

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Wednesday 21 February 2024

Members

Dr Lynn Sloman MBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye

Executive Committee

Glynn Barton	Interim Chief Operating Officer
Fiona Brunskill	Chief People Officer
Lilli Matson	Chief Safety, Health and Environment Officer

Staff

Christina Calderato	Director of Transport Strategy and Policy
Katherine Drayson	Senior SHE Environment Manager (for Minute 07/02/24)
Alexandra Goodship	Head of Transport Strategy and Planning
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Claire Lefort	Legal Manager
Sam Longman	Head of Sustainability and Corporate Environment
Stuart Reid	Head of Insights and Direction
Peter Robinson	Head of Reward (for Minute 06/02/24)
Mike Shirbon	Head of Quality, Safety and Security Assurance
Karen Wallbridge	Head of Talent (for Minute 05/02/24)
James Varley	Secretariat Officer

Also in attendance

Catherine Barber	GLA Assistant Director – Environment and Energy (from Minute 07/02/24)
Ho-Kit Lam	TfL Youth Panel Main Representative

01/02/24 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. The meeting was quorate.

The Chair welcomed everyone to the meeting. The meeting was being broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings.

In response to a recommendation from the Board Effectiveness Review, TfL's Youth Panel had appointed Ho-Kit Lam as its representative to attend the meetings of the Panel, with Rosella Cottam as his reserve. The Chair welcomed Ho-Kit to his first meeting of the Panel and welcomed the opportunity for the Panel to hear directly the voices of young people.

The Chair reminded the Panel that the order of the agenda for the meetings of the Panel was being rotated across the three main themes of the Panel's work and with the strategic items taken first. While people issues were considered first on the agenda, safety remained a priority of the Panel. As raised at the meeting of the Board on 7 February 2024, the Chair would ensure there was time for a full discussion on Members' concerns about the rise in fatalities in the last quarter and the seven tragic fatalities since, as well as discussing recent bus fires.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

02/02/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

Since the last meeting, there had been two updates to Members' declarations: Dr Lynn Sloman MBE had stood down from her role as Director of Transport for Quality of Life Limited but remained the joint Chair of the Burns Delivery Board, Wales, which oversees the implementation of the South East Wales Transport Commission's recommendations; and Mark Phillips had been appointed as the Chair of the Saffron Walden Choral Society Board of Trustees.

03/02/24 Minutes of the Meeting of the Panel held on 15 November 2023

The minutes of the meeting of the Panel held on 15 November 2023 were approved as a correct record, and the Chair was authorised to sign them.

04/02/24 Matters Arising and Actions List

Shamus Kenny introduced the item, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the updated Actions List.

05/02/24 Approach to Talent

Fiona Brunskill and Karen Wallbridge introduced the item, which set out how TfL would achieve its ambition to be a great place to work for everyone to thrive and attract, retain,

and develop people with the skills to move London forward safely, inclusively and sustainably.

The Talent approach brought together six elements of coordinated activity designed to plan for the resources required in the future and to help everyone at TfL fulfil their work ambitions.

The approach set out the key principles and was supported by key milestone deliverables on the Approach to Recruitment and Learning and Development. The key milestones would be circulated to Members. **[Action: Fiona Brunskill / Karen Wallbridge]**

Work was taking place to ensure that the approach was applied to operational staff in an appropriate manner. It had been jointly developed in collaboration with colleagues who were responsible for delivering operational learning interventions. Competency based training was a key part of operational learning and accordingly, essential deliverables would be embedded in such training.

The identification of future leaders took place through management conversations that led to interventions to help develop the skills TfL needed through the TfL leadership foundations. At Executive Committee level, discussions took place about readiness and succession planning which helped identify critical skills gaps. Each Chief Officer would undertake a talent review in their area.

The Learning and Development and Talent approaches both utilised evidence bases. Understanding market conditions and inputting into the London Skills Improvement Plan would help develop a recruitment pipeline. A Green Skills Plan was being developed to address gaps in areas such as engineering.

Representation measures had been included on the TfL Scorecard and improvements had been seen in areas such as ethnicity, gender, faith and LGBTQ+.

The Talent approach fed into the work to reduce the reliance on non-permanent labour. The Activate and Re-activate programmes were an example of how TfL's employability programmes were being used to look at how skills could be delivered in areas where there were high levels of non-permanent labour.

The Customer-centric principle was focussed on ensuring that candidates, whether successful or not, would have a positive experience of TfL. It was noted that this was a challenge, particularly in areas where there were either large number of applicants for positions or roles that had internal applicants.

Outreach work was taking place to encourage young people into the transport industry such as the Innovate TfL Schools challenge. The 'Everyone's Future Counts' document, would be shared with the Panel. **[Action: Fiona Brunskill / Karen Wallbridge]**

The Panel requested further information on the Colleague Roadmap of activities for the next 12 months and an update on the Colleague Strategy.

[Action: Fiona Brunskill / Karen Wallbridge]

The Panel noted the paper.

06/02/24 Approach to Reward

Fiona Brunskill and Peter Robinson introduced the item, which set out the work taking place to ensure TfL provided a fair and attractive employee offer, with a need to balance fairness and affordability while meeting the competitive challenge of attracting and retaining talent. In response to this challenge, TfL was reviewing its approach to pay management, introducing the Job Families concept and its benefits.

The approach was centred around dealing with the issue of internal and external disparity of pay. Pay management related to the frameworks, processes, structures and mechanisms used to set pay. The aim was to make pay internally fairer and financially sustainable in the long-term.

The main focus was on the development of Job Families, an approach where roles which performed a similar function were grouped together. A total of 32 Job Families had been identified, 20 across TfL and 12 in operational areas. It was planned that each level within a Job Family would have a pay range that would be developed and informed by external benchmarking data (Willis Tower Watson pay data) as well as pay function data from internal pay survey information. The work on TfL was slightly ahead of the work on operational areas, due to the availability and applicability of market data.

Having closer market alignment of pay would help in the recruitment and retaining of staff as well as reduce the need for ad-hoc arrangements that existed in some parts of the organisation where market allowances have been used.

The next steps would include financial modelling and completion of the 2023 pay talks, which were close to being concluded.

Dealing with outliers in the pay ranges was recognised as an important part of pay management. Where remuneration sat outside pay ranges, efforts would be made to bring them into the pay range, either through pay awards to increase salary or unconsolidated pay awards for staff above the pay range. The pay ranges would take into account not only similar roles but also additional factors affecting pay, such as shift allowances.

Consideration had been given to the equalities impacts of this work, although this was more widely considered in the Colleague Strategy.

The approach needed to be communicated effectively and it was noted that there was a desire among staff to see a clearer and more transparent pay structure that would also help inform their career planning in the future.

The Panel noted the paper.

07/02/24 TfL's Green Infrastructure and Biodiversity

Lilli Matson and Katherine Drayson introduced the item, which set out TfL's strategic work on green infrastructure and biodiversity, including the legislative and policy context and the forthcoming publication of TfL's first organisation-wide Green Infrastructure and Biodiversity Plan.

TfL's approach to the environment was structured around decarbonising its networks, adapting to climate change through building in resilience, and celebrating and protecting green space and diversity. The plan applied to the whole of TfL, including Places for London.

The estimated net present value of green infrastructure and biodiversity was conservatively estimated to be £328m. Progress was being made with improvements to green infrastructure and biodiversity and the plan set out how this could be built into the decision making process.

Requirements for biodiversity net gain came into force on 12 February 2024, and applied to projects in the planning system. It presented risks and opportunities and TfL needed to ensure it had the tools to deliver a strategic business-wide approach that would lead to cost effective outcomes.

Catherine Barber informed the Panel that this was a priority for the Mayor and commitments were set out in the Mayor's Transport Strategy.

Resourcing was a key issue. The Green Infrastructure Steering Group was established to share pre-existing skills and knowledge across TfL. Contracts were being changed where possible to be more cost effective and provide greater levels of data. There was some potential for revenue gain through Statutory Biodiversity Credits, which could be sold to developers.

Embedding this work into existing project management processes enabled positive results to be achieved. Recent examples included the maintenance of roadside verges that included wildflower planting, which required no additional resource.

The Sustainable Development Framework drove performance for the property development portfolio for Places for London. The biodiversity net gain target of 10 per cent was the minimum target. Metrics were also set for urban greening and community engagement to understand the needs of local people. The existing property portfolio and tenants also represented an opportunity to drive forward the agenda.

Work was taking place to develop a system for maintaining and monitoring biodiversity net gain.

The Panel noted that a significant proportion of the estate was trackside and not safe for public access. A review was taking place to better understand what land was accessible and how the community could be involved in delivering improvements.

The Panel noted the paper.

08/02/24 Response to Youth Panel "Tomorrow's TfL" Report

Sam Longman and Ho-Kit Lam introduced the item, which provided TfL's response to the Youth Panel's exploration into the connections between environmental sustainability and equity, diversity and inclusion, which resulted in the 'Tomorrow's TfL' report and recommendations.

The report was published on the TfL website on 24 October 2024, and had nine recommendations. One of these was to increase youth representation at Board Member

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level meetings and as a result, Ho-Kit Lam had a standing invitation to meetings of this Panel. A representative would also be invited to meetings of the Customer Service and Operational Performance Panel.

The report highlighted issues and evidence that were central to TfL's vision of being central to being a part of a green and sustainable city.

Ho-Kit Lam thanked TfL officers for their input into the process of creating the report and welcomed the opportunity to work with TfL on the implementation of its recommendations.

The Panel recognised the importance of the Youth Panel in allowing TfL to draw on the insight and experience of young Londoners.

Catherine Barber commented that the work of the Youth Panel and its recommendations around Equitable Futures was of great importance and that there was good alignment of the report with the Mayor's London Climate Change Resilience Review.

The Panel noted the paper.

09/02/24 Our Colleague Quarterly Report

Fiona Brunskill introduced the report, which provided an update on key activities across the Chief People Office for the period November 2023 to February 2024.

The TfL Scorecard measures were set out in the report and TfL was on track for the 2030 representation targets. Engagement had improved as had the inclusion index.

The Inclusion Matters training had gone well, with high levels of uptake and a course covering disability was also being developed. Pay gap reports were due to be published on Friday 23 February 2024. The pan-TfL mentoring hub had been launched. The purpose of the hub was to facilitate easier access to mentoring with a system to match mentors and mentees.

The apprentice and graduate schemes would be welcoming 190 apprentices and 106 graduates.

TfL was committed to providing a variety of ways of allowing applicants to demonstrate that they meet the criteria for work. For example, the Steps into Work programme was not restricted to the submission of CVs and psychometric screening. 'Getting to know you' sessions were used and engagement activities with parents and carers also took place.

The new approach to reasonable and workplace adjustment was under development. A budget had been agreed and the workstream would be known as Workplace Adjustments. Further detail would be provided to the Panel as work progressed. Clarification would be provided to the Panel on whether TfL could access 'Access to Work' government funding for Reasonable Adjustments. **[Action: Fiona Brunskill]**

A list of key dates of key dates for TfL outreach activities and events in the Human Resources calendar would also be provided to Members. **[Action: Fiona Brunskill]**

The Panel noted the report.

10/02/24 Safety, Health and Environment Report - Quarter 3 2023/24

Lilli Matson and Glynn Barton introduced the report, which provided key information and trends reported in Quarter 3 of 2023/24 (17 September to 9 December 2023).

The trends for the quarter were set against the ambitious targets for Vision Zero. For example, the road safety target for people killed or seriously injured on London's Roads was a 9.4 per cent reduction and actual figures were 5.4 per cent. This did not reflect a worsening of performance but highlighted that progress was not at the desired rate.

The quarter had seen ongoing work to address safety at junctions with activities taking place at Holloway Road and Battersea Bridge. An impactful campaign had taken place to address speeding and referrals were being taken to provide support for victims on incidents on the roads.

During Quarter 3, there were 2,473 incidents of workplace violence and aggression reported. This was an increase of 36 reported incidents compared to Quarter 2, and 278 more than Quarter 3 last year. Since September 2023, TfL had mandated the use of body work video equipment.

Health trends continued to be stable, with mental health and musculoskeletal issues being the main causes of long-term absence and Covid-19 for short-term absence.

The One-Month On report for the Ultra Low Emission Zone had been published and a six-month update would be available in the summer.

Glynn Barton provided an update on the fatal incidents that had taken place in Quarter 3 and since. The Panel were assured that TfL was committed to making the network as safe as possible. Sadly, in Quarter 3 there were two reportable fatalities on the network and three fatalities as a result of a collision with a bus. Forty-eight customers had been seriously injured across the network in Quarter 3, with 31 being the results of slips, trips and falls. TfL had been trialling and implementing measures to mitigate risk.

Following the end of Quarter 3, there had been seven further fatalities involving public transport, three at London Underground stations and four due to collisions with buses. TfL expressed its deepest condolences to the families and friends of those who had died. Every incident was taken seriously and was being reviewed.

There had been three fires on buses recently, but it was noted that there was no evidence that the batteries were at fault and no customers or colleagues had been injured. TfL was working closely with the London Fire Brigade and would be sharing the findings of investigations with the wider bus industry. The Bus Safety programme was also considering mitigations using learning from incidents.

Internal investigations were taking place, some of which involved commissioning independent examinations, and also external investigations by organisations including the Metropolitan Police Service, the Office of Rail and Road, the Health and Safety Executive, and the Rail Accident Investigation Branch. Interventions by external bodies were welcomed and helped inform actions across the network.

Data science was being utilised to take the findings of reports and investigations to identify patterns, gain insight and inform improvement activities.

At the time of the fatalities at the bus stations at Walthamstow and Victoria, work was already underway to review safety at bus stations. This was due to complete at the end of March 2024 and would be followed by a roll out of further safety measures.

The Passenger Train Interface was a key safety risk on the rail and Underground network. An Improvement Plan was being developed to pull together all the different risk reduction measures.

Slips, trips and fall on buses were a significant risk and had been investigated in detail. This fed into the design of buses at a procurement level and also into the Bus Safety Standard. On vehicle announcements had been increased, reminding passengers to hold onto handrails. Marie Pye would meet with Lilli Matson and Glynn Barton after the meeting to discuss matters relating to driver behaviour.

In response to a request from the Panel, the inclusion of gender and age in incident reporting would be reviewed. **[Action: Lilli Matson]**

It was recognised that not all incidents were reported and making safety systems as easy to use as possible helped drive up reporting. In addition, hospitals and surgeries were a potential source of data for unreported incidents.

The Panel noted the report.

11/02/24 Risk and Assurance Report Quarter 3 2023/24

Lorraine Humphrey and Mike Shirbon introduced the report, which provided an overview of the status of and changes to Enterprise Risk 1 – Inability to deliver safety objectives and obligations, Enterprise Risk 2 – Attraction, retention, wellbeing and health of our employees and Enterprise Risk 3 – Environment including climate adaptation.

Twelve audits had been completed in Quarter 3, with 70 per cent of audits undertaken for the year to date and it was expected that the 85 per cent target would be reached. There were no 'poorly controlled' or 'requires improvement' conclusions for audits undertaken in Quarter 3. Quarter 4 would see audits of higher risk areas and it was expected that more 'poorly controlled' conclusions would arise from the audit work.

The Panel noted that there were 20 actions overdue by more than 100 days. Mark Phillips informed the Panel that the Audit and Assurance Committee was provided with a report on overdue actions and that officers should ensure they had the appropriate resources in place before agreeing a deadline for action.

The Panel noted the report and the exempt supplementary information on Part 2 of the agenda.

12/02/24 Members' Suggestions for Future Discussion Items

Shamus Kenny introduced the current forward plan for the Panel.

In response to a request from the Panel, information on the following would be provided either as agenda items or as updates within quarterly reports or scheduled items: Reward Strategy; Approach to Talent; Change Landscape; Employee Value Proposition; and Safety Risk Management activities relating to the Sandilands tram overturning.

The Panel noted the forward plan.

13/02/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

14/02/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Thursday 16 May 2024 at 10.30am.

15/02/24 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on: Risk and Assurance Report Quarter 3 2023/24.

The meeting closed at 1.15pm.

Chair: _____

Date: _____