 16-to-17 photocard or Oyster photocard.
- 16-18s in their last year in full-time education: free bus and tram travel for these Londoners with a 16-to-17 Oyster photocard.

6.3 Affordability

TfL is aware that the cost of public transport can be a problem for many women, because of their economic status.

People can perceive public transport to be expensive, especially when they compare it to driving a car. However, recent Mayoral innovations, such as free travel for under-16s and fare capping on Oyster pay as you go, may go some way to addressing this perception.

Customer feedback

‘I think that for short journeys the bus is very expensive. I know for me I can either walk to work or can pay for a bus. I find I can save quite a lot of money each week; over a month – it’s quite considerable.’

‘Personally I think the Oyster card system is absolutely great, being able to put my annual pass on there and being able to register in case I lose it is simply wonderful.’
Customer feedback

‘Would it be possible to get more discounts for students please? We always have to get a bus to get about or to go to college or university. Sometimes a course lasts four to five years.’

● Students aged 18 and over who attend a TfL-registered London school, college or university receive a third off standard adult rates on seven-day, monthly and longer period season tickets with a Student Oyster photocard.

● Over-60s with an older person’s Freedom Pass, receive free travel on buses, trams, DLR and LU in the Greater London area after 09:00 Monday-Friday, and all day at weekends and on public holidays.

● Also allows free travel on most local National Rail services from 09:30 weekdays and all day at weekends and on public holidays.

● The London boroughs pay for freedom passes.

Special discount deals are available to all Oyster cardholders for concerts, restaurants and shows in London. Information on this is available at tfl.gov.uk.

TfL knows, through consultation with passengers, that people on low incomes view public transport as expensive. In September 2006, TfL researched how people claiming Income Support used transport. This was to help TfL understand how potential travel concessions would affect them. The research showed that:

● Income Support claimants use public transport very differently from the general London population: almost 100 per cent use buses, they use the Underground and trains less.

● The main reason for not using public transport is having no reason to travel.

● Around one third of claimants said cost was a barrier.

● Around two thirds said they would travel on buses and trams more if there was a 50 per cent or higher concession. Two in five said they would transfer from other public transport modes, and one in three said they would swap to public transport from private transport.

6.4 Information

Customer information

TfL knows that a lack of readily accessible information is one of the largest barriers to using the transport system. This can mean that people will not use the service or will not get the most from the services.

Surface Transport

Customer feedback

‘I find the Countdown system really useful. There are certain stops that I go to that don’t have it. Then I generally always stay on the Tube to a different stop, so if all bus stops have that, that would be useful.’

TfL is on-schedule to deliver visual and audible real-time information on buses, bus stops and stations by the end of 2008.

London Underground

There are now automatic audio announcements on all London Underground trains, except for the Metropolitan line and un-refurbished District line trains.

There is now visual information on the Jubilee, Northern, Piccadilly, and some District line trains.

Modern audio and visual systems, which provide ‘next station’ and service disruption information, will be fitted on all new trains, with the trains on the Victoria, Metropolitan, District, Circle and Hammersmith and City lines being the first to be replaced. Work begins on the Victoria line in 2009 and the other lines mentioned in 2010.

All stations will have modern public address and visual information systems by 2011, as part of the station enhancement programme.
London Rail

London Rail provides passenger information displays as well as audible information announcements. Passengers can also get real-time information by text message.

Customers can use a phone service before starting a journey and use real-time timetables, and information plasma screens in the foyers of some local residential blocks.

How TfL provides information

TfL currently provides timetables and route information across the network in a number ways:

- Journey Planner (tfl.gov.uk/journeyplanner)
- Accessible format timetables
- Verbal and printed information from Travel Information Centres
- Twenty-four hour spoken information on 020 7222 1234
- A guide for people with learning difficulties called Out and about
- Information in local newspapers and on Ceefax and teletext

Customer feedback

‘When I moved to London earlier this year I used the TfL website to find my best route for where I was working. It only gave me the Tube route, which was complex. It should have told me about Thameslink or the bus that goes door-to-door.’

Journey Planner is multi-modal – it covers bus, Underground, DLR, trams, riverbus, walking, cycling and National Rail services in London. It will find the best route, given the initial settings and using all modes, such as a choice of arrival and departure times and preferred modes of travel.

TfL is redesigning the Journey Planner so that people will find it easier to select several modes and personalise how Journey Planner plans their routes.

6.5 Examples of other issues raised by the Consultation

Reaching out

‘It might need a lot of resources, but TfL should look at outreach work, going out to organisations that are probably of a particular class or whatever, that don’t use your network. TfL could be selling the benefits of the buses and trains, and Oyster cards – things like that.’

TfL recognises that reaching out to communities is about more than just telling people where and when to get on and off buses and Tubes. Transport touches people’s lives whether they walk their children to school, commute daily into work, or have a visit to make to the doctor. The challenge for TfL is to find the most effective way of communicating with different groups and communities.

TfL knows that some communities and particular groups of women face additional barriers to accessing London’s transport system. To reach these groups, TfL has started a programme of targeted activities. One of these was the recent ‘Get Going’ campaign. This helped groups of Bengali women familiarise themselves with, and get the most from, the DLR.

Similarly, London Rail is running an outreach programme, meeting groups of people who don’t get the most from the railway and providing them with information on how to use it. It also uses stations to advertise community events and makes sure that its information is relevant to local people.

London Underground plans to develop and implement a community language policy for appropriate travel information and products.
Staff behaviours
Consultation feedback

‘In south London, a lot of the bus drivers are not properly trained or are forgetting their training. They don’t know how to brake and you are constantly flying over every time they stop. I have had many occasions when I couldn’t even get them to speak to me when I have been asking for directions – they just stare straight ahead and have no sense of customer service whatsoever.’

All bus drivers with one or more years service receive BTEC training, so that driving standards are improved and that they have a greater awareness of the needs of all customers, including women.

Travelling environment
The consultation exercise also raised issues of the type and quality of travel services.
Consultation feedback

‘I think air quality and the temperature (on the Underground) are the two largest things’

Air quality/temperature on the Underground
London Underground is currently working on initiatives to reduce the temperature on the Underground. It has surveyed the temperature of 200 hot spots and can now trial various methods of cooling, improving ventilation and reducing energy consumption.

New trains to be introduced on the Metropolitan, District, Circle and Hammersmith and City lines will have a heating, ventilation and air conditioning system, and trains on the Victoria line will have improved ventilation systems.

Toilet facilities
Some consultation respondents said they thought the Underground should provide safe and clean toilets. To address this, TfL has planned a programme of work for next year along these lines:

● Conduct an audit of the toilet facilities – for example, signposts to the toilets could be improved
● Look at how to provide more toilets in and around stations
● Provide better customer information on toilet facilities
● Ensure that toilet facilities meet the needs of older people and parents with young children
● Investigate use of Radar Key System for toilets

6.6 Women in the transport industry
TfL is a large employer, offering a wide range of careers in all parts of the Capital. It wants to reflect all of London’s diverse communities and aspires to be the first choice as an employer for all groups of people.

The transport industry is stereotypically, as well as historically, male-dominated. It has been a challenge for TfL’s transport modes to attract and retain women in the transport sector.

Across TfL generally, women are under-represented in both operational areas and senior management positions, but they are over-represented in administrative and human resource roles.

Section 18 of the Gender Equality Scheme consultation document (‘TfL as an employer’) set out what TfL was currently doing to redress the imbalance.

In October 2006, TfL commissioned research into how people felt about the organisation as an employer. The results of the research have been fed into TfL’s attraction strategy and action plan. It specifically targeted groups which are under-represented within the organisation, including women in senior management, older people and disabled people.
Most people immediately think of jobs at TfL as being functional – supporting the running of the Tube, trains, buses, and the Congestion Charging scheme. Of course, many roles at TfL fit this description – they are critical in running London’s transport services. Some senior women are deterred from applying to work at TfL by anticipated bureaucracy, low salary and an unexciting sector.

TfL’s challenge now is to communicate the whole spectrum of career choices available within the organisation. For example, TfL needs project managers, communications and design experts, and people to run its finances.

All of these contribute to the Mayor’s vision of delivering a world-class transport system for a world-class city.

TfL currently employs 18,361 people, of which 22.73 per cent are women. Of TfL’s 810 senior managers, 19.8 per cent are women.

TfL understands that women have historically been disadvantaged in the workplace, due to a number of factors. As a result, they are under-represented in senior roles in many large organisations, including TfL.

TfL is committed to addressing these issues by bringing about real change within the organisation. It will do this by making sure that TfL is a fair and more flexible place to work, as well as one that values women’s and men’s contributions and rewards them accordingly, on an equal basis. TfL believes it can offer exciting and varied careers for all: women, men and people from other under-represented groups.

### TfL’s workforce

<table>
<thead>
<tr>
<th>Directorate/mode</th>
<th>Total number of employees</th>
<th>Percentage which are women</th>
<th>Percentage of senior management which are women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group services</td>
<td>576</td>
<td>46.18</td>
<td>27.27</td>
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<tr>
<td>Finance and Planning</td>
<td>826</td>
<td>42.98</td>
<td>22.43</td>
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<td>General counsel</td>
<td>119</td>
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<tr>
<td>Group Communications</td>
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<td>48.46</td>
<td>20.83</td>
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<td>Office of the Commissioner</td>
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<td>38.89</td>
<td>23.08</td>
</tr>
<tr>
<td>Surface Transport</td>
<td>3,991</td>
<td>26.69</td>
<td>15.07</td>
</tr>
<tr>
<td>London Underground</td>
<td>12,638</td>
<td>18.61</td>
<td>21.57</td>
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<tr>
<td>London Rail</td>
<td>149</td>
<td>28.86</td>
<td>8.16</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>18,447</strong></td>
<td><strong>22.77</strong></td>
<td><strong>20.00</strong></td>
</tr>
</tbody>
</table>

1 Workforce composition as at 11 December 2006
Women at different levels in TfL

| Job role                                      | Total number of employees | Percentage which are women |
|-----------------------------------------------|                          |                            |
| Directors                                     | 58                       | 15.52                      |
| General managers                              | 143                      | 15.38                      |
| Business managers                             | 564                      | 23.23                      |
| Managers                                      | 1,647                    | 28.72                      |
| First line managers including duty managers   | 3,107                    | 28.72                      |
| Supervisors                                   | 1,962                    | 11.77                      |
| Operational staff                             | 9,422                    | 17.13                      |
| Admin / technical                             | 1,544                    | 53.30                      |
| **Total**                                     | **18,447**               | **22.77**                  |

TfL has also set annual ‘workforce targets’ to address the under-representation of women in the organisation. Action plans support these targets, to make sure that TfL meets them. They are set out below:

### Workforce targets for 2007/8

<table>
<thead>
<tr>
<th>Directorate/ mode</th>
<th>Total number of women employees</th>
<th>Percentage target of women overall 2007/8</th>
<th>Total number of women in senior management</th>
<th>Percentage target of women in senior management 2007/8</th>
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</thead>
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<td>Corporate Services</td>
<td>740</td>
<td>47.6</td>
<td>61</td>
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<tr>
<td>Surface Transport</td>
<td>1,065</td>
<td>28.2</td>
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<td>17</td>
</tr>
<tr>
<td>London Underground</td>
<td>2,352</td>
<td>19.8</td>
<td>66</td>
<td>24.2</td>
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<td>London Rail</td>
<td>43</td>
<td>32</td>
<td>4</td>
<td>10.4</td>
</tr>
</tbody>
</table>

7.1 Transgendered employees

The Gender Recognition Act 2004 gives transgendered people in the UK legal recognition of their acquired gender for the first time. They can now apply for a Gender Recognition Certificate (GRC), which gives them the right to be issued a birth certificate that recognises their acquired gender and to marry in their acquired gender.

TfL is committed to understanding and recognising the needs and aspirations of those customers and staff who are undergoing, or have gone through, gender reassignment.

TfL will implement its Gender Recognition policy from June 2007. This will provide guidance for all staff and managers on the procedures to use with staff who are undergoing, or who have completed, gender reassignment. It will address issues such as toilet facilities, dress requirement, staff records and confidentiality, time off for treatment, staff pension and benefits.

7.2 Equal pay

To ensure visible and faster progress towards gender equality, TfL has and continues to:

- Compare the pay of men and women doing equal work
- Identify any equal pay gaps
- Eliminate those pay gaps that cannot be explained on grounds other than sex

In 2004, TfL completed an Equal Pay Review, based on the recommended EOC model, covering all staff. This review identified a differential of 15 per cent between the average salaries of men and women of all grades. TfL is working to reduce and ultimately eliminate this pay gap.

Analysis and feedback was presented and objectives within the Equal Pay Action Plan outlined both short-term and long-term initiatives. Firstly, a salary review process was introduced to ensure consistency in the process for reviewing salaries.
Secondly, TfL has worked on introducing a consistent set of guiding principles to provide clarity and transparency on TfL’s approach to recognising and rewarding its employees, and has been written in line with TfL’s Equality and Inclusion Policy. The overall aim is to recognise the contribution and commitment of employees at every level by rewarding them fairly, equally and consistently for the value brought to the organisation, and the underpinning principles are:

- Flexibility
- Transparency
- Pay for performance
- Supporting capability development
- Consideration of competitive market rates
- Emphasis on total remuneration
- Fostering team-working

Following consultation with the recognised unions, TfL’s Remuneration and Recognition Policy was reissued on 22 January 2007.

With regard to the long-term action plan, a consistent approach to pay at senior levels has been achieved through the introduction of the Senior Manager Reward Framework, taking effect in the 2006 pay review. As part of the framework, performance-related bonus arrangements have been introduced across all senior levels, achieving consistency in the process and level of payments. At the same time, a revised approach has been introduced for reviewing base pay, and consolidated performance payments have ceased.

During 2006/07, TfL conducted another Equal Pay Review using the same approach to analysing organisation data as in 2004, allowing a direct comparison with the previous analysis. The review extended the analysis beyond gender to all diversity groups. The findings of the review will be known by 31 March 2007, at which time TfL will analyse how well the objectives formed following the 2004 Equal Pay Review, have been achieved.

TfL will subsequently engage with key stakeholders to review and update the Equal Pay Action Plan and build a business case to further develop an integrated approach to reward for all staff in TfL, specifically targeted at areas where there is concern regarding the equal pay gap. TfL is building on the development and implementation of the Senior Manager Reward Framework, and linking with the performance management system.
The Senior Manager Reward Framework uses base pay to recognise an individual’s overall value to the organisation in relation to internal and external job markets. Bonuses reward individual contribution within the overall context of Organisation and Business Unit performance.

The framework is underpinned by TfL’s Performance Management and Competency frameworks, linking performance and behavioural assessment directly with pay and bonus awards.

The aim would be to recognise and reward all staff who are making an effective contribution, allowing flexibility in the operation of reward processes and responding to business issues.

7.3 Involving employees in the development of the Gender Equality Scheme

Employees’ voices
TfL is developing ways to engage with its workforce. For example, the Women’s Staff Network Group is open to all employees across the organisation and at all levels. It looks at important gender-related issues. It played a significant role in pushing forward TfL’s Childcare Payment Scheme.

At London Underground, staff have a ‘Speak Up’ survey. This looks at employee satisfaction across a whole range of issues (such as leadership, management, personal development and equality) by equality groups, including gender.

TfL is continuously researching how to improve its services and to be a better employer. Its surveys include asking employees for their views on (and experiences of) flexible working.

Key issues for women working at TfL
The key issues for women who work at TfL have been:

- **Equal pay** – removing the pay gap between women and men
- **Recruitment** – attracting more women into TfL, particularly in operational and technical roles
- **Retention** – making TfL an employer of choice, where women want to stay and know they can develop; this includes the chance to reach senior management
- **Flexible working** – making sure that flexible working is part of TfL’s culture, helping employees achieve a work-life balance no matter what their home responsibilities, or what their stage of life
- **Workplace culture** – making TfL a workplace that is free from discrimination

As part of the consultation that informed this scheme, TfL held two consultation open days that were open to all staff, in conjunction with the Women’s Staff Network Group. These explored the following questions:

- **Recruitment** – what would attract more women to apply for roles within TfL?
- **Retention** – what would keep women and men in the organisation?
- **Flexible working** – what does a good flexible working policy look like in practice?
- **Workplace culture** – what does a gender-friendly environment, free from discrimination, look like?
Below are some of the comments and suggestions that TfL employees put forward in response.

Employee feedback

‘I think that women are attracted to jobs that are flexible, have an element of creativity, and also an element of meeting or interacting with people outside their job.’

‘Demonstrate how TfL does actually care about its staff – particularly in flexible working for working mothers who seek a career.’

‘All jobs should be open to women and those where under-representation exists. An open day should be held for women.’

‘Make adverts clear regarding flexibility. This attracts women as it allows them to balance work and life.’

7.3.1 Recruitment

TfL has revised its recruitment and selection policy to help it to recruit a diverse workforce at all levels, which is representative of London. The policy ensures that TfL recruiters use selection techniques consistently, fairly and objectively.

TfL is giving appropriate and effective training to everyone involved in recruiting or selecting staff. TfL checks that this happens consistently and fairly, by regularly monitoring the processes and outcomes.

TfL also offers a range of work options, including permanent, fixed-term, part-time working and job share.

Initiatives in place

Women’s Transportation Seminar (WTS)

TfL is a key sponsor of the London Chapter of the Women’s Transportation Seminar (WTS), which was established in 2005. WTS is an American body, founded in 1977, to promote and support the professional development of women working in transport. This is WTS’s first European Chapter.

Through TfL’s support of WTS, TfL staff, specifically women, now have access to a range of opportunities and benefits, such as career development, training and mentoring schemes.

TfL’s Attraction Strategy

TfL’s Attraction Strategy uses a variety of approaches to help promote TfL as an employer of choice for women and other target groups.

An important part of the strategy is to do more to attract people to TfL than just advertise jobs. These are some examples of the strategy’s activities:

● Make sure more people know about TfL’s commitment to diversity, through TfL’s PR and editorial information
● Promote TfL at a range of recruitment-specific and community events within target communities
● Work with the website wherewomanwanttowork.com, to advertise TfL’s commitment to equality. This partnership will help TfL to have a better understanding of what women want from work (eg flexible contracts, equal reward and recognition)
● Work with specialist organisations and government programmes that support the needs of under-represented groups
● Improve and grow TfL’s jobs website
● Benchmark TfL against other employers, with the aim of being one of the first choices for women

7.3.2 Staff retention

Development opportunities

Employee feedback

‘The business needs to be open to childcare requests and flexible in working arrangements. There needs to be clear and sustained development opportunities through training and secondments.’

‘Managers need to know and promote TfL’s current policies, eg career breaks and working beyond retirement, to enable staff to make informal choices.’

‘I think the mentoring programme is an excellent idea, to assist staff in making the most of career opportunities and targeting their learning and development accordingly.

TfL wants its entire staff to benefit from development opportunities, so that they achieve the highest standards and can fulfil their career potential. These opportunities might include coaching, training, mentoring, secondments and professional sponsorship. TfL’s Learning and Development Policy ensures that
line managers know how to support their staff, helping them to identify their training and development needs and to see how best they can meet them.

**Mentoring**

TfL’s mentoring programme has attracted a disproportionate number of women. Forty-six per cent of the participants are female, although only 23 per cent of the workforce is female. The programme started in September 2006 and already 94 per cent of relationships have begun in earnest and are working productively.

**Childcare Payment Scheme**

Helping with the cost of childcare — TfL launched its tax-efficient childcare payments scheme at the beginning of December 2006, following an extensive communications campaign to generate awareness and take up. Launched as part of the new range of voluntary benefits under ‘myTfL’ branding, there have been 155 employees who have taken up the benefit during the initial enrolment period. It is anticipated that this number will grow significantly during the year, with employees able to enrol at any time ahead of their next pay period. The saving of National Insurance and income tax contributions on a regulatory maximum of £55 per week paid toward childcare payments can generate significant savings for individuals of up to £900 pa (for basic rate tax payers). The tax saving is on a per individual basis and so both parents are able to benefit. Employees have been provided with a full range of channels to make access to the benefit easy across online, telephone and paper-based routes.

**7.3.3 Flexible working**

**Employee feedback**

‘You need the right environment and workplace culture for flexible working to work.’

‘Flexible working is brilliant when a manager is able to accommodate individual staff needs. Staff are motivated and put in a good day’s work. The most attractive is flexitime.’

‘Effective resource planning can easily facilitate this. It is equally attractive to mothers and fathers.’

‘What does flexi-working look like? You need to demonstrable examples of how these options work so that individuals and managers can have a better idea of how they work in practice and how they can be implemented to best suit needs of individual, team and business.’

**Initiatives in place**

TfL is working in partnership with Work Wise UK, an organisation which encourages employers to offer their staff more flexibility about where and when they work. The aim of Work Wise is to make the UK the most progressive economy in the world.

**Smarter working includes:**

- Allowing flexible hours: this would stagger the rush hour, reducing travel time and making the journey to work less stressful
- Allowing flexible working locations: to reduce travelling distance and time
TfL has recently reviewed all its work-life balance policies, to make sure that employees can reach a better balance between their work and home life. When employees easily manage work and other areas of their lives, there are clear benefits for both the individual and the business. TfL’s Work-life Balance Policy covers all areas of flexible working:

- Maternity, adoption, parental and paternity leave
- Family and special leave
- Flexible working
- Career breaks

Managers, Human Resource staff and front line staff are being given policy awareness briefings as well as copies of the policy, to make sure that everyone is aware of it and understands it well.

TfL has also recently commissioned research into the barriers to achieving work-life balance. It will use the findings to improve its recruitment and retention of women.

### 7.3.4 Workplace culture

#### Employee feedback

‘Until we can show positive female role models at the top tier, things won’t change.’

‘Women should be encouraged to move into traditionally male dominated areas, such as engineering.’

‘Obvious sexism may have been dealt with. Now you need to look at less obvious sexism.’

‘There is an unbalanced mix at all tiers within the organisation. It is inspiring to see senior females in traditionally male-dominated roles.’

‘Social gatherings can give staff the chance to get to know each other on a more personal level. They can help them to understand “issues” that may affect staff at work.’

TfL believes that it can only become an employer of choice for women if it has a workplace culture that values employees, treats them fairly and makes them feel part of the organisation and teams they are working with.

#### Harassment, bullying and discrimination

TfL believes that every employee has the right to a supportive working environment, free from harassment. It recognises that any harassment is a serious problem that, through the resulting threatening or intimidating work environment, can interfere with job performance, undermine job security and cause serious stress leading to health problems.

TfL’s definition of harassment, bullying and discrimination is set out below:

Harassment, bullying and discrimination includes a range of behaviour that, whether intentional or not, is unwanted, creates feelings of unease, humiliation, intimidation or discomfort, causes offence, threatens or appears to threaten job security or career prospects. Such behaviour may be related to race, colour, age, religion, nationality (including citizenship), marital status, gender, sexuality, HIV status, disability, ethnic or national origin, home and family responsibility, religious beliefs or trade union activity, or any other personal characteristic.

#### Initiatives already in place

TfL set up the Women’s Staff Network Group in 2005. It provides a forum for employees to share ideas and best practice, and to support each other in order to improve working life across the organisation. The network plays an important role in promoting equality within TfL and ensuring there is a constant dialogue between the business and female staff. This ensures that there is a continual process of identifying, monitoring and addressing issues, such as career progression, work-life balance and fairness and respect.

TfL provides all staff with ‘Valuing People through Fairness and Inclusion’ training to help them understand their role in delivering services to diverse groups across the Capital.

London Underground has created a ‘Managing Diversity Competence Programme.’ The programme builds managers’ ability and skills to help them manage a diverse workforce. Senior managers and operational managers (such as train and station duty managers) are all part of the programme. TfL is now looking at extending this to staff in Surface Transport, London Rail and Corporate functions.
8. What happens next?

TfL’s Gender Equality Scheme action plan will be:

● Monitored internally on a quarterly basis
● Updated on an annual basis
● Updates and progress reports will be available on the TfL internet site, and at annual events such as Capitalwoman
● A full review of TfL’s Gender Equality Scheme will be undertaken in 2010
TfL’s Gender Equality Scheme action plan
The activity falls into five broad categories:
1. Accessibility, which includes availability, vehicles, integration, barriers to travel and infrastructure
2. Safety and security
3. Affordability, which includes costs and fares
4. Information
5. Employment, which includes equal pay, recruitment, retention, flexible working and workplace culture

With a focus of action to:
- Improve levels of real and perceived security
- Provide a transport system shaped by women’s lifestyle
- Develop Transport for London’s (TfL’s) relationship with women
- Increase the number of women at TfL

Please note that many issues overlap with those included in our Disability and Age Positive Equality Schemes, such as step-free access, and will therefore not be included in this action plan.
## Key issues and TfL’s response

### Table 1: London Underground (LU) Limited

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Issue raised through consultation</th>
<th>Activity</th>
<th>Responsibility mode / accountable lead</th>
<th>Timescales</th>
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<td></td>
<td></td>
<td>Safety and security</td>
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<td>Concern over unstaffed stations</td>
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<td></td>
<td></td>
<td>The vast majority of London Underground stations are staffed. On the very few stations where this is not the case staff can be reached via a Help point. Furthermore, as part of LU’s modernisation programme, waiting areas will be provided where space is available. Real-time service information will be provided in ticket halls so that people can wait in places where staff are more likely to be. Ticket hall waiting areas will be provided where space is available. Platform waiting rooms will be retained where they currently exist. Two hundred extra BTP officers have been employed and maintain a visible presence on the transport network.</td>
<td>LU - Alana Thomas</td>
<td>2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Safety and security</td>
<td>LU - Chris Upfold</td>
<td>31/12/2007</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Platform train gap for children</td>
<td>LU - Chris Upfold</td>
<td>31/12/2007</td>
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<td></td>
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<td></td>
<td>On Under ground trains, accessible areas for wheelchair users and those travelling with buggies are provided on the Northern, Jubilee and refurbished District line cars. Designs for the new rolling stock on the Victoria, Metropolitan, Hammersmith &amp; City, East London, Piccadilly and Circle lines have either wheelchair or multi-purpose areas suitable for luggage or pushchairs. Trials of raised sections of the platforms to reduce the gap between train and platform are underway at Bank and Waterloo on the Waterloo &amp; City line and at Wembley Park. LU is already implementing a major strategy to improve access to the Underground. By 2013, 92 Underground stations will have step-free access, easing use of the network for disabled women and those travelling with children, shopping, luggage etc.</td>
<td>LU - Alana Thomas</td>
<td>2009-2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Safety and security</td>
<td>LU - Colleen Cleary</td>
<td>31/12/2007</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Difficulty reaching grab rails on trains - improve design</td>
<td>LU</td>
<td>Ongoing</td>
</tr>
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<td></td>
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<td></td>
<td>Grabrail design is a carefully considered component of new rolling stock design. Detailed ergonomic studies are conducted to ensure optimum grabrail position to account for all user needs. Deliver training on the design of accessible transport environments – to date over 300 staff from LU, infrastructure companies and other organisations have received training from the Centre for Accessible Environments. Training is now being organised on a quarterly basis to provide ongoing coverage for new staff.</td>
<td>LU - Colleen Cleary</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Category</td>
<td>Activity Description</td>
<td>Responsible Party</td>
<td>Dates</td>
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<tr>
<td>Safety and security</td>
<td>Request for more handrails in stations</td>
<td>LU - Wayne Trevor</td>
<td>2007-2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>Request for improved availability and quality of toilets</td>
<td>LU - Nina Webster</td>
<td>February 2007</td>
<td></td>
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<tr>
<td></td>
<td>Ensure that toilet facilities meet the needs of older people and parents with young children</td>
<td>LU - Nina Webster</td>
<td>31/12/2007</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Investigate use of Radar Key System for toilets</td>
<td>LU - Nina Webster</td>
<td>Start 2007 and ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Group Services – Owen Burdekin</td>
<td>LU - Alana Thomas</td>
<td>31/12/2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comfortable travel conditions</td>
<td>Poor air quality and temperature</td>
<td>LU - Kevin Payne</td>
<td>Start 2007 and ongoing</td>
<td></td>
<td></td>
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<tr>
<td>Integration</td>
<td>Long transition between stations</td>
<td>Group Services – Owen Burdekin</td>
<td>February 2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety and security</td>
<td>Ban hot food on trains</td>
<td>LU - Michele Thomson</td>
<td>March 2007 ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information</td>
<td>Additional activities being undertaken</td>
<td>LU - Keith Foley</td>
<td>Piccadilly line in 2007</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Information display panels will be placed in every train carriage and both live and pre-recorded audible information will be available across the Underground fleet</td>
<td>LU - Alana Thomas</td>
<td>Whole fleet by 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information/safety</td>
<td>Additional activities being undertaken</td>
<td>LU - Alana Thomas</td>
<td>2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safety and security</td>
<td>Additional activities being undertaken</td>
<td>LU - Alana Thomas</td>
<td>Start 2007 and ongoing</td>
<td></td>
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<tr>
<td></td>
<td>Where possible, advice from the British Transport Police (BTP) and the TFL Crime and Disorder Unit is being incorporated into the modernisation and refurbishment process to minimise opportunities for criminal activities on stations</td>
<td>LU - Alana Thomas</td>
<td>2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>All stations when modernised or refurbished, will gain comprehensive CCTV coverage which will be recorded</td>
<td>LU - Alana Thomas</td>
<td>2020</td>
<td></td>
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<tr>
<td></td>
<td>All lines have emergency alarms and some lines allow passengers to talk directly to the driver. By 2020, much of the fleet will have security monitoring equipment and emergency help facilities on board trains</td>
<td>LU - Alana Thomas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information</td>
<td>Provide local area maps at stations to walk if service fails</td>
<td>Group Services – Owen Burdekin</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
<td>LU currently display the local area maps (‘Continuing your Journey’ posters) in the ticket halls of all stations managed by LU and provide similar at stations not managed by LU. The left-hand side of the poster displays a map of the local area showing a range of public buildings and facilities, as well as the locations of nearby bus stops and stations. The right-hand side has a bus spider map of the immediate area showing customers where the local buses run to and the stops that they can be caught from Provide web versions of this information for each station on the Interactive Tube map section of tfl.gov.uk Some stations in central London have these maps as A5 leaflets for customers to take away as they leave the station. Provide these leaflets for all stations managed by LU</td>
<td>LU - Michele Thomson</td>
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</table>
Surface Transport (ST) in partnership with London TravelWatch has established a Public Transport Design Forum. Focusing on design, the forum aims to inform ST and TfL on user aspirations for future vehicle designs and provides useful consultation/feedback on ST proposals:

- Ensure that users from all target groups continue to have an input into the bus design forum and publish the extent of their involvement

ST is reviewing what further action could be carried out to make the bus more accessible:

- Consult on proposals to make hail and ride sections of routes more accessible

All buses are fitted with CCTV system

Following the terrorist attacks on London's transport system, and in response to the increased threat of terrorism, the Transport Policing and Enforcement Directorate (TPED) is coordinating work across TfL to improve the safety and security of the transport system for all users

The use of cameras and the supporting infrastructure have explicit benefits for all bus users. It enables ease of access to buses by ensuring that the buses are able to alight near the kerb:

- Replacement of current analogue recording systems with digital systems in order to deliver enhanced functionality and greater efficiency
- Renewal of enforcement equipment
- Installation/reinstallation of static camera
- Re-marking of yellow box

Bus stop accessibility improvements to ensure compliance with new accessible bus fleet:

- Annual survey to be carried out to determine a programme of works to ensure all bus stops are accessible

Improvements to bus stations to ensure they are accessible as measured by good practice standards The Department for Transport (DfT) Inclusive Mobility Guidelines:

- Design and development of a new bus station at Golders Green to incorporate fully accessible facilities including wheelchair access. CCTV, Help points and lighting

Barriers to travel (accessibility)

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<th>Responsibility mode / accountable lead</th>
<th>Timescales</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Barriers to travel (accessibility)</td>
<td>Ramps are not always used and ramp deployment not allowed for in timetable Park next to the curb Slopes from bus stops can be too steep</td>
<td>The use of cameras and the supporting infrastructure have explicit benefits for all bus users. It enables ease of access to buses by ensuring that the buses are able to alight near the kerb: Replacement of current analogue recording systems with digital systems in order to deliver enhanced functionality and greater efficiency Renewal of enforcement equipment Installation/reinstallation of static camera Re-marking of yellow box Bus stop accessibility improvements to ensure compliance with new accessible bus fleet: Annual survey to be carried out to determine a programme of works to ensure all bus stops are accessible Improvements to bus stations to ensure they are accessible as measured by good practice standards The Department for Transport (DfT) Inclusive Mobility Guidelines Design and development of a new bus station at Golders Green to incorporate fully accessible facilities including wheelchair access. CCTV, Help points and lighting</td>
<td>ST - Patrick Troy</td>
<td>March 2006-September 2008</td>
</tr>
<tr>
<td>2</td>
<td>Availability</td>
<td>Conflicts between more reliable, quicker service versus better parking at stops and waiting longer for passengers to board or sit down etc</td>
<td>ST is reviewing what further action could be carried out to make the bus more accessible: Consult on proposals to make hail and ride sections of routes more accessible</td>
<td>ST - Chris Markham/ Nick Lewin</td>
<td>Continuous – started/early stages – consultation with stakeholders to be initiated December 2006</td>
</tr>
<tr>
<td>3</td>
<td>Safety and security</td>
<td>More CCTV suggested Increase CCTV on buses and at bus stops to deter pickpockets</td>
<td>All buses are fitted with CCTV system Following the terrorist attacks on London's transport system, and in response to the increased threat of terrorism, the Transport Policing and Enforcement Directorate (TPED) is coordinating work across TfL to improve the safety and security of the transport system for all users</td>
<td>ST - Jeroen Weimar</td>
<td>Started 2006</td>
</tr>
<tr>
<td>4</td>
<td>Safety and security</td>
<td>Feel threatened by young people</td>
<td>Streets will continue to use advertising to help to raise awareness among specific groups Advertising campaign aimed at under-16s as part of the free travel concessionaire TPED delivers an integrated approach to transport policing, community safety, integrated criminal and civil enforcement, including a continuing visible presence of Revenue Protection Inspectors</td>
<td>ST - Alison Naylor</td>
<td>Continuous advertising campaign</td>
</tr>
</tbody>
</table>

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<tr>
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<tr>
<td>5</td>
<td>Continuous</td>
<td></td>
<td></td>
<td>ST - Chris Markham/ Nick Lewin</td>
<td>Continuous</td>
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<tr>
<td>6</td>
<td>Continuous</td>
<td></td>
<td></td>
<td>ST - Jeroen Weimar</td>
<td>Continuous</td>
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</table>

Table 2: London Buses

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Issue raised through consultation</th>
<th>Activity</th>
<th>Responsibility mode / accountable lead</th>
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<tbody>
<tr>
<td>1</td>
<td>Continuous</td>
<td></td>
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<td>ST - Chris Markham/ Nick Lewin</td>
<td>Continuous</td>
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<td>2</td>
<td>Continuous</td>
<td></td>
<td></td>
<td>ST - Jeroen Weimar</td>
<td>Continuous</td>
</tr>
<tr>
<td>Staff attitude</td>
<td>Drivers pull away before passengers (elderly or with children) have managed to get on or off</td>
<td>Build on the activities to ensure that the disability equality training that forms part of a BTEC vocational qualification for bus drivers continues</td>
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<td></td>
<td>Drivers sense of ownership and responsibility lacking due to privatisation</td>
<td>Review what further training is needed to ensure that consideration is given to issues such as supporting disabled and older people during emergency situations</td>
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<tr>
<td></td>
<td>Reluctance of drivers to give information (customer service)</td>
<td>To improve and enhance the BTEC training for all new drivers. London Buses has commissioned a new DVD driver training resource, distributed to all bus operators. The DVD looks at a number of topics but one in particular is the need to drive with care and consideration for the safety and comfort of passengers. The DVD also highlights vulnerable groups such as older people and young children</td>
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<tr>
<td></td>
<td>Poor driving skills</td>
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<thead>
<tr>
<th>Safety and security</th>
<th>Uniformed staff on board bus to deter bad behaviour</th>
<th>TPED delivers an integrated approach to transport policing, community safety and integrated criminal and civil enforcement, including a continuing visible presence of Revenue Protection Inspectors, giving reassurance to passengers and bus operators</th>
</tr>
</thead>
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<table>
<thead>
<tr>
<th>Information</th>
<th>Better maps on-board showing origins and destinations</th>
<th>A new radio communication and automatic vehicle location (AVL) system (iBus) will commence roll out across London’s 90 bus garages in 2007 and will be implemented on all 8000 buses by early 2009. This will allow controllers to monitor and direct the entire bus fleet, on every route, 24 hours a day.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Better PA system for driver to address passengers</td>
<td>This will provide reliable, comprehensive AVL and radio coverage across the bus fleet – improved bus reliability and better real time information</td>
</tr>
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<td></td>
<td>Announcements of stops on night buses</td>
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<td></td>
<td>Drivers knowledge to cover other modes</td>
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</tbody>
</table>

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<thead>
<tr>
<th>Other</th>
<th>Interference of music from other passengers</th>
<th>The TfL Safety and Citizenship programme is an ongoing proactive, preventative programme aimed at Years 5 and 6 and covers how to safely and sensibly travel in London. Key messages are aimed at reducing crime and disorder on bus services and on streets</th>
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<td></td>
<td></td>
<td>Wider engagement activity – School Liaison Co-ordinator within ST communications supporting the identification of issues, communication with and between schools and both external and internal stakeholders: links to school traveling planning activity and acts as client for the ongoing TfL Safety and Citizenship programme</td>
</tr>
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<th>Staff attitude</th>
<th>Continuous – Roll out of further training</th>
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<td>January 2006 – systems acceptance testing</td>
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<tbody>
<tr>
<td>Barriers to travel (accessibility)</td>
<td>Complete</td>
</tr>
<tr>
<td>ST - Rose Ades</td>
<td>March 2007 – Install local access improvements, green route</td>
</tr>
<tr>
<td>ST - David Rowe</td>
<td>Ongoing March 2010</td>
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</tbody>
</table>

Table 3: Cycling
### Table 4: Costs and fares

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<tr>
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<tbody>
<tr>
<td></td>
<td>Information</td>
<td>Investigate outreach work to inform people of benefits of public transport and Oyster cards</td>
<td>Activity being run, to convert cash users who have been identified as having particular difficulty in understanding the benefits of Oyster over cash. One to one interviews with the target audience, as well as coverage in the ethnic media and promotional activity</td>
<td>Group Services – Giles Bailey</td>
<td>January - March 2007</td>
</tr>
<tr>
<td></td>
<td>Cost and fares</td>
<td>More discounts on student travel</td>
<td>All London children under 16 and 16/17 year olds in full time education now have free bus travel. This is a significant help for families with school-age children and also helps encourage young people to stay in full-time education.</td>
<td>Group Services – Andrew Anderson</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Cost and fares</td>
<td>Increase Oyster card usage to all stations</td>
<td>Special discount deals are available to all Oyster card holders. For concerts, restaurants and shows in London.</td>
<td>Corporate Finance &amp; Planning – Shashi Verma</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Cost and fares</td>
<td>TFL to work with large businesses and spread cost of Oyster card</td>
<td>No action is planned, as most companies already offer season ticket loans/cost savings</td>
<td>Corporate Finance &amp; Planning – Shashi Verma</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>Cost and fares</td>
<td>Enable Oyster card usage at all stations</td>
<td>TFL has offered all London Train Operating Companies (TOCs) facilities to provide Oyster equipment, enabling them to accept Oyster pay as you go across all National Rail stations in London. The TOCs who respond positively to this offer will have facilities by 2009</td>
<td>Corporate Finance &amp; Planning – Shashi Verma</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>Cost and fares</td>
<td>Implement discounted fares for travel groups encouraging more people to take up public transport</td>
<td>TFL offer a number of discount schemes for different categories of customers, to encourage use of all its services. In conjunction with the London boroughs, TFL offers free/reduced rate travel for: Older people, Under 18s, 18+ students, New Deal scheme participants, School parties, Group travel.</td>
<td>Group Fares &amp; Ticketing – Peter Legg</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Table 5: Taxis and private hire services

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Issue raised through consultation</th>
<th>Activity</th>
<th>Responsibility mode / accountable lead</th>
<th>Timescales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Information</td>
<td>Advertise taxi information on public transport</td>
<td>The Safer Travel at Night ‘Cabwise’ campaign posters are posted on the TFL transport network</td>
<td>GLA/PCO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Information</td>
<td>Useful taxi numbers on pocket sized card</td>
<td>PCO’s ‘Know what you’re getting into’ campaign provides information on local taxi services on pocket-sized cards. A new text messaging service has been introduced – by texting ‘HOME’ to 60835 (60TFL), users are sent phone numbers for two, 24-hour local, licensed minicab operators, as well as the taxi One Number.</td>
<td>GLA/PCO – Darren Crowson</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Information</td>
<td>Encourage people to use TFL taxi service on internet</td>
<td>New text messaging and internet search engine services introduced to ease the search for licensed minicab operators, and offers the taxi One Number. The redesign of the TFL website will make this easier to find.</td>
<td>PCO/TFL New Media</td>
<td>February 2007</td>
</tr>
<tr>
<td></td>
<td>Availability</td>
<td>Increase number of black cabs south of river; cabs should take women to their destination</td>
<td>Safer Travel at Night awareness/safety campaign making it easier to find licensed taxis and private hire and highlighting the dangers of using unlicensed minicabs. Taxi tariff increases in 2001 to encourage more drivers to work at night (no powers to direct where or when drivers work). Marshalled taxi ranks in many locations to make it easier and safer for people to find taxis at night. Scheme to allow suburban drivers to work in the Clapham/Balham/Tooting area introduced in December 2003. Further schemes may be considered. PCO enforcement/compliance strategy being developed – it is already an offence for taxi drivers to refuse fares.</td>
<td>GLA/PCO – Darren Crowson, PCO – Darren Crowson, PCO – Cliff Llewellyn</td>
<td>Ongoing Complete</td>
</tr>
</tbody>
</table>
On-going PH operators

PCO – PH driver licensing

More customer service training required for minicab drivers, ie in driving and knowledge

Staff Customer service standards is monitored by all licensed private hire (PH) operators. All PH drivers have received the Go-Skills DVD on disability awareness, and a topographical skills test is now part of the licensing requirement

Ongoing – programme now being prepared for 2007/08

Increase the number of women taxi drivers

Use minicabs that are clean and in good condition

PCO – Ongoing Driver Diversity Initiative – to encourage more taxi and private hire (PHV) driver applications from women.

TfL do not employ drivers, only licence them. The aim is to encourage more applications from women rather than employ more women

● In 2005/06, adverts about becoming a licensed taxi or PHV driver were placed in various publications

● In 2006/07, booklet distribution and advertisements are planned with one activity in each quarter. This year the ad will feature on the handbag.com website

The PCO has also held a series of roadshows and attended other events to promote becoming a licensed driver

The PCO initiated a piece of research with female taxi drivers to identify if there are any barriers preventing them from doing 'The Knowledge'

There is also ongoing research among people, including women, who have dropped out from studying the Knowledge and becoming a licensed taxi driver

Since 2006, the PCO has delivered women only introductory talks for the Knowledge. This allows issues specific to women to be addressed and facilitates networking among female Knowledge students

Ongoing

GLA/LDA – Paz Paramjothy

PCO – Julian Fiorentini

PCO – Darren Crowson Group HR

PCO – Darren Crowson

PCO/Simon Buggey

PCO – Ray Biggs

● In 2005/06, adverts about becoming a licensed taxi or PHV driver were placed in various publications

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Ongoing

Vehicles

Use minicabs that are clean and in good condition

This is part of licensing requirements

The PCO operates a 'common sense' policy in this area, and the PHV inspection manual states: 'Ensure that the upholstery, headlining, carpets and door trims are not damaged or soiled'

If a customer or passenger has a complaint, in the first instance they should direct that complaint to the licensed operator who took the booking. Subsequently, if the customer is still not satisfied, the complaint is escalated to PCO for investigation and potential sanction

Ongoing

PCO – Ray Biggs

Table 6: Walking

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
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<th>Activity</th>
<th>Responsibility mode / accountable lead</th>
<th>Timescales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Safety and security</td>
<td>Improve lighting especially in areas of high crime</td>
<td>Work is underway to start removing blind spots, subways and underpasses and replace them with clear, above-ground pathways</td>
<td>ST – Dana Skelley</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Safety</td>
<td>Put more emphasis and allocation of resources on street lighting</td>
<td>Lighting is progressively improved through maintenance work within TfL. Lighting is also reviewed on schemes where personal security is an issue, and improved, where appropriate</td>
<td>ST – Dana Skelley</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Safety</td>
<td>Improve safety at crossings for pedestrians</td>
<td>From September 2006, all TfL, London borough and other staff involved in the design or delivery of street schemes, are being specially trained in awareness of disability and general accessibility issues.</td>
<td>ST – Peter McBride</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Safety</td>
<td>Repair uneven or damaged pavements more efficiently</td>
<td>TfL’s footways undergo annual condition surveys, as stipulated in the Highways Asset Management Plan (HAMP). Where necessary, further investigations are carried out to determine the level of maintenance required to ensure a footway’s serviceability. TfL’s target is to replace all footways with the worst Condition Index (CI) by 2011. Footway schemes will be prioritised individually for capital renewal, especially when there is a need to improve pedestrian safety or layout of street furniture</td>
<td>ST – Dana Skelley</td>
<td>2011</td>
</tr>
<tr>
<td>Information</td>
<td>Improve communication on public transport informing passengers of walking distances to places Improve signage to destinations</td>
<td>Walking guides and maps are currently available on the walking pages on the TfL website – development is ongoing to update these pages to include clearer maps as part of the ‘Legible London Scheme’ to improve signage across London and to make walking guides more widely available</td>
<td>ST – Adrian Bell</td>
<td>Delivery between 2008 - 2015</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Despite tactile surfaces aiding partially sighted people, they can be a problem for some older people</td>
<td>TFL is collaborating with other organisations to carry out research into tactile surfaces. TFL would look to adopt revised standards based on the research where it can be proven to deliver a better overall solution</td>
<td>Group Communications – Bob Bruty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Create more pedestrian areas away from traffic</td>
<td>TFL has an ongoing area-based schemes programme with the London boroughs, through which it is helping to deliver some of the Mayor’s 100 Public Spaces scheme. A recent example is the new Gillett Square in Dalston</td>
<td>Group Communications – Colin Mann</td>
<td>2012</td>
<td></td>
</tr>
<tr>
<td>Infrastructure and education and learning programme</td>
<td>Promote school travel plans and safety among school children to reduce road casualties.</td>
<td>TFL has developed a range of innovative ways to prevent road casualties, such as engineering schemes at road accident hotspots, safety cameras at appropriate sites, road safety education – including the Children’s Traffic Club and targeting advertising towards vulnerable road users</td>
<td>ST – Janet Kirrage</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>

**Table 7: London Rail – network issues**

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Issue raised through consultation</th>
<th>Activity</th>
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<th>Timescales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Safety and security</td>
<td>Additional activities being undertaken</td>
<td>The Docklands Light Railway (DLR) is running a research-based programme to remove physical and social reasons for not using the service. This includes improving walking routes to DLR stations, better and more relevant communication with passengers, making train staff more visible and improving station environments</td>
<td>LR – Howard Smith</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Safety and security</td>
<td>Additional activities being undertaken</td>
<td>Twenty-six overground stations now have anti-vandal shelters, 172 stations have CCTV and 160 stations have monitored Help points</td>
<td>LR – Peter Field</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Information</td>
<td>Additional activities being undertaken</td>
<td>Passenger information displays, as well as audible information announcements are provided, and passengers can also obtain real-time information through a text messaging service In advance of journeys, a text phone service is available and real-time timetable information is provided on plasma screens in the foyers of local residential blocks</td>
<td>LR – Howard Smith</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>No Tube services in Hackney</td>
<td>The extension of the East London line to Dalston in Hackney is due to be complete by 2010</td>
<td>East London Line Project – Nigel D’Souza</td>
<td>2010</td>
</tr>
</tbody>
</table>
Table 8: Journey information

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Issue raised through consultation</th>
<th>Activity</th>
<th>Responsibility mode / accountable lead</th>
<th>Timescales</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Information</td>
<td>Make it clear on website that the journey planner displays all modes and not just tube</td>
<td>Journey Planner is multi-modal, covering buses, the Tube, DLR, trams, river services, walking, cycling and National Rail services in London. The system is currently being redesigned, and will make some adjustments to reinforce the multi-modal elements and particularly that users are able to personalise the settings that Journey Planner uses in calculating routes.</td>
<td>Group Services – Giles Bailey</td>
<td>April 2007</td>
</tr>
<tr>
<td>2</td>
<td>Information</td>
<td>Provide more information on bus and train companies coming into London</td>
<td>TfL's website provides updated information on all engineering works and other disruptions affecting national rail services operating in London. Links to all TOCs' websites are also provided.</td>
<td>Group Marketing – TI Real Time – Andrew Osborne, New Media – Phil Young</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3</td>
<td>Information</td>
<td>Increase efficiency of website's basic information</td>
<td>The TfL website is currently being redeveloped to provide easier access to key travel information. In addition, the current search engine will be upgraded to provide more accurate results and better targeting of information to customers.</td>
<td>New Media – Phil Young</td>
<td>March 2007</td>
</tr>
</tbody>
</table>

Table 9: Employment

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Issue raised through consultation</th>
<th>Activity</th>
<th>Responsibility mode / accountable lead</th>
<th>Timescales</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Recruitment</td>
<td>Positive action to redress under representation</td>
<td>A TfL attraction strategy has been developed, which recognises that women are interested in job content and a career path and want to know what an employer can offer them. Attraction and retention rates will be reviewed to gain a clear picture of the current trends. Research will be carried out into an employer brand, with a view to moving away from the current disparate modal brands. TfL web and other information mediums will be re-focused on what they can offer women, rather than 'what TfL needs'. Web development project commences in February 2007, with nine months to completion. TdL has subscribed to the 'Where women want to work' website, which targets senior level women looking for jobs and also uses the 'Female Times Channel' website. Full site content to be launched by end of March 2007. To attract female engineers and encourage women into other frontline posts, TfL will work with existing staff to encourage them to become ambassadors for the organisation, speaking at conferences and appearing in editorial articles. Looking to the future, education, foundation courses and sponsorship opportunities will be targeted. A revised recruitment and selection policy was implemented in January 2007, enabling the recruitment of a workforce at all levels that reflects the diversity of London's population. Undertake reviews of selection processes for key generic grades to ensure criteria and methods used enable objective and fair selection. Reed Recruitment has examined the E&amp;I aspect of current attraction and application strategy for high volume recruitment campaigns, to eliminate bias against target groups. An ongoing review is being conducted on the outcomes of the new system.</td>
<td>Group Services – Jackie Hallums, Group Services – Martin Boots, LU – Louella Johnson</td>
<td>Oct 2007, March 2007, January 2007, March 2008, On-going</td>
</tr>
<tr>
<td>Recruitment</td>
<td>Initiatives to encourage and support women</td>
<td>Open days and targeted recruitment events to be held in operational areas with a low representation of women.</td>
<td>LU - George McInulty</td>
<td>Ongoing</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>LU modern apprenticeship scheme, covering operational roles to be implemented</td>
<td>ST - George McInulty</td>
<td>July 2007</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Modern apprenticeship schemes for LU operational roles to be expanded</td>
<td>ST - Lance Ramsay</td>
<td>Commence Feb 2007</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Research among female station supervisors and duty managers to be commissioned, to look at the barriers to recruitment and progression to the duty manager grade</td>
<td>ST - Mike Weston, Operations Director</td>
<td>Outcomes due August 2007</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>An action plan to be agreed from results</td>
<td>ST - Alan Barret, East Thames Buses</td>
<td>Sept 2007</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop training initiatives for female staff to enable them to attain management roles within the operations directorate</td>
<td>ST - Ken Davidson – Network Ops Mgr</td>
<td>February 2007</td>
<td></td>
</tr>
</tbody>
</table>
| Workplace culture | More respect and less harassment | Staff Network Groups (SNG) - key issues being addressed by the women's SNG, aimed at removing barriers faced by women in TFL, include:  
- Work life balance  
- Career and personal development  
- Fairness and respect at work  
- HR's support  
- Dignity at work – LU has improved facilities for women in its operational settings, including providing female train operators with keys for all toilet facilities and ensuring they know their locations; ensuring line control managers at all stations are aware of how long it takes to reach the nearest toilet facility; committing to a review of the physical conditions of toilets and changing facilities, to ensure improvements have been and continue to be delivered. A review is to be carried out in spring 2007  
- Managing Diversity Competence Programme (MDCP) is a culture change programme which has been and continues to be rolled out to all levels of management in London Underground. The programme commenced in 2003, covering senior and middle management. The current phase is being rolled out to duty managers. The key objective is to build management capability within LU that allows staff to manage the issues which may arise | Group Equality & Inclusion | Ongoing |
|             |                                            | Group Equality & Inclusion | Yvonne Howard | May 2007 |
|             |                                            | LU - Mike Strzelecki | May 2007 |
|             |                                            | LU - Mike Strzelecki | January 2008 |
from a diverse workforce. It also provides insight and awareness of the importance of promoting minority groups, including women, within TfL.

The MDCP guidance, a promotional tool of activities for managers, is being rolled out within the programme.

A review of TfL’s harassment policy has been undertaken, to ensure consistent and robust practices are in place. Updated policy and guidance to be rolled out along with staff communications plan to ensure staff awareness. Training and briefings will be planned to ensure managers understand the policy and have the skills required to follow through the requirements of the policy. This will take place in late spring 2007.

London Rail will be conducting a workplace survey to ascertain whether there are any barriers for women in the workplace. If appropriate, an action plan will be developed, to address any issues arising from the survey.

Retention

- Equal pay and benefits

Equal pay review – In 2004 Group Compensation and Benefits completed an Equal Pay Review within TfL. At this time the Equal Pay Action Plan outlined for both short-term and long-term initiatives.

During 2006/07 TfL conducted another Equal Pay Review using the same approach to analysing organisation data as in 2004, allowing a direct comparison with the previous analysis. The review extended the analysis beyond gender to all diversity groups.

The findings of the review will be known by 31 March 2007 at which time TfL will analyse how well the objectives formed following the 2004 Equal Pay Review have been achieved. TfL will subsequently engage with key stakeholders to:

1. Review and update the Equal Pay Action Plan
2. Build a business case to further develop an integrated approach to reward for all staff in TfL, specifically targeted at areas where there is concern regarding the equal pay gap.

TfL is a key sponsor of the London Chapter of the Women’s Transportation Seminar (WTS), working to promote and support the professional development of women working in the field of transport. Membership is open to all TfL staff, at a reduced rate.

Working with the Centre for High Performance Development to introduce development centres for senior leaders with potential across TfL. London Rail is piloting this work which is seen as a key tool in providing career development in senior management, particularly for women.

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Retention

- Career development opportunities

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Retention

- Work/life balance

The Work Life Balance suite of policies was implemented in January 2007, and contains the following:

- Maternity, adoption, parental and paternity leave and pay
- Family and special leave
- Flexible working
- Career breaks
- Job share
- Developing a best practice guide for managers of individuals who take maternity/paternity/adoptive leave
- Childcare vouchers:

TfL has introduced tax efficient benefits via a compliant salary sacrifice process for Childcare payments, as well as Bikes to Work.

The introduction is driven by our immediate priorities with TfL’s attraction and retention of women and the GLA Travel Plan, and represents a fit with our long-term employee benefits strategy.

Staff have been introduced to the availability of Childcare payments and have been able to apply from December 2006, with payments commencing in February 2007.

Policy awareness briefings for managers, human resource staff and front line staff will be disseminated in conjunction with publication of the policy, to ensure consistency and clear understanding.

- Simplify policies

- Redress mistrust of colleagues towards flexitime

- Equal pay and benefits

- Career development opportunities

- Work/life balance

- Simplify policies

- Redress mistrust of colleagues towards flexitime
Manager and employee guides have also been produced. A pilot scheme using existing managers to disseminate awareness and knowledge of policies by training them as facilitators for policy roll-out is being explored.

Retention | Job share | Develop a policy to enable part-time or job share for operational managers. LU's Chief Programmes Office is currently advertising all new roles to be suitable for job share.

Retention | Flexible working | Ensure operational training can accommodate part-time working and that the long-term training delivery can support flexible working. This was completed in 2005. CSA Flexible training project was successfully completed. It is a key enabler for a shorter working week, which assists LU in accommodating part-time working. Availability of flexible training for CSA new entrants has formed part of the recruitment process for attracting female operational staff. This will continue in the new Entrant CSA training. The yearly refresher training is also provided flexibly to support part-time working. The new Entrant CSA training will incorporate the equality values and behaviours that are expected in all its employees. Develop a flexible rostering system within East Thames Buses for female bus drivers. Once developed, the rostering system will be piloted to establish if it has a positive impact on attracting and retaining females in this role.

Retention | Flexible retirement | Staff requesting the right to continue working past the statutory retirement age would be considered for flexible working (eg. reduced hours/part time), under the Work Life Balance Policy.

Retention | Home working | The Group HR policy team is researching the policy and procedures for home working. The business will then review proposals, which will include a view of where home working may be appropriate and where the business is able to offer it.

Retention | Seasonal hours (during school holidays) | Requests for term-time working would be considered under the Work Life Balance Policy procedure.

Retention | General | Exit interviews are being carried out in February 2007 on a sample of 45 staff from across Surface Transport who have left the organisation. Analysis will be carried out following these to identify reasons why women are leaving Surface Transport and these issues will be explored.

Table 10: Other

<table>
<thead>
<tr>
<th>No</th>
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<th>Timescales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>Schools education - behaviour on public transport</td>
<td>London's Transport Museum to provide trained voluntary school liaison officers to offer multi-modal presentations to all Junior Citizenship Schemes in greater London. This entails face-to-face meetings with school age children to talk about safety and citizenship.</td>
<td>Sam Mullins</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>Transport Planning &amp; Policy</td>
<td>Continue to ensure that transport plans focus on improving the availability and accessibility of transport and ensuring that essential services can be accessed using public transport. Monitor the completion of Equality Impact Assessments (EqIAs) on all new planning projects.</td>
<td>Elaine Seagriff</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
Appendices
Consultation findings

Section 1
Questionnaire responses – December 2006

Executive summary

Written responses

Twenty-five people provided written comments in response to the Gender Equality Scheme consultation. Twenty-three of these used the document’s questionnaire. The remaining two respondents commented by letter.

Stakeholder event

TfL also held a London-wide stakeholder event in November 2006.

All the feedback has been analysed and reviewed. The information was categorised by service area or mode, against the categories of associated issues. The associated issues are:

- Information
- Barriers to access
- Availability
- Cost and fares
- Security
- Safety
- Facilities
- Health impact
- Environment and sustainability
- Quality
- Infrastructure
- Integration
- Vehicles
- Cleanliness
- Staff
- Other

Of these comments, this process identified 202 issues.
Most comments covered issues around information, availability, safety and staff. Some of these comments included:

- More information on buses to assist in difficulty reaching stops (visual and audio assistance)
- Availability of the countdown system
- Advertise taxi and minicab numbers on public transport
- Encourage people to use the internet for minicab service; ensure that women are aware of female drivers
- Supplying more buses, especially at night
- Availability of suitable minicabs and black cabs
- Increase the presence of more police or community support officers on the streets
- Improve uneven paving which could cause injury
- More visible policing at night
- More staff on transport to help with vulnerable situations
- Improve bus drivers’ manners and overall knowledge

Flexible working was also mentioned.

**Fig 1. Number of positive responses to issues (categories)**

**Fig 2. Number of negative responses to issues (categories)**
Appendix 2

Equality Impact Assessment

The development of the Gender Equality Scheme included reviewing the existing Women’s Action Plan 2004, research, existing policies and services to understand how they impact on women and men. During the consultation period, people were able to provide feedback on our current services, activities and policies and identify the areas where the most positive impact could be in addressing the barriers that they face in employment and access to services, particularly for women.

As part of the consultation exercise, TfL asked women and men what they thought might be missing from the plans as well as giving information on how current activities work in practice.

Where TfL’s services are seen to be inaccessible, we have addressed these issues in our action plans.

In assessing the impact of the scheme and existing services and policies, TfL has drawn on research both existing and current, it has also talked to key stakeholders across London that have included, public and voluntary sector, and individual transport users.

The key elements identified as impacting on women are:

- **Safety and security** – improving real and perceived levels of security
- **Accessibility** – providing a transport system shaped by women’s lives
- **Affordability**
- **Information** – TfL developing a relationship with women
- **Employment** – increasing the number of women at TfL

The key issues arising in each area are as follows:

- Interviewees believe that women use public transport more than men because they have less access to cars and lower incomes, work part-time more often, and have more childcare responsibilities
- Improvements to new buses and trains with step-free carriages and more space for buggies are welcome. Despite this, women still feel that access is a priority area for further development
- Overcrowding and difficulty in making connections during ‘trip chains’ are barriers to using public transport that affect women more than men
- Interviewees believe that men and women have similar experiences when accessing information about transport in London. They suggested that TfL should improve access of information for both older men and women and for people who have English as a second language
- In addition, they commend outreach campaigns, as well as working alongside local authorities and voluntary organisations
- Perception of safety is as important as actual safety. Although interviewees are aware of some recent safety initiatives, there was much discussion on the need to raise public awareness
- They discussed the benefits of the Oyster scheme and were concerned about possible discrimination against people who cannot afford to pay for multiple journeys in advance
- There are calls for schemes which will directly assist women with children. There is also a need for good customer service from bus drivers and station staff, especially for older travellers
Appendix 3

Organisations consulted
TfL would like to extend its thanks to all those individuals and organisations which have been involved in the consultation process of TfL’s Gender Equality Scheme

Barking & Dagenham
- Young Asian Women’s Group
- Mayesbrook Women’s Club
- Parents Action Group
- Eastbrook Women’s Club
- Belvedere Asian Women’s Group
- Pakistan Christian Women’s Association
- Black Women’s Mental Health Project
- Brent Muslim Women’s Welfare Association
- African Women’s Care
- Asian Women’s Resource Centre
- Kingsgate Community Centre
- Bengali Women’s Health Project
- Hopscotch Asian Women’s Centre
- Latin American Women’s Rights Service
- Somali Women’s Group
- Red Brick Housing Co-op
- Goldcrest Youth Centre Girls’ & Young Women
- Ethnic Minority Advice Bureau Croydon
- Croydon Asian Women’s Association
- Jagruti Asian Women’s Group
- New Addington Sangum
- Bristol Crisis Centre for Women
- Croydon Women’s Aid
- New Addington Women’s Centre
- Samafal Somali Women’s Association
- Active Communities
- Enfield Bangladesh Women’s Society
- Asian Religious Group

Enfield
- Nehanda Black Women’s Organisation
- Sangam Asian Ladies Group
- Cyprus Turkish Women’s Association
- Turkish Women’s Support Group
- Bullsmoor Ladies Club
- Co-op 2.15 Ladies Club
- Enfield Central Women’s Guild
- Enfield Women’s Centre
- First Tuesday Ladies Group
- Ladies Friendly Group (Enfield)
- Somali Women’s Group
- Greenwich Women’s Centre
- Meridian Women’s Association
- Somali Women’s Support & Development
- Arab Women’s Group
- Indian Women’s Welfare Association
- Hammersmith Women’s Aid Outreach Project
- Bridge Centre for Women’s Emotional Wellbeing
- Cypriot Women’s League
- African Women’s Welfare Association
- Pakistan Women Association
- Harrow Young Womens Project
- Hillingdon Asian Women’s Group
- EKTA Asian Women’s Centre
- Somali Women’s Group
- Hillingdon Women’s Centre
- Netmums
- Dosti
- Horn of Africa Somali Women’s Group
- Asian Women’s Counselling Service
- Asian Women’s Support Group
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An electronic version of the Gender Equality Scheme booklet is available. It is also available in audio, Braille, large text format and a range of other languages. To order the format you require, please tick the relevant box in the list below, include your name and address and return to Group Equality and Inclusion, Transport for London, 10th Floor, Windsor House, 42-50 Victoria Street, London SW1H 0TL. Alternatively, call 020 7126 4297 or email ges@tfl.gov.uk.

Name: ____________________________
Address: ____________________________

- Audio (English)
- Large text format
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- Chinese
- French
- Gujarati
- Hindi
- Italian
- Japanese
- Korean
- Russian
- Spanish
- Turkish
- Urdu
- Vietnamese

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Tel: 020 7222 1234
Email: ges@tfl.gov.uk

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Haringey
Harrow
Hillingdon
Islington
Kensington & Chelsea
Kingston On Thames
Lewisham
Merton
Newham
Redbridge
Sutton
Tower Hamlets
Walthamstow
Wandsworth
Westminster