Equality Impact Assessment (EqIA) HR Form

> Introduction:
>
> As part of our legal duties to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a protected characteristic*and those who do not, the Equality Impact Assessment (EqIA) provides a way of developing your strategy, project or policy, that considers the need of all employees.
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> The Initial Screening of your strategy, project or policy will assist in identifying any potential impact(s), and help in ensuring that the decisions involved in your strategy, project or policy are fair to all employees. For further information, see the Equality and Human Rights Commission (EHRC) website, please click here
>
> **Please complete all four sections.** For guidance notes to support you, please see page 15
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> * *Age, people with a disability, gender reassignment, gender, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sexual orientation.*

Section one: Your strategy, project or policy.

Name of strategy, project or policy:
Provide the full name of your strategy, project or policy:

London Underground Asset Operations

Person completing assessment: Provide the full name, position and department of the person completing the form.

Natasha Fonseka

Telephone number:
 Provide the telephone number of the person completing the form. (No Mobile or Auto Nos).

Please note: London profile percentages are taken from the 2011 Census and TfL's workforce profile is taken from the 2011 Census and TfL's workforce profile is taken from the 2012/13 Annual Workforce Monitoring Report

Content Owner: Equality & Inclusion
Review Date: April 2015
Next Review Date: April 2016

EVERY JOURNEY MATTERS

Section two: Assessment of impact(s)

1. **What is the main purpose of the strategy, project, or policy?** Describe what your strategy, project, or policy aims to achieve.(As outlined in the strategy, project, or policy section of the business case)

The Mayor has an ambitious programme to deliver a modern and affordable transport network for London in addition to creating organisations that mirror those communities they serve. To that end, we're designing a more modern London Underground that will be better for London, and better for everyone who works in LU. Our visions for the future includes:
1. Create a customer-centric organisation
2. Deliver a sustainable cost base
3. Drive day-to-day performance while delivering significant change

Maintaining LU assets is critical to safely running the railway and for the safety of our employees and customers. Our ambition is to maintain our assets on time to maximise service availability and reliability for our customers.
The key objective of the reorganisation is to achieve a fully integrated Asset Operations directorate, with a consistent, agile functional design and simpler interfaces with supporting functions. This will improve performance, allow effective leadership, provide clearer accountability and empower employees. It will also deliver target savings to LU's overall cost reduction efforts in response to external economic pressures and funding cuts.
Our proposal is to streamline activities across asset groups, drawing clear boundaries between activities undertaken by asset operations teams and interfacing organisations, primarily Asset Strategy, Engineering and R&E.
The new organisation is supported by the principles that align all LU asset types for a clear line of sight across all stages of the asset life cycle. Capabilities are aligned to avoid duplication and enable standardisation of processes and systems.

The following support the redesign of the Asset Operations organisation:
•	Optimising spans of control to improve operational execution through faster decision making and improved communication.
•	Reducing and simplifying the organisation by moving towards a seven layer asset organisation all the way down to frontline staff.
•	Providing a clear line of sight across all asset groups and all stages of the asset life cycle.
•	Consolidating the capabilities which provide common support to all asset groups including planning, materials, workshops, asset systems and readiness activities.

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2. **List the main activities of the strategy, project, or policy (for strategies list the main policy areas):** Describe the key activities of the strategy, project, or policy. This should not just be a simple list of activities and should align with the business case for the strategy, project, or policy.

The high-level changes we're proposing as part of the current phase of Transformation for LU AO include:
•	Further establish and integrate a new Asset Operations directorate organised around pan-LU asset categories for seamless and streamlined operations to support all LU lines.
•	Deliver a single person accountability model and clear leadership for each asset group, delivering consistent network asset performance for LU operations.
•	Implement a simpler, more inclusive organisation with fewer layers to empower employees at all levels to take ownership, drive decisions and improve accountability.

• Develop an end state model that enables modernisation to deliver more efficient maintenance practices and efficiencies for Asset Operations.
• Enable the adoption of a single asset management system and apply a consistent approach for planning materials, logistics and local administration across the asset organisation.
• Fully integrate AP JNP asset organisation (in phases) into LU AO directorate, after Amey contract expires in December 2017.
• Further align pan-LU asset categories and delivery model in the proposed AO structure, with Renewal and Enhancements (R&E). Implement simpler interfaces with TfL Engineering, Asset Strategy teams and other support functions to drive reductions in the asset life cycle cost.

We will achieve this by reviewing/conducting the following:

How we work (behaviours, processes, systems etc.)
• Process analysis – an indication of how the new team will operate and what roles and responsibilities are, as well as a cultural piece on how it should feel to work here
• Safety Assurance - ensuring that established safety procedures aren't compromised by the new design structure
• Mitigations – Setting out the risks associated with the proposed design and how these will be mitigated
How we are organised (structure, roles, accountabilities)
• Role Charters – outline of broad accountabilities associated with each role
• Job Descriptions – Specific description of role and responsibilities for each individual job within the directorate
• Spans and Layers assessment – an assessment of what the spans and layers of control are in the new structure to ensure alignment with wider TfL requirements
• Boundary changes – Provides an outline of what differences there are between the existing structure and the new operating model and what this means for responsibilities and accountabilities for delivery of projects
Implementation of the proposals
• An implementation plan setting out proposed timescales
• Detailed explanation of the consultation and communication strategies
• Selection and assessment approach
• Transition arrangements

3. **Have you consulted on this strategy, project, or policy?** Describe who have been consulted both internally and/or externally in regards to the strategy, project, or policy. This should include the feedback from the consultation (where applicable) and the changes made because of this feedback.

The core principles of the Business Change Framework will be applied throughout and will be used to deliver the Communications & Engagement strategy for change: http://source.tfl/bcf/type-of-change/organisational-change.html

Communications will be leadership-led wherever possible, with a focus on two-way dialogue and giving our people a chance to feed back. We'll hold weekly consultation conference calls by workstream and follow these up with email summaries. We'll have a dedicated SharePoint site which will be a 'one-stop-shop' for FAQs, proposed org structures, job descriptions and consultation updates. We'll also provide managers with materials to enable better conversations with their teams.

The project successfully passed through Design Gate (DG2) in October 2017 with TfL's Executive Committee to ensure design principles and organisational proposals are aligned to the overall TfL transformation programme. In the lead up to DG2 key stakeholders from across Surface, CPD, Renewals and Enhancements, were engaged and consulted on the proposed changes.

Employee consultation will take place as per the Organisational Change Policy (OCP), this will take a minimum on 90 days.. In addition, specific team briefings and drop in sessions will take place at appropriate times during the process. A change coalition network of change champions and advocates will be set up to involve employees in the change and this is in process.

Formal consultation will take place with the relevant Trade Unions in accordance with LU Framework for Consultation and Collective Bargaining and there are a number of functions that have and will input to design and implementation including:
• Human Resources
• Employee Relations
• Legal
• Finance
• Equality & Inclusion

We have also consulted with the Business Leads and the nominated Change Champions for the business areas.

4. **Have you used any research to support your strategy, project, or policy?** Describe what research has been used to support the strategy, project, or policy and the effect of this research on the strategy/project/policy.

We have chosen this strategy as it aligns with the design principles used in the main phase of previous leadership change. Proposals which affect TfL employees will be subject to consultation with our Trade Unions as per the TfL Framework for Consultation and Collective Bargaining. The high level principles and vision have been shared with affected areas but no further detailed proposals have been communicated.

5. Have you explained your strategy/project/policy to people who might be affected by it directly or indirectly? Describe how the strategy, project, or policy will be communicated to staff and/or customers who are affected by the strategy, project, or policy.

LU Asset Operations (AO) transformation is incorporated into the wider LU Operating Model Workstream to ensure alignment and consistency across London Underground Operations and Renewals & Enhancements.

A robust Communications and Engagement strategy has been created to deliver the new organisation design, ways of working and governance. When we launch consultation, we'll hold face to face briefings with all staff in scope. A dedicated SharePoint site with FAQs, the business case, links to health and wellbeing support resources, and other information will go live as will dedicated intranet pages. Throughout the consultation we'll keep staff informed through weekly consultation updates – some by conference call others face to face – with the opportunity to ask questions. We'll hold regular drop in sessions where staff can ask questions about the proposals and provide feedback. We'll measure the effectiveness of our channels frequently and adjust our strategy to ensure we maintain engagement.

Additionally, we will run a survey which has been designed by the Organisational Design team to measure key elements of engagement with change. This will be run twice throughout the consultation process. The first survey will form the benchmark of results and the aim will be to increase the figure through activity derived from the results from our staff.

Throughout any Consultation period, in addition to communicating with our Trade Unions we will keep staff up to date with regular email communications and a number of face to face sessions.

6. Who will be the main beneficiaries of the strategy, project, or policy?
Describe who will significantly benefit from this strategy, project, or policy and explain why this is the case and complete table 1. (Please refer to the guidance notes on page 15 to assist in completing Table 1.)

While saving money is important – and something we have to do to be better for London – the changes we're proposing will also make this organisation a simpler, better place to work. As a result, our people will feel more empowered and have clearer accountabilities.

Subsequently, the changes will support and enable financial and non-financial benefits. However, simply changing the structure won't achieve the benefits we're aiming for.

This is a unique opportunity to fundamentally change the way we work, prepare us for the future and make us an even more successful business.

Specific benefits for LU AO include assured delivery and efficient delivery through:
- More accurate planning and better allocation of resources
- Clearer lines of accountability and more consistent leadership
- Better and faster decision making, with less need for escalation
- More open and accessible leaders and managers who are more empowered
- Less duplication and waste
- Bringing related capabilities together for efficient operational delivery.
- Improved utilisation of resources.
- Earlier resolution of risks, issues and opportunities and an appropriate escalation process.

Table 1 – Evidence of impact

Protected Characteristic Age				
Demographics		**London profile**	**TfL's profile**	**LU AO profile**
	Under 25	**32.1%**	**2.5%**	**1%**
	Over 65	**11.1%**	**1.2%**	**2%**
Impact rating please tick (√)				

Positive Impact	**Provide the evidence justifying the impact rating** London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation. Due to the low % in these groups, we will continue to review, if any impact is identified during Transformation mitigating action will be taken in line with TfL's policies and guidelines. Through the role family that exists within the function and within other functions within TfL, we aim to create an environment where individuals can navigate their career paths, identify the opportunities and develop within their current roles and fulfil their potential through career progression. In addition to supporting our existing workforce, TfL is an advocate and has invested heavily in creating sustainable talent pipelines to create and encourage the take up careers which we know is becoming a scarce skill. There are a number of initiatives which support this including the apprenticeships and graduate schemes and mentoring of school aged children in addition to work experience placements and internships. In the future, all jobs will explicitly state whether they are suitable for flexible working including job share. It should be assumed that they are unless there is a clear business detriment – as set out in TfL's Flexible Working Policy and Guidance. Based on evidence, we believe this should accommodate and retain TfL's status as an employer of choice to appeal to staff starting their careers in Asset Operations to have a good work life balance and also those who may be considering lifestyle changes/retirement and or career breaks to support caring responsibilities. Flexible working arrangements will continue unless there are safety or specific business reasons why they cannot. Arrangements will not cease or change without first meeting with the employee. Challenging cultural norms such as presentism, inflexible working hours and reward for time spent in the office (or logged on at home) should create opportunities for all staff. As part of proposed assessment and selection process, employees will be asked if they have any reasonable adjustments, and these will be

		supported appropriately.

Diverse interview panels will be used where possible as part of assessment and selection processes, and all senior managers involved will have attended Unconscious Bias training.

Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics.

All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People"

All Senior Manager roles have been given an accountability of

Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion. |
| **No Impact** | √ | |
| **Negative Impact** | | |
| **Good Practice** | | • Flexible working is an option that allows all employees regardless of their age to manage their working patterns and contribute to TfL retaining the skills, knowledge and experience. Please click **here** for more information about flexible working options at TfL.

• Reasonable Adjustments is a process that provides the tools that allow employees of all ages to work in an inclusive environment by reducing their barriers. Please see link below for TfL's Reasonable Adjustment guidelines which provide more information. **Reasonable Adjustments** |

Protected Characteristic Disabled People			
Demographics	**London profile**	**TfL's profile*** number of employees who have declared	**LU AO profile Number of employees who have declared**
	17%		**1.5%**
Impact rating please tick(√)	**Provide the evidence justifying the impact rating**		

Positive Impact	Data regarding disability is provided voluntarily by employees.

From voluntary responses, 1.5% of 593 employees have declared they have a disability, with 70% either preferring not to say or not to declare. Therefore, it is difficult to determine whether there will be any impact on this group. If any impact is identified during Transformation mitigating action will be taken in line with TfL's policies and guidelines.

In addition, new recruitment rules regarding the diversity of shortlists and interview panels and availability of e-learning of unconscious bias awareness should help to encourage different thinking into recruitment decisions. This will be supported by work already underway to refresh guidance on reasonable adjustments and improve the delivery on all workplace adjustments and how this can be applied to a multitude of roles.

Work being done to promote flexibility in working practices and with TfL signing up to Disability Confident will further improve the working environment for disabled staff. Flexible working arrangements will continue unless there are safety or specific business reasons why they cannot. Arrangements will not cease or change without first meeting with the employee.

Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics.

As part of proposed assessment and selection process, employees will be asked if they have any reasonable adjustments, and these will be supported appropriately.

In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP.

All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People"

All Senior Manager roles have been given an accountability of

Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion. |

No Impact	√	Any further impact identified during the process will be closely monitored and any mitigation action will be taken as necessary.
Negative Impact		Potential impact on employees with mental health disabilities and how going through change impacts this protected group of employees
Good Practice		It is recognised that disabled people face significantly more barriers to participating in work and other activities. Reasonable Adjustments is a process that provides the tools to allow employees who have declared their disability to work in an inclusive environment by reducing their barriers. Please see link below for TfL's Reasonable Adjustment guidelines which provide more information about the range of tools for consideration. Reasonable Adjustments The Staff Network Group - Disability provides all employees with a forum to share ideas and suggest solutions to particular issues. Please click here to access the Staff Network Group website

Protected Characteristic Gender Reassignment				
Demographics		**London profile**	**TfL's profile**	**LU AO**
		Equality and Human Rights Commission estimate London's population at 1,900 using numbers supplied by the NHS (Nov 2011).	**Not known (NK)**	**Not Known**
Impact rating please tick (√)		**Provide the evidence justifying the impact rating**		
Positive Impact	√			
No Impact		London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation.		

Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics.

Data regarding Gender Reassignment is provided voluntarily by employees.

No LU AO employee has identified, or declared themselves in this group. Therefore, it is difficult to determine if there will be an impact on this group. If any impact is identified during Transformation mitigating actions will be taken in line with TFL's policies and guidelines.

As part of proposed assessment and selection process, employees will be asked if they have any reasonable adjustments, and these will be supported appropriately.

Diverse interview panels will be used where possible as part of assessment and selection processes, and all senior managers involved will have attended Unconscious Bias training.

In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP.

All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People"

All Senior Manager roles have been given an accountability of

Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.

Negative Impact		
Good Practice		TfL Guidelines for Transgender employees and their managers is below. People Management Advice (PMA) specialists can provide advice and support to managers and employees when required. Supporting our Employees • Transitioning employees are encouraged and supported to discuss with their manager • Internal communications covering transgender will reinforce TfL's commitment to creating and maintaining an inclusive working environment • Appropriate confidentiality is recognised as essential in allowing a smooth and supportive transition for transgender employees.

Protected Characteristic Pregnancy and Maternity			
Demographics	**London profile**	**TfL's profile**	**LU AO**
	Figures not available	**227**	**6**
Impact rating please tick (√)	**Provide the evidence justifying the impact rating**		
Positive Impact	London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation. All 6 employees currently on maternity leave have been identified. We will communicate with and involve those employees throughout the change programme. If any impact is identified during the process mitigating action will be taken in line with TfL's policies and guidelines		
No Impact	√ Through the systematic elements of the transformation – i.e. organisational change – the HR Business Partner provides advice, guidance and acts as a critical friend ensuring that those affected and out of the business are engaged by their line managers and have appropriate opportunities to become involved in design through Keep in Touch days and through selection and assessment. As part of proposed assessment and selection process, employees will be asked if they have any reasonable adjustments, and these will be supported appropriately. In addition to this designing in flexible working practices can ensure that those who do have caring responsibilities have opportunities to continue rewarding careers on their return. Flexible working arrangements will continue unless there are safety or specific business reasons why they cannot. Arrangements will not cease or change without first meeting with the employee. Diverse interview panels will be used where possible as part of assessment and selection processes, and all senior managers involved will have attended Unconscious Bias training. In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP. All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People" All Senior Manager roles have been given an accountability of *Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.*		

Negative Impact		
Good Practice		TfL's Maternity and Parental leave provision highlights key information regarding entitlements and considerations in relation to leave, pay etc. For more information please click here. Supporting this is the Maternity and Parental Leave etc. Regulation 1999. There is support for employees undergoing fertility treatment

EVERY JOURNEY MATTERS

Protected Characteristic Gender			
Demographics	**London pr**ofile	**TfL's profile**	**LU AO Profile**
	51% (Female) 49% (Male)	22.5% (Female) 77.5% (Male)	32.9% (Female) 67.1% (Male)

Impact rating Please tick (√)		Provide the evidence justifying the impact rating
Positive Impact		London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation.

London Underground Asset Operations female profile, at 32.9% is above the overall TfL female profile. If any impact is identified during Transformation mitigating action will be taken in line with TfL's policies and guidelines.

In addition to supporting staff who are already with TfL, we are looking to enhance the TfL brand as a place that women want to work: identifying and removing gender bias from job adverts, where possible anonymising job applications and actively promoting flexibility in working practices – all of which should help move TfL towards reflecting London's population of 50% female in its work force.

Mark Wild, Managing Director of London Underground is the lead of the women's staff network group and is championing the diversity agenda within TfL. Recent feedback from this community has linked to wider transformation work to review work activity such as meeting etiquette. For working mothers or those with caring responsibilities knowing when a meeting at the end of the day will finish, and sticking to that finish time is crucial. |
| **No Impact** | √ | There are a number of activities underway or planned to increase, develop and support women in TfL. Delivery of these should over time enable women to reach their full potential and aspirations; and ensure that we have a pool of talented, supported and confident women eligible, competent and positive about applying for promotional and senior management roles in the future.

In addition as outlined earlier having a more flexible and planned approach to meetings (timings adhered to – starting and finishing on time rather than the current approach where it is common practice to arrive late and finish late, circulating papers in advance, using technology enabling video conferencing from a variety of locations) may increase opportunities to participate fully and as a result have rewarding careers with equal opportunities, rather than feel certain jobs are 'out of reach' because of the associated working practices.

Flexible working arrangements will continue unless there are safety or specific business reasons why they cannot. Arrangements will not cease or change without first meeting with the employee. |

		Diverse interview panels will be used where possible as part of assessment and selection processes, and all senior managers involved will have attended Unconscious Bias training. In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP. All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People" All Senior Manager roles have been given an accountability of *Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.*
Negative Impact		
Good Practice		The ability to work flexibly can assist all employees in managing their working life. This is particularly used by women and those who have caring responsibilities. The <u>Work Life Balance policy</u> provides clear guidance on flexible working and how any agreed process should be applied. Consideration will be given to part time working. A <u>Job Share Register</u> enables employees to register their interest and provides an opportunity for managers to advertise their vacancies as job shares. The <u>Women's Staff Network Group</u> provides all employees with a forum to share ideas and suggest solutions to particular issues.

Protected Characteristic Marriage and Civil Partnership			
Demographics	**London profile**	**TfL's profile**	**LU AO**
	Current not available	**Not known**	**Not known**
Impact rating please tick (√)		**Provide the evidence justifying the impact rating**	
Positive Impact	√		
No Impact		London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation. Many of the activities covered under generic culture and ways of working should ensure that everyone is empowered and able to access and enjoy successful careers in TfL. Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics Data on Marriage and Civil Partnership is provided voluntarily by employees. As we do not record this information it is very difficult to determine any impact. In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP. All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People" All Senior Manager roles have been given an accountability of *Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.*		
Negative Impact		No Impacted perceived		

Good Practice	All the Human Resource policies and practices must reflect equal treatment of civil partnerships to married couples. Please click **here** for more information.

Protected Characteristic Race (Ethnicity)			
	London's profile	**TfL's profile**	**LU AO**
Demographics	40.2% (BAME) 59.8% (White)	10.3% (BAME) 62.1% (White)	22.9% (BAME) 64.2% (White) 2.5 %(prefer not to say) 10.3% Unknown
Impact rating please tick (√)	**Provide the evidence justifying the impact rating**		
Positive Impact	London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation. Data regarding Ethnicity is provided voluntarily by employees. 87.1% of employees have declared their Ethnicity however, 12.9% of employees have either not specified or chosen not to say. In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP. It is unknown at this stage whether there will be an impact on this group as a result of Transformation. This will be monitored as part of Transformation, but if any impact is identified during Transformation mitigating action will be taken in line with TfL's policies and guidelines. As part of proposed assessment and selection process, employees will be asked if they have any reasonable adjustments, and these will be supported appropriately. The TfL Equality and Inclusion team are working closely with the Transformation Team to ensure that were possible panels for interview will be diverse, and that managers who have not already had training on unconscious bias have it before undertaking any recruitment activity. Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics. All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People" All Senior Manager roles have been given an accountability of *Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.*		

No Impact	√	
Negative Impact		
Good Practice		Coaching and mentoring are tools that contribute to the development of all employees, equipping them with the knowledge, skills and confidence to improve their abilities. Please click **here** to access more information on learning and development opportunities. The Black, Asian and minority ethnic (BAME) Staff Network Group provides all employees with a forum to share ideas and suggest solutions to particular issues. Please click **here** to access the Staff Network Group website

Protected Characteristic Religion and Belief			
Demographics	**London's profile**	**TfL's profile**	**LU AO**
	69.8%	25.5%	27%
Impact rating please tick (√)	**Provide the evidence justifying the impact rating**		
Positive Impact	London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation. Information regarding Religion and Belief is provided voluntarily by employees. 27% of employee have declared their faith or belief; however, 73% of employees have either not specified or chosen not to say. In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP. There isn't a dominate faith and/or belief that could be impacted. If any impact is identified during Transformation mitigating action will be taken in line with TfL's policies and guidelines. Diverse interview panels will be used where possible as part of assessment and selection processes, and all senior managers involved will have attended Unconscious Bias training. As above a positive focus on ways of working and culture should positively impact all those in TfL particularly those with protected characteristic groups. Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics. All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People" All Senior Manager roles have been given an accountability of *Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.*		
No Impact	√		
Negative Impact	No Negative impact received		

Good Practice	For employees who have a faith or belief, being flexible with hours worked during religious festivals is considered good practice. Please click **here** to view TfL's Faith and Cultural Calendar of key events and celebrations. The Faith and Wellbeing Staff Network Group provides all employees with a forum to share ideas and suggest solutions to particular issues. Please click **here** to access the Staff Network Group website.

EVERY JOURNEY MATTERS

Protected Characteristic Sexual Orientation.			
Demographics	**London's profile**	**TfL's profile**	**LU AO profile**
	N/K	**37.9%**	**28%**
Impact rating please tick (√)	**Provide the evidence justifying the impact rating**		
Positive Impact	London Underground Asset Operations will aim to foster an inclusive culture and embrace diversity and the current values and behaviours of TfL as well as changes to the organisational culture that form part of the wider TfL Transformation. Declaration regarding sexual orientation is provided voluntarily by employees. 28% of 593 employees have declared their sexual orientation, however, 72% have either not specified or preferred not to declare. In collaboration with the D&I team, colleagues will be encouraged to update and disclose their personal information in SAP. If any impact is identified during recruitment and selection mitigating action will be taken in line with TfL's policies and guidelines As part of proposed assessment and selection process, employees will be asked if they have any reasonable adjustments, and these will be supported appropriately. Diverse interview panels will be used where possible as part of assessment and selection processes, and all senior managers involved will have attended Unconscious Bias training. As above a positive focus on ways of working and culture should positively impact all those in TfL particularly those with protected characteristic groups. The work being done with the OUTbound LGBT+ Staff Network Group to highlight issues faced by LGBT staff and to support them has given this staff group a high profile. Additionally, the planned engagement with change survey as detailed above, will provide an opportunity to monitor any staff feedback on the impact of this change with regard to this and all the protected characteristics. All managers will be asked, if they have not already to complete, Managing Essentials "Valuing People" All Senior Manager roles have been given an accountability of *Accountable for being an authentic role model for diversity and inclusion. Driving positive and progressive change within the team to achieve measurable improvements in diversity and inclusion.*		

No Impact	√	
Negative Impact		
Good Practice		TfL promotes a diverse and inclusive workforce. The Lesbian, Gay, Bisexual (LGB) Staff Network Group provides all employees with a forum to share ideas and suggest solutions to particular issues. Please click **here** to access the Staff Network Group website

Section three: Outcome of impact(s)

8. **What monitoring systems have been set up to carry out regular checks on the effects your strategy, project, or policy has on equality target groups.** Describe the monitoring processes that will be put in place to ensure that the equality effects of the strategy, project, or policy are measured and/or reported.

• We will monitor by completing quarterly Workforce demographics reports, these provide the raw data of how diverse the organisation is. This is also recorded at specific directorate levels. This information will provide a clear outline of the make-up of the demographic of the directorate. Tracking this information over the long term will allow for the impact each intervention will have.

• We will raise awareness on TFL's Mental Health Peer Support Programme and encourage employees to utilise this support tool. Additionally, we can use the ViewPoint wellbeing score to continue to monitor the impact of staff overall wellbeing and make use of the occupational Health services including a wealth of available material to support both employees and managers through periods of change. To combat this further, Health and Safety representatives will be involved in reviewing and stress testing the business case including the impact on mental health to ensure organisationally, we are doing what we can to support employees and prevent any detriment to wellbeing. - In the future, we will align with HSE to incorporate the outcome of the pan TFL Fatigue Management guideline.

• Throughout the transformation, TfL policies including the Restructuring and Staff Reductions Policy and the Recruitment and Selection policies and process will be closely followed.

•Our Viewpoint Survey will be used to establish how engaged and satisfied with the directorate's policies, actions on equality and general inclusivity our diverse workforce is. Viewpoint allows information data to be analysed depending a variety of inclusivity measures such as race or religion.

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9. **How will the strategy/project/policy be introduced including any necessary training? Does everyone involved in the strategy, project/policy know and understand what you have done? Are they able to put the strategy/project/policy into practice?** Describe the approach to introduce the strategy/project/policy, and where necessary any training that would be needed for the delivery of the strategy/project/policy.

Taking into account the re-structure and the amount of people within new positions, it's vital people have the ability to excel in their new positions. We plan to move quickly to limit uncertainty and through the assessment and selection process will ensure that people's skills match the roles they are placed into.

In all cases in accordance with good management practice, managers will put in place development plans for their staff immediately after transition and monitor these on an ongoing basis. This will ensure we embed the new ways of working across the function for all staff.

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10. What will be the measures of success of the strategy/project/policy and functions and the key performance indicators? Describe how you will ensure that your strategy/project/policy has been delivered, and include any evidence that may be available.

•   Clearer lines of accountability and more consistent leadership •   Better and faster decision making, with less need for escalation •   More open and accessible leaders and managers who are more empowered •   Less duplication and waste •   Bringing related capabilities together for efficient operational delivery. •   Improved utilisation of resources and less reliance on NPL for specific roles •   Earlier resolution of risks, issues and opportunities and an appropriate escalation process •   More accurate planning and better allocation of resources

Section four: Sign off

Please sign and date this form, keep one copy and send one copy to, **HR Equality & Inclusion Team, 15th floor Windsor House**. Please ensure that all parties have signed the form before returning the form to HR Equality & Inclusion Team

Form completed by – This should be the same person as in section 1 – "Person completing assessment:"

Date of completion – Use the date when your EqIA is agreed by the Equality team.

Counter signed by Line Manager – The Sponsor of the strategy/project/policy

Date

Guidance Notes on completing Table 1

The Equality Act 2010
The Equality Act came into force from October 2010 providing a modern, single legal framework with clear, streamlined law to more effectively tackle disadvantage and discrimination.

http://source.tfl/News/CorporateNews/11624.aspx

The Social Model of Disability
Transport for London supports the social model of disability which upholds that it is a disabled person's environment that limits their ability to complete a task and not the person's disability.
For example:

- If a visually impaired employee is given the correct software/hardware they can use a computer.
- A wheelchair user may request information on step free access before attending a meeting.
- If a deaf person is caught in an emergency on the transport network it's important they can see visual information.
- If an interchange route is complicated with limited signage, passengers with learning difficulties are less likely to use it.

Faith Groups
Faith groups cover a wide range of groupings the most common of which are Buddhists, Christians, Hindus, Jews, Muslims , Sikhs. Consider faith categories individually and collectively when considering positive and negative impacts

London Data Store
The London Data Store has been created by the Greater London Authority (GLA) as an innovation towards freeing London's data. This is a free of charge service supplied via the GLA.

http://data.london.gov.uk/

TfL Customer Research
By using the Customer Research Search engine on their Source page a large amount of information on the customers who use London's transport system is freely available.

http://source.tfl/CustomersAndService/599.aspx

Workforce demographics Reports
For information on employee demographics please contact your HR Business Partner.

EVERY JOURNEY MATTERS