

Agenda

**Meeting: Safety, Sustainability and
Human Resources Panel**

Date: Tuesday 14 September 2021

Time: 10:00am

**Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ**

Members

Kay Carberry CBE (Chair)

Dr Nina Skorupska CBE (Vice-Chair)

Cllr Julian Bell

Bronwen Handyside

Dr Mee Ling Ng OBE

Mark Phillips

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Further Information

If you have questions, would like further information about the meeting or require special facilities please contact:

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For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: PressOffice@tfl.gov.uk

Howard Carter, General Counsel
Monday 6 September 2021

Agenda
Safety, Sustainability and Human Resources Panel
Tuesday 14 September 2021

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.

Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.

3 Minutes of the Meeting of the Panel held on 30 June 2021 (Pages 1 - 10)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 30 June 2021 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 11 - 14)

General Counsel

The Panel is asked to note the updated actions list.

5 Quarterly Safety, Health and Environment Report (Pages 15 - 80)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Measuring and Improving Employee Health (Pages 81 - 86)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

- 7 Bus Driver Welfare** (Pages 87 - 96)
Managing Director, Surface Transport
The Panel is asked to note the paper.
- 8 Bus Safety Programme and Driver Health and Wellbeing**
(Pages 97 - 106)
Managing Director, Surface Transport
The Panel is asked to note the paper.
- 9 Vision Zero Action Plan Update** (Pages 107 - 108)
Chief Safety, Health and Environment Officer
The Panel is asked to note the paper.
- 10 TfL Sustainability Report and Corporate Environment Plan**
(Pages 109 - 112)
Chief Safety, Health and Environment Officer
The Panel is asked to note the paper.
- 11 Human Resources Quarterly Report** (Pages 113 - 128)
Chief People Officer
The Panel is asked to note the report.
- 12 Diversity and Inclusion Update** (Pages 129 - 154)
Director of Diversity, Inclusion and Talent
The Panel is asked to note the paper.

13 Safety, Health and Environment Assurance Report (Pages 155 - 162)

Chief Safety, Health and Environment Officer / Director of Risk and Assurance

The Panel is asked to note the paper, identify any further development areas and agree to regular reporting to this Panel.

14 Enterprise Risk Update - Inability to Support New Ways of Working (ER10) (Pages 163 - 166)

Chief People Officer

The Panel is asked to note the paper and the exempt supplemental information on Part 2 of the agenda.

15 Members' Suggestions For Future Discussion Items

General Counsel

The Panel is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.

16 Any Other business the Chair Considers Urgent

The Chair will state the reason for urgency of any item taken.

17 Date of Next Meeting

Thursday 2 December 2021 at 10.00am

18 Exclusion of Press and Public

The Panel is recommended to agree 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), in order to consider the following items of business.

Agenda Part 2

19 Enterprise Risk Update - Inability to Support New Ways of Working (ER10) (Pages 167 - 172)

Exempt supplemental information relating to the item on Part 1.

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Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Teams Virtual Meeting 10.00am, Wednesday 30 June 2021

Members

Kay Carberry CBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Cllr Julian Bell
Bronwen Handyside
Mark Phillips

Executive Committee

Howard Carter	General Counsel
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Alex Williams	Director, City Planning
Tricia Wright	Chief People Officer

Staff

Mark Farrow	Chief of Staff, Surface Transport (for Minute 26/06/21)
Siwan Hayward	Director of Compliance, Policing, Operations and Security
Matt Galvin	Responsible Procurement Manager (for Minute 30/06/21)
Paul Kiteley	Senior Commercial Manager (for Minute 30/06/21)
Mandy McGregor	Head of Policing and Community Safety (for Minute 27/06/21)
Ben Plowden	Director, COVID-19 Restart and Recovery Programme (for Minute 29/06/21)
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Integrated Assurance
James Varley	Secretariat Officer

Also in attendance

Catherin Hui	Office of Rail and Road (HM Principal Inspector of Railways – TfL Team) (for Minute 24/06/21)
Ian Skinner	Office of Rail and Road (Assistant Chief Inspector) (for Minute 24/06/21)
Elliot Treharne	Assistant Director for Environment and Energy, GLA

20/06/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting.

The meeting was broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication.

An apology for absence had been received from Dr Mee Ling Ng OBE. Gareth Powell, Managing Director Surface Transport and Shirley Rodrigues, Deputy Mayor for Environment and Energy, were not available for the meeting, and Siwan Hayward and Elliott Treharne were attending in their places.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled decisions to be taken via video-conference, expired on 6 May 2021. As Members were not able to meet in person due to social distancing measures, the approval of the Minutes would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

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

A fire had broken out in the arches at Elephant and Castle railway station on 29 June 2021. There was no damage to TfL property and London Underground was in contact with Network Rail and the London Fire Brigade to enable any learning from the incident to be shared.

Members confirmed there were no other safety matters they wished to raise, other than those to be discussed on the agenda.

21/06/21 Declarations of Interests

From 12 April 2021, Dr Nina Skorupska CBE was appointed a member of the Royal BAM Group Supervisory Board and her declaration and biography on tfl.gov.uk had been updated. Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests that related specifically to items on the agenda.

22/06/21 Minutes of the Meeting of the Panel held on 10 February 2020

The Chair, following consultation with Members, approved the minutes of the meeting of the Panel held on 10 February 2021 as a correct record.

23/06/21 Matters Arising and Actions List

Howard Carter introduced the paper.

The Panel noted the Actions List.

24/06/21 Rail Safety - Presentation by the Office of Rail and Road

Lilli Matson, Catherine Hui and Ian Skinner introduced the paper and presentation, which provided an overview of the role of the Office of Rail and Road (ORR) as independent regulator for the rail industry and roads, its current views on safety regulation in TfL during the last year, and its current areas of focus.

The ORR's Vision for Railways was zero industry-caused fatalities, with an ever-decreasing risk to passengers, workforce, and public. The RM3 Risk Management Maturity Model was a key component of safety management.

2020/21 had been a challenging year for the rail industry. In London, TfL and its operators continued to respond to the coronavirus pandemic, demonstrating how well it could protect both the workforce and passengers and work in a highly collaborative way.

There had been two fatalities in the year on the London Underground network, both on platforms. Looking ahead, financial pressures arising for the coronavirus pandemic would require a mature and measured response.

Recent regulatory activity by the ORR included management of workplace health and safety risks, coronavirus pandemic impact on workforce and passengers, asset management arrangements, safe track access, Crossrail and its transfer to an operational railway, review of operational incidents and the issuing of an improvement notice in relation to management of platform train interface risk.

TfL's railway operations had well established safety management arrangements to control risks associated with their operations, which had delivered a good level of safety to staff, customers and the public.

Key themes for 2021/22 centred around managing for the future, supporting people and technology.

The ORR's relationship with TfL was good, with positive engagement with railway duty holders. It had found TfL's response to the coronavirus pandemic to be sound and robust and that London's railways continued to deliver a good level of safety for customers and staff. Risk management maturity remained stable.

TfL compared favourably with the rest of the rail industry in the UK. In addition to the RM3 risk model, the ORR also looked at the TfL and Rail Safety Standards Board models and used learning from the Health and Safety Executive.

The work of front-line staff in risk control was an essential factor in operating a safe railway. There was a strong reliance on good quality engagement with staff and it was vital that staff understood their role in risk control.

The recent incidents on the tram network, which were reported at the meeting of the Panel on 10 February 2021, showed that safety management systems needed to have the capability to link incidents together rather than look at them in isolation.

Ensuring the efficacy of assurance systems was at the forefront of TfL work, particularly in areas where there was a paucity of data and where monitoring was a challenge.

The Safety Management System was currently in the process of being re-certified and following completion, Members would be invited to a briefing on TfL's risk maturity model in the autumn. **[Action: Lilli Matson]**

Representatives from the ORR would be invited to a future meeting, in approximately 18 months to provide an update on TfL's management of safety through the transition period following the easing of social distancing measures. **[Action: Lilli Matson]**

The Panel noted the paper.

25/06/21 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Andy Lord and Siwan Hayward introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 4 2020/21 (13 December 2020 – 31 March 2021) and notable incidents outside the reporting period.

The quarter was impacted by the national lockdown measures in place, which affected the number of journeys taken and the risk profile. Overall, performance was positive, and all scorecard measures had been met.

In Quarter 4, there were 17 people killed and early estimates indicate 783 people seriously injured on London's streets. The increase in numbers of cyclists on London's roads had resulted in numbers killed or seriously injured increasing, however the risk remained broadly similar to last year. At present, there was no indication that there were additional factors other than those normally associated with harm to cyclists. The Vision Zero action plan was being refreshed and would address the increase.

There had been an increase in violence and aggression against staff of six per cent against the previous quarter. Nearly half of the reported incidents were against bus drivers and this was in part due to their visible presence on the frontline throughout the pandemic and the role they played encouraging compliance with coronavirus safety measures on buses. The customer profile on buses had also changed during the lockdown period, and this was also acknowledged to be a factor.

It was noted that as public health restrictions were eased, there had been an increase in levels of intoxication and fare evasion on the network, both of which were drivers of aggression against staff. Steps were being taken to mitigate these risks, including increasing the numbers of Revenue Protection staff on London Underground.

The annual review of road safety casualty statistics for 2020 had been published. There had been 96 deaths on the road network and this, taken with the numbers of people seriously injured, represented a 22 per cent decrease on the previous year. Performance was on track with Vision Zero targets. There had also been an 84 per cent reduction in injuries on the bus network. This was encouraging but it had to be recognised that 2020 was an anomalous year.

The Coroner's Inquest into the deaths resulting from the tram overturning at Sandilands, Croydon on 9 November 2016 commenced on 17 May 2021. Panel Members and staff extended their condolences and sympathies to all those affected by the tragic deaths.

Work was progressing well in response to the incidents on the tram network that were reported to the Panel in February 2021. In addition to the individual investigations, four workstreams were being progressed and the Office of Rail and Road had indicated that it was satisfied with the work to date.

This continued to be a challenging time for the health and wellbeing of staff and contractors. TfL was supporting them and was maximising the opportunities for staff to be tested and vaccinated and this was being extended to contractor staff. To date, 90 people who worked on the transport network had tragically lost their lives to Covid-19 since the start of the pandemic. Panel Members and staff expressed their sympathy and condolences to the family and friends of those who had died.

A range of initiatives were being introduced to enhance TfL environmental performance. The Central London Low Emission Zone had its first anniversary recently and work was on track for its expansion. TfL had reduced its CO₂ emissions by 18 per cent compared, to the same time last year.

The British Transport Police had investigated the death at Waterloo station of Christian Tuvi, a London Underground contractor, and passed its file onto the Crown Prosecution Service, who would decide if further action would be taken. Panel Members and staff expressed their sympathy and condolences to the family and friends of Christian Tuvi.

As London moved towards the lifting of social distancing restrictions, work was taking place to manage the transition. Operational structures of command remained in place with regular, senior level meetings held on a weekly basis, scenario planning was being used to assess implications and actions. Regular engagement was taking place with staff and trade unions.

An update on the management of risk, including health and wellbeing of staff would be presented to the next meeting of the Panel. **[Action: Lilli Matson]**

Further information on the assurance by trade union representatives of health and safety within the bus operating companies would also be provided. **[Action: Gareth Powell]**

The Panel noted the report.

26/06/21 Rental E-scooter Trial June 2021 – June 2022

Mark Farrow introduced the paper, which set out the key areas of risk and the approach to mitigating and reducing these risks through the rental e-scooter trial launched in London on 7 June 2021.

The trial involved extensive data collection and monitoring and co-ordinated work with key stakeholders. The intention was to grow the trial over time and use the findings to inform policy at a London-wide and nation-wide level and further understanding of how e-scooters could be operated safely.

The trial had entered its fourth week, with 600 rental scooters available across five London boroughs, offered by three operators selected through a rigorous procurement process.

Many safety features were designed into the scooter and the rental process. The vehicles were of a robust construction, limited to a maximum speed of 12.5mph, were illuminated at all times and technology prevented their use in certain locations, such as parts of the TfL Road Network or pedestrianised areas. A comprehensive maintenance regime was also required. Users were also required to undergo safety instruction and a provisional driving licence was a minimum requirement. It was acknowledged that safety reporting was important, and consideration was being given to encourage self-reporting of safety incidents. The user experience was always considered in the development of safety functionality and every effort was made to ensure that safety requirements did not become a deterrent to usage. Designated parking spaces were part of the trial.

Work was also taking place to increase public awareness of the differences between the e-scooter trial and the use of scooters by private owners. The Metropolitan Police Service had a good understanding of the trial and had been active in the confiscation of over 1,000 illegally used private e-scooters.

The Panel agreed that, in addition to the focus on safety, there needed to be an emphasis on the sustainable elements of scooter usage. All of the operators had to submit an environmental plan, including a commitment to reaching a target of 100 per cent renewable energy as part of the procurement process.

The Panel noted the paper.

27/06/21 Work-related Violence and Aggression Strategy – 2021/22 Delivery Action Plan

Siwan Hayward and Mandy McGregor introduced the paper, which set out the Delivery Action Plan for 2021/22.

Kay Carberry and Bronwen Handyside were thanked for their input into the plan and their work around the Work-related Violence and Aggression Strategy.

Progress was being made, with the roll out of 4,500 body worn cameras, recruitment and training of 55 new Transport Support and Enforcement Officers, the creation of a single pan-TfL Work-related Violence and Aggression team and a new customer-facing communications campaign on the consequences of assaulting our people. Successful prosecutions were also communicated to staff. Data reporting was also being reviewed and improved.

Work was also underway on a scoping exercise to identify other staff who could benefit from the provision of body worn cameras.

Members welcomed the classification of misogyny as a hate crime, on an experimental basis, from autumn 2021. The policing partners of TfL already prioritised that type of offence against staff and customers.

TfL faced financial pressures going forward and consideration would be given to analysis of costs and outcomes for measures being taken to address work-related violence and aggression, with a focus on the most impactful actions.

The Panel noted the report and endorsed the Action Plan.

28/06/21 Human Resources Quarterly Report

Tricia Wright introduced the item, which provided an overview on key Human Resources led activities and statistics for the period of March – June 2021.

Work continued to be focussed on the support of staff through the coronavirus pandemic recovery phase and looking ahead. The Future Ways of Working programme had developed a roadmap for the return of staff to offices, which was covered in detail in a paper elsewhere on the agenda (Minute 29/06/21).

The Scorecard Targets for 2021/22 were centred around improving engagement and embedding an inclusive culture, as well as staff health and wellbeing.

The new Diversity and Inclusion Director, Marcia Williams, would join TfL on 5 July 2021. An update on diversity and inclusion would be provided to the next meeting of the Panel.

[Action: Tricia Wright / Marcia Williams]

Every effort was being made to be open and transparent in engagement with staff, particularly with regard to communications on TfL's financing arrangements. Ongoing dialogue took place with the trade unions and staff had several different communication channels available. Staff were being actively encouraged to talk to each other and make use of services available in the Employee Assistance Programme.

A total of 87 graduates and apprentices had been recruited in the year and planning was underway for the 2022 intake. Outreach activity had commenced to support recruitment.

The Covid-19 Special Recognition awards scheme had provided a number of awards to teams and individuals for their contributions during this difficult period. The scheme applied to directly employed staff. Andy Lord had written to the Chief Executive of ABM, London Underground's cleaning contractor, to request that his thanks be passed on to its staff. Andy Lord would confirm if ABM operated a similar awards scheme for its employees.

[Action: Andy Lord]

The Panel would receive an update on the training of line managers at a future meeting.

[Action: Tricia Wright]

The Panel noted the report.

29/06/21 TfL New Ways of Working programme

Tricia Wright and Ben Plowden introduced the paper, which provided an update on the New Ways of Working (NWOW) programme.

The safety and wellbeing of staff and supplier staff was of paramount importance. The approach being used was building on work on hybrid working that had commenced prior to the coronavirus pandemic. A hybrid model would help achieve efficiencies and drive a more flexible and agile approach to working. Feedback from staff had also shown there was an appetite for continued home and hybrid working.

Risk Assessments and an Equality Impact Assessment had been undertaken and staff would be well supported during the transition.

Staff who wished to work in the office, due to personal circumstances, were able to do so. In addition to the current office sites, local hubs were being proposed that would allow staff to work outside their home environment but without the need to travel to their base office. The benefits of working with colleagues in a work environment were recognised and staff health and wellbeing relating to working environment was monitored.

The Panel noted the report.

30/06/21 Responsible Procurement

Paul Kiteley and Matt Galvin introduced the paper, which set out the Modern Slavery Statement and the activities relating to responsible procurement. The Modern Slavery Statement would be presented to the Board at its meeting on 28 July 2021.

TfL worked with the functional bodies and industry colleagues to share best practice and review government tools to support monitoring of Modern Slavery Statements. It had also worked with suppliers on the areas of key risks.

It was acknowledged that supply chain transparency was challenging in some areas, such as electronics. TfL collaborated with partner organisations including the Ethical Trading Initiative and Electronics Watch to progress due diligence issues, such as the treatment of Uyghur Muslims in China, in its supply chains. Where risks were identified, TfL worked with its supply chain to address these and ensure safe sources were used.

Members requested more regular updates on TfL's responsible procurement activities and its linkages to sustainability. **[Action: Paul Kiteley]**

The Panel noted the report.

31/06/21 Enterprise Risk Update – Major Safety, Health or Environmental Incident or Crisis (ER1)

Lilli Matson and Stuart Reid introduced the item, which provided an update on the status of TfL's Safety, Health and Environment risks, the associated actions and the Enterprise Risk template.

The framework of the risk was presented to the Panel at its meeting on 4 November 2020 and had since been rationalised and a new cycle initiated. The risk had not changed significantly. It was an amalgamation of safety, health and environmental risks, which had been brought together to recognise that a catastrophic safety or environmental event posed an existential risk.

The assessment of the risk was categorised as 'requires improvement'. Many of the controls that were previously set out were underway or due for completion. The assurance process was being digitised to make the process easier to apply and to enable better extraction of data. The Corporate Environment Plan was under development, the Vision Zero programme was being refreshed and coronavirus pandemic controls were in place and lessons learnt activities were taking place across the organisation. The improvement plan would be reported back to the Panel in due course.

Members noted that the Audit and Assurance Committee maintained an overview of the management of Enterprise Risks and had requested a further all-Member discussion on risks later in the year. The date for the discussion would be brought forward if possible.

[Action: Howard Carter]

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

32/06/21 Enterprise Risk Update – Protecting the Wellbeing of TfL’s Workforce (ER2)

Tricia Wright introduced the item, which provided an update on the management of the risk relating to Protecting the Wellbeing of TfL’s Workforce.

The risk was presented to the Panel at its meeting on 4 November 2020, however it had evolved during the coronavirus pandemic. The Human Resources directorate worked closely with the Safety, Health and Environment directorate to identify the risk.

The assessment of the risk was categorised as ‘requires improvement’ due to the continual impacts of the coronavirus pandemic to the organisation.

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

33/06/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. There were no further items to add to the forward plan other than those discussed earlier in the meeting.

The Panel noted the paper.

34/06/21 Any Other Business the Chair Considers Urgent

There was no urgent business.

35/06/21 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Tuesday 14 September 2021 at 10.00am.

36/06/21 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 items on: Enterprise Risk Update - Major Safety, Health or Environmental Incident or Crisis (ER1); and Enterprise Risk Update - Protecting the Wellbeing of TfL’s Workforce (ER2).

The meeting closed at 1.23pm.

Chair: _____

Date: _____

Date: 14 September 2021

Item: Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

2 Recommendation

2.1 **The Panel is asked to note the Actions List.**

List of appendices:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Panel

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Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 14 September 2021)

Actions from the meeting held on 30 June 2021

Minute No.	Description	Action By	Target Date	Status/note
24/06/21(1)	Rail Safety - Presentation by the Office of Rail and Road Members would be invited to a briefing on TfL's RM3 risk maturity model in the autumn.	Lilli Matson	Autumn / Winter 2021	Update will be given when re-certification date is known.
24/06/21(2)	Rail Safety - Presentation by the Office of Rail and Road (ORR) ORR to be invited back in 18 months to update on TfL's management of safety through the transition period following the easing of social distancing measures.	Lilli Matson	Winter 2022/ Spring 2023	On forward plan.
25/06/21(1)	Quarterly Safety, Health and Environment Performance Report Provide an update on management of risk including health and wellbeing of staff.	Lilli Matson	14 September 2021	On agenda for this meeting. Complete.
25/06/21(2)	Quarterly Safety, Health and Environment Performance Report Provide information on the assurance by trade union representatives of health and safety within the bus operating companies.	Gareth Powell	14 September 2021	Included in Bus Safety Update on agenda. Complete
28/06/21(1)	Human Resources Quarterly Report Provide an update on diversity and inclusion strategy.	Tricia Wright / Marcia Williams	14 September 2021	On agenda for this meeting. Complete.

Minute No.	Description	Action By	Target Date	Status/note
28/06/21(2)	Human Resources Quarterly Report Andy Lord would confirm if ABM operated a similar awards scheme for its employees.	Andy Lord	14 September 2021	An update will be provided at the meeting.
28/06/21(3)	Human Resources Quarterly Report Provide an update on the training of line managers at a future meeting.	Tricia Wright	2 December 2021	On forward plan.
30/06/21	Responsible Procurement Members requested more regular updates on TfL's responsible procurement activities and its linkages to sustainability.	Paul Kiteley	2 December 2021	On forward plan.
31/06/21	Enterprise Risk Update – Major Safety, Health or Environmental Incident or Crisis (ER1) Bring forward, if possible, the date for the all-Member discussion of Enterprise Risks.	Howard Carter	Autumn 2021	A date for a Board discussion on risk will be identified as soon as possible. Work has commenced on the review requested and the programme cycle of reviewing risks at each Committee and Panel meeting is continuing.

Outstanding actions from previous meetings

90/02/21	Bus Safety Programme and Driver Health and Wellbeing The next update to include further information on encouraging use of handrails and safer behaviours on buses.	Gareth Powell	14 September 2021	Included in Bus Safety Update on agenda. Complete
10/02/21	Sustainability in TfL Buildings The Panel would be updated on the Sustainable Development Framework (SDF) after its launch.	Graeme Craig	Autumn 2021	Updated to be provided after the launch of the SDF in the autumn.



Date: 14 September 2021

Item: Quarterly Safety, Health and Environment Report

This paper will be considered in public

1 Summary

1.1 This paper summarises key information reported in the first Quarterly (Q1) report for the 2021/22 financial year. The Q1 period covers the dates 1 April 2021 to 26 June 2021 and most data presented covers this range, except for some road safety and work-related violence data. It is clearly highlighted when this is the case. A number of notable safety incidents which occur outside the reporting period are also noted.

2 Recommendation

2.1 **The Panel is asked to note this paper and appendix.**

3 Key information presented in the Q1 report

Scorecard

3.1 The report shows that our road, bus and public transport workforce safety scorecard measures for Q1 2021/22 have been met.

3.2 Our public transport customer safety scorecard measure was not met. Slips, trips and falls were the main cause of customer injury. It is too early to fully understand the reasons behind this quarter's results, but slip, trip and fall incidents on stairs and escalators remain high, and there was a slight increase in intoxication related incidents.

Safety

3.3 During Q1, we continued to see lower than normal passenger numbers and on-street activity as tighter Government restrictions remained in place. Across our public transport network, there were no accidental customer or workforce deaths, however, serious injuries have increased this quarter to a total greater than any quarter throughout 2020/21. The number of customers injured per million passenger journeys was above our target at 2.52 per million journeys. Looking back over the last few years, customer injuries are still well below pre-pandemic levels.

3.4 In Q1, there were 15 people killed and early estimates indicate 849 people seriously injured on London's streets. More people cycling were killed or seriously injured, compared to other transport modes, followed by powered two-wheeler drivers and then people walking. Before the pandemic, people walking were consistently the most significantly injured group, followed by powered two-wheeler

drivers and then people cycling. However, the risk of being killed or seriously injured per journey is falling for people cycling. This reflects a significant increase in the number of people cycling, and a change in where, when and why people are cycling in and across London. Outside of Q1, two notable road safety incidents occurred; the death of a person cycling at Holborn gyratory involving an HGV and a collision between two buses at Victoria bus station which resulted in two serious injuries and a fatal injury.

- 3.5 There were four accidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) in our capital delivery projects. The top causes of injury remains slips, trips and falls. Our Capital Delivery teams have worked hard to continue delivery of our projects and maintenance in a COVID-19 compliant way.
- 3.6 The level of bus-related violence with injury offences was higher in Q1 of 2021/22 compared with the same period in 2020/21 (43 offences compared with 32). Thirty-six per cent of physical assaults, including spitting, against bus drivers (and reported to the police) are linked to road rage. Feedback from staff and unions is that workplace violence is underreported, particularly verbal abuse.

Health

- 3.7 It is with great sadness we report that up to the 17 August 2021, 95 people who worked on the transport network have tragically lost their lives to COVID-19 since the start of the pandemic. COVID-19 remained the top cause of short-term absences in Q1 but fell from the first to third most common cause of long-term absence when compared to the previous quarter. Absences related to mental health and musculoskeletal issues were the most significant causes of long-term absences and remain the focus of our preventative measures.

Environment

- 3.8 Our electricity consumption in Q1 reflected the near normal operation of TfL services, a period which included the reopening of the Waterloo and City Line for first time since March 2020. Compared to the same quarter last year, consumption was 31 per cent higher due to reduced service levels as a result of the pandemic. Carbon dioxide emissions from operations, excluding buses, track closely to electricity consumption. Despite a 31 per cent increase in electricity consumption compared to Q1 last year, carbon emissions were only 21 per cent higher, partly offset by grid decarbonisation.

List of appendices to this report

Appendix 1: SSHRP Safety, Health and Environment Report

List of Background papers

None

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Safety, Health and Environment Quarterly report

Quarter 1 2021/22

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Introduction

This report summarises our performance in the last Quarter and identifies strategic trends covering the period from 01 April 2021 to 26 June 2021, unless specified.

It sets out ways in which we have continued to keep our customers and workforce during the coronavirus pandemic. This Quarter, our priority was to reassure them that we continue to operate safe services as we maintain and strengthen measures to help with the pandemic. In parallel, we have continued to make progress towards our longer-term safety, health and environmental objectives.

During Quarter 1, there were lower than normal passenger numbers and on-street activity as Government restrictions remained in place. This reduced travel meant many of our key safety, staff and environmental performance indicators remain at different levels than they might normally be. Despite this, we continued to implement measures to improve our short- and longer-term safety, health and environmental performance.

About this report

This report explores and highlights the performance, trends and measures we are implementing to improve performance in safety, health and environment.

Throughout this report, our 'customers' refers to direct users of our services, and our 'workforce' includes our directly employed staff as well as people working in our supply chain. For both groups, we use data collected directly from our operational businesses. Some assault data comes from both our own internal reporting systems and the police.

When referring to people killed or seriously injured, the following causes of injury are excluded: an injury which results from an incident arising from a disclosed pre-existing medical condition; intentional self-harm resulting in a physical injury or death; criminal activities perpetrated by customers or members of the public on other customers or members of the public.

Unless otherwise stated, 'streets' refers to all of London's roads, including those managed by the London borough councils. Where we report safety data for streets, we use data collected by the Metropolitan Police Service and the City of London Police, in line with Government requirements. All road safety data is provisional and subject to review and assurance, with the final data published annually in line with Department for Transport requirements.

Reporting period

Most data covers the Quarter from 01 April 2021 to 26 June 2021, except for some work-related violence and aggression data which is reported 6 months in arrears. Some data is provisional and is subject to change.

Mayor's Transport Strategy and Scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor's Transport Strategy. This includes increasing the attractiveness of public transport and making cycling and walking easier and more convenient options. We work with many partners, including London borough councils, businesses, the police, local communities and consumer organisations.

Scorecard

Our Quarter 1 scorecard targets are listed in the table below.

Quarter 1 2021/22 Scorecard			
Measure	Unit	Q1 Target	Q1 Actual
People killed or seriously injured in road traffic collisions per million journey stages	Killed or seriously injured per million journey stages	0.45	0.39
People killed or seriously injured in road traffic collisions in or by a London Bus (per million surface journey stages)	Killed or seriously injured per million journey stages	0.020	0.020
Customer all injuries per million passenger journeys	All injuries per million journeys	2.52	2.85
Workforce all injuries	Number of workforce injuries	438	351

The table sets out the relevant scorecard metrics, and accompanying targets and actual performance. Below are brief explanations of the performance of each measure. More detailed explanations, with accompanying graphs is set out in the relevant section of the report.

Road safety measure

Working towards our Vision Zero ambition to eliminate death and serious injury on the roads, our aim is to reduce the number to fewer than 0.45 people killed or seriously injured on the roads per million journeys. Our Quarter 1 result was 0.39 people killed or seriously injured on the roads per million journeys.

Bus safety measure

Our ambition is that no one is killed or seriously injured on, or by a bus. In Quarter 1, our aim was to have no greater than 0.020 deaths or serious injuries per million surface journey stages. There were 0.020 deaths or serious injuries per million surface journey stages. This is a positive result as we progress on our journey towards zero.

Public transport customer safety measure

Working towards our ambition to eliminate deaths and injuries on our public transport network, our aim is to have fewer than 2.52 injuries to our customers per million journey stages. In Quarter 1, the result was 2.85, missing this target. More customers returned to our network during Quarter 1, with a wider variety of reasons for travel. It is too early to fully understand the reasons behind this Quarter's results, but slip, trip and fall incidents on stairs and escalators remain high, and there was a slight increase in intoxication related incidents.

Public transport workforce safety measure

We want to deliver on the TfL objective of 'Everyone home safe and healthy every day' and want to eliminate all deaths and injuries on our public transport network. There were 351 injuries to our workforce in Quarter 1, meeting our aim of fewer than 438 workforce injuries. This is a positive result, but a reminder we must strive for continuous improvement when it comes to the safety of our workforce.

Safety

This section summarises our safety performance across road safety, public transport operations, capital delivery activities and work-related violence. It provides an overview of key trends for the year and the areas we are targeting for improvement.

Road safety performance

Quarter 1 in 2021/22 involved very different circumstances to Quarter 1 2020/21. The former involved an easing of lockdown restrictions which meant more people were out on the network, whereas the latter was dominated by the first lockdown at the start of the pandemic.

2020 was an exceptional year in terms of traffic levels, but we are now reaching a point in 2021 where traffic is near normal, stabilising and becoming more predictable. It is helpful to keep this in mind when comparing Quarter 1 2021/22 results with 2020/21, and to look at Quarter 1 2019/20 as a more “normal” year for comparison.

Quarterly performance

Number of people killed	Q1 2019/20	Q1 2020/21	Q1 2021/22*
Pedestrian	18	3	8
Pedal cycle	0	2	1
Powered two-wheeler	8	9	4
Car	1	2	0
Bus or coach	1	0	1
Taxi	0	0	0
Private hire	0	0	0
Goods vehicle	0	0	0
Other vehicle	0	0	1
Total	28	16	15

Number of people seriously injured	Q1 2019/20	Q1 2020/21	Q1 2021/22*
Pedestrian	267	90	193
Pedal cycle	192	169	257
Powered two-wheeler	227	139	226
Car	109	87	101
Bus or coach	20	6	23
Taxi	7	1	0
Private hire	3	1	3
Goods vehicle	12	6	8
Other vehicle	2	12	38
Total	839	511	849

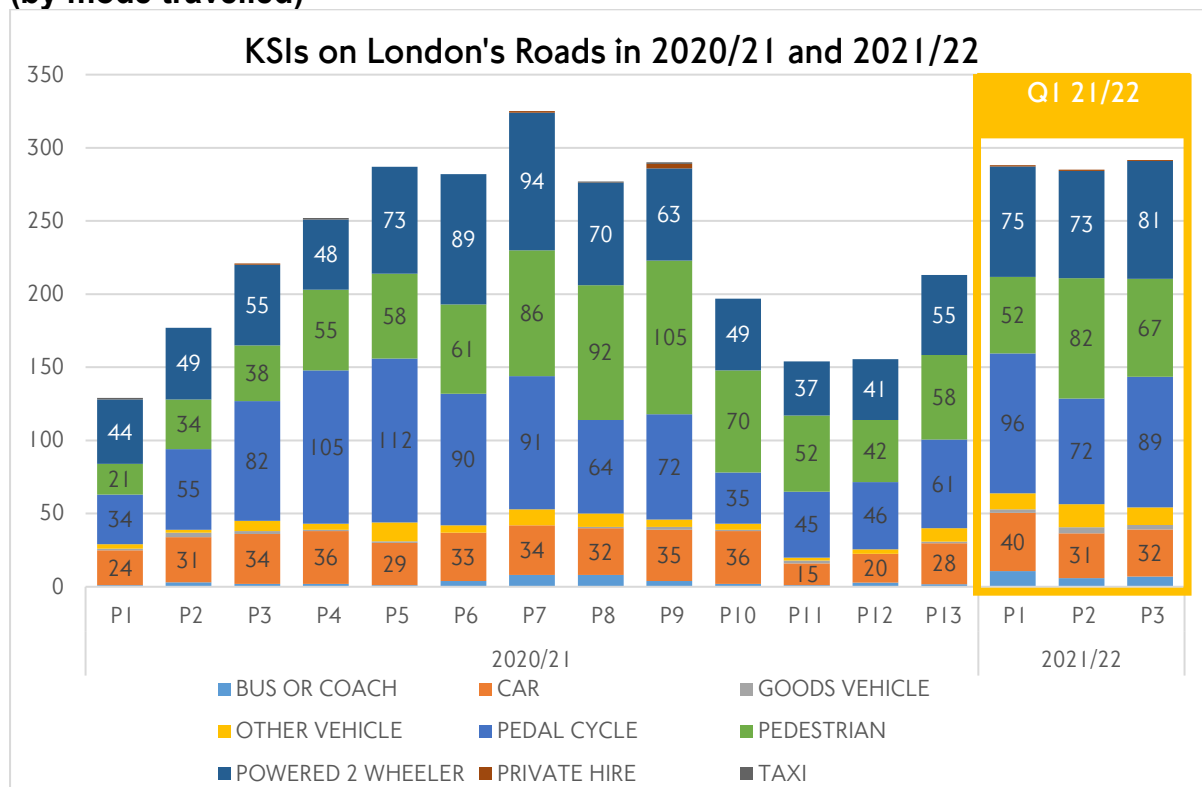
**Quarter 1 2021/22 figures are provisional and subject to change.*

The number of people walking who were killed in Quarter 1 2021/22 increased compared to the same period in 2020/21, despite the number of people killed overall remaining similar. This was offset by the decline in people killed using powered two wheelers and cars. The number of people seriously injured increased across all modes except taxis. This increase is likely a reflection of the easing of lockdown restrictions in Quarter 1 2021/22, including the reopening of non-essential retail and indoor hospitality. In contrast, Quarter 1 2020/21 was dominated by the first lockdown at the start of the pandemic.

There were some notable incidents which occurred outside of the period covered by this report but are noted in this report. On 14 July 2021, when a bus pulled away from the bus stop, an older male customer fell down the stairs. He died in hospital a few weeks later. On 4 August 2021, at the junction of Southampton Row and Theobalds Road in Holborn, a person cycling was killed in a collision with a heavy goods vehicle. On 10 August 2021, at Victoria bus station, there was a bus collision which resulted in the tragic death of a female pedestrian. We are currently working with the relevant authorities to investigate each incident.

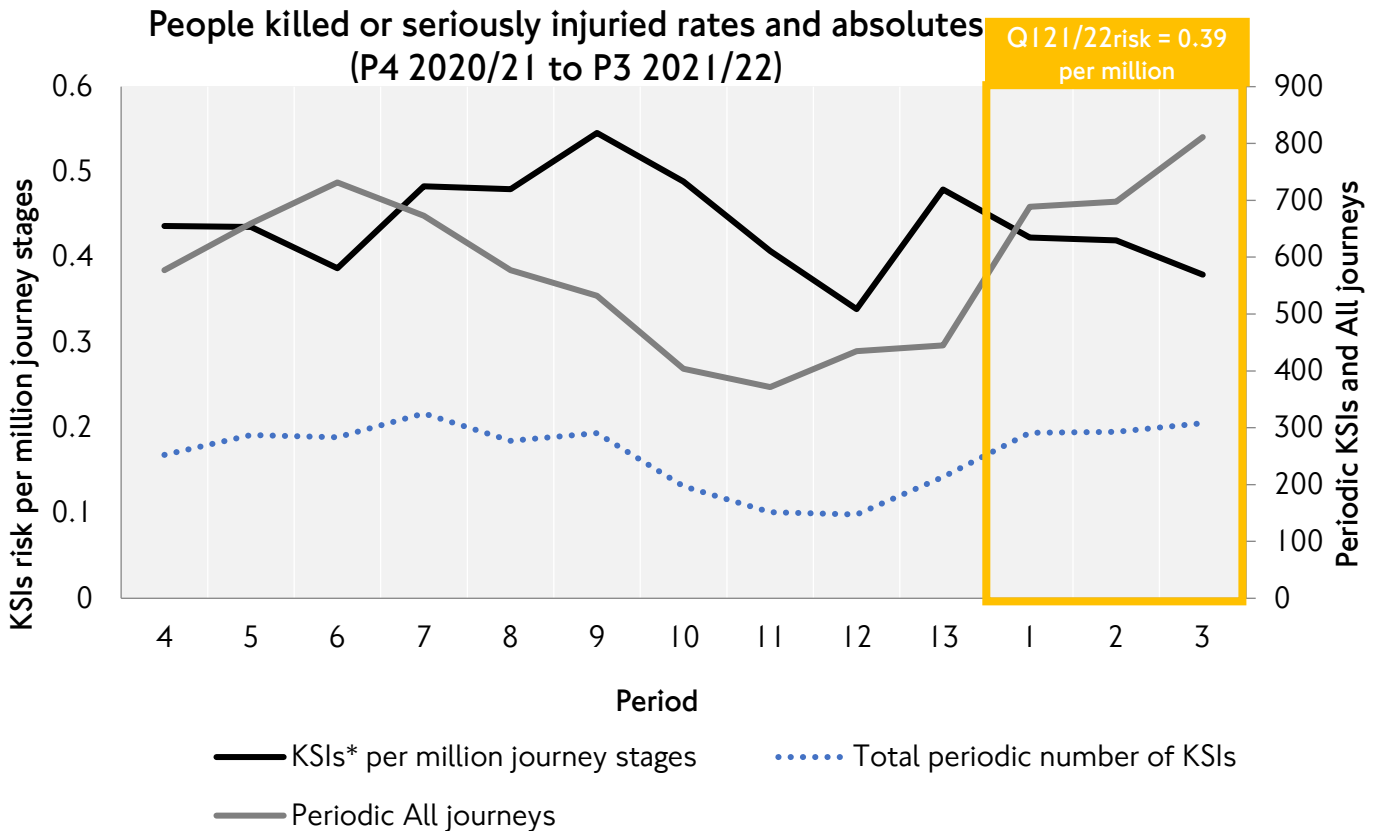
It is useful to compare Quarter 1 2021/22 to Quarter 1 2019/20 data, as that was more reflective of a “normal” year than 2020/21. Fewer people were killed in 2021/22 than 2019/20, but slightly more were seriously injured, with the most notable increase in injuries among people cycling. This reflects the increase in number of cycling journeys rather than an increase in risk. E-scooter usage has risen over the last year, which has led to more incidents involving them.

People killed or seriously injured on London's roads in 2020/21 and 2021/22 (by mode travelled)



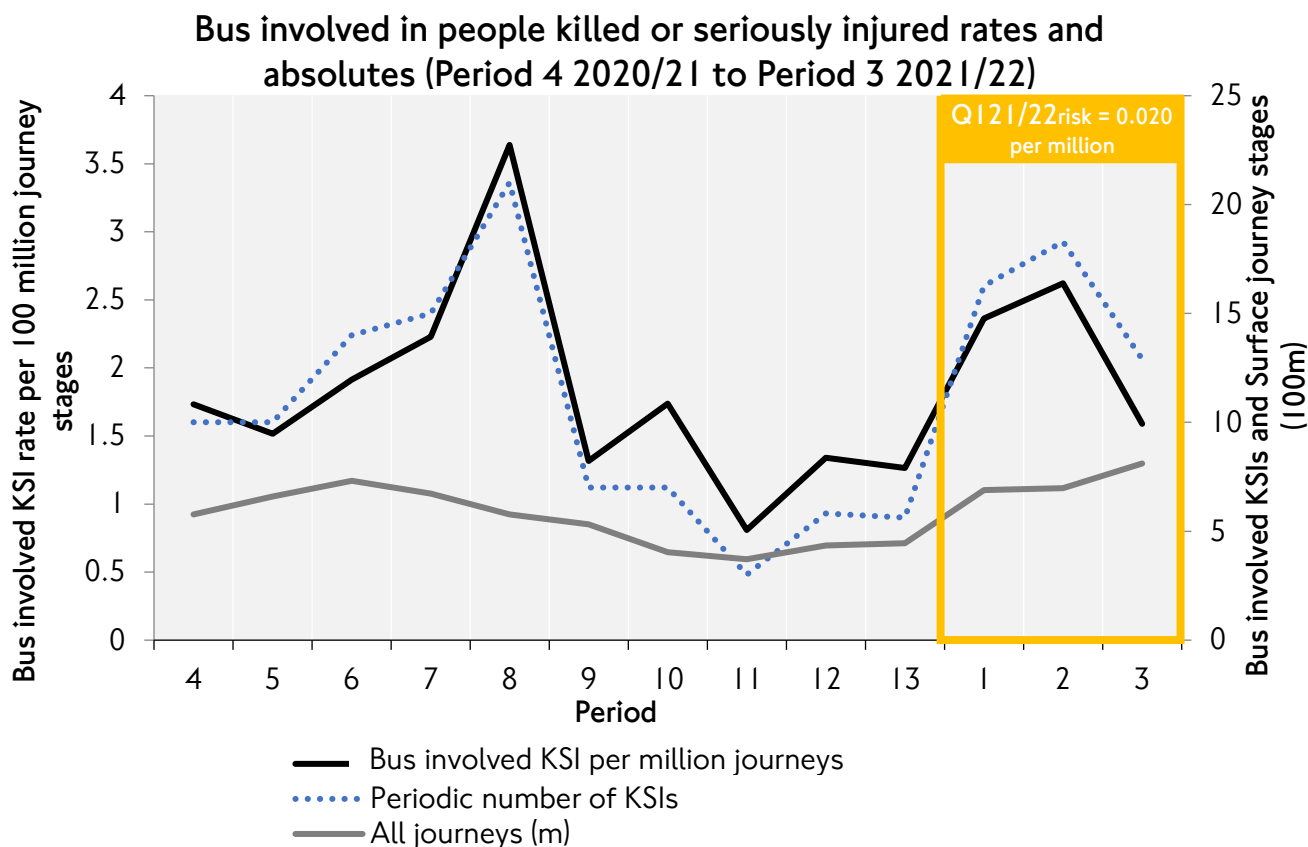
In Quarter 1 2021/22, 259 pedal cyclists were killed or seriously injured, which was higher than the previous year's Quarter (171). More people cycling were killed or seriously injured, compared to other transport modes, followed by powered two-wheeler drivers and then people walking. Before the pandemic, people walking were consistently the most significantly injured group, followed by powered two-wheeler drivers and then people cycling. However, the risk of being killed or seriously injured per journey is falling for people cycling. This reflects a significant increase in the number of people cycling, and a change in where, when and why people are cycling in and across London.

Scorecard measure: People killed or seriously injured in road traffic collisions 2021/22 (per million journeys)



Working towards our Vision Zero ambition to eliminate death and serious injury on the roads, our aim is to reduce the number to fewer than 0.45 people killed or seriously injured on the roads per million journeys. Our Quarter 1 result of 0.39 exceeds our target.

Scorecard measure: Rates of fatal or serious injury experienced by people in collision with buses



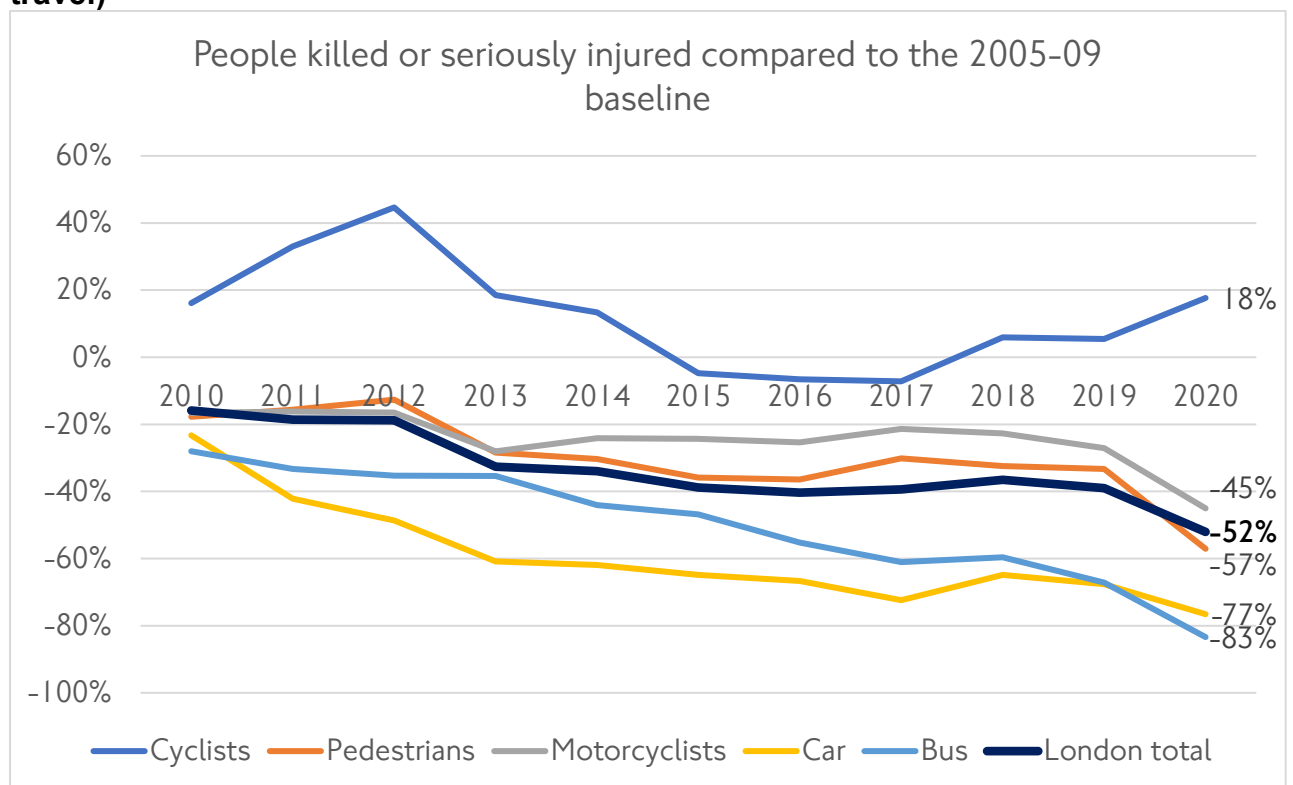
The risk of a bus being involved in a collision that kills or seriously injures either a bus passenger or someone else on the roads remains extremely low. Our Vision Zero target for 2022 is to reduce the number of people killed or seriously injured on or by a bus by 70 per cent, against the 2005-09 baseline.

We met our scorecard target for Quarter 1 of 0.020 deaths or serious injuries per million journeys. Our target is more stretching than the general road safety target of 0.45, to reflect our ability to more directly influence bus services. Road conditions and traffic are slowly returning to pre-pandemic levels. Once there is a sustained level of consistency, we will be more able to draw out emerging trends.

Long-term trend

Our Vision Zero target is that by 2022 there will be a 65 per cent reduction in the number of people being killed or seriously injured, against 2005-09 levels.

People killed or seriously injured against the 2005-09 baseline (by mode of travel)

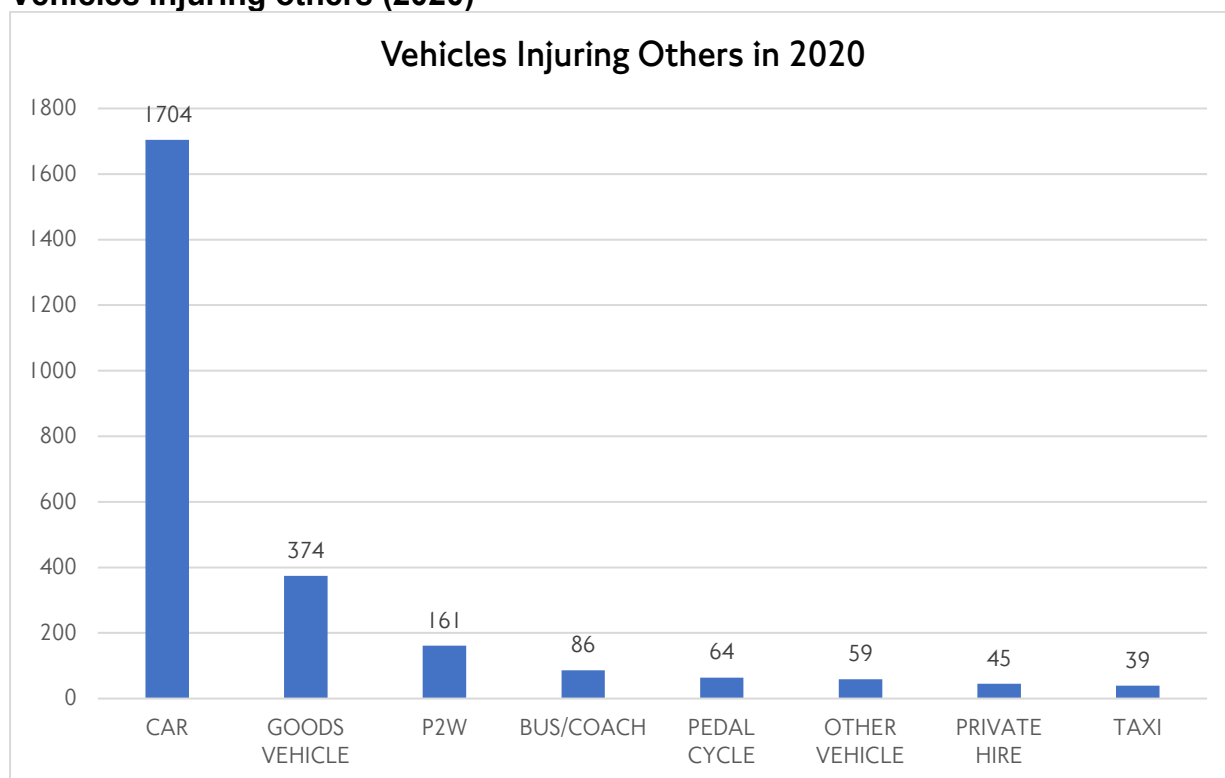


While London has made good strides in reducing road danger, and outperformed many other UK cities, we still have a very long way to go. As a city, we need to do more to reduce deaths and serious injuries among people walking, cycling and riding motorcycles as these groups make up 82 per cent of all people killed or seriously injured on London's roads. We must also not slip back to previous trends, which suggest that if the roads return to 2019 levels of risk after the pandemic, we may not meet our ambitious 2022 target to reduce deaths and serious injuries by 65 per cent, against 2005-09 levels. In 2020, there was a 52 per cent reduction against the 2005-09 baseline. However, this is likely to be an anomaly to the long-term trend and we expect road risk in the medium term to more closely resemble pre-pandemic levels of risk.

People killed or injured while cycling has increased by 18 per cent compared to the 2005-09 baseline. However, this is due to a modal shift towards more active modes. The rate of injuries per million journeys cycled has fallen since the baseline.

Buses carry more people than any other public transport mode in London and are also the safest way to travel. Our Bus Safety Programme has helped achieve the greatest reduction in people killed or seriously injured of any mode on the roads, with a 78 per cent reduction in 2020 against the 2005-09 baseline, exceeding our Vision Zero target of 70 per cent by 2022

Vehicles injuring others (2020)



Cars remain the most likely mode to be involved in a collision that kills or seriously injures someone else on the road, being involved in 67 per cent of collisions that kill or seriously injure people outside the vehicle.

The size of cars being driven in London has been steadily increasing, meaning they have more kinetic energy and can cause more harm to vulnerable road users. Provisional figures for 2020 show that around one in five cars involved in collisions were sports utility vehicles.

The long-term trend has continued for certain vehicles to be disproportionately hazardous to other road users. Motorcycles are most likely, per journey, to be involved in a collision that kills or seriously injures another road user, particularly people walking and cycling. Heavy goods vehicles also kill or seriously injure people at a rate disproportionate to their share of traffic. This is why we have specific programmes to reduce risks from these road users, such as our Direct Vision Standard and upcoming plans to tackle risk from powered two wheelers.

Road safety updates

Safer Junctions

Works to make safety improvements have been completed at 42 of London's most dangerous junctions.

We have introduced measures at all the sites to reduce road danger, such as dedicated cycle signals, footway improvements, side road closures, new and more direct crossings, and dedicated traffic signal stages for people cycling.

In the coming year, further junctions will be upgraded, subject to funding, including Camden Road/Camden Street and Holloway Road/Drayton Park.

Streetspace for London programme

The Streetspace for London programme of temporary and experimental measures has continued to deliver at pace. So far, some 93km of strategic cycle routes have been completed, with a further 18km under construction.

As we recover from the pandemic, we will continue to monitor the impacts of these trial schemes on cycling and other modes, as well as engaging local communities and stakeholders to inform which schemes could be made permanent.

Borough delivery continues to make good progress, with construction of trial routes taking place across 10 London boroughs.

Of the 107 Low Traffic Neighbourhoods (LTNs) delivered by boroughs under the Streetspace for London programme, 88 remain operational at the time of writing, as do 322 school streets, from a total of 335 that were funded. A study by academics at the London School of Hygiene and Tropical Medicine, Westminster University and Imperial College London examined casualty data for 72 LTNs implemented in

London between March and September 2020. They found that London neighbourhoods in which LTNs have been introduced have halved road injuries.

A further 38 low traffic neighbourhoods and three school streets will be delivered under the Active Travel Fund, alongside numerous improvements and upgrades to existing schemes. These will be delivered during this financial year.

Lowering speed limits

Lowering the speed of vehicles in London is key to reducing both the likelihood of a collision occurring and the severity of the outcome. The Lowering Speed Limits programme plays a vital contribution to the Mayor's Vision Zero ambition to eradicate fatal and serious injury collisions from London's roads by 2041. The second phase of the programme is under way, reducing the speed by 10mph on more than 140km of our roads. Currently, nearly 80km of our roads are subject to a 20mph speed limit. Design work is progressing well, with the first schemes undergoing local stakeholder engagement.

We have also been working with developers of the Waze navigation app on a new feature which aims to encourage safer driving. When a vehicle is stationary, the app displays a message from us to remind drivers to drive safely and watch their speed limit. This initiative is part of a wider behaviour change marketing campaign to tackle speeding on our streets.

Electric scooter trials

Following an open and competitive procurement process, operators Dott, Lime and Tier have been selected to deliver an electric scooter rental trial in London. The trial began on 7 June 2021 for an initial 12 months. The rental electric scooters are only to be used on roads and cycleways, not on pavements, and must be hired from and parked in designated parking locations.

Safety will be at the core of the trial, with scooters limited to a maximum speed of 12.5mph. Throughout the trial, data shared by the operators and collected from wider stakeholders will play a vital role in helping to shape London policy and the UK's future legislation on electric scooters. Alongside London Councils and participating boroughs, we will work together to ensure operators comply with the safety, parking and operating standards of the contract.

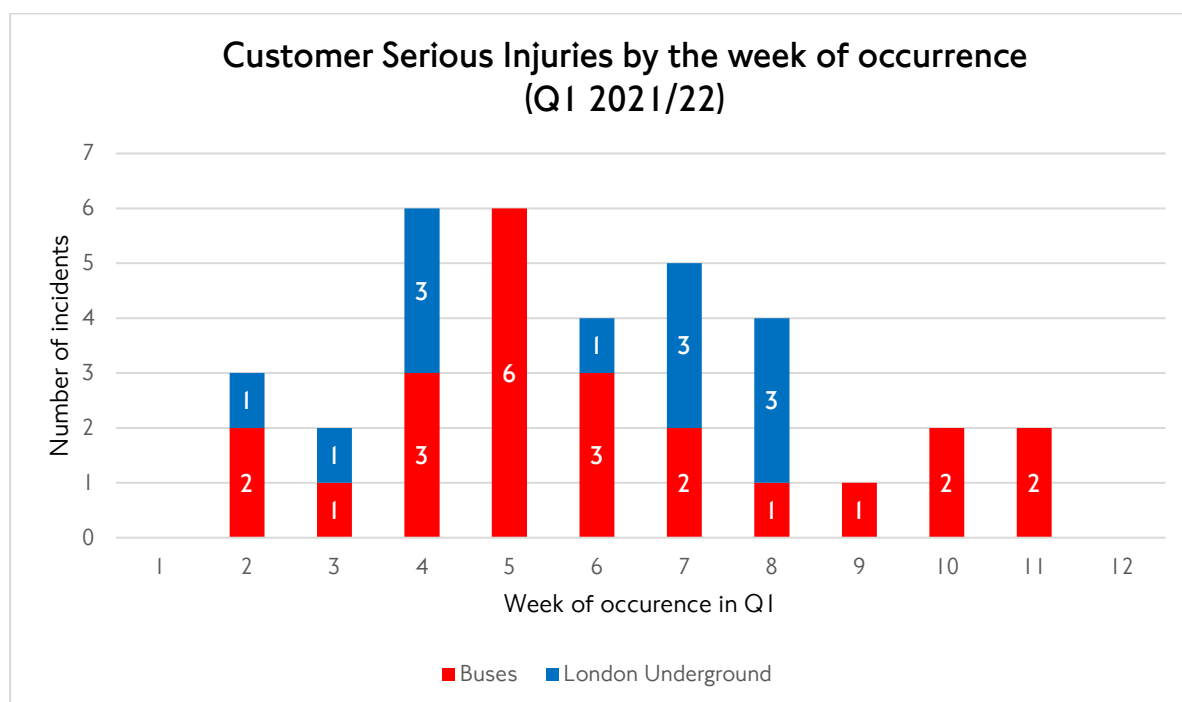
Public transport safety performance

Quarterly performance

Quarter 1 included easing of some lockdown restrictions – such as the reopening of non-essential retail and indoor hospitality – which have had a large impact on customer numbers. From the beginning to the end of Quarter 1, customer numbers on public transport increased by approximately 20 million per week and stabilised at around 45 million customers per week by the end of June 2021. This is more than double the number of weekly customers compared to the end of Quarter 1 2020/21, which was dominated by the first pandemic lockdown.

No other accidental fatalities occurred during Quarter 1. This compares to two reportable fatalities in Quarter 1 of 2020/21, despite significantly lower passenger numbers during the first lockdown. Since Quarter 1 ended, there was a customer injury at Canning Town bus station on 20 July 2021. A glazed roof panel spontaneously shattered and showered a passing member of the public with glass fragments. An investigation has begun in order to establish the circumstances leading up to the sudden failure.

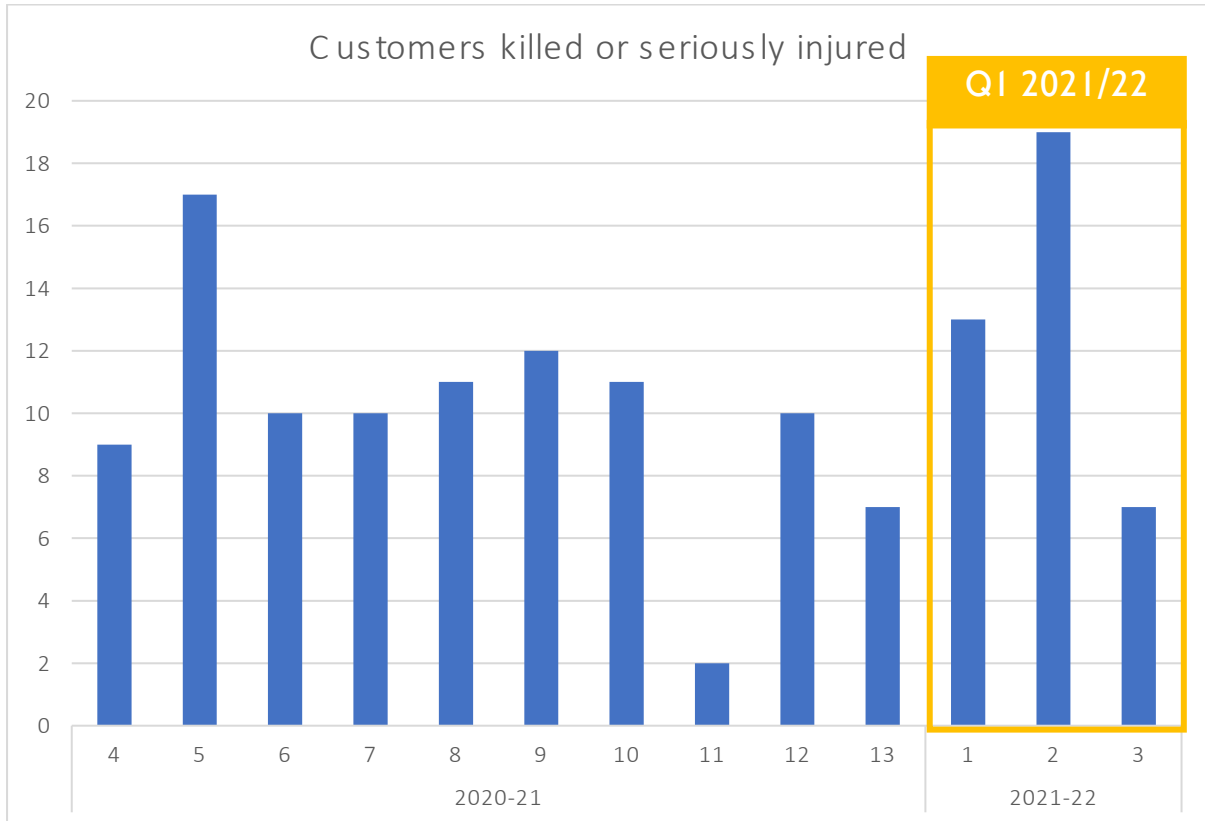
Customers killed or seriously injured per week in Quarter 1 (by mode)



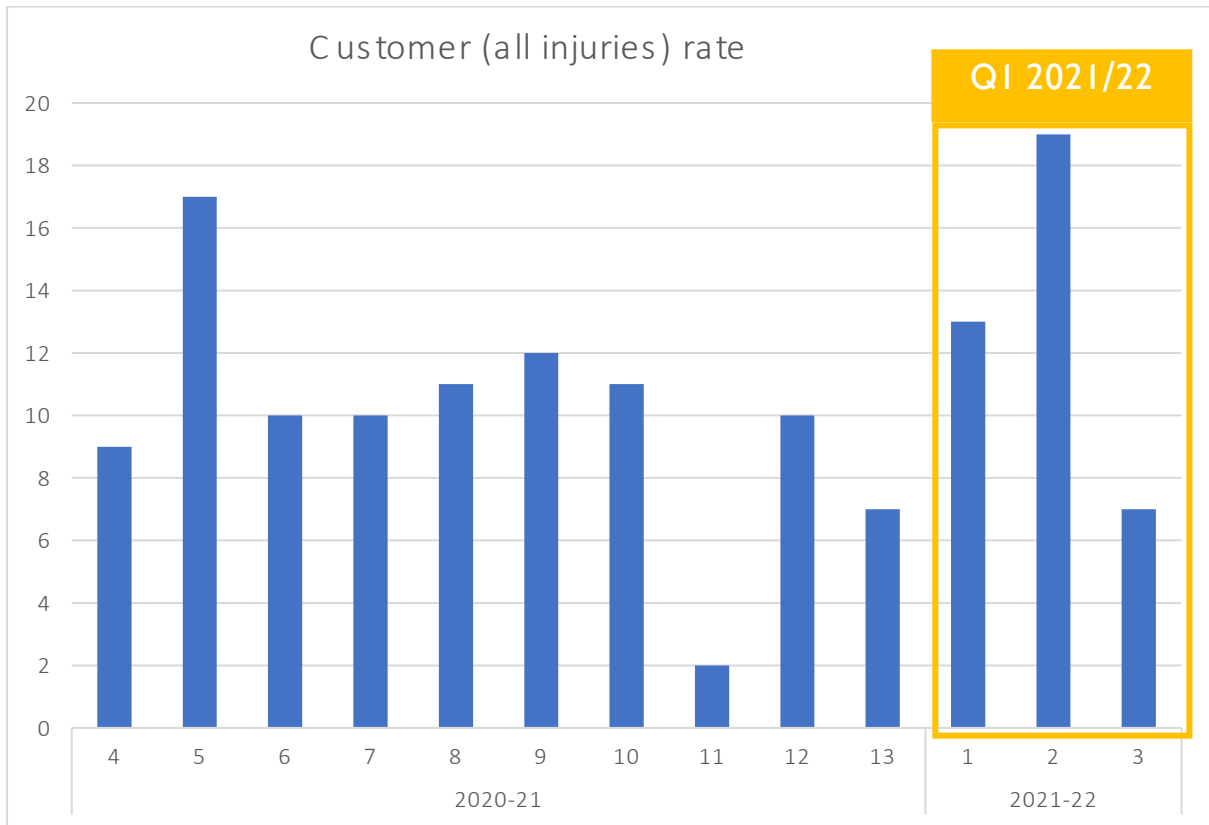
Focusing on our customers, serious injuries have increased in Quarter 1 2021/22 compared to Quarter 1 2020/21. Looking at serious injuries alone means we have counted a higher number of total fatal and serious injuries this Quarter than any Quarter during 2020/21 (see chart below).

Very sadly, the number of people killed or seriously injured has increased in line with the return of customers to the network. So the number of journeys taken for each fatal or serious injury this Quarter is greater than the number of journeys taken for each fatal or serious injury during Quarter 1 of the previous financial year. In other words, while the number of total fatal and serious injuries have increased, the rate has decreased.

Customers killed or seriously injured per period this year (total)



Scorecard measure: Customer injury rate (per million passenger journeys)

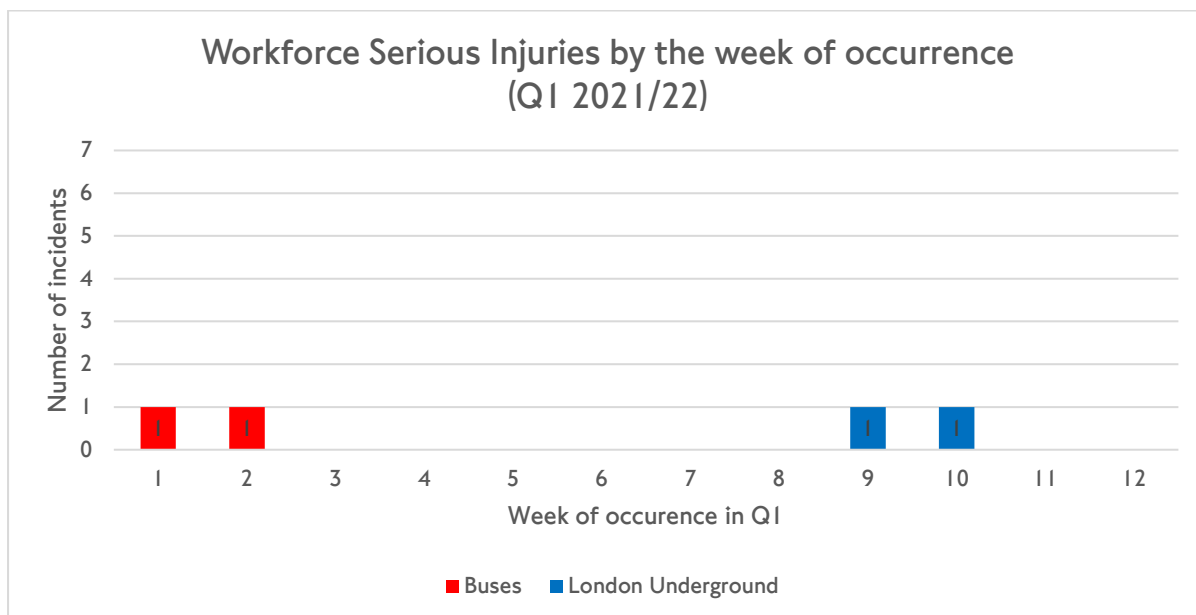


Our customer all injury rate has been relatively high this Quarter, demonstrating that this Quarter's growth in customer numbers has been slightly outweighed by a larger proportional growth in total injuries.

The rate of injuries which happened on stairs and escalators have remained relatively high. There has also been a slight uplift in the rate of injuries where intoxication was a factor, compared to the preceding Quarter.

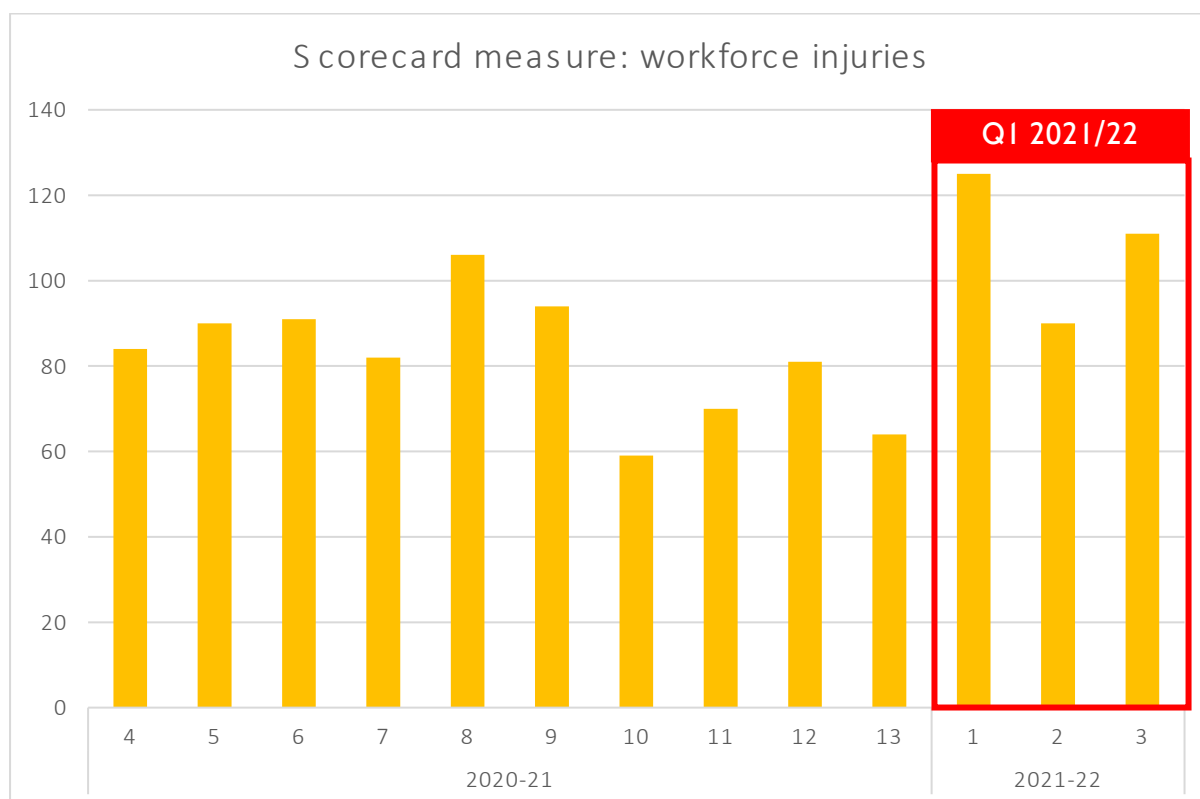
More customers returned to our network again during Quarter 1, with a wider variety of reasons for travel, as sectors of the economy reopened in line with the government's roadmap out of lockdown. Looking at causes, slip, trip and fall related injuries were the top cause of injury. It is too early to say why the injury rate has increased, but common causal factors for slips, trips and falls include customers travelling with bags or luggage or travelling whilst intoxicated.

Workforce injuries



Focusing on our workforce, there were no fatalities on the public transport network during the Quarter. Four members of our public transport workforce were seriously injured in Quarter 1. Two occurred on Buses and two on London Underground.

Scorecard measure: Workforce injuries



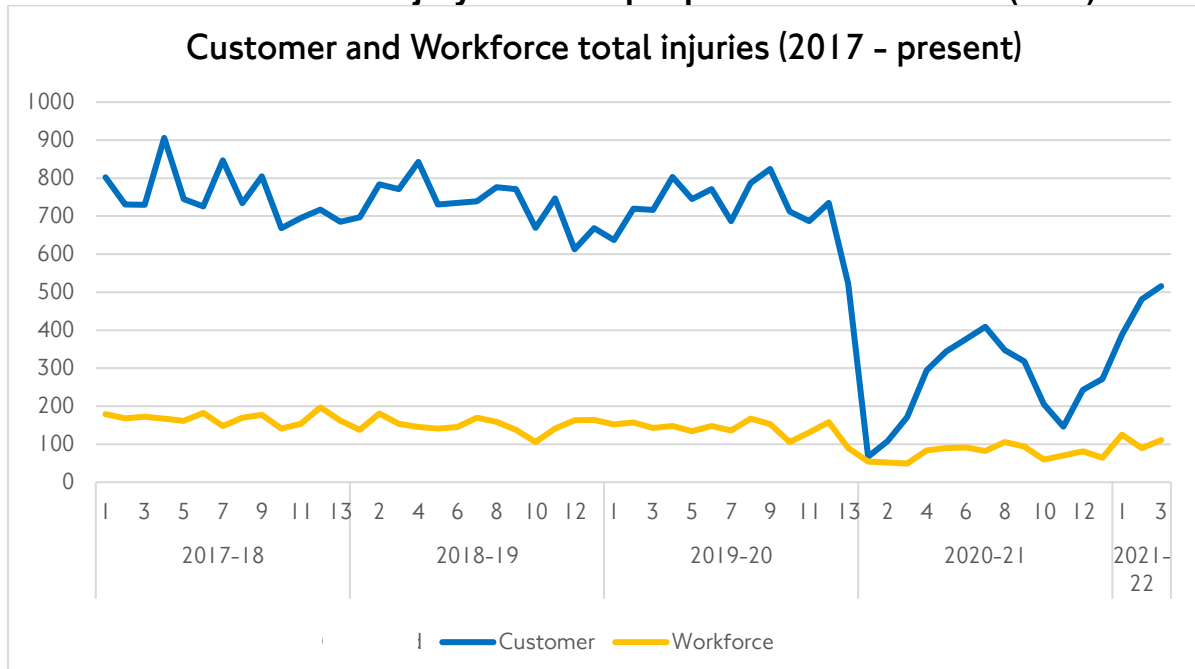
We want 'Everyone home safe and healthy every day', which is why any injury, however minor, is one too many. There were more workforce injuries during Quarter 1 than in each of the previous three Quarters.

Slips, trips and falls are usually the most common cause of injury to our public transport workforce. However, the number of slips, trips and falls decreased this Quarter in comparison to the preceding Quarter, possibly reflecting seasonal variation in weather conditions. This decline meant that assaults were the most common cause of workforce injury for public transport during Quarter 1. The peak in period 1 (April) of 2021/22 can be partially attributed to a spike in assaults directed towards our workforce.

Workforce injuries includes incidents where violence against our workforce resulted in injury; however not all workplace violence and aggression results in injury. Any incident that results in workplace violence and/or aggression against our workforce will not be tolerated. We have clearly communicated this message in our customer communications which outline the consequences of assaulting our people. Please refer to the work-related violence and aggression section for a more complete picture.

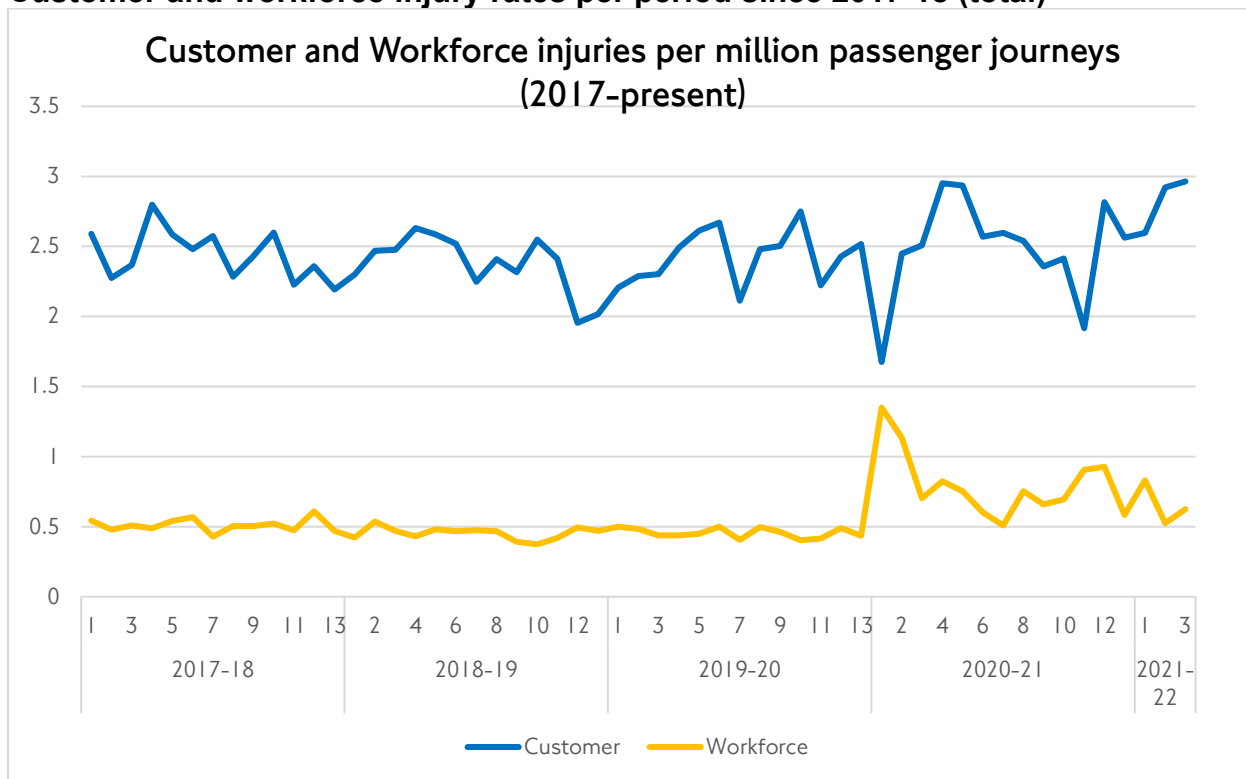
Long term trend

Customer and workforce injury numbers per period since 2017-18 (total)



This Quarter had the highest number of injuries since the beginning of 2020/21 and the start of the pandemic. This was primarily driven by an increase in customer injuries. Total injuries remain well below pre-pandemic levels.

Customer and workforce injury rates per period since 2017-18 (total)



Our customer injury rate (injuries per million passenger journeys) has been relatively high this Quarter, demonstrating that the growth in passenger numbers has been slightly outweighed by a larger proportional growth in injuries. In the context of the last few years, this is slightly higher than pre-pandemic, however both customer and workforce injury rates are affected by passenger numbers which have fluctuated during the pandemic.

Public transport safety update

Bus Safety Standard

This Quarter, the number of buses in the London fleet meeting the Bus Safety Standard passed the 500-mark. These vehicles have been fitted with the latest safety technology, including intelligent speed assistance and improved design features which can help avoid or reduce casualties on the bus network. The standard has also been toughened so buses entering service from later this year will be required to feature second-generation technology like camera monitoring systems in place of side mirrors, offering a wider field of view and clearer visibility in low light.

Other new requirements include toggling to help drivers identify the brake pedal and its relative position from their feet, and new brake system safeguards to prevent buses rolling away without a driver in the cab.

The standard will be further toughened in 2024, as we continue to strive towards eliminating all deaths and serious injuries from London's roads by 2041. Of the buses that meet the first and some of the second generation of the safety standard, over 350 are equipped with the Acoustic Vehicle Alerting System (AVAS) to alert vulnerable road users to much quieter buses such as battery-powered electric vehicles. Our AVAS system will automatically adjust its volume to be heard over noisier city sounds and be less intrusive in quieter suburban districts.

Work continues to reduce customer slips, trips, and falls on buses, which remains one of the top injury types. In the short term, we are trialling posters on stairways and new announcements to encourage passengers to hold on to rails and poles inside the buses. We have also reissued guidance to drivers reminding them to give customers enough time to settle on board after calling at a bus stop. A longer-term strategy is being developed to continue this work and will consider vehicle improvements, such as to flooring and lighting, and outcomes from predictive technology being trialled that warns a driver of hazards to help ensure they have enough time to brake smoothly. We are also reviewing research, evidence and best practice from other transport authorities around the world.

London Underground fire safety

In May 2020, we launched a Fire Safety Programme which continues to go from strength to strength, as it passed its first anniversary.

Since its launch, the programme has:

- defined London Underground's (LU) fire safety framework, including putting a new Fire Safety governance structure in place;
- introduced a new approach to Fire Risk Assessments across all of LU. Each LU station has a Fire Risk Assessment in place and by March 2022, all LU buildings will have a Fire Risk Assessment;
- introduced and delivered a new rolling 3-year assurance programme
- improved our approach to monitoring our fire safety, by digitalising fire checks, familiarisation and evacuation data on stations;
- provided periodic reports on our key fire safety indicators to the LU Executive (LUX), along with a summary of progress and any emerging risks;
- ensured that we have a clear 25-year fire asset strategy;

- defined our fire safety accountabilities from LUX to our frontline teams, including launching a new Responsible Persons training course for all local managers.

LU has more than 1,000 buildings and we are ensuring each of these buildings is part of a rolling programme of inspections that specifically reviews fire safety. Despite the financial impact of the pandemic, we have ensured this programme continues with pace and action is taken to deliver the recommended improvements.

We have refreshed the fire safety training to our teams including making use of technology solutions so all of our managers have been involved in refresher fire safety training. Working together, the Fire Safety Programme team and our Technology and Data team have created innovative solutions to monitor our fire safety data, including the use of apps and newly available reporting systems. Our fire safety data can now be visualised in real time which enables us to respond quickly to any fire safety concerns identified by our fire engineering experts.

We continue to share the progress of this programme with the London Fire Brigade which offers us the opportunity to hear their views on our approach and adapt our plans based on their advice.

Safe track access

Working on the track environment is an area of potentially significant high risk. There have been a number of tragic incidents on the mainline railway network, including at Margam in July 2019 where two Network Rail track workers died, and near Surbiton in February 2021 where a railway worker died.

While the risks for TfL employees differ from Network Rail employees, we want to improve how our workforce access the track environment to ensure it is done in the safest possible way. Our Safe Track Programme has been established to deliver safety improvements which will make it safer for those accessing our track environment during engineering hours and ensure that no one is killed or seriously injured. This will be achieved through process improvement, cultural change, underpinned by a behavioural led change programme and the building of new infrastructure and technology to reduce the main risks when accessing the track. The importance of this work was emphasised by a number of incidents during the Quarter where our workforce were put in a position where they inadvertently accessed our track where the traction current was still live. All of these incidents are subjected to investigations which are then peer reviewed by the Safe Track Access working group to ensure the investigations have addressed the root causes and appropriate corrective and preventative action has been recommended.

As part of our improvement campaign, we started to install new, permanent, signs at key locations on the LU track in June 2021. The signs show areas of live current and clarify local track layouts in complex areas to help those accessing the track environment to understand key areas of risk. We will continue with our programme to develop and commission technology which will give our workforce who access the track live information before they access the track environment.

We reviewed the key learnings from the RAIB report into the tragedy at Margam, which was published in November 2020, and have shared that knowledge with all relevant teams internally as part of the ongoing conversation we are having around safety in the workplace. We have also identified a number of opportunities for us to improve our systems and approach. These have been incorporated into the Safe Track Access programme.

In Quarter 2, our focus on improving the safety culture will increase, with activities planned about engaging our front line teams and improving our approach to the investigation of high potential safe track access incidents.

Suicide prevention programme

Year-on-year data comparison tells us that since 2018, our Suicide Prevention Programme has helped reduce the number of suicides by 44 per cent across the network. This represents the lowest number of suicides in a decade, equal to our previous low in 2014/15. We have trained 88 per cent of station staff in suicide prevention so far. Over the last few years, we have made more than 1,000 life-saving interventions at our stations. It is a reminder that, while vulnerable people still view our network both as a means of ending their life, they also see it as a place where they can find a friendly face and support when they have lost hope.

Capital delivery

While lockdown restrictions eased during Quarter 1, our capital delivery activities continued under the Covid-secure conditions that have been fundamental to the safety of our workforce over the past year. Visits to site continued to be risk-based and, where possible, were conducted virtually. Our site-based workforce were supported with regular communications linked to the safety and wellbeing of our people and our response to Covid-19, whilst core assurance activities continued to be delivered throughout this period.

Our workforce completed 3 million hours delivering our capital projects during the Quarter. Over the past few periods, hours worked have remained relatively stable

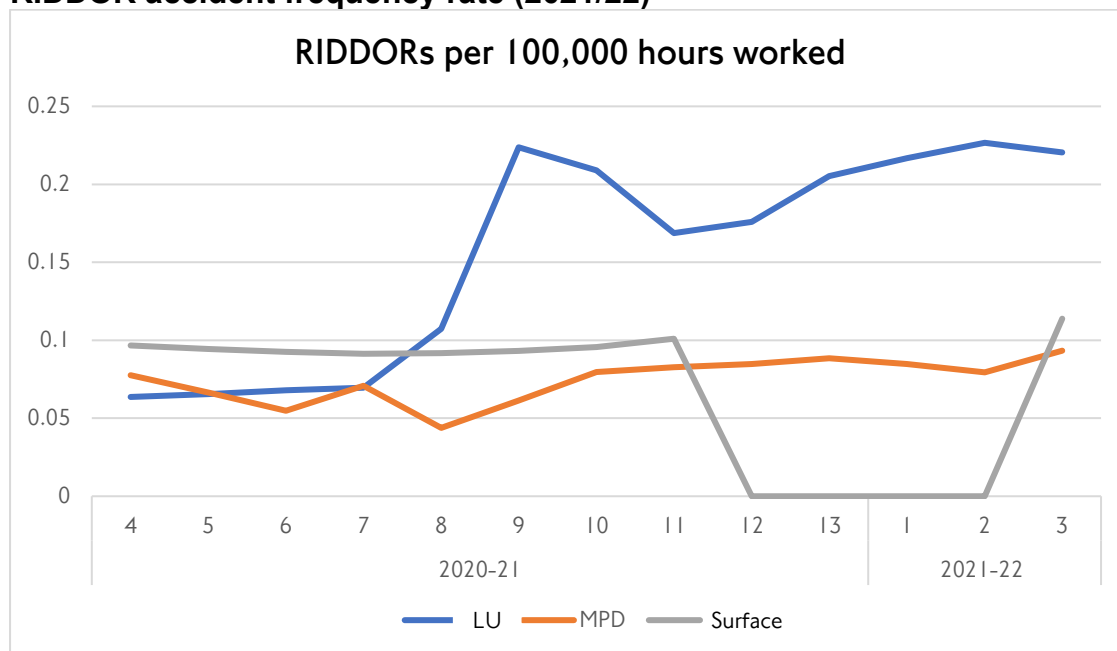
but are double the hours worked during Quarter 1 of 2020/21. This is because in March 2020, most of the activity at our construction sites came to a controlled stop. The return to work on our sites was done in a planned and controlled way, from May 2020 onwards. This reflects the hard work that has gone into making sure our sites can operate safely during the pandemic.

As we progress from the 'recover' to the 'rebuild' stage, we will continue to review our processes in line with the latest Government guidance and research and wider sector good practices.

The pandemic required us to approach construction work differently to reduce risks to our workforce and supply chain. This led to innovations in the phasing of activities, the way our sites are established and ran and the way we construct. These changes to our ways of working have had positive safety, health and environment benefits beyond reducing the spread of the pandemic. Consequently, we are reviewing what can be incorporated into 'business as usual' to continue these improvements to our construction processes.

Quarterly performance

RIDDOR accident frequency rate (2021/22)

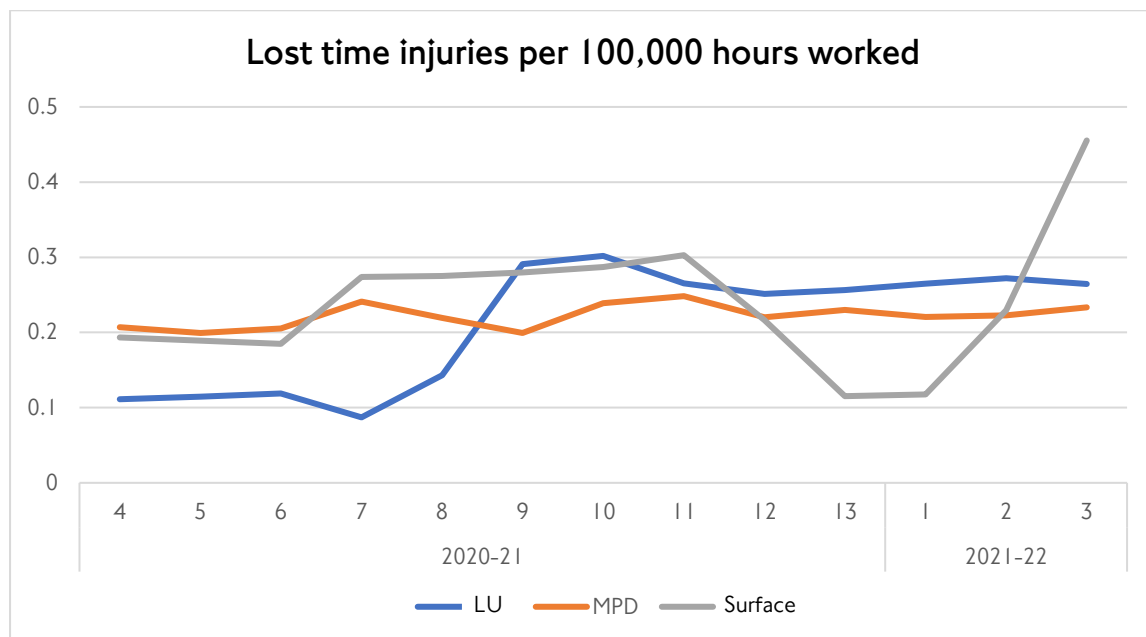


In Quarter 1, there were four accidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) in our capital delivery

teams. Two of these were in London Underground Asset Performance & Capital Delivery (APCD), one in the Major Projects Directorate (MPD) and one in our Surface Transport Project & Programme Delivery (PPD). Despite an increase of one RIDDOR on the previous Quarter, rates remain stable and both MPD and PPD are within the target thresholds of 0.12 and 0.15 respectively.

Slips, trips and falls remain the most prominent immediate cause of RIDDOR reportable accidents across our Capital Delivery teams. Recent investigations highlight the importance of ensuring appropriate procedures and safe systems of work are in place and that crucially these are followed and enforced on our sites to mitigate the risk of injury. Following each investigation, the key learnings are shared across all TfL Capital Delivery activities to help address this.

Lost time injury frequency rate

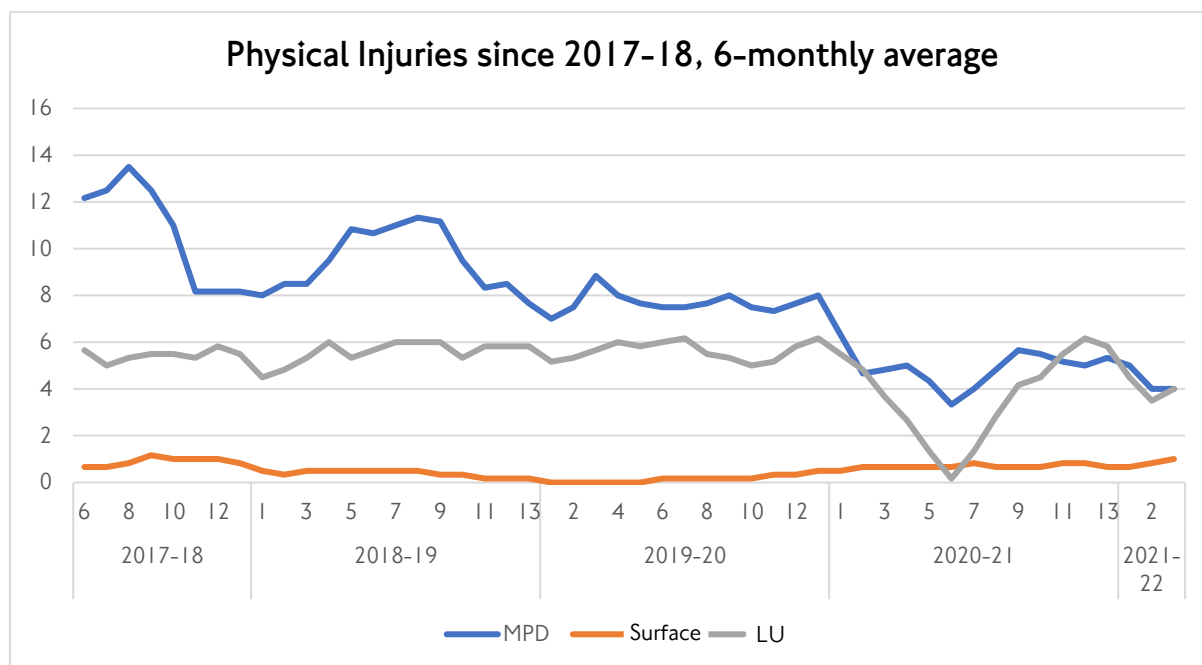


Lost time injuries (LTIs) are injuries which cause an employee to be absent for one or more shifts, reflecting the loss of productive work time. There were seven LTIs in our capital delivery teams during Quarter 1, a reduction compared to the previous Quarter. LTI rates in MPD and AP&CD remain relatively stable and just above the target threshold of 0.2. The LTI rate in PPD rose following two contractor incidents in period 3. Slips, trips and falls, manual handling and non-compliance with the Health

& Safety Executive rules were the top immediate causes of LTIs, with inadequate application of procedures again a prominent root cause.

Long term trend

Total capital delivery workforce injuries (since 2017/18)



There were 24 injuries during Quarter 1, down from the previous Quarter. While this is an increase compared to the injuries sustained in Quarter 1 of 2020/21, last year's Quarter occurred during the Safe Stop of construction activity which means there has been significantly more time spent on site so far this year with over 3 million hours worked.

The most common cause of injuries were slips, trips and falls and manual handling. All injuries are investigated by the teams and suppliers involved to establish root causes and put in place mitigations to help prevent re-occurrence. Where identified, lessons from local investigations are shared across TfL Capital Delivery and, where appropriate, across the wider industry. In keeping with our risk-based approach, we will always ensure the level of investigation is proportionate to the potential for harm to be caused.

Injuries across our capital delivery activities remain well below pre-pandemic levels and continue the overall trend of decline since 2017-18. Over the next few periods, as we transition towards a 'new normal', we will work to ensure learnings from the pandemic are incorporated into business as usual to help us continue on the trajectory to zero harm.

The prevalence of Covid-19 is still being monitored closely, to ensure effectiveness of control measures and impacts for both health effects and delivery of work. A dedicated Capital Covid Management Group (CMG) meets weekly to assess rates, the effectiveness of controls we have in place and to develop business wide guidance. In April 2021, the Surface Transport site at Old Street recorded 18 Covid-19 cases. Our principal contractor worked with Public Health England to review the on-site control measures, which were found to be satisfactory.

Capital delivery updates

While the data presented above provides a degree of trending on key indicators, it is often the individual incidents and near misses which provide examples of high potential for harm, and the need to learn them.

The Four Lines Modernisation Programme within the Major Projects Directorate (MPD) had a high potential near miss during testing of the new signalling system in May 2021, in a section of London Underground (LU) that was closed to the public for the weekend. An engineering locomotive travelled through two red signals in a situation where the driver believed they had been given authorisation to do so. Fortunately, there was no adverse outcome, but the Office of Rail and Road has been advised of this, and an internal TfL Formal Investigation Report is taking place. Interim measures have already been put in place to avoid a similar occurrence, and the full outcome of the investigation will make detailed recommendations.

The Northern Line Extension programme is also taking note of the findings from an incident on 11 June 2021 where a worker mistakenly cut a live electrical cable supply cable to streetlighting at Kennington Park, rather than two redundant cables. Fortunately, there was no injury, but lessons to be learned include the need for clarity of communication, and the importance of adequate supervision where required.

Local initiatives

Improvement activities have been held throughout Quarter 1. The newly formed London Underground Asset Performance and Capital Delivery (AP&CD) team held a

joint TfL and supplier forum in May 2021 to focus on how to improve the management of risks from falls from height. This was organised following a number of incidents within the LU capital programme portfolio.

Within MPD, the Bank Station Capacity Upgrade project achieved the internally awarded “Beacon” status. The award marks a high standard in health, environment, safety and behaviours and is a credit to all those who work there - a team effort.

Also in MPD, the Quarter 1 improvement strategy for safety, health and environment was based on a “Consistent Approach”. An incredible variety of topics were covered during several virtual presentations, to enable us to better manage our projects. This included design, quality management, risk assessment, management system items and carbon.

In May 2021, we launched our Capital Delivery & Maintenance (CD&M) Strategy. This is a five-year strategy which aims to reduce harm and environmental impact, whilst driving efficiency and reducing the risk to our reputation and performance. To do this, we will work with our staff, contractors, sub-contractors and suppliers to create clear, consistent processes, as well as to share information and knowledge to facilitate interventions and build confidence through targeted, risk-based assurance.

As an organisation, we are using this unique opportunity to influence across the construction industry. Whether directly through our own suppliers, local boroughs and partner organisations, or indirectly via the stakeholders they work with.

Future plans

Risk-based improvement plans for TfL Capital Delivery have been established in Quarter 1. Asset Performance & Capital Delivery (APCD), the Major Projects Directorate (MPD) and Project & Programme Delivery (PPD) have aligned these plans to our CD&M Strategy. Over the next Quarter, detailed implementation plans will be developed for our improvement plans and wider themes under the new strategy.

Work-related violence and aggression

Work-related violence and aggression (WVA) towards our people and those of our operators and contractors is unacceptable. Concerted action is underway to tackle it.

We are changing the way that we report WVA information to the SSHRP to provide:

1. Greater insight into WVA, bringing together incident and crime data from TfL and police systems
2. Update on key performance indicators that support delivery of WVA strategy
3. Highlights of successful prosecutions
4. Progress updates against the 2021/22 action plan

Triggers of WVA incidents

Fare evasion remains a key trigger of WVA, responsible for 32 per cent of all WVA incidents this quarter, an increase of 6 per cent. There are strong links between fare evasion and incidents involving young people and repeat (recidivist) offenders.

WVA triggers with an increasing impact this quarter include road rage (which now accounts for 14 per cent of all WVA directed at bus drivers) and customers attempting to bring non-folding bicycles or using scooters (including e-scooters) into an LU station (6.7 per cent of all reports during Quarter 1 on LU). We have seen a sharp reduction in the amount of WVA triggered by face covering non-compliance on the surface transport network, with incidents falling by 47 per cent between Quarter 4 2020/21 and Quarter 1 2021/22 with it now accounting for around 3.6 per cent of all reported incidents.

Overview of risk and harm

As part of the WVA strategy, we have improved the way we analyse incident data from across TfL, our operators and police partners to better understand the scale and nature of WVA incidents.

This change in the way we analyse data from different data sets was introduced in January 2020. As a result, we are unable to compare levels and trends before this date.

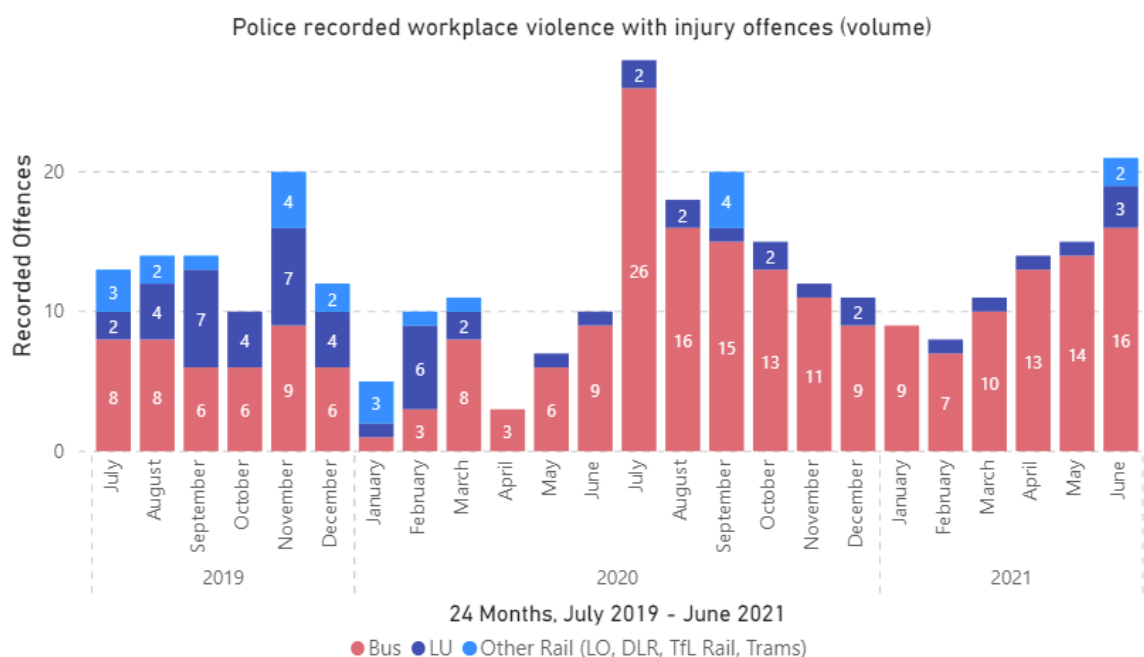
The following analysis compares data from different Quarters in 2020/21 and 2021/22 which cover the entire period. Due to the effect that reduced customer numbers had on workplace violence and aggression incidents, drawing comparisons and conclusions between the sets of data is difficult.

Volume of incidents in Quarter 1

In Quarter 1 2021/22, there were 873 incidents of WVA on the London Underground (LU) network. This is a 47 per cent increase compared to the previous Quarter (279 additional incidents).

In Quarter 1 2021/22, there were 1179 incidents of WVA on Surface Transport networks (including Buses, on-street, London Overground (LO), Docklands Light Railway (DLR), TfL Rail and Trams). There was an 8 per cent increase (91 additional incidents).

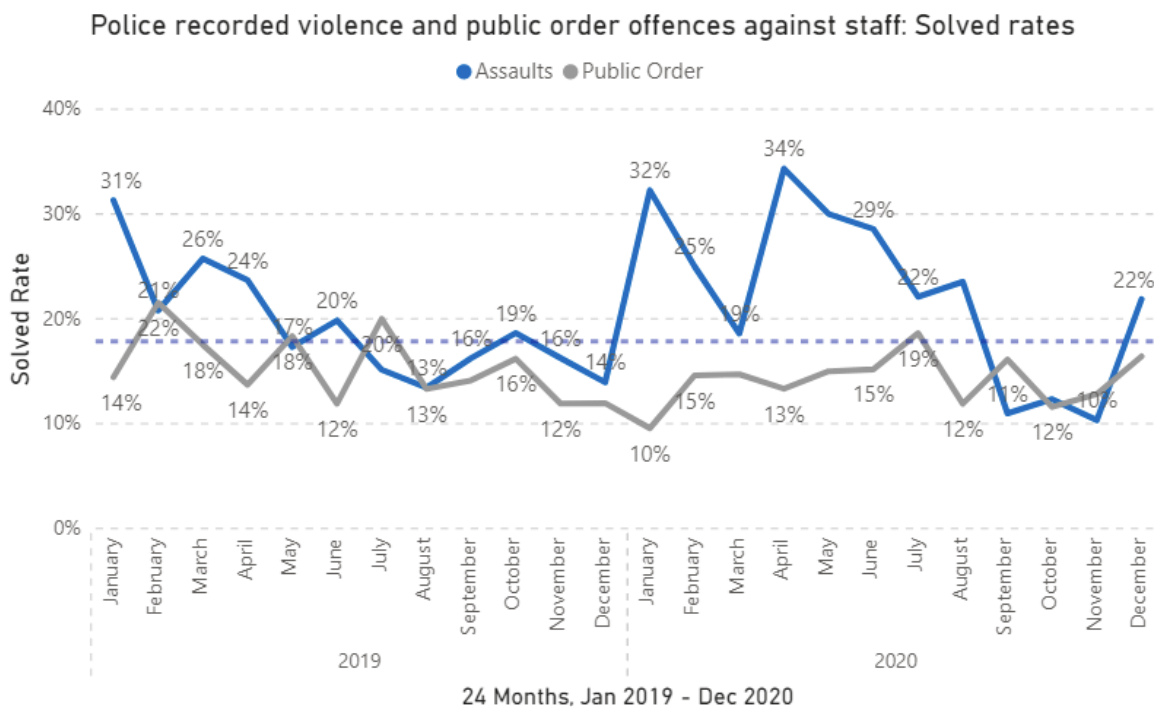
Police recorded workplace violence with injury offence



We know from feedback from our workforce and our trade unions that WVA is underreported, in particular verbal abuse. Changes in the reporting of incidents, compounded by the impact on Covid-19 on overall crime levels, makes it difficult to draw clear conclusions about trends in offending. Our assumption is that violent offences that result in injury (actual bodily harm or grievous bodily harm) are more likely to be reported given that the staff member may require support, treatment or time off. Police data for violence with injury offences is a more reliable data source for monitoring trends.

The level of bus violence with injury offences was higher in Quarter 1 of 2021/22 compared with the same period in 2020/21 (43 offences compared with 32). Thirty-six per cent of physical assaults, including spitting, (and reported to the police) are linked to road rage. Levels were lower in 2020/21 because of lockdown (10 offences in Quarter 1 2020/21 compared to 21 offences in Quarter 1 2021/22). This contrasts with LU and other rail modes (LO, DLR, TfL Rail and Trams) where in Quarter 1 of 2021/22, there were seven offences compared with 17 in 2019/20. The lower results on the rail network reflect the lower levels of passenger journeys.

Solved rate for WVA offences investigated by the police



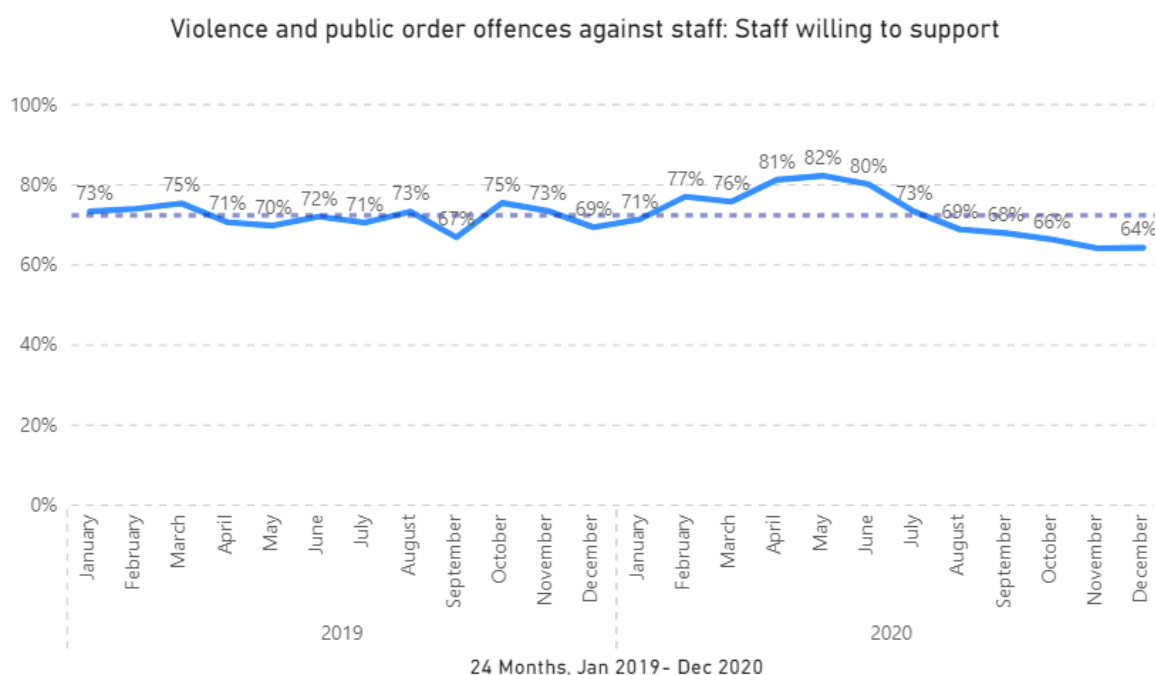
We are working closely with the police to improve the solved rate of offences. This includes prioritising the investigation of WVA incidents, rollout of body-worn cameras and continuing to support police investigations by providing oyster card information and CCTV.

The solved rate is the percentage of offences being investigated by the police that have resulted in action against the suspect e.g. charged with the offence, summonsed to attend court or a restorative justice outcome. Figures are reported 6 months in arrears to allow time for the police investigation to conclude and for cases to progress through the criminal justice process. This section therefore focuses on Quarter 3 20/21 (20 September 2020 – 12 December 2020).

During Quarter 3 2020/21 the solved rate was 14 per cent for violence and public order recorded offences against our workforce; this is 1 percentage point lower than Quarter 3 2019/20 (14 per cent compared to 15 per cent) and 33 percentage points lower than Quarter 2 2020/21 (14 per cent compared to 17 per cent).

The solved rate varied by mode during Quarter 3, with a solved rate of 6 per cent for bus related offences, 23 per cent for LU, and 15 per cent for other rail modes. Across all modes, the solved rates increase in line with severity of incident. The solved rate is higher for violent offences (with or without injury) compared to public order (e.g. verbal abuse) as the police will allocate more resource to identifying and apprehending offenders e.g. media appeals for information for violent incidents. The solved rate in the last 12 months for violence offences was 22 per cent compared with 14 per cent for public order offences.

Staff willingness to support police investigation of violence and public order offences against them



A key factor in being able to bring offenders to justice is staff support for and consent to partake in the criminal justice process. As part of our strategy, we are working closely with the police to address staff concerns and improve the support that we collectively provide to them throughout the process.

Figures are reported 6 months in arrears to allow time for the police investigation to conclude and for cases to progress through the criminal justice process. This section therefore focuses on Quarter 3 2020/21 (20 September 2020 – 12 December 2020).

During Quarter 3 2020/21, the percentage of staff willing to support a police investigation was 65 per cent for violence and public order recorded offences against staff. Support was at 73 per cent in Quarter 3 2019/20, and 70 per cent in Quarter 2 2020/21.

Progress against 2021/22 annual action plan

Future Safety, Sustainability & HR Panel (SSHRP) reports will include updates against actions within the annual action plan. The plan was approved by the SSHRP on 30 June 2021, and updates were provided at the time.

Prosecutions on buses

30/04/2021 - Criminal Damage – Bus Route N3

A man was behaving in a disorderly manner and causing a nuisance to other customers. The driver played the suitable pre-recorded messages and then addressed him via the microphone. The customer then became aggressive and spat at the bus driver. When the police attended, he spat at them too. He was sentenced to 18 weeks imprisonment, a rehabilitation order and to pay compensation of £100.

04/05/2021 – Racial Public Order, Indecent exposure, criminal damage – Bus route 29

A man, believed to be intoxicated, was observed behaving in a disorderly manner and exposing himself on the bus. Distressed customers reported it to the driver who intervened. The customer became extremely aggressive and started shouting racial abuse at the driver and hitting and shattering the cab screen. He spat at the driver before attempting to run away. He was sentenced to a rehabilitation order, community order and to pay a victim surcharge of £95.

28/05/2021 – Common Assault – Bus Route 343

A man was challenged when he tried to board the bus without wearing a face covering and without a valid ticket. He became very aggressive towards the driver. He openly threatened him and spat at him before getting off. He was identified using DNA collected via the spit-kit. He was sentenced to a community order, curfew requirement with electronic tagging and to pay compensation of £100.

Prosecutions on London Underground (LU)

30/04/2021– Common Assault – St John’s Wood LU station

A man, believed to be intoxicated, was hitting a train, causing distress to others and delays to the service. When LU staff intervened and escorted him out, he became very aggressive and the police were called. Before being apprehended he kicked a member of LU staff. He was charged with Common Assault and sentenced to 8 weeks imprisonment, alcohol treatment, rehabilitation activities and to pay compensation of £60.

11/05/2021 – Common Assault – Fulham Broadway LU station

A woman was pushing the gates and abusing other customers demanding to be let through. The woman spat at a LU member of staff when they approached to offer assistance and explain that she could not travel without a valid ticket. DNA and CCTV footage identified the suspect who was sentenced to 12 weeks in prison, 3 months curfew, requirement to comply with rehabilitation activities and to pay compensation of £200.

24/05/2021 – Common Assault – Camden Town LU station

A man was lying on the platform. When a LU member of staff approached him to check on his welfare and to explain he could not sleep at the station, he became very aggressive, both verbally and physically. He struck the staff member on the head. He was arrested and sentenced to comply with rehabilitation activities and to pay a victim compensation of £50.

26/05/2021 - Common Assault and Public Order – Piccadilly Circus LU station

A man who was being abusive to other customers and was trying to force his way through the gates, became very aggressive when approached by a LU member of staff. He threatened “I will shoot you in your head”, while grabbing equipment and personal possessions from them and pushing them violently. He was arrested and sentenced to a total of 22 weeks imprisonment and to pay a surcharge of £128.

02/06/2021 – Common Assault, Outrage to Public Decency, Public Order – Rayners Lane LU station

A man who was found asleep in a train carriage became very aggressive when woken up and asked to leave by LU staff. As he exited the station, he exposed himself to members of the public. He was arrested and sentenced to 12 weeks in prison, to pay a total of £678 in compensation, surcharge and costs.

10/06/2021 – Common Assault – Kilburn LU station

A group of people were waiting on the platform after the last train had departed. LU staff informed them they had missed the train and advised on the best way to reach

their destination by bus. One man become verbally abusive and spat at LU staff before leaving the scene laughing. He was identified through DNA and CCTV footage and was sentenced to 4 weeks in prison and to pay a total of £678 in compensation, surcharge and costs.

16/06/2021 – Common Assault – Tottenham Court Road LU station

A woman, who appeared to be intoxicated, was having issues with her Oyster card at the ticket barriers. When LU staff tried to offer help, the woman shouted abuse, pressing her body against theirs while not wearing a face covering. She kicked and punched the member of staff. The woman was sentenced to 12 weeks in prison, 6 weeks of curfew and ordered to pay a total of £463 in compensation, surcharge and costs.

Face covering enforcement

During Quarter 1, our enforcement officers continued to enforce the mandatory wearing of face coverings on all public transport modes (unless exempt), using powers under the Health Protection (Coronavirus, Wearing of Face Coverings on Public Transport) (England) Regulations 2020. Face coverings have continued to be a condition of carriage to use our services after the 19 July 2021, when Government restrictions were eased.

Customer compliance remained very high in general, particularly during peak travel times. Customer research findings show that 90 per cent of customers say they are wearing a face covering at all times while using our transport services. Of those not wearing a face covering more than half claim to have an exemption or valid reason for not complying.

Significant incidents

This section outlines significant incidents that have occurred during Quarter 1 and since the last report. It also provides an update to significant incidents of note.

Significant London Underground incidents

Ongoing investigations into Christian Tuvi's accident at Waterloo station

The British Transport Police (BTP) continues to investigate this incident which occurred on 18 September 2019. The Office of Rail and Road (ORR) is in discussion about the next stage of the investigation with the BTP. The inquest is adjourned pending the outcome of the investigations by BTP and the ORR.

Accidental customer fatality at Waterloo station

The ORR and the Rail Accident Investigation Branch (RAIB) continue to investigate this incident, which occurred on 26 May 2020. The RAIB shared its draft report and recommendations with TfL on 1 July 2020. TfL has sent detailed comments on the draft report to the RAIB.

London Underground (LU) continues to provide regular updates to the ORR on actions we have taken in response to the incident and in response to the Improvement Notice. The ORR confirmed it closed the Improvement Notice in December 2020. Updates were sent to the ORR in February and April 2021. An update was sent to the ORR in August 2021.

The Pre-Inquest Review (PIR) hearing concerning the customer's death was held on 22 June 2021. TfL is an Interested Person in the inquest. There will be another PIR hearing on 20 September 2021. It is expected that the RAIB report will be published shortly and will inform the Coroner's views as to the handling of the inquest.

Chiltern Railways signal passed at danger on the Metropolitan line

The RAIB's investigation into this incident, which occurred on 21 June 2020, has been published. The ORR is contributing to and learning from the RAIB investigation. We have provided information to both RAIB and ORR when requested.

We completed a network wide review to consider our approach where LU operates on Network Rail Infrastructure and conversely, where other train operating companies and freight operating companies operate on LU infrastructure in April 2021. This review identified actions to improve our understanding of safety risks associated with these interfaces, actions relating to assurance with other parties and communications between LU and Network Rail and other train operating companies. We are now delivering these improvements which will further improve safety for our customers.

Hammersmith signalling control centre – Uninterrupted Power Supply Failure

On 22 December 2020, the Uninterrupted Power Supply (UPS) failed during service, resulting in line suspensions on the sub surface network (the Circle, District, Metropolitan and Hammersmith & City lines). A Formal Investigation Report (FIR) has been commissioned into the circumstances which led to this incident.

Significant incidents on the Surface transport network

Sandilands tram derailment: Update

On 9 November 2016, Dane Chinnery, Donald Collett, Robert Huxley, Philip Logan, Dorota Rynkiewicz, Philip Seary and Mark Smith died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The RAIB investigated the incident, as well as the BTP and the ORR. The RAIB issued its report in 2017 and updated it in 2018. The report made 15 recommendations to TfL as well as the wider tram industry. All of those which were directed at TfL and the Croydon tram network have been implemented.

The Sandilands Inquests into the tragic deaths of those seven passengers began on 17 May 2021 and concluded on 22 July 2021.

The jury gave a short form conclusion of accident, and the narrative as to the contributing factors of the Sandilands accident were:

- a) In relation to Tram Operations Limited (TOL), it failed to sufficiently identify the risk of the tram overturning and crashing at the tight Sandilands curve at high speed with the probability of fatalities; TOL identified the importance of line of sight driving and route knowledge but failed to identify additional measures to mitigate risk; the lack of a “just culture” which discouraged drivers from reporting health and safety concerns.

- b) In relation to the driver, the driver lost awareness and became disorientated ahead of the Sandilands curve probably due to a micro sleep. Following this the driver failed to hit the breaking point by which time the tram was travelling too fast to negotiate the Sandilands curve. The result was a high-speed derailment, the tram overturning and seven fatalities.

The Senior Coroner heard evidence about Prevention of Future Deaths (PFD) matters and received written submissions and will decide whether to issue a PFD report shortly.

TfL assisted the Senior Coroner throughout the Inquests. Mark Davis, General Manager of London Trams, was in attendance every day of the Inquests. This demonstrated our commitment to ensure that we learn lessons for the future to ensure nothing like this accident happens again, as well as provided confidence that any further action to continuously improve safety will be taken.

Since the conclusion of the Inquests, five of the families of those who lost their lives have written to the Attorney General (AG) to request that he considers using his powers under section 13 of the Coroner's Act 1988 to apply to the High Court for an order seeking fresh inquests. The Senior Coroner has been asked by the AG to provide submissions. At this stage, TfL has not made submissions to the AG.

Those who lost their lives, their family and friends, and all others affected by this incident remain in our thoughts and we continue to offer support to those people directly affected as well as the wider community.

Issues identified with TXe model taxi

In January 2021, we became aware of an incident with a glass panoramic roof of a London taxi becoming detached while the vehicle was in motion. This was a TXe model taxi which is manufactured by the London Electric Vehicles Company (LEVC). There were no reported injuries as a result of the incident but as the regulator of London taxis, we were concerned that this issue had occurred and immediately discussed the matter with LEVC who embarked on a safety check programme for all TXe vehicles.

While these safety checks were underway, unfortunately a second incident of the same nature occurred in April 2021 where a glass panoramic roof detached from a TXe vehicle while the vehicle was in motion. Again there were no reported injuries as a result of this incident and further investigation revealed that this vehicle had

undergone a safety check at an LEVC dealership, but the vehicle owner had declined the remedial works at the time.

Measures were put in place with LEVC to ensure no further vehicle owners could decline having the remedial works carried out immediately should a failure be identified.

There were 3,711 London licensed taxis affected. LEVC has now checked all affected licensed vehicles and has undertaken repairs on any taxis where the fault was identified.

Passenger fall from a slow-moving bus

On 8 May 2021 at 21:35, a route 432 bus in Croydon was stationary in traffic behind other vehicles at traffic lights. A female customer with two young children, used the emergency centre door release button to open the bus doors. The first child alighted onto the pavement. At this point the driver checked the internal mirror and immediately closed the doors to proceed as the traffic ahead had moved.

As the bus moved off, the female customer pressed the emergency door release again, and the doors reopened whilst the bus was in motion (moving at approximately 3mph). The female customer and the second child then fell from the bus as they attempted to alight. The rear nearside wheel ran over the female customer's leg resulting in an open fracture. Emergency services attended and the female customer was conveyed to hospital and the children are not thought to have been physically injured in the incident.

By design, there is a tolerance built into the door systems which means they can be opened when the bus is travelling below 5mph (8km/h). Above this speed a solenoid will activate which prevents the air being released so the doors will not open. The incident is currently under investigation.

London River Services: Tower Millennium Pier – Near Miss

On 12 June 2021 on Tower Millennium Pier, a serious near miss occurred involving a Thames Clipper vessel. The vessel was tied to a bollard smaller than those designed and in place for the large Thames Clipper vessel. The bollard broke away from its fixing, hitting the side of the vessel.

No injuries or significant infrastructure damage was sustained. Due to the significance of the incident and, as this was a breach of their safe operating procedures, Thames Clippers suspended their vessel skipper and commenced their own investigation which will be shared with TfL's London River Services (LRS).

As a precautionary interim measure, TfL is undertaking its own inspections of all bollards and infrastructure around the pier, with the Asset Operations team asked to investigate more rigorous testing of the bollards.

On 25 June, a Formal Investigation Report (FIR) was commissioned to establish the root cause of the incident. The FIR also needed to determine whether the asset maintenance regime is appropriate and understand the maintenance regime and appropriateness for assets on TfL infrastructure but not belonging to TfL. This investigation is set to conclude shortly.

Member of the public injured following a shattered glass panel falling from height

At around 11:30am on Tuesday 20 July 2021, a glazed roof panel at Canning Town bus station (roughly 1m by 2m, at a height of approx. 5m) spontaneously shattered, showering a passing member of the public with fragments of glass. The male (aged approximately 60) sustained numerous lacerations and was bleeding heavily, subsequently going into shock. LAS, fire brigade and police attended site, and the injured person was taken to hospital for treatment where his condition improved. The bus station was closed, and the area was treated as a crime scene and made safe while police conducted their investigations. The site was subsequently handed back once criminal intent was ruled out.

The incident site has been secured to preserve evidence and initial visual inspections undertaken to check for obvious causes of failure, and to check the integrity of surrounding glazed panels. Dynamic risk assessment of similar glazing panels in the vicinity enabled egress to the London Underground part of the station to reopen. The internal portion of the bus station remains closed as it is not operationally critical, and plans have been implemented to enable the safe reopening of the outside portion of the bus station and create safe walking routes using Streetspace measures. While no faults have been identified, a glazing specialist who was involved previously following a similar investigation at Canada Water, has been engaged to establish the circumstances leading up to the sudden failure.

TfL is providing support to the injured party and identifying further locations with similar glazed panels. The incident has been reported to the Health and Safety Executive as required by RIDDOR. Work is underway for an appropriate level of internal investigation to be commissioned into the incident.

Holborn cyclist fatality

On 4 August 2021, a collision occurred between an HGV driver and person cycling at the junction of Southampton Row and Theobalds Road. This tragically resulted in the death of the person cycling.

Since 2008, there have been seven deaths of people cycling in a 200m area around this location, with five involving an HGV (three occurring when the HGV was turning left), one involving a bus and one involving a coach. Urgent work is underway with the London borough of Camden to progress potential short term mitigations to the area while work progress on longer term safety solutions.

Victoria bus station fatality

On 10 August, two route 507 buses collided, one hitting the other from behind, causing the one in front to move forward. In doing so, it collided with a pedestrian. One person tragically suffered fatal injuries. Another person and one of the bus drivers were also injured. An investigation is currently under way.

Passenger fall on stairs

On 14 July 2021, as a route 65 bus pulled away from the bus stop, an older male who had reached the top of the stairwell lost hold of the handrail and fell down the stairs. The emergency services attended and conveyed the passenger to hospital. We were informed that he subsequently died in hospital a few weeks later. An investigation is underway.

Lessons learned: Ludgate Circus

One lesson learned document was produced and shared in the last Quarter, this was in relation to a Formal Investigation Report completed last Quarter at Ludgate Circus - Incident at Traffic Signal Junction.

The incident occurred on 16 December 2019, due to changes that were implemented to a four-road junction to introduce an additional pedestrian phasing. These changes were made to enable people walking more opportunity to cross the road during the busiest times of the day and to address previous safety concerns from people walking.

Whilst on site, a member of the public approached one of the TfL representatives and reported the appearance of the Green Man at the same time as green traffic light on conflicting junction, leading to a near miss between a person walking and a

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person cycling. The TfL Engineer immediately checked the situation and found Ludgate Hill pedestrian crossing illuminated at the same time as conflicting traffic from Ludgate Hill and Fleet Street.

The investigation found four main causal factors including: not terminating cables correctly and more focus by the team on the complex areas of the job. The formal investigation made three recommendations and had four observations to address the root causes (poor judgement, communication flaws and gaps in the process).

Significant incidents in Capital Delivery

Four Lines Modernisation (4LM), High Potential signalling issue, Monument

On 19 March 2021, an error was identified in the recently commissioned Communication Based Train Control (CBTC) system on the District line, westbound at Monument which meant that:

- A train operator could possibly engage legacy “tripcock mode” earlier than the westbound platform stopping location when heading westbound at Monument Underground station on the District line and thus remove any speed supervision and train protection prior to the station starter signal; and
- If a train, having selected tripcock mode correctly at the westbound platform, did pass the starter signal at danger (SPAD) and there was a train held at the next signal beyond it, there was a risk of collision.
- Action was taken to relocate the train-stop device associated with the signal so that the risk of collision was eliminated, and until this was done additional protection was also provided by positioning a hand signaller at Monument. Underlying causes with regard to the design and implementation of the new signalling system are subject to a Formal Investigation Review (FIR) which is taking place.

Formal investigation: Four Lines Modernisation (4LM), High Potential signalling issue, Monument

A Formal investigation has been commissioned into the circumstances which led to errors within the Communication Based Train Control (CBTC) system.

Action was taken to relocate the train-stop device associated with the signal so that the risk of collision was eliminated, and until this was done additional protection was

also provided by positioning a hand signaller at Monument. Underlying causes with regard to the design and implementation of the new signalling system are subject to a Formal Investigation which is taking place, supported by a technical investigation. The ORR is aware of the near miss and await TfL's final report.

A separate technical investigation was commissioned by Thales and has fed into the TfL Formal Investigation. No formal action has yet been taken or indicated by the ORR.

Since this incident, the next signalling migration area, has been deployed safely and successfully onto the operating railway. (See significant incident section for more details).

Four Lines Modernisation (4LM), Engineering Train Movement not in Accordance with the Published Process, Stamford Brook

On 16 May 2021, during a 4LM CBTC test train possession within Signal Migration Area five, an Engineer Train entered the possession area via Stamford Brook station and did not follow the correct train entry process.

The train had cut out its trip cocks and proceeded directly from Stamford Brook station, past the possession protection signal that was at danger (displaying a red aspect) and on to Hammersmith station. At least one further legacy signal was passed at danger.

Details of this incident (and actions taken) have been provided in previous versions of this report.

Formal investigation: Four Lines Modernisation (4LM), Engineering Train Movement not in Accordance with the Published Process, Stamford Brook

A formal investigation is looking into a high potential incident reported during a Four Lines Modernisation Project (4LM) Communications Based Train Control (CBTC) test train operations possession in the Signal Migration Area five (SMA5) area. On 16 May 2021 the Engineers Train entered the possession via Stamford Brook and the correct train entry process had not been followed.

Since the previous version of this report an interim FIR report has been issued (28 June). This report has identified items for improvement as follows:

- Communications – timing & clarity;

- Documentation – errors & late submissions;
- Briefings – clarity.

The interim report has made five recommendations to ensure learning identified so far is embedded, improvements are driven, and a re-occurrence is prevented.

The London Underground team have identified an upcoming possession that shares similarities with the one being investigated and the 4LM team have similar possessions upcoming.

We have committed to review arrangements to ensure that both recommendations from the interim FIR have been applied and confirm that they are safe to continue with their upcoming possessions.

Engagement with regulators

This section looks at how we have engaged with our regulators on safety issues over the past Quarter.

Engagement with the Environment Agency

We report our progress on environmental issues to the Environment Agency. Polychlorinated biphenyls (PCBs) are substances that are toxic to humans and animals. There is legislation in England and Wales, as well as an international agreement, which bans their use. Some of the thousands of different types of electrical capacitor used in signalling, power, fleet, tunnel telephone systems on the London Underground (LU) predate this legislation and therefore sometimes contain PCBs. LU's programmes for identification, replacement and removal of components that may contain PCBs continued in Quarter 1.

Engagement with London Fire Brigade

We meet the London Fire Brigade (LFB) every month to share progress of our Fire Safety Programme and to discuss any significant fire incidents in the previous months. These collaborative discussions have allowed us to share the detail of our fire risk assessment programme and training with the LFB, as well as sharing detail

on how we manage and maintain our fire assets with the LFB inspectors. It has also allowed us to address emerging issues constructively with the LFB.

Engagement with the Office of Rail and Road

We continue to work closely with the ORR to ensure we manage health and safety effectively across our railway networks. We have regular discussions around our ongoing response to the coronavirus pandemic, as well as constructive open and honest discussions about any incidents on our network. We continue to work closely with them to identify opportunities for improving how we manage health and safety.

Coronavirus

Since the start of the coronavirus pandemic, our response has evolved from immediate responses that protect the safety and health of our customers and workforce, to more continuous measures as we adapt to new ways of working and travelling. We continue to support the Government advice that customers should walk or cycle where possible, and avoid busy times and routes when using public transport, and we have implemented all Government guidance relating to the virus

Deaths in service

Our sincere condolences remain with the families and loved ones of the 95 of our workforce who have sadly passed away from Covid-19 (as of 17 August 2021). Everyone at TfL pays tribute to the vital role they played in our fight against the pandemic. Our Employee Assistance Programme is available to all employees and their dependents, and provides support, guidance and information on a range of topics, including bereavement. The safety of all our staff and customers continues to be our top priority, and we are absolutely committed to doing everything in our power to keep everyone safe on our network.

Rapid Covid-19 testing pilot scheme

We have been at the forefront of rolling out asymptomatic rapid testing to staff to help control infection outbreak. Testing has continued and expanded during the pandemic with new testing facilities opened at Hammersmith, Baker Street and our Stratford head office building Endeavour Square. These are in addition to the testing sites located at King's Cross LU station as well as Palestra and Pier Walk, our

Southwark and North Greenwich head office buildings respectively. By the end of May 2021, we tested more than 5,500 employees with only 0.6 per cent of people testing positive.

In addition to this work, we are continuing to operate a pilot scheme to deliver daily contact testing to staff in the Network Management and LU Control Centres, helping reduce absence rates by enabling regular testing as an alternative to self-isolation, under the terms of the pilot scheme. To date, this service has been used by 23 staff who were flagged as having a close positive contact, none of whom subsequently tested positive themselves.

On 4 March 2021, we started a pilot programme across 10 depots for home testing specifically for LU, fleet and maintenance train drivers and trainer communities to enable in-cab training to resume. The lateral flow home test kits were used in conjunction with PCR tests and the driver training programme is now back on track.

In April 2021, we introduced the Home Testing – Work Collect scheme at all testing sites in conjunction with a nationwide roll-out by the Department of Health and Social Care. We rolled out the distribution of home test kits from all our testing sites, as well as 15 additional locations, including depots, stations and service control centres. Staff can therefore have easy access to rapid tests which they can take home and test themselves twice a week.

During April and May 2021, we assisted the London boroughs of Lambeth, Tower Hamlets and Hackney with their surge testing initiatives to trace Covid-19 variants that were impacting the local community. We distributed PCR kits to TfL workplaces in these boroughs and we continue to work closely with the boroughs to help support them during this pandemic.

Imperial College London sampling

Imperial College London monthly surface and air sampling for the presence of SARS-CoV-2 in customer areas continues. No trace of coronavirus has been found on our public transport network since sampling commenced in September 2020 with the latest sampling taking place in July 2021. Our Occupational Health team continues to liaise with academic institutions and other transport networks across the world to ensure our approach is at the cutting edge. As a result of our work, the Prague public transport network has started sampling on their travel network.

University College London sampling

We are also working with UCL on its VIRAL Covid-19 research programme. This includes sampling of air and surfaces on buses for the presence of SARS-CoV-2, with negative results produced to date. In the coming months, the UCL research team will be collecting similar data on air and surfaces on carriages on the LU network and other bus models.

Extensive cleaning regime

Over the past year, we had more than 11,000 applications of the antimicrobial agent Zoono on our LU and TfL Rail trains. This product is sprayed via an electro-static gun which allows the product to go further and last longer, killing any virus or bacteria that lands on it and so helping reduce the spread of coronavirus on our network. Our stations are continually being treated with antibacterial spray, with a focus on touch points, handrails and help points. More than 1,000 Dettol hand sanitiser units have been installed across the network for everyone to use, with 33,885 litres of hand sanitiser used to date.

Living with Covid-19

We know that the pandemic presents us with a regularly changing situation and we will have to move to an approach where we are 'Living with Covid'. Throughout the pandemic our objective has been to ensure the safety of our workforce and our customers, which will allow us to continue to deliver our vital services for London.

As we look to the future, we will maintain the controls we have put in place to protect the health of our workforce and our customers. While the changing pandemic situation may lead to future changes in our approach (in light of the scientific and medical environment), we will carry out appropriate health and safety risk assessments before we make any significant changes. We will also continue to communicate regularly, openly and honestly with our workforce and customers about how we will continue to manage this risk.

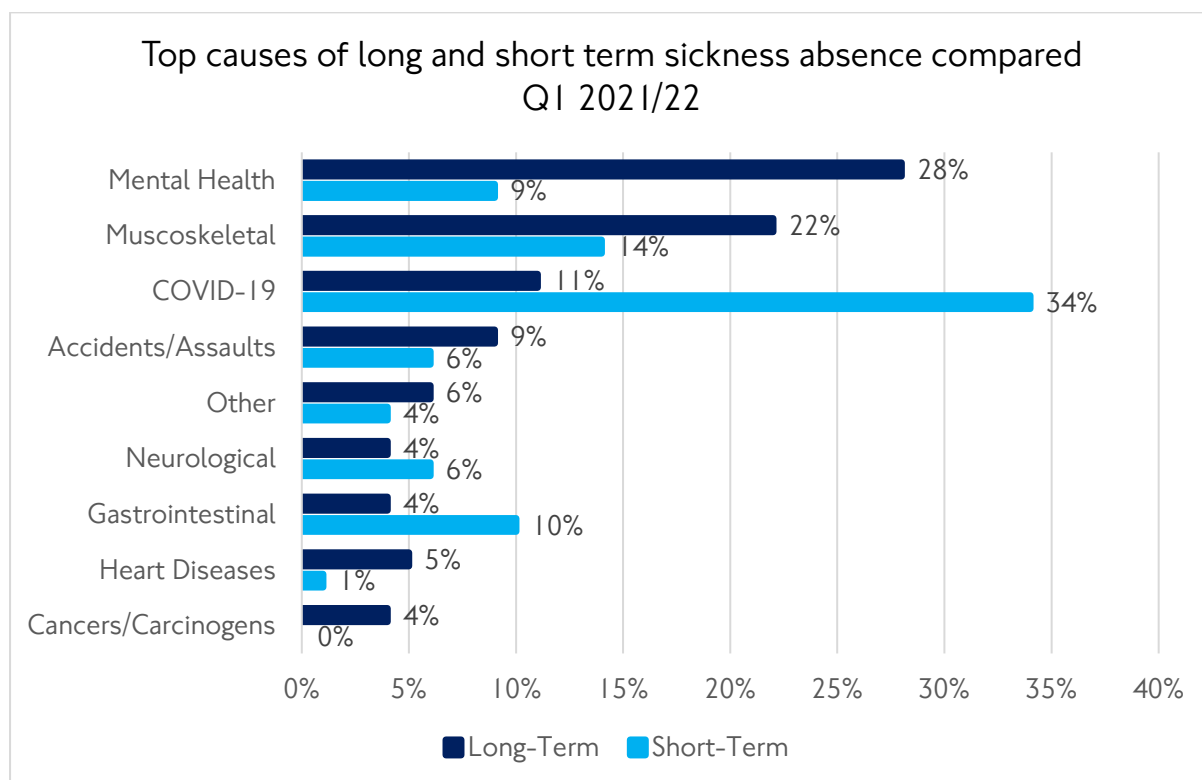
Health

Sickness absence data

When looking at our sickness absence data, the definition of short-term absence is any absence lasting less than 28 days and the definition of long-term absence is of 28 days or more duration.

By looking at the underlying causes of absence in detail, we gain meaningful insight into where we can best target preventative measures. Around 60 per cent of absences at any time are caused by long-term sickness.

Top causes of absence 2021/22 vs Quarter 1



In Quarter 1 of 2021/22, mental health accounted for 28 per cent of all long-term absences and musculoskeletal related absence was the second highest cause at 22 per cent. These two categories typically account for the majority of long term

sickness absence in the UK. Our Occupational Health team has several initiatives aimed at prevention of ill health but also to support those who become unwell to return to work earlier.

In Quarter 1 of 2021/22, Covid-19 remained the top cause of short-term absence at 34 per cent, up slightly from the previous Quarter (31 per cent). In Quarter 1, national measures aimed at tackling the pandemic became less restrictive, potentially leading to the 3 per cent rise in short term absences. Looking ahead, in Quarter 2 most legal restrictions on social distancing in England ended, which may have a future impact on the short-term absence figures relating to Covid-19.

Health updates

Kaido team wellbeing challenge

Over 1,200 members of our workforce joined in with the Kaido Wellbeing team challenge which concluded on 18 June 2021. The challenge encouraged teams to work together to earn points by increasing activity levels, trying new types of exercise and adding mindfulness to the daily routine. The winners were a team of Customer Service Assistants from the Victoria line called Red Panda. The engagement report showed that 88 per cent of participants felt healthier at the end of the challenge, 31 per cent slept more, 82 per cent were making better nutrition choices, 78 per cent had increased their daily steps, 47 per cent had tried a new form of exercise and 88 per cent said their overall activity levels had increased.

Mental Health Awareness Week

From 10 to 16 May 2021, we held our Mental Health Awareness Week. Every year, the Mental Health Foundation sets the theme for the week and this year's theme was 'nature'. Access to nature is crucial for good mental health, as millions have people have discovered during lockdown. However, there are often barriers to accessing nature and clean air, especially in inner-London or in deprived areas. We have focused on highlighting all the mental health resources available to our staff and are encouraging them to try a 'mindful walk', tuning into the environment while walking and focusing on the present moment. In addition, several talks have been made available to employees, including a session on mental health from the perspective of minority groups, a presentation from Able Futures and a talk from mental health campaigner Hope Virgo.

Bowel cancer awareness

Bowel cancer is one of the most common types of cancer diagnosed in the UK and is currently the fourth most common cancer in England. To highlight this disease and to provide information on the signs and symptoms, we invited the charity Bowel Cancer UK to give two talks, open to all employees, on 29 April 2021. The talks were recorded and have been added to the internal Wellbeing channel, to ensure that anyone unable to attend the live talks can easily catch up with these informative sessions in their own time.

Virtual health assessments

A small trial of virtual one-to-one health assessments was conducted during June 2021. Participants booked a convenient time slot online and received a small home testing kit to test for blood glucose and cholesterol, as well as thyroid testing for women and prostate testing for men. The health assessment itself consisted of a 30-minute confidential session with a health advisor to discuss the test results.

The assessments provided Occupational Health with anonymous aggregated data which showed that of the 241 assessments carried out, 92 per cent of those attending had the recommended heart rate levels, 91 per cent were of a low cardiac risk, 93 per cent were at low risk of diabetes and within government recommended guidelines 65 per cent were within government guideline levels of total cholesterol.

However, looking at activity levels, 89 per cent thought they were not active enough and 23 per cent felt they did not get enough sleep. The follow up survey showed that 90.6 per cent found it a positive experience, 90 per cent rated the assessments useful and informative, while 77.3 per cent said they would make lifestyle changes as a result of attending the assessment.

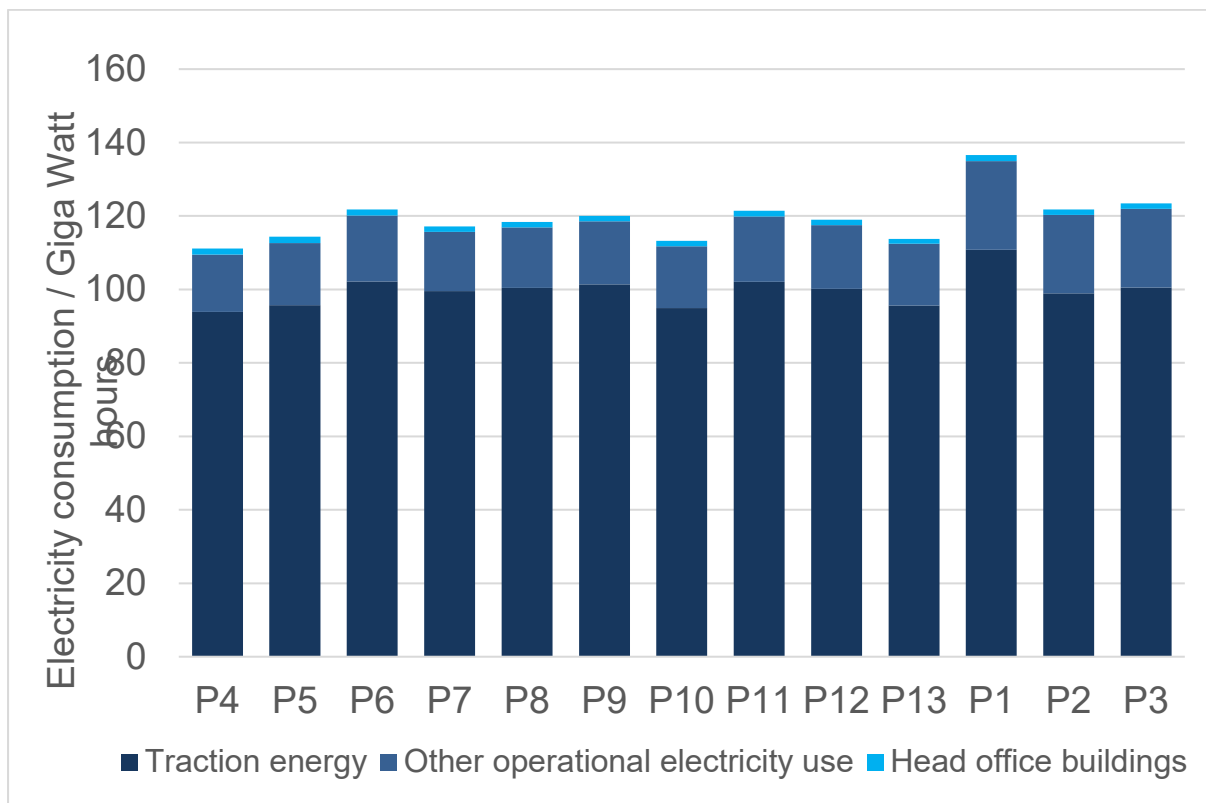
Environment

Environment performance

The years leading to 2030 are crucial in our fight to prevent devastating climate change. The UK must make significant reductions in its carbon emissions if it is to meet its legally binding goal of reaching net-zero carbon by 2050. In London, the Mayor has set an ambitious goal of London becoming carbon neutral by 2030.

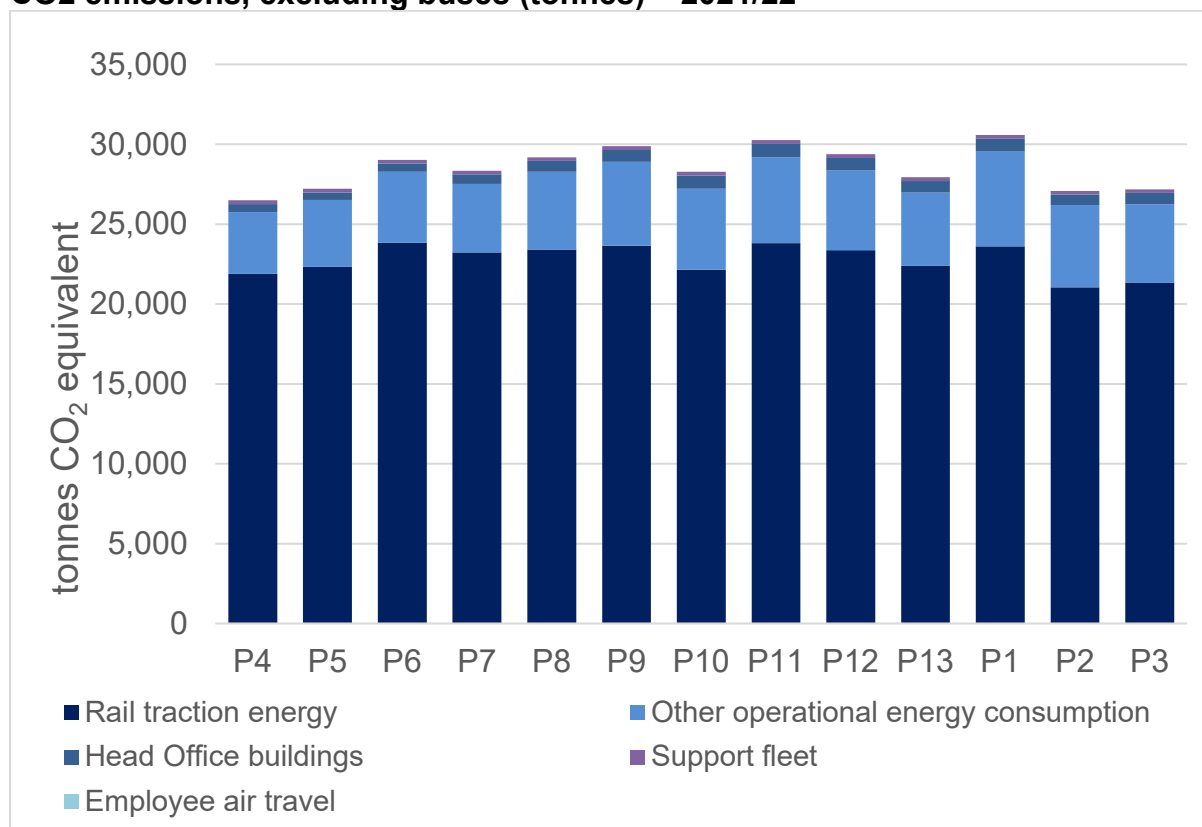
Transport is responsible for more than a quarter of London’s carbon emissions, and this is increasing as other sectors decarbonise. We play a vital role in providing low carbon public transport to Londoners and in promoting walking and cycling. However, we must also lead by example and reduce carbon emissions from everything we do.

Electricity consumption - provisional (giga watt hours) – 2020/21



Our electricity consumption in Quarter 1 reflected the near normal operation of our services, a period which included the reopening of the Waterloo & City line for first time since March 2020. Compared to the same Quarter last year, consumption was 31 per cent higher due to reduced service levels as a result of the pandemic.

CO2 emissions, excluding buses (tonnes) – 2021/22



Carbon dioxide emissions from operations, excluding buses, track closely to electricity consumption. Despite a 31 per cent increase in electricity consumption compared to Quarter 1 last year, carbon emissions were only 21 per cent higher, partly offset by grid decarbonisation.

Environment updates

Ultra low emission zone expansion

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has helped tackle air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide levels within its boundary. From 25 October 2021, the existing central London ULEZ will be expanded up to, but not including, the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions more Londoners. Cars, motorcycles, minibuses (up to five tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.

A key element of this expansion is to move the existing operational systems to a cloud-based platform, which will enable us to deal with the increased volumes of data. We have successfully migrated three of the four tranches of systems and applications to the cloud platform and are now testing the final tranche ahead of migration in late summer.

We have installed around 600 new cameras around the expanded zone, with more to follow. These have been positioned in a way that addresses privacy concerns while maintaining effectiveness. We have completed design and build of the new camera data processing system and are in the final stages of testing before it goes online in late summer. We are nearing the end of installation of foundation sockets for the new boundary signs and have started installing the signs and posts.

Work continues on the marketing campaign to raise awareness of the ULEZ expansion and educate drivers on how and where the scheme will operate, encouraging them to check their vehicles and plan their options ahead of October 2021. This campaign includes posters, radio adverts, press and online advertising, leaflets for local residents, press activity and stakeholder engagement, and will run until the scheme launches.

On 1 March 2021, we started enforcing tougher emissions standards for heavy vehicles operating within the existing London-wide Low Emission Zone. This means that all heavy vehicles entering London must meet the cleanest Euro VI emissions standards or pay a daily charge. By the end of 2020, nearly 90 per cent of heavy vehicles in London were compliant, highlighting how effective the scheme has been in encouraging operators to upgrade to cleaner vehicles. The Mayor asked us to delay the introduction of the tougher standards for the Low Emission Zone from 26 October 2020 until 1 March 2021 in response to concerns about the impact of the

pandemic on supply chains for newer vehicles and retrofit equipment during the tightest lockdown restrictions in early 2020. This decision was reviewed in early September 2020 and we found that supply chains have now resumed and are able to meet the expected demand.

Direct vision standard

In March 2021, in partnership with London boroughs, the freight industry and campaign groups, we delivered a radical improvement to road safety in the UK with the introduction of the pioneering Direct Vision Standard (DVS). Three months on, the data shows that this vital lorry safety scheme, which reduces lethal blind spots, is already helping to save lives and prevent life-changing injuries.

Our DVS scheme requires the owners of heavy goods vehicles (HGVs) weighing more than 12 tonnes to apply for a free permit that assigns vehicles a star rating based on how much the driver can see directly through their cab windows in order to be able to drive in London. It is now operating 24 hours a day, seven days a week and is enforced on all roads in London. The standards are set to tighten further in 2024, which will result in even safer lorries operating across the country.

To date, more than 136,000 permits have been issued, including more than 4,000 to five-star vehicles, which provide the highest levels of direct vision. Around 70,000 zero-star HGVs have now had safe systems fitted, improving protection for people walking, cycling or riding e-scooters or motorcycles and helping to prevent fatal collisions on roads.

Those without a permit face a penalty charge notice of up to £550, with around 7,000 notices having been issued since March. Our enforcement officers also carry out roadside inspections to check HGVs are safe and that safety measures are in place, resulting in some permits being revoked.

Scrappage schemes

We have continued to operate the Mayor's scrappage schemes to help drivers scrap their older, more polluting vehicles to meet required emissions standards. To date, the schemes have supported the scrapping of more than 9,000 vehicles, with more than £40m of grant payments issued.

Following the receipt of additional funding from the GLA, the Van and Charity Minibus Scrappage Scheme has been able to make new offers totalling £1.7m to a number of applicants who were held in a queue since the scheme was suspended in August 2020.

Funding for the ULEZ Car and Motorcycle Scrappage Scheme has also been increased by £2.5m. This scheme offers grants to any London resident who receives certain means-tested or non-means-tested disability benefits. The extra funding will enable the scheme to continue to offer support to these target groups who may be disproportionately affected by the expansion of the ULEZ.

Rapid charging

To support the growing number of zero emission capable taxis and wider take up of electric vehicles, we have invested £18m to build a network of electric vehicle rapid charge points. We have now installed more than 300 such charge points, as well as the multiple rapid charge point hub site at Glass Yard in Greenwich. Work continues on the rapid charge point hub site at Baynard House in the City of London, which is expected to be completed in late summer.

While the pace of recent electric-vehicle infrastructure delivery has been impressive, current public funding streams are coming to an end and we need to set out what needs to happen to move the agenda forward. The Government's intention to end new car sales for petrol and diesel cars and vans by 2030 will further accelerate the switch to electric vehicles and create increased demand for infrastructure.

Accordingly, we are now developing a new strategy outlining our updated forecasts for London's electric vehicle infrastructure needs by 2030, identifying how the public sector can further support this and remove barriers for the private sector, and what Government funding or support is required to achieve this.

Electric vehicle infrastructure delivery

Having successfully installed more than 300 rapid and 3,000 residential electric vehicle charge points to date, we are now leading on developing a delivery model for the roll out of additional facilities to meet growing demand. The objective of this programme is to make use of Greater London Authority land to accommodate electric vehicle charging requirements and establish efficient mechanisms for delivery. Work is progressing well, with outputs to be informed by feedback from stakeholders involved in electric vehicle infrastructure and our emerging Electric Vehicle Infrastructure Strategy. This work makes charging infrastructure available to a variety of users across London, which will enable the switch to zero-emission vehicles ahead of the ban on petrol and diesel sales from 2030.

Zero-emission buses

London now has more than 500 zero emission buses in its fleet – marking a major milestone on our journey to reducing reliance on conventional diesel vehicles and cutting carbon dioxide emissions in the capital. We surpassed this number, totalling more than five per cent of our overall fleet at the end of May 2021, at the same time as the Mayor visited Switch Mobility’s electric bus factory in North Yorkshire. On 23 June 2021, the Mayor also launched the introduction of twenty double-deck zero-emission hydrogen fuel cell buses into the fleet. We have harnessed this technology previously in London, to help reduce bus emissions and, like pure electric buses, this ensures that no harmful tailpipe exhaust gases are emitted. The hydrogen vehicles are based at Perivale garage in west London.

Our aim is to continue adding zero-emission buses to our fleet as quickly and affordably as we can so that we can make the entire fleet zero emission by 2037, with options for bringing this forward to 2030 if funding can be provided from the Government for new vehicles and charging infrastructure. Since January 2021, emissions for the entire core bus fleet have reduced further after older, more polluting vehicles were upgraded or phased out – leaving only the cleanest Euro VI engine buses with much lower nitrogen oxide levels and particulate matter exhaust emissions.

Zero-emission maintenance fleet

Our Surface Asset Operations fleet of 3.5-ton vans are our first ever electric construction and maintenance vans to go out on the road network. This makes TfL one of the few transport authorities country wide to adopt an electric van fleet.

Limmo Peninsula ecological enhancements

While we prepare our site on the Limmo Peninsula in Canning Town for the development of hundreds of new homes and green space, we are working with a south London beekeeping organisation to install beehives on our land. Our partnership with Bermondsey Street Bees is helping to support ecological diversity around the site without competing with existing species. From this summer, the hives will start to produce honey, which will be sold to London’s restaurants and catering businesses.

CEEQUAL “Very Good” for the Train Modification Unit

The new AC14 building at Acton, to be used by the Train Modification Unit (TMU), has just received a “Very Good” CEEQUAL Award. CEEQUAL is the independent and globally renowned sustainability award scheme for civil engineering projects. Part of its sustainable credentials includes a large wildflower meadow roof and the installation of 598 solar panels, which will return 152,3000 kwh to the grid every year and save 58.2 tonnes/year of CO₂.

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Date: 14 September 2021

Item: Measuring and Improving Employee Health

This paper will be considered in public

1 Summary

- 1.1 The health and wellbeing of our workforce, as well as their safety, is of paramount importance to Transport for London (TfL). The pandemic highlighted the impact preventable underlying conditions such as diabetes, hypertension and obesity could have by increasing the risk of poor outcomes amongst those suffering with COVID-19. Social inequalities also affected outcomes in COVID-19 and also impacted on general health and wellbeing. Improved health and wellbeing benefits not only individual employees but also the organisation resulting in improved attendance, engagement and productivity.
- 1.2 This paper arose from the work which TfL commissioned the Institute of Health Equity, University College London (UCL) to undertake with regards to the impact of COVID-19 on London bus drivers. It provides an update on the progress that has been made with regards to the development of a health and wellbeing programme for London bus drivers. In addition, it reports on the steps which TfL are undertaking to improve and support the health of their own employees.
- 1.3 There are several elements to ensuring that any health initiatives bring benefit to our employees. Firstly, ensuring that we establish health and wellbeing initiatives that are data driven and evidenced based. Any interventions and initiatives must be rigorously evaluated to determine their benefit. Health data and initiatives should be benchmarked both internally and externally as far as possible.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 The UCL reports (Phases [One](#) and [Two](#)) highlighted the need to be more proactive in understanding existing health conditions of bus drivers, supporting better health and identifying those most at risk. The findings were:
 - (a) Many bus drivers were at increased risk of COVID-19 due to their older age profile, male gender, and higher proportion of employees of Black and Asian ethnicity, residence in more deprived areas and pre-existing health conditions such as hypertension, diabetes and cardiovascular disease.
 - (b) 31 per cent of drivers who took part in the study aged 20 to 44 were overweight.

- (c) Drivers in the study were more likely to be obese at a younger age than the general population.
 - (d) There is some evidence of the earlier onset of some pre-existing conditions.
- 3.2 Unlike the London bus drivers, there is no recent study with regards to the health of TfL employees who form a diverse group in terms of their different job roles. We do, however, have employee sickness absence data and data gathered at occupational health appointments. The health of TfL employees may differ between different roles depending on income, shift work and a number of other factors. There is anecdotal evidence that the current health improvement plan and wellbeing initiatives are more likely to be accessible to office based/home-working employees and are less likely to be accessed by operational employees particularly those working night shifts. This situation is not unique to TfL.

4 Challenges in improving and measuring employee health

- 4.1 As we move through the pandemic, our objective is to improve employee health and wellbeing in future; to build on what we have learnt during the crisis and to emerge as a stronger, fitter, healthier organisation. This ambition is not without a number of significant challenges. Such challenges are not unique to TfL and are typical of those faced across the transport sector, however they are important to take note of as we move to deliver improvements.
- 4.2 In particular:
- (a) it is difficult to reach some employees, such as operational employees and those who work night shift. They would benefit most from interventions, but it is often the “worried well” who engage with health promotion initiatives and those who have better access to online resources;
 - (b) it will take time to develop a “healthy culture” to match that of the “safety culture”. It requires leadership and role-modelling throughout the organisation and will benefit from reporting of health data publicly with cross industry benchmarking;
 - (c) there is a need to manage expectations in relation to health and wellbeing improvements. Achieving sustained behavioural change, especially in relation to health and wellbeing is difficult as evidenced by the problems the government has in tackling the major issue of obesity;
 - (d) there is a need to adequately fund future health and wellbeing initiatives. Application of the traditional return on investment (ROI) model for health care is unreliable and other success matrices may need to be considered; and
 - (e) there is a need for oversight of the current portfolio of planned health and wellbeing projects to ensure that the benefits are maximised for the business. It is proposed that the Occupational Health & Wellbeing team (OH&W), as the experts in this area should co-ordinate and oversee these projects.

5 Actions to measure and improve employee health at TfL

- 5.1 In light of the above challenges, we aspire to design health and wellbeing initiatives that are evidence based and will reach employees who are typically harder to reach. To improve engagement at all levels of the business and make the change to a “healthy culture” we will enhance data reporting in line with industry best practice. This will be achieved through improved data collection and the initiatives outlined above, along with the use of the Rail Safety and Standards Board) RSSB data reporting tools.
- 5.2 At TfL there are currently several initiatives to support employee health which can largely be considered as either proactive or reactive.
- 5.3 For example, all interactions with the occupational health team are an opportunity for proactive health promotion advice (for example with regards to weight, smoking, management of chronic health conditions) and the wellbeing team run a series of health promotion initiatives and advice.
- 5.4 There are a number of employees who have undergone training to be “champions” of wellbeing and health in the business and a group trained in supporting colleagues who have experienced trauma at work which can reduce the risk of long term absence and post-traumatic stress disorder.
- 5.5 Reactive support through advice and treatment from the Employee Assistance Programme, the physiotherapy and counselling teams as well as OH is also available. Although employees requiring these services have already developed a health problem, the interventions offered may result in reduction in severity of symptoms and quicker recovery.

Reaching operational employees and designing evidence-based initiatives

- 5.6 To address the challenge in reaching operational/shift workers we are using a grant from the Employer Health Innovation Fund, a new programme which aims to support employers develop new ways of improving the health and wellbeing of employees. Overall, the project is to understand the barriers TfL’s operational employees have in engaging with health and wellbeing tools and how to overcome them. Phase 1 of the project has started and consists of background research. This will lead into Phase 2 stakeholder engagement and understanding the issues. Phase 3 will be the design and implementation of a solution with a timeframe for delivery of 18 months from the start of the project (March 2023). This will be followed by a period of evaluation.
- 5.7 We are also working with Reset Health on a pilot designed for people living with type 2 diabetes, prediabetes or obesity to help reverse their metabolic conditions. We have set measures of success for the pilot and will evaluate the outcome to determine whether this is a cost-effective initiative which could be extended to more individuals. RSSB are looking to pilot a similar initiative through its Healthy Cultures Group and we will be sharing our findings and best practice with it.
- 5.8 Further measures to reach operational employees and develop evidence-based initiatives include a mobile health bus unit staffed by OH&W staff which has been commissioned to offer TfL employees a health and lifestyle assessment. It has

the benefit of bringing our occupational health services directly to staff to enhance awareness and take up. The “Well@TfL” assessment is focussed on the prime health and wellbeing issues of obesity, cardiovascular risk and psychological health. The objectives are to offer individualised lifestyle plans and to collect data to inform the development of further interventions. This is a one-year project commencing in September 2021.

- 5.9 In terms of evaluation of interventions, the “Well@TfL” project will also include a study which aims to develop an evidence-based model for assessing and addressing workplace health and wellbeing priorities, and one which can be implemented in all parts of the TfL business. A mixed methods approach (i.e. utilising both quantitative and qualitative analysis) will be used to assess the effectiveness of two models for delivering health and wellbeing programmes: Model 1 is focussed on delivering individualised / custom-tailored programmes to employees. Model 2 is centred around delivering a bespoke, evidenced based programme, which will be developed locally and delivered depot wide. Before implementation of programmes, data will be collected on mental and physical wellbeing, the purpose of which is to guide the development of the health programmes at both an individual and depot level and to be the baseline measurement for benchmarking further evaluations. Post implementation, a further set of data measurements will be taken. An Interim report will be available mid-2022 and final report early 2023.

Benchmarking and publishing health data

- 5.10 It is intended that results from the project described will also be externally benchmarked against published research material, Government funded research and survey data and reports/data from industry bodies such as RSSB.
- 5.11 An internal review of how health and wellbeing data is collated in OH&W is underway. Currently a range of health data is collected by OH&W for health surveillance purposes and for the completion of statutory medicals. By December 2021 it is anticipated that the process for obtaining aggregated health data will be in place. The challenges of moving to a “healthy culture” and demonstrating the importance of investment in this area will be met by provision of improved anonymised aggregated data relating to the health of employees. We are aiming to report into the RSSB Health Dashboard, which is under development, so that we can benchmark against other employers in the transport sector and to utilise its Health and Wellbeing Index (HWI). HWI has been developed, with health economists, specifically for the rail sector. It combines a range of occupational health and wellbeing metrics based on established health economics valuations. It transforms those valuations into comparable units and costs.

Healthy Culture

- 5.12 The Health and Wellbeing Steering group have identified three key priorities for the improvement of health and wellbeing at TfL: leadership commitment, improved communication and enhanced line manager support/training. A working group has been set up to determine how to achieve these priorities and are determining the key milestones, deliverables and measures.

6 Bus Driver Health and Wellbeing

- 6.1 Historically bus operators have trialled a wide range of initiatives to improve bus driver health and wellbeing, ranging from providing healthy food in the canteens and nutrition advice to bike to work schemes and discounts for local gyms. The take up of these initiatives has been variable.

Reaching operational employees and improving data collection

- 6.2 To enable bus drivers to become more aware of any underlying health issues TfL – in collaboration with Bus Operators – is introducing more frequent voluntary health assessments for drivers in the form of self-assessment kiosks to help detect health conditions such as hypertension, diabetes, and heart disease at an earlier stage. The kiosks assess basic health measurements and then signpost drivers to additional support available from their existing operator Employee Assistance Programmes and other external resources. This will enable bus operators to assist drivers in getting the help they need and marks the first step in the response to the UCL study.
- 6.3 The Bus Safety Development team also successfully bid for the Design Council Employee Health Innovation Fund and will receive a grant to research and pilot the best way to deliver bus driver health and wellbeing assessments in the longer term. This research will include benchmarking the use of health assessments across other industries and in local bus operators in other comparable countries. The project will help identify solutions to improving bus drivers' health and wellbeing and increase understanding of their needs and what their employers can do to support them. The project aims to raise awareness of the ways in which drivers can take responsibility for their own health by suitable lifestyle adjustments, and to provide early detection of potential health problems. The study will begin in September 2021 and will also analyse the effectiveness of various intervention in health and wellbeing checks and the key parameters of driver health and wellbeing engagement and participation at work.

Designing evidence-based initiatives

- 6.4 TfL has committed to targeting the next round of bus safety innovation funding at measures that will help to reduce fatigue and in light of the findings of the UCL report, the fund was broadened to include innovation that could also improve health and wellbeing of bus drivers. The Fatigue and Wellbeing Innovation Challenge was launched in March 2021. There were over 50 responses from companies with solutions and the shortlisted companies were able to work with the Bus Operators to submit joint bids. Funding awards will be announced shortly with trials due to start in the autumn.

7 Summary

- 7.1 TfL is an organisation which values employee health and wellbeing and has much already in place to support our employees. However, there is more that can be done and improved reporting on health data is key to this.
- 7.2 TfL works closely with its contractors to consider how it can influence the health and wellbeing of their staff, either through contractual obligations and/or as an

exemplar of employee health and wellbeing best practice. The work TfL is taking with the bus operators to improve health among bus drivers is an example of the commitment to support contractors.

7.3 We would value the opportunity to report back on progress made in six months.

List of appendices to this report:

None

List of Background Papers:

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 4 September 2019

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 12 February 2020

Initial Assessment of London Bus Driver Mortality from Covid-19, UCL Institute of Health Equity, July 2020

Bus Safety Programme and Driver Health and Wellbeing, Safety, Sustainability and Human Resource Panel, 10 February 2021

Report of the Second Stage of a Study of London Bus Driver Mortality from Covid-19, UCL Institute of Health Equity, March 2021

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
Email: lillimatson@tfl.gov.uk

Date: 14 September 2021

Item: Bus Driver Welfare

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on workstreams in progress to improve bus driver welfare including the provision of toilets and bus driver welfare facilities (mess rooms).
- 1.2 Providing good bus driver facilities aligns with the Mayor's Transport Strategy by ensuring that the bus network is operationally efficient and reliable and therefore meets customer expectations (A Good Public Transport Experience: R2, Public transport reliability and performance). It is a commitment the Mayor reiterated in his recent election Manifesto. Fundamentally it is a basic human right that drivers should have access to toilets and welfare facilities to carry out their crucial role. Providing good quality facilities also helps support bus driver retention. We are committed to ensuring this is addressed.
- 1.3 The coronavirus pandemic has impacted the availability and capacity of existing driver welfare facilities. We have rapidly responded to address this by providing temporary toilets and expediting plans to provide more mess room capacity to allow social distancing.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

Bus driver toilets

- 3.1 Bus driver toilets are an integral part of running an efficient and safe bus network. Providing these facilities is as important as other bus infrastructure such as bus stops, shelters and stations. If we are unable to provide toilets we may, in some circumstances need to consider making changes to the bus network to ensure drivers have access to a toilet.
- 3.2 Routes are classified as either Priority 1, 2 or 3, depending on their current level of toilet provision, and the below table outlines the route prioritisation as agreed with all key stakeholders including Unite, the bus drivers' union recognised by the bus operators.

Table 1: Priority Classification

Priority	Description
1	Routes without any staff facilities at either terminus.
2	Routes that have limited access and run beyond the opening hours of the available facilities.
3	Routes with a round trip greater than 150 minutes with a toilet provision only at one end.
New	Sites where a route is being extended or introduced that do not have existing facilities.

Bus driver mess room relief facilities

- 3.3 Bus driver relief facilities are typically mess rooms, or quiet areas, where drivers can take a scheduled break. Relief facilities are provided in several different ways, predominantly though (a) and (b) below:
- (a) by bus operating companies, normally at bus garages;
 - (b) by bus operating companies through local informal agreements with businesses; and
 - (c) by TfL at key locations normally at bus stations, or large bus stands, where a significant number of routes terminate, and land is available.
- 3.4 There are 58 relief facilities that we provide for bus drivers across the network. We ensure these facilities are well maintained and renewed on a regular basis. However, many are now becoming life expired, or require capacity improvements, and action is required. We have therefore developed a prioritised forward programme of renewals, including capacity improvements, for locations where relief facilities are currently provided. We also ensure opportunities to provide new facilities are maximised through third party development obligations.
- 3.5 Following discussion with Unite and bus operators, we have updated our tender documents for bus contracts to be clearer on the minimum level of driver facilities to be provided.

4 Progress and Forward Programme

Bus driver toilets

- 4.1 Since 2018, there has been a step change in the delivery of bus driver toilets. A total of 61 bus routes have had new toilets installed. Fifty of these are on priority routes and a further 11 have been provided to support service changes. This is an unprecedented improvement – at the previous delivery rate it would have taken nine years to achieve. A list of the sites and routes is included in Appendix 1.
- 4.2 However, there is more to do, in terms of both the size of the facilities (number of actual toilets and sinks) and their condition. In 2021/22 we have the following activity planned to improve the provision of bus driver toilets:
- (a) 10 targeted toilet renewals to address condition issues at busy locations; and
 - (b) three new toilets built and commissioned to support planned service changes or provide toilet access on priority routes.

We are developing a pipeline of further improvements and refurbishments for future years (see 4.4 below).

Bus driver mess room relief facilities

- 4.3 In 2020/21 we significantly improved the provision of bus driver mess rooms, including capacity improvements, to support bus drivers during the coronavirus pandemic, this included:
- (a) a total of 39 bus driver mess rooms were improved either by reconfiguration of the existing facility to better improve social distancing, or through providing new cabins to increase the available capacity. See Appendix 2 for a full list of sites;
 - (b) targeted renewals of bus driver mess rooms to address condition issues were completed at five locations: and
 - (c) completion of feasibility work for 10 bus driver mess rooms projects.

TfL Future Investment and delivery

- 4.4 We have developed a longer-term prioritised plan to improve bus driver mess rooms and toilets. The locations have been prioritised based on known defects, condition and required capacity, including more provision for female drivers. A total of 43 locations are included on the programme at present. Our focus is on making sure that feasibility work is completed for these locations, which will allow us to make informed decisions about the forward programme. In addition to the feasibility work completed to date, we aim to complete a further 28 feasibilities this financial year. Delivery of these projects will require planning consents, building regulations approval and, in some instances, lease negotiations. However, where we identify opportunities for delivery work to be expedited, we will seek to maximise these. See Appendix 3 for examples of recent feasibility work.

4.5 While the focus of our investment is on existing assets we are currently carrying out planning work to identify locations where new infrastructure could be provided to improve bus driver mess room availability. We are drafting a strategic business case to review the investment options for this workstream.

5 Ongoing Work

5.1 We will continue to engage with bus drivers, operators and Unite to ensure that as bus routes change, they are all assigned the correct priority within the programme and that new toilet facilities are delivered on the highest priority routes.

5.2 We will continue to identify opportunities for developers to provide facilities for bus drivers as part of Section 106 contributions (planning obligations) and other negotiated agreements.

5.3 We will continue to identify driver relief facilities in need of renewal and progress projects to ensure facilities meet the needs of drivers.

List of appendices to this report:

Appendix 1: List of bus routes with a toilet installed since 2018

Appendix 2: List of bus driver mess room improvements in 2020/21

Appendix 3: Examples of feasibility projects

List of Background Papers:

None.

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Email: LouiseCheeseman@tfl.gov.uk

Appendix 1: New toilets provided since 2018

Count	Bus route	Bus Stand
Numbers 1 to 50 below are priority routes where toilets have been provided:		
1	370	Lakeside
2	271	Moorgate, Finsbury Square.
3	214	Moorgate, Finsbury Square
4	274	Lancaster Gate
5	H13	Ruislip Lido
6	393	Clapton Pond
7	345	Natural History Museum
8	263	Highbury and Islington Station
9	W8	Chase Farm Hospital
10	455	Wallington Station
11	U7	Uxbridge LUL Station
12	N8	Hainault the Lowe
13	H20	Hounslow Civic Centre
14	287	Barking Station
15	196	Norwood Junction
16	291	Queen Elizabeth Hospital
17	281	Tolworth Ewell Road
18	163	Morden LUL Station
19	273	Petts Wood Station
20	W14	Woodford Bridge
21	K5	Ham, Dukes Avenue
22	415	Tulse Hill Stn
23	174	Harold Hill
24	368	Barking Hart Estate
25	E5	Toplocks Estate
26	130	New Addington, Vulcan Way
27	G1	Hermitage Lane, Norbury
28	R68	Kew Retail Park
29	78	Nunhead, St Mary's Road
30	W15	Cogan Avenue Estate, Folly Lane
31	121	Enfield Lock, Island Village
32	K3	Roehampton Asda
33	292	Colindale Asda
34	234	Barnet The Spires
35	321	Foots Cray Tesco
36	499	Gallows Corner Tesco
37	H28	Syon Lane Tesco, Osterley
38	88	Clapham Common, Old Town
39	232	St Raphael's Estate
40	R1	St Paul's Cray
41	288	Queensbury Morrison's
42	430	Roehampton, Danbury Avenue
43	290	Staines Bus Station
44	42	Liverpool St / Worship St
45	414	Maida Hill

Count	Bus route	Bus Stand
46	343	South Kensington
47	96	Bluewater
48	R7	Chelsfield
49	126	Eltham High Street
50	124	Eltham High Street
Toilets were provided on the below routes to support service changes:		
51	27	Glenthorne Road, Hammersmith
52	100	St Paul's Station
53	224	Pitfield Way, St Raphael's Estate (covered by route 232 facility above)
54	341	Waterloo Road, Lambeth
55	386	Woolwich Arsenal DLR
56	S1	Banstead High Street
57	306	Acton Vale Bromyard Avenue
58	483	Windmill Lane, Greenford
59	404	Cane Hill
60	278	Ruislip Station
61	33	Lonsdale Road, Richmond

Appendix 2: Mess room improvements in 2020/21

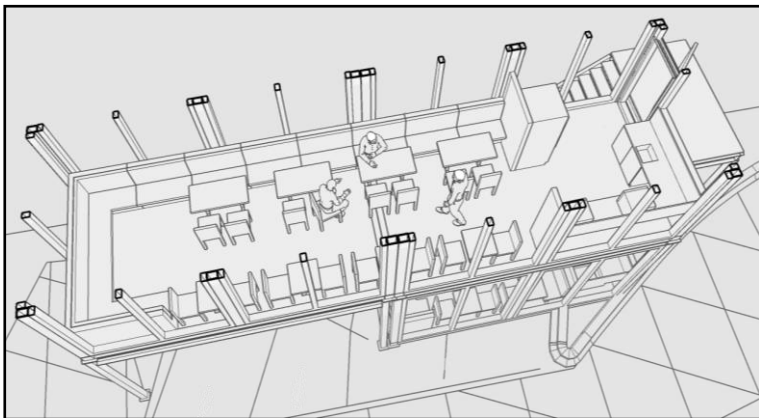
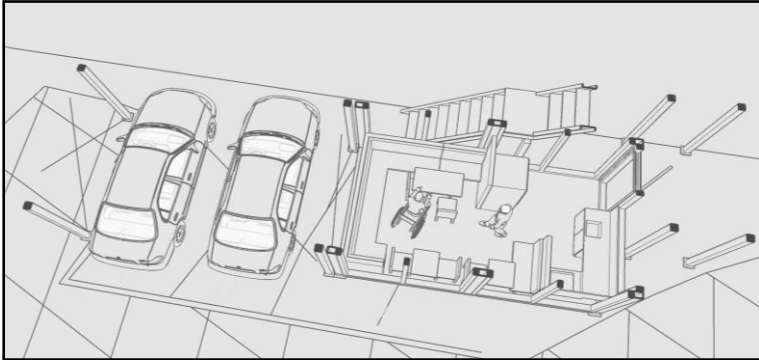
No.	Location
1	Walthamstow Central
2	Tottenham Hale
3	Hammersmith (Lower)
4	Hammersmith (Upper)
5	Becontree Heath
6	Stratford Regional Bus Station
7	Kingston, Cromwell Road
8	West Croydon
9	Bromley North Station
10	Atlanta Boulevard
11	Stratford City Bus Station
12	Ilford
13	Crystal Palace
14	Aldgate Bus Station
15	Peckham
16	Kensal Rise
17	Beckton, District Centre (Asda)
18	Hatton Cross
19	Romford Queens Hospital
20	Turnpike Lane
21	Hampstead Heath
22	Crossharbour, East Ferry road
23	Mitcham Fair Green
24	Barnet Hospital (Kingston, Fairfield North)
25	Brent Cross
26	Eltham
27	Edmonton Green
28	Vauxhall Cross
29	Clapham Junction, Grant Road
30	Dalston Junction, Dalston
31	Chiswick Park, Gunnersbury
32	Canada Water
33	Finsbury Park, Station Place
34	North Greenwich
35	Hackney Wick Bus Stand
36	Harrow on the Hill
37	Canning Town
38	Finsbury Park, Wells Terrace
39	Victoria

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Appendix 3: Driver Welfare Improvements Example

The below example shows the proposal for Harrow Bus Station which, subject to planning discussions, will increase capacity by twenty people to meet the requirements.

Note: temporary arrangements are currently in place to meet the capacity required.



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Date: 14 September 2021

Item: Bus Safety Programme and Driver Health and Wellbeing

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the progress of the Bus Safety Programme as well as the emerging work on Driver Health and Wellbeing in response to the longer-term recommendations made by University College London's (UCL) Institute of Healthy Equity report into driver deaths as a result of COVID-19.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Bus Safety Programme Delivery Update

- 3.1 The Mayor and TfL have adopted Vision Zero for London, with a target of zero deaths or serious injuries from road collisions by 2041.
- 3.2 Within Bus Operations, we have even more ambitious targets:
- (a) 70 per cent reduction in the number of people killed or seriously injured in, or by, buses by 2022 (against 2005-09 baseline); and
 - (b) No one killed in, or by, a bus by 2030.
- 3.3 The Bus Safety Programme was launched in February 2016, with the aim of reducing the number of people killed or seriously injured (KSI) on the bus network.
- 3.4 The number of people killed or seriously injured in or by a bus fell by 38 per cent to 132 people between 2019 and 2020, which is the lowest number on record. This is 78 per cent down on the 2005-09 baseline. While this reduction has exceeded the 2022 target highlighted above, there is still more to do to ensure we continue to see reductions in those killed and seriously injured as we move out of the pandemic.
- 3.5 The Bus Safety Programme is aligned with the Vision Zero 'safe systems' approach which aims to ensure safe speeds, safe streets, safe behaviours and safe vehicles. Progress against each area is detailed below.

4 Safe Speeds

Intelligent Speed Assistance (ISA)

- 4.1 Intelligent Speed Assistance (ISA) technology, which ensures compliance with speed limits, is a key part of the Bus Safety Standard (BSS). ISA uses GPS-linked speed

limit data to advise the driver of the current speed limit and automatically limits the speed of the vehicle as necessary. There are currently around 1,650 ISA enabled buses out of a total fleet of 9,000 in London, including 526 new vehicles that also meet the 2019 BSS.

ISA Retrofit

- 4.2 The retrofit roll out of ISA began in July 2021. The speed of roll out may be impacted by the world-wide shortage of microchips and we will be monitoring this situation closely over the next few months. Assuming there are no delays, the programme will deliver 1200 buses in the first tranche. Future tranches will be subject to the next government funding settlement. The first buses that were retrofitted are based at Orpington bus garage, operated by Go Ahead London.

5 Safe Streets

Pedestrian behaviour and risk management

- 5.1 We appointed Integrated Transport Planning Limited (ITP) in 2019 to conduct research into pedestrian behaviour and risk management. The research aimed to help better understand pedestrian behaviour in relation to specific types of street infrastructure and the potential for light-touch engineering and technological solutions to help prompt people to reduce their exposure to road danger while walking in London. The final report was completed last year.
- 5.2 The research found that people largely behave appropriately for the level of risk except in situations where they fail to accurately judge risk due to distraction, such as from excessive noise or phone use, or when the environment suggests it is safer than it is. Contraflow bus lanes were identified as a key location where the actual risk exceeds the perceived risk, with pedestrian's attention found to be drawn to the dominant flow of traffic away from the contraflow directions causing them to look in the wrong direction.
- 5.4 A technical research group has been established to take forward the findings in the report. This group will further examine the report's findings for opportunities to improve processes and guidance and will aim to develop interventions to trial on street, including interventions to improve safety at contraflow bus lanes. Progress will be reported in future updates.

6 Safe Behaviour

Destination Zero Bus Driver Training

- 6.1 Delivery of 'Destination Zero', the safety training programme for London bus drivers, commenced in May 2019. The training course uses innovative virtual reality technology, which is designed to make the course engaging and impactful. Extensive filming took place in London so that participants on the training course can experience a wide range of scenarios that drivers in London may encounter. The training covers hazard perception, hazard prediction, judgement and driver wellbeing.
- 6.2 Training delivery has been severely impacted by COVID-19 with suspensions of all classroom-based training during all lockdowns and time taken to ensure COVID-safe delivery, including the procurement of surgical-grade cleaning equipment for the virtual reality headsets.

- 6.3 As of July 2021, 9,845 drivers had been trained. Of this number, 95 per cent of delegates have rated the course as good or excellent, with 98 per cent of drivers rating it as 'useful' or 'extremely useful' in their day-to-day role. In addition, 97% per cent would recommend 'Destination Zero' to a colleague.
- 6.4 The number of drivers being trained dropped significantly between April and December 2020 and was suspended again in January 2021. Due to this and continued social distancing in classrooms, the numbers of drivers being trained remain low. We are working with operators to establish a revised end date for the training with an intended target of all drivers receiving training by March 2022.
- 6.5 Transport Research Laboratory Limited is in place to independently evaluate its long-term impact.

Fatigue Management Awareness Training for Managers

- 6.6 A fatigue management awareness training course for managers and supervisors at bus operators has been developed in conjunction with bus operators. This half-day course began rolling out to eligible staff from late October 2020, following a successful piloting period during September and early October.
- 6.7 The training course focuses on what fatigue is, how fatigue can be recognised and how managers can support their staff in managing the effects or root causes of fatigue. The course also gives managers tools to empower them to act and create a more open culture to manage fatigue.
- 6.8 Training was delivered initially by our consultants, J.A. Ward Consulting Limited, and then by the bus operators' own trainers from February 2021. The last bus operator managers and supervisors received their training in June 2021 and this training is now completed for existing staff. Training materials will remain available for all operators to train new staff in the future. The final number of bus operating staff trained was 1,750 (down from an original rough estimate of 2,200) which reflected refinement of operator training lists and changes within the bus operator structures during this period. The period of training was extended from an anticipated completion date of April 2021 due to the reduced availability of staff as a result of the pandemic. Feedback from the training showed that 92 per cent of delegates agreed or strongly agreed that their understanding of fatigue and alertness management improved through attending the training and 88 per cent agreed or strongly agreed the training was relevant to their needs. The longer-term evaluation has shown that more people agree or strongly agree that they have awareness and knowledge of fatigue and the ability to manage fatigue after completing the training.
- 6.9 This training was so well-received that it was extended to operational managers in our Bus Operations department which included staff from Bus Services Delivery, Victoria Coach Station and Dial-a-Ride. The course is now being used to inform the development of similar training for use across our other operational departments.

Fatigue Key Performance Indicators

- 6.10 We have provisionally suggested three fatigue Key Performance Indicators (KPIs) which will apply across all areas of TfL and this extends to bus operators. These are:
- (a) fatigue will be considered as standard in any collision/accident investigation;
 - (b) high levels of overtime will be monitored and mitigations put in place; and

(c) all employees will receive fatigue management awareness training.

- 6.11 We are currently working with bus operators to enable consistent reporting against these KPIs.
- 6.12 In addition, we have been working with bus operators to understand what local measures we may want to use to help measure our progress in managing fatigue. Given the immaturity of the fatigue programme, it is difficult to set challenging and meaningful KPIs beyond those outlined above, so rather a series of measures, checks and data-gathering processes are being put in place to enable the setting of additional KPIs once there has been sufficient progress.

Fatigue Detection Technology

- 6.13 To support the bus operators in understanding the nature and scale of fatigue within their own operations, and to develop their company culture and processes further to successfully manage bus driver fatigue, we will be working with the 10 bus operating companies, and via them their drivers and local union reps to deliver a minimum of one bus route per operator to have the latest fatigue detection technology fitted. Once fitted, there will be a 12-month period of data collection and analysis which will further inform the wider bus driver fatigue management programme and any further roll out of fatigue detection technology. It is anticipated that the technology will be fitted and the trial will begin in late 2021 (as with ISA subject to availability of materials).

7 Safe Vehicles

Bus Safety Standard

- 7.1 The Bus Safety Standard is being rolled out against the published Roadmap. Phase 2 has begun, looking ahead at changes from 2024 onwards, either adding to the existing roadmap or stretching the roadmap to encompass 2027 and 2030. Any changes or additions to the roadmap will be evidence-based, take account of the projected benefits from the existing measures (Phase 1), and will also include issues arising among bus occupants resulting in slight injuries.

Bus Safety Standard 2019

- 7.2 Since summer 2019, new buses entering the fleet have had to meet the requirements of the Bus Safety Standard (2019). So far, around a total of 530 buses meet it and this number is increasing all the time. Safety measures include Intelligent Speed Assistance (ISA) technology to limit the buses speed to the posted speed limit, Acoustic Vehicle Alerting Systems (AVAS) for quiet-running buses only (around 385 buses) to alert vulnerable road users to the bus, blind spot wing mirrors to improve visibility in known blind spots, and non-slip flooring of a higher resistance than is usually required to reflect the additional risk of being on a moving vehicle.

Bus Safety Standard 2021

- 7.3 From summer 2021, all new buses have also been required to meet the requirements of the Bus Safety Standard (BSS) 2021 roadmap (which are additional to those required in 2019). Safety measures include camera monitoring systems (CMS) replacing wing mirrors, improvements to the internal design of buses to reduce risk factors for passengers, changes to the braking system to prevent buses from rolling away without drivers in the cab, and 'brake toggling' to reassert good driver position and pedal awareness to reduce incidents of pedal confusion.

BSS 2024 – future requirements

- 7.4 From 2024, in addition to meeting the requirements under BSS 2019 and BSS 2021, all new buses entering the London bus fleet must also comply with the BSS 2024. Safety measures include Advanced Emergency Braking (AEB), front and nearside Vulnerable Road User (VRU) detection systems (such as Mobileye) and energy absorption of the front of the bus to mitigate the severity of injury should pedestrians or cyclists be in a collision with the bus.
- 7.5 Work is currently underway to help bus manufacturers achieve the ambitious safety measures required for 2024, AEB is the most challenging safety measure to introduce on buses and has dedicated resource to focus on getting it right.

Acoustic Vehicle Alerting Systems (AVAS)

- 7.6 The AVAS project has suffered delays due to the COVID-19 pandemic. This project requires cooperation and extensive visits with bus operators at bus garages, specialist consultant and manufacturer support from companies not based in London and direct driver engagement as well as in-person public engagement with our most vulnerable customers. Additionally, changes to travel patterns means that we are seeing atypical roadside noise levels which makes for a challenging real-world testing environment.
- 7.7 Despite these challenges the project has made significant progress. Bus route 100 was upgraded to responsive AVAS, which means that the sound level of the Urban Bus Sound changes through five volume settings to reflect the ambient noise conditions of the location and time of day that the bus is passing through. Together with the lifting of lockdown this meant that the on-street stakeholder engagement could take place and one-to-one interviews with our key accessibility stakeholder groups has been concluded. Interviews with drivers have also taken place and final technical checks are being carried out to upgrade buses from three further bus manufacturers. Work to reduce ingress of noise into the bus cabin for drivers has been very positive. Reports on this final stage of the project are due in the autumn and it is anticipated that we will be able to decide on whether to roll-out responsive AVAS across the eligible buses in the fleet, and for new buses, by October 2021.

Pedal Application Error

- 7.8 The Bus Safety Standard roadmap included requirements for solutions in relation to Pedal Application Error, including brake toggling, pedal standardisation and pedal acoustic feedback from 2021. As the evidence and research gathered on Pedal Application Error was not strong enough to show that changing the pedals would be most effective, the decision was made to put pedal standardisation on hold until further research could be undertaken.
- 7.9 We are working with consultants AECOM and the bus operators to understand the extent of pedal confusion incidents occurring amongst London bus drivers and explore the root causes. The research will include surveys at bus depots (predominately bus drivers but open to other operational staff) and workshops for bus drivers to discuss their experience and potential solutions to avoid pedal confusion in more depth. Stakeholders from across the bus industry will also be asked to provide input on the viability of solutions currently required as part of the Bus Safety Standard for Pedal Application Error. The final report is expected at the end of the year.

Bus Safety Standard Retrofit Projects

- 7.10 The roll out of the Bus Safety Standard through new buses is limited to the bus renewal cycle. While the push for electrification of the bus fleet may escalate this renewal, there is more we can do to improve safety now and in the shorter-term. Retrofitting selected safety measures will bring quicker benefit realisation and means that it is possible to target safety measures more quickly to those buses or routes that need them.
- 7.11 In addition to ISA, there are three further safety measures that are being explored for potential retrofit programmes – AVAS, Camera Monitoring Systems (CMS) and fatigue detection technology.
- 7.12 Currently, there are around 385 buses with AVAS but we also have many electric and hybrid vehicles in the existing bus fleet which could also have the benefit of AVAS. Buses in London are expected to remain in the fleet for approximately 14 years meaning that, without action to retrofit AVAS to all pre-BSS 2019 buses, it could take to 2034 for buses without AVAS to be replaced. Outcome definition work looking at the different options for retrofitting AVAS to London buses, including the high-level costs and benefits is complete. The next stage is progressing option selection / feasibility to be complete by the end of the year.
- 7.13 CMS improve direct and indirect vision for the driver by reducing blind spots and improving hazard perception. All new buses entering our contracts from now are required to have CMS. Some manufacturers are already able to offer this as an option to bus operators and currently around 430 new buses already have CMS fitted. Outcome definition work on retrofitting CMS on vehicles in the existing bus fleet has been completed and work on developing the full scope of the project as well as procurement options is underway and set to complete by October 2021.
- 7.14 Fatigue detection technology is the last opportunity for intervention before a fatigue-induced collision may occur. On its own it does not solve bus driver fatigue, or negate need to mitigate bus driver fatigue, but it forms a key part of TfL's and bus operator's fatigue management programme. Any further roll out of this technology will be informed by the year-long cross-operator project.

8 Driver Health and Wellbeing

- 8.1 We commissioned UCL's Institute of Health Equity to look at driver deaths as a result of COVID-19 and the Phase 1 report was published in July 2020 and Phase 2 was published in March 2021. The research highlighted a need to focus on driver health and wellbeing in the longer term, in addition to the short-term actions required as a result of the pandemic; with an emphasis on being more proactive in understanding existing health conditions of bus drivers, supporting better health and identifying those most at risk. The UCL research showed that many of the bus drivers who sadly died had underlying health conditions which may have put them at increased risk when they contracted COVID-19. Although the rates of underlying health conditions amongst the surveyed bus drivers were no higher than the general population, there was some evidence of earlier onset of these conditions and of obesity.
- 8.2 The Bus Safety Development team, in collaboration with Bus Operators are introducing more frequent voluntary health assessments for drivers in the form of self-assessment kiosks to help detect health conditions such as hypertension, diabetes, and heart disease at an earlier stage. These kiosks will signpost drivers to additional

support available from their operator Employee Assistance Programmes and other external resources. This will enable bus operators to assist drivers in getting the help they need, building on the open culture work of the fatigue management programme.

- 8.3 The Bus Safety Development team successfully bid for the Design Council Employee Health Innovation Fund and will receive a grant to research and pilot the best way to deliver bus driver health and wellbeing assessments in the longer term. This research will include benchmarking the use of health assessments across other industries and in local bus operators in other comparable countries. The project will help identify solutions to improving bus drivers' health and wellbeing and increase understanding of their needs and what their employers can do to support them. The project aims to raise awareness of the ways in which drivers can take responsibility for their own health by suitable lifestyle adjustments, and to provide early detection of potential health problems. The study will begin in September 2021 and will also analyse the effectiveness of various interventions in health and wellbeing checks and the key parameters of driver health and well-being engagement and participation at work.

Fatigue and Health and Wellbeing Innovation Fund

- 8.4 We have committed to targeting the next round of Bus Safety Innovation Funding at measures that will help to reduce fatigue and in light of the findings of the UCL report, the fund was broadened to include innovation that could also improve health and wellbeing of bus drivers. The Fatigue and Wellbeing Innovation Challenge was launched in March 2021. There were over 50 responses from companies with solutions and the shortlisted companies were able to work with the Bus Operators to submit joint bids. Funding awards will be announced shortly with trials due to start in the autumn.

9 Slips, Trips and Falls

- 9.1 We continue to focus on measures to understand and try to reduce customer slips, trips, and falls on buses. Slips, trips and falls are the most common incident across the transport network, and on buses we have continued to see an increase in the frequency of these incidents since the beginning of the pandemic, relative to the number of people travelling.

Data Trends

- 9.2 Prior to the pandemic, around 2.3 slips, trips and falls on buses were being recorded for every million passenger journeys. Between April 2020 and July 2021, this rate has continued to fluctuate around 3.15 incidents per million passenger journeys on average.
- 9.3 The most common places on the bus where slips, trips and falls are occurring continues to be when boarding and alighting (13 per cent and 11 per cent respectively), when using the stairs (23 per cent), along with incidents which happen on the same level (41 per cent). We also know that sudden braking is a common cause leading to these slips, trips and falls, and can be compounded if passengers are not holding on. These proportions are broadly consistent with the incidents reported prior to the pandemic.
- 9.4 Passengers seem particularly exposed to risk when the bus is setting off from stationary or approaching their stop. We are continuing to promote the importance for

drivers allowing time for passengers to settle before moving off, and encouraging passengers to hold poles and handrails when travelling or moving around the bus.

Current Interventions

- 9.5 As outlined previously, due to the coronavirus pandemic, we suspect there may be a general reduction in passengers' tendency to hold on to poles and railings inside the buses. This is something which has been observed on other modes and identified by other transport operators during our benchmarking work too (see 9.7 below).
- 9.6 To combat the increased rate of incidents, we have:
- (a) reviewed the guidance in the Big Red Book relating to taking extra care and being patient before departing to make sure all customers who boarded (particularly those who are older or have disabilities) are sitting down or holding on safely;
 - (b) continued to participate in independent coronavirus testing on regularly touched surfaces on vehicles, and publicise the cleaning regime and test results so that passengers can be confident that our vehicles and stations are clean;
 - (c) reviewed the modules that make up the current bus driver awareness campaign to ensure they are aligned with the needs of customers coming back to public transport as we continue to emerge from lockdown. Focused modules include *servicing the stop*, and *assisting our older and disabled customers*. These provide an opportunity to renew key safety messages to allow sufficient time for passengers to be seated or holding on; and
 - (d) extended a trial to evaluate posters in the stairs area on double deck vehicles encouraging passengers to hold the handrail while ascending / descending. These posters are now in place on around a third of the double deck buses.
- 9.7 Other measures being taken include:
- (a) through the International Bus Benchmarking Group, we have asked other bus operators in other cities about their experiences of slip, trip, falls and relevant interventions they have implemented to prevent them. In addition to comparing interventions, this benchmarking has revealed that an increased rate of incidents during the pandemic is an issue shared amongst other bus organisations;
 - (b) ensuring slip, trip and fall mitigation is included in future iterations of the Bus Safety Standard and considered for future vehicle refurbishments;
 - (c) evaluating how predictive technology being trialled, which warns a driver of hazards like close following of the vehicle in front, can help to allow enough time to brake smoothly;
 - (d) reviewing contrast/lighting at the bus stop/door threshold to minimise the likelihood of passengers tripping;
 - (e) exploring ways to ensure drivers best anticipate changes in their environment beyond the work of Destination Zero; and
 - (f) improving the quality of data reported/collated about root causes of slip, trip and fall incidents.

Developing a longer-term strategy

- 9.8 Work is also underway to develop a longer-term data-led strategy which will explore further action needed to prevent slips, trips and falls. Initially, this work has focused on buses and has included a review of existing insight, analysis and research to better understand the system of causal factors contributing to these incidents on buses.
- 9.9 Next steps for the strategy include a review of our existing interventions, to evaluate the impact of measures on safety performance across Surface modes and set out and trial a template methodology. In the first stage, the project will focus on the effectiveness of (a) falls on stairs posters; and (b) collision avoidance technology as primary 'proof of concept' case studies, with an ambition to quantify their impact or identify recommendations for improved data gathering that will enable better understanding in future.

List of appendices:

None

List of Background Papers:

Bus Safety Programme and Driver Health and Wellbeing, Safety, Sustainability and Human Resource Panel, 10 February 2021

Bus Safety Programme papers to the Safety, Sustainability and Human Resource Panel on:

- 10 March 2016
- 30 June 2016
- 23 January 2017
- 27 September 2018
- 4 September 2019
- 12 February 2020

Contact Officer:
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Louise Cheeseman, Director of Buses, Surface Transport
LouiseCheeseman@tfl.gov.uk

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Date: 14 September 2021

Item: Vision Zero Action Plan Update

This paper will be considered in public

1 Summary

- 1.1 This paper sets out the intention to publish an update to the 2018 Vision Zero Action Plan (the 2018 Action Plan) and provides an overview of the purpose and content of the document. The final draft will be shared with the Panel prior to publication in autumn 2021.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 London has a long history of targeted improvements to road safety and in 2018 took a bold step forward with the Mayor's commitment to Vision Zero and the elimination of deaths and serious injuries from the road network by 2041. This ambition also applies to all our safety activity in the organisation, including customer and workforce safety.
- 3.2 Our interim targets for roads are to reduce deaths and serious injuries by 65 per cent by 2022, 70 per cent by 2030 and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041. Our approach to working towards the Vision Zero objective is set out in the 2018 Action Plan, which outlines the Safe Systems framework we have adopted to work towards those goals.
- 3.3 Three years on from publication of the 2018 Action Plan, we are planning to publish a progress report. The purpose of the report is to take stock of the considerable amount of progress delivered by TfL, the boroughs, the Metropolitan and City of London Police Services and other delivery partners; to refocus attention on Vision Zero as London emerges from the Covid-19 pandemic; and to share new insights that have emerged since the 2018 Action Plan.
- 3.4 The progress report will supplement, but not replace, the 2018 Action Plan, which runs to 2023/24. The progress report will consider:
- (a) the Vision for London and application of the safe systems framework;
 - (b) progress in the last three years and emerging road safety trends; and
 - (c) what London has delivered, is still delivering, and new actions it is yet to deliver under each of the five safe system pillars:

- (i) **Safe Speeds** – including London’s progress in achieving lower, safer speeds, and how we can go further;
- (ii) **Safe streets** – including what we’ve done to deliver safer junctions, borough successes delivering school streets and low traffic neighbourhoods, and the need to prioritise deprived neighbourhoods and improve road safety for people motorcycling;
- (iii) **Safe vehicles** – setting out our achievements in improving safety for lorries and buses via the Direct Vision Standard (DVS), Bus Safety Standard (BSS), Freight Operator Recognition Scheme (FORS) and Construction Logistics and Community Safety Scheme (CLOCS), as well as describing our work with the boroughs on the London e-scooter trial;
- (iv) **Safe behaviours** – describing progress on the police’s three tier enforcement strategy, bus driver training and training we offer people who cycle or motorcycle in London, our vision for how we can go further to change the culture around road risk in London; and
- (v) **Post-collision response and victim support** – highlighting the work done by victim support services such as the Sarah Hope line, and what we’re doing to continually improve our partnerships with industry and understanding of risk factors in a changing road safety landscape.

3.5 Actions set out in the 2018 Action Plan will be incorporated into the refresh document and delivery status will be reported.

3.6 Our intention is to launch the document with London Councils, and the Chair of London Councils’ Transport and Environment Committee and the Commissioners of TfL and the Metropolitan Police Service will contribute a joint foreword.

List of appendices to this report:

None.

List of Background Papers:

None.

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
Email: lillimatson@tfl.gov.uk

Date: 14 September 2021

Item: TfL Sustainability Report and Corporate Environment Plan

This paper will be considered in public

1 Summary

- 1.1 We will publish a Sustainability Report alongside, and supported by, a Corporate Environment Plan (CEP) for the first time in 2021, in order to outline our approach to sustainability and environment to our customers, staff and suppliers.
- 1.2 This paper provides an overview of the purpose and content of the two documents. The final drafts of each document will be shared with the Panel prior to their publication.
- 1.3 The Sustainability Report and CEP will be published in early autumn 2021.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 The TfL Sustainability Report is a wide-ranging report aiming to capture the social, economic and environmental benefit TfL delivers as an organisation and to track progress. It provides an account of work to date and includes key metrics to measure performance. It is aligned with the reporting approach of a number of other large organisations and with the overarching United Nations (UN) Sustainable Development Goals through an approach that complements our London level strategic policy framework.
- 3.2 The CEP sets out TfL's future approach to improving its organisational performance. It is a forward-looking plan with a focus on the environment strand of sustainability, providing more detail on our ambition, targets and plans.
- 3.3 Both documents are designed to complement and align with the Mayor's Transport Strategy (MTS) and the London Environment Strategy (LES). As opposed to TfL's activities to support the wider realisation of the MTS and LES, the focus of the Sustainability Report and CEP is on the different activities, wide range of services, large workforce and vast supply chain we as a large organisation undertake.
- 3.4 The documents are intended to help improve our environmental and sustainability performance, engage our staff and stakeholders, attract and retain talent, support our efforts to secure investment and build and strengthen our partnerships. In the case of the CEP, it also forms an essential part of our TfL Management System

by setting clear guidance of what is required by our colleagues, business area plans and our suppliers.

- 3.5 The documents also support our wider efforts to embed a strong sustainability and environment culture across the organisation. This allows colleagues to recognise these issues as being relevant to their jobs, in the same way that they recognise that safety, health, diversity and inclusion and good customer service is a core consideration in everything they do. Wider activities include an internal information website and Sustainability Staff Network Group, internal communication campaigns, training and TfL Management System improvements.

4 Scope and content of reports

Sustainability Report

- 4.1 The TfL Sustainability Report provides narrative on the benefits of the existing work we deliver from a social, economic and environmental perspective. This is primarily an external facing document with the aim of communicating our sustainability framework to our customers and suppliers.
- 4.2 The report will act as baseline with updated metrics to help us understand our progress against our strategy, commitments and priorities. We have used the Global Reporting Initiative (GRI) Sustainability Reporting standards to guide the development of the report. The GRI standards help translate the UN Sustainable Development Goals down to an organisational level. Through future iterations we intent to strengthen this and ultimately work towards a GRI compliant report. It is structured around the three pillars of sustainability:
- (a) **Society** – Caring about our colleagues, customers and communities through safe, healthy and accessible transport services;
 - (b) **Environment** – Operating in a sustainable way, to protect and regenerate the natural world; and
 - (c) **Economy** – Being financially sustainable to provide a resilient and good quality of life for all.
- 4.3 We will report annually to the Panel on our progress and performance against metrics and plans on how we will improve described in the report. We will publish new versions of the report itself on a regular, but not necessarily annual, basis.

Corporate Environment Plan

- 4.4 Our CEP sets out our environmental ambition and how we will achieve this through our operations, maintenance and construction activities. It forms the detailed environmental pillar of our sustainable development approach.
- 4.5 The CEP focuses on our own activities (excluding things such as MTS outcomes delivered by boroughs for example). We have developed our plan so that we can better:
- (a) transparently communicate our environmental ambition and priorities to our stakeholders, including our own people and our supply chain;

- (b) nurture an environmental culture across the business which places environmental sustainability at the heart of business decisions;
 - (c) develop the baseline against which to set targets for our environmental performance, and track and measure progress both effectively and accurately; and
 - (d) help demonstrate the environmental benefits of the work we do.
- 4.6 Progress on the delivery of the CEP objectives will be reported through quarterly reporting processes to the Panel and annually through the TfL SHE Annual report, and future Sustainability Reports.
- 4.7 We have developed our CEP along five key themes, each of which will help us support the transition to a zero-carbon London:
- (a) **Climate emergency:** Reduce carbon emissions from our activities and ensure we are ready for the impacts of climate change;
 - (b) **Air quality:** Reduce emissions of harmful air pollutants from our activities;
 - (c) **Sustainable resources:** Support a low-carbon circular economy;
 - (d) **Green infrastructure:** Protect, connect and enhance our green infrastructure, including the biodiversity, habitats and ecosystem services on our estate; and
 - (e) **Best environmental practices:** Deliver our activities responsibly and be a good neighbour.
- 4.8 The plan brings together all our existing environmental targets and commitments from the MTS and LES, as well as those that have emerged since the publication of these documents, into one place for the first time.

5 Financial Implications

- 5.1 The environmental ambitions set out by the CEP are aligned to the Policy Consistent Scenario of TfL's Long-Term Capital Plan.

List of appendices to this report:

None

List of Background Papers:

None

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Date: 14 September 2021

Item: Human Resources Quarterly Report

This paper will be considered in public

1 Purpose

1.1 The Quarterly Report is a standing item on the agenda for this Panel. It provides an update on key Human Resources (HR) led activities and performance for the period July - September 2021.

2 Recommendation

2.1 The Panel is asked to note the report.

Appendices:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

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HR Quarterly Report July - September 2021

September 2021



HR Quarterly Report

July - September

2021

Introduction

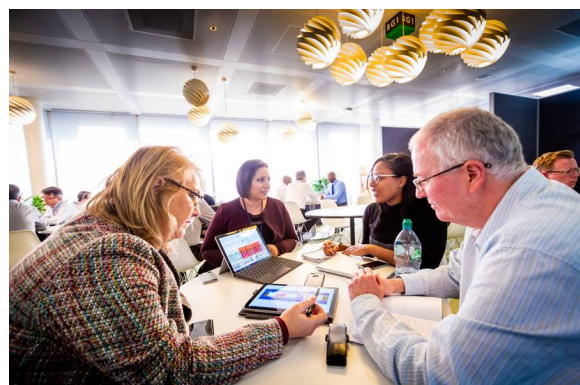
This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues from July - September 2021, to make Transport for London (TfL) a great place to work, for everyone.

The first section provides an update of our people performance against TfL scorecard measures.

The second section includes detail on our ongoing response to the coronavirus, including our move toward office re-occupation and transition to a hybrid way of working.

The final section updates on activity delivered across the HR function aligning to three of our top People Priorities:

1. A More Inclusive and Diverse Organisation
2. An Engaged, Motivated and Healthy Workforce
3. The Right People, Skills and Capacity to Deliver the Business Plan



People Scorecard Measures and Performance 2021/22

Pan-TfL scorecard

For our people, our annual scorecard measures are focused on improving engagement, embedding an inclusive culture, striving for equality across the organisation and monitoring the health and wellbeing of all our people.

Our People targets for 2021/22 are:

- Maintain the 2020/21 total engagement level at 62 per cent
- Achieve a two percent point increase in our people feeling involved, included and safe at work, up to 54 per cent
- Achieve a two percent point increase in the overall wellbeing of our people, up to 59 per cent.

Now that the scorecard is in place, we will work to ensure we achieve the targets set out. HR are both driving initiatives centrally and supporting the business with people activity to help us achieve these targets. More detail on these initiatives is set out in the remainder of this report.

Our first key indicator of progress against the People scorecard measures will be the results of our annual Viewpoint staff survey, due to run in October 2021.

Divisional scorecards update

Professional Services Scorecard Measures

In addition to the Pan-TfL scorecard, divisional scorecards have now been established in London Underground, Surface Transport and Professional Services.

There are four key people milestones central to our people programme of work included on the 2021/22 Professional Services scorecard.

- **Action on Inclusion strategy.** Strategy to be published and prioritised programme of work to deliver strategy developed. To be completed by January 2022.
- **Successful completion of the new ways of working transition phase.** Enable hybrid working implementation and inform estates strategy. To be completed by March 2022.
- **Talent management enabled by SAP Success Factors (part of wider ERP project).** Talent modules in use across the organisation in time for end of year performance management conversations and to enable critical roles and succession plans to be added to the system. To be completed by February 2022.
- **Implement Vision & Values across our hire to retire processes, policies and procedures.** Develop implementation plan. To be completed by March 2022.

These milestones have been identified as key pieces of work that will support the business to meet our emerging priorities through our

people and continue to make our organisation a great place to work for everyone.

Supporting colleagues through our recovery from coronavirus

Deaths in Service

We continue to do everything we can to support the families and loved ones of the 95 colleagues who have tragically passed away from Coronavirus. Our Employee Assistance Programme is available to all employees and their dependents and provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor, bereavement counselling services and access to Cruse, a dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line.

Response to the Government's Roadmap out of lockdown

The majority of restrictions on contact and social distancing have now been lifted by the Government.

From 16 August, the rules on self-isolation across England changed for anyone who becomes a close contact of a person who tests positive for COVID-19, depending on their vaccination status.

This means that colleagues who are fully vaccinated and are identified as a close

contact by the NHS Test and Trace service or NHS COVID-19 app no longer need to self-isolate unless they develop symptoms of COVID-19 or test positive.

If colleagues are notified by the app, we are encouraging them to book a PCR test as soon as possible to check they are negative. They can continue to come to work while they are waiting for the test.



We are also asking colleagues to continue to inform their manager if they have been notified by the app so we can ensure contact with anyone who is Clinically Extremely Vulnerable (CEV) is kept to a minimum.

We are also encouraging everyone to take the vaccine when offered and advising anyone

who has concerns about the vaccine to discuss this with their GP. Time off for getting the vaccine is being managed at a local level and managers are being encouraged to offer flexibility to shifts and working arrangements to allow for this.

Transition to Hybrid Working

Government guidance on social distancing and working from home has changed and we have now begun the transition to hybrid working.

This will mean that office-based colleagues will gradually move away from working from home full-time and will instead split their time between our offices and working remotely. We believe that a hybrid working model is the most appropriate for our business in order to allow for collaboration, co-operation and learning and development. Our engagement on this topic tells us that in the future, people see the primary purpose of our offices as enabling greater cohesion and collaboration.

In support of this, our approach to hybrid working is guided by the five Cs – **cohesion**, **collaboration**, **culture** and bringing back **confidence and care**. We want people to use offices for these reasons and make informed choices, with their line manager and team members, about when they are working in an office location and when they will work remotely.



Transition began on 17 August. Initially whilst we transition, we are not mandating colleagues to come into the office, however, we anticipate that from mid-November all colleagues will be required to return for some of their working time.

The transition phase will run to March 2022 which will allow the programme to test, trial, adapt and evolve our approach driven by evidence and insights. We have conducted a Risk Assessment (and an Equality Impact Assessment) which continue to inform our programme deliverables to support people to adopt the new ways of working.

Travel Allowance scheme

Last year we introduced a temporary Travel Allowance Scheme for colleagues who needed to travel to a workplace one or two days a week using National Rail services. This temporary measure helped those travelling avoid the need to purchase an annual season ticket.

To support our transitional approach to office re-occupation and the hybrid working model we have chosen to extend the temporary Travel Allowance scheme to 31 December 2021. We are currently reviewing the use of the new National Rail Flexi Season Tickets offering announced by the Government.

Supporting Health and Wellbeing

The Kaido team challenges remain one of our most popular wellbeing interventions. Over 1,200 colleagues joined in the latest challenge ‘the space race’ which concluded on 18 June. Participants earned points by increasing activity levels, trying new types of exercise and adding mindfulness to the daily routine.

The winners were a team of customer service assistants from the Victoria line called Red Panda.

Feedback showed that 88 per cent of participants felt healthier at the end of the challenge, 31 per cent slept more, 82 per cent were making better nutrition choices, 78 per cent had increased their daily steps, 47 per cent had tried a new form of exercise and 88 per cent said their overall activity levels had increased.

Kaido is just one of a number of Wellbeing Support interventions we offer. All colleagues have access to online tools and resources via the Health and Wellbeing SharePoint site. We have increased resources to our Employee Assistance Programme (EAP) and are also converting our previously classroom-based health and wellbeing related courses into online courses so colleagues can continue to access these resources. We continue to offer mental health training for people managers and this course was updated to include the impact of the coronavirus.

A More Inclusive and Diverse Organisation

TfL Equality Objectives

We have recently finalised refreshed equality objectives, and these will be published on the TfL website during September. As a public authority we are bound by the Equality Act 2010 and the Public Sector Equality Duty, which includes a requirement to publish equality objectives.

In addition to fulfilling our legal obligations, the objectives, which were developed in consultation with business stakeholders, will form a framework for a programme of work that will support our aim of ensuring our network is accessible and safe for all Londoners and visitors to our city; to ensure we place inclusivity at the heart of everything we do and to build an inclusive workplace where everyone can grow and thrive. The objectives cover both the customer and workforce elements of our Diversity and Inclusion strategy.

Our Equality Objectives 2021-2025

Objective	Detail	Area
Customer Service	Ensure our transport network is inclusive of everyone, with consistent customer service which considers all aspects of diversity and social impact, enabling social mobility through access to opportunity	Customer
Customer Information	Ensure customers have the information they need to travel, focusing on those who may be currently underrepresented or have more acute barriers	Customer
Inclusive Infrastructure	Improve the accessibility and inclusivity of London's transport infrastructure and our estate, prioritising those currently excluded or finding access difficult and unwelcoming.	Customer
Safety	Ensure travel in London is safe and people aren't disproportionately impacted and deterred from travelling because of safety concerns	Customer
Health of all Londoners	Ensure that our transport system and approach to urban planning promotes and improves the health of all Londoners. Ensure health initiatives factor in the needs of those most impacted.	Customer
Inclusive Decisions, Accountable Leaders	Ensure inclusivity is hardwired into our decisions. Continue to build our leaders' knowledge and understanding of diversity and inclusion to enable them take personal accountability for making customer-centric, inclusive decisions and drive an inclusive culture.	Customer
Inclusive Partners, Supply Chains and Industry	Through procurement, funding and influence, ensure more of our partner organisations, suppliers and the wider industry have inclusion as a core value. Work with external organisations to learn lessons and embed best practice	Customer

Affordability	Ensure we offer value for money for all Londoners with a fare structure and concessions that are fair, clear and well communicated	Customer
Stakeholder and Community Engagement	Effectively inform, develop and deliver our strategies, services and programmes, by aiming to carry out best practice, representative and proportionate engagement with London's diverse communities. Make sure our approach is accessible and inclusive.	Customer
Workforce Representation	Increase the diversity of our organisation at every level, so that it better reflects the diversity of London	Workforce
Fairer Internal Opportunities	In light of our new Vision and Values, we will ensure an unwavering commitment to improving the recruitment, retention, and career development of our internal talent, with the overall aim of being an employer of choice	Workforce
Inclusive Culture	In response to our Annual Viewpoint Survey and Listening Sessions, we will create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self. All leaders will be accountable to create a people centric, inclusive environment where there is a deep sense of pride, passion and respect for the lived experiences of others	Workforce
Future Skills Agenda	Explore and invest in the future skills of our organisation to ensure we create a diverse talent pipeline that will enhance our ability to meet our objectives and the Mayor of London's	Workforce

The Diversity and Inclusion team will communicate the objectives across the organisation and work with the delivery teams accountable for the individual initiatives to

develop delivery plans. We propose to establish a quarterly high-level project board to ensure delivery against the objectives.

The objectives will form a foundation to the ongoing development of our future focused Diversity and Inclusion strategy, Action on Inclusion, scheduled to be published in January 2022.

Welcoming Marica Williams



We were delighted to welcome Marica Williams as our new Director of Diversity, Inclusion and Talent in July.

Marcia joins us with a wealth of experience, most recently from her time at Thames Tideway as Head of Development and Inclusivity.

Marcia will be responsible for the Diversity and Inclusion strategy, principles and

practices which are delivered across the respective businesses, acknowledging the differing needs and business plans in each area.

Marcia will also be responsible for implementing a TfL-wide talent strategy, organisational development and talent acquisition and creating a diverse workforce with a culture of high performance to meet current and future needs.

Staff Network Group Review

We have recently undertaken a comprehensive review of our Staff Network Groups (SNGs) focusing on how we can empower the groups to be even more effective and successful at the positive work that they do.

They will benefit from more clearly defined roles and responsibilities, a new SNG reporting structure with a greater level of senior sponsor involvement, and clear outcomes and objectives for the SNGs.

One output of the review was an acknowledgment and recognition of the time and effort they put in to achieve the aims and objectives of their group. As a result, SNG committee members will now receive 10 per cent and 20 per cent time off their day job to dedicate to SNG activity and the voluntary positions will be recognised in their end of year performance conversations.

The six SNGs and other Specialist Interest Groups will sit under an umbrella term of Employee Network Groups (ENGs) as endorsed by the Executive Committee and senior leadership team. The SNGs will be

defined by protected characteristics (see below):

- Outbound
- RACE
- Women's Staff Network group
- Faith Staff Network Group
- The Staff Network Group for Disability
- Carers, Parents and Guardians.



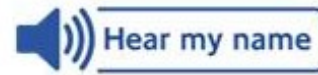
Diversity and Inclusion Taskforces

We have been working closely with our HR Business Partnering Teams and our Managing Directors to establish local Diversity and Inclusion Taskforces. Taskforces enable colleagues to support the diversity and inclusion agenda, help drive actions and initiatives at a local level and help track progress.

Voice Signatures

Tech and Data, and our Outbound SNG have been working on adding voice signature functionality to emails for internal colleagues. A simple gesture of others, pronouncing a name correctly and addressing you how you wish to be addressed certainly helps foster

inclusion, feeling valued and a sense of belonging.



An Engaged, Motivated and Healthy Workforce

Performance Management Changes and myJourney

The focus of our approach to performance management going forward will be on how we enable our people to be the best they can be and thrive at work. We want to create a more open and empowering environment to help our people succeed.

In August, the Executive Committee approved our new approach to performance management. We are introducing a 4-scale rating model to support managers and colleagues and to enable positive conversations about performance at mid and end of year. The new ratings provide more clarity and behavioural indicators, putting an emphasis on wider feedback, collaboration and development to reinforce the importance of our emerging Values.

Rating	Description
I am being supported	Not yet fully delivering objectives or our values. Additional development and improvement agreed
I am achieving	Consistently meeting TfL's expectations. Encouraging progress on delivery of objectives and demonstrating our values.
I am advancing	Fully delivering TfL's expectations for performance and our values to a high standard and making measurable improvement
I am exceeding	Exceeds expectations and delivery of our values is at role model level. Influences others to perform better and has delivered a lasting impact

The ratings will be launched in October of this year and managers will be asked to test out the use of ratings to allow for further feedback and refinement.

As part of TfL's Enterprise Resource Planning Strategy (ERP), we have procured SAP SuccessFactors, a market leading human experience management product suite. We will be implementing two of the modules from September 2021 (Performance and Goals, Succession and Development)

We have taken the decision to brand SuccessFactors (which is the product name) as 'myJourney'. The 'myJourney' concept aligns with our internal comms platform and our external identity.

My journey will be a key enabler of our new approach to performance management and talent. The platform will provide a tech-based solution to support with objective setting and performance management, our new readiness model for employee development, capturing outcomes of regular conversations between employees and their line manager, succession planning and mentoring. We plan to soft launch 'myJourney' with early adopters from the business from 6 September and then followed by the wider organisation on 4 October.

We will ask these teams to provide live feedback on what works well and what needs to be improved before wider roll out across the organisation.

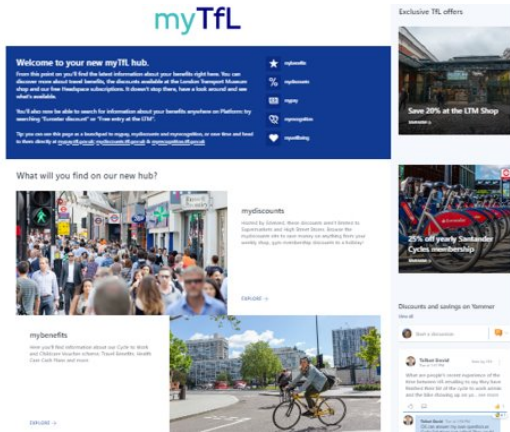


New Reward Hub

We launched our new myTfL reward hub in August. The new hub will act as the access point to all employee benefits and employees can also access pay slip information from the hub. It will be much easier to search for information and it will also enable us to keep it better updated.

The hub is now integrated into our existing Platform intranet system, rather than being hosted on a separate external site. This will give us more direct control over content,

messaging and make it easier for employees to navigate.



being successful and starting their placements in September.



The Right People, Skills and Capacity to Deliver the Business Plan

Update on Graduates and Apprentices

We welcomed 46 graduates and 64 Level 4-6 apprentices in September with their virtual induction running 13–15 September. Induction focused on team building, transitioning to the workplace, working from home, professional behaviours, interactive sessions and presentations from our leaders, SNGs and the current graduates and apprentices represented by the Graduate & Apprentice Committee (GAC).

This year the Emerging Leader programme, a fast track leadership scheme, expanded to more schemes including apprentices. Sixteen graduates and apprentices applied with six

We are delighted that Jane Wright was a finalist in the Engineering Talent Awards Engineering Graduate of the Year category and Amelia Williamson was nominated for an exceptional apprentice award by Chartered Institute of Highways and Transportation (CIHT).

We are actively recruiting a further 58 apprentices to start in January 2022 across London Underground (LU), Engineering, Tech and Data, MPD, City Planning, Surface and RfLI. Nine virtual events have been held for those interested in applying to hear from current apprentices and take part in Q&A sessions with 322 attendees in total. Virtual Assessment Centres have started in September with virtual guidance and preparation sessions offered before applicants attend the assessment centre.

Twenty-nine individuals attended Route into Work information days where they visited depots and gained insight from schemes sponsors and apprentices from LU Track and

Fleet, MPD, Surface, City Planning and RfLI resulting in 10 confirmed applications.

Schools outreach has included nine apprenticeship and careers events, including careers fairs and webinars. We also piloted virtual work experience insight sessions over nine days, interacting with over 200 pupils from target schools in boroughs with high deprivation, supported by 52 volunteers from the business and current graduates and apprentices.

In August the Executive Committee signed off the graduate and apprentice demand for September 2022 and January 2023 which will see our continued investment in skills to support London's economic recovery.

Employability Programmes

In July the Commissioner and Tricia Wright, Chief People Officer, celebrated 15 Steps in to Work Students completing the extended yearlong programme at their end of programme event. Jules Pipe CBE, Deputy Mayor, Planning, Regeneration and Skills, Andrew Stephenson, MP, DfT Minister of Skills joined the students' families, our Royal Mencap and Barnet and Southgate College partners, and TfL volunteers who have supported the students and alumni from the programme including Oliver Folaranmi and Jordan Stuart at the event.

The students will now be supported into employment over the coming year. We are delighted that three of the students have successfully secured roles and are also pleased to confirm an alumni from the previous year's cohort has secured an apprenticeship with the Greater London Authority (GLA). One of the objectives of the

programmes is to equip students for the transition to work, whether that be with us or outside TfL.

The partnership to deliver the Steps into Work programme is currently being retendered to support the next cohort of students.

Levy Pledge Supporting Economic Recovery

We are working with the London Partnerships Collaboration (LPC) who facilitate the transfer of unspent Apprentice Levy funds from large employers to smaller employers in London to enable the creation of more apprenticeships. LPC has been engaged by the GLA and Government policy allows employers to transfer up to 25 per cent of unspent Levy funds to smaller employers who can benefit from a transfer.

We have reached agreement with the LPC to pledge £1m of our Apprenticeship Levy for transfer to companies which:

- (i) support the Mayor's Recovery Missions (Good work for all Londoners, a New Deal for Young Londoners, A Green New Deal)
- (ii) demonstrate commitment to making apprenticeships representative of London
- (iii) pay the London Living Wage
- (iv) have no conflict of interest in receiving our Levy funds.

Workforce Planning

We are continuing to develop our approach to workforce planning and have commenced a project to identify critical roles in the organisation and ensure we have robust succession planning in place for these roles.

We will be trialling our approach with colleagues in Tech and Data during October. This is an area of the business where the retention of key skills is a priority and implementing succession planning is one way of ensuring knowledge and expertise stays within the business.

We plan to roll out this approach across the organisation next year.

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Safety Sustainability and HR Panel



Date: 14 September 2021

Item: Diversity and Inclusion Update

This paper will be considered in public

1 Summary

- 1.1 The focus of TfL's diversity and inclusion (D&I) work for 2020 was spent responding to the social and equality-related impacts arising from Covid-19. As we recover as an organisation and a city from the coronavirus pandemic, we are now presented with a new set of workforce challenges and its important we continue to place diversity, equality, and inclusion at the core of who we are and everything we do.
- 1.2 This paper, and accompanying appendix, provides an overview of the work delivered and planned, that will help us to ensure our workforce is more reflective of London and that we create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 We know that London's diversity is one of its greatest assets and there is more work to do to make our workforce more representative of the city we serve, especially at senior levels. We are taking action to address the lack of diversity within the organisation – from building diverse pipelines for our future leaders up to supporting those ready for a leadership role.
- 3.2 In recent years, we have seen people become more vocal about their beliefs relating to inequality and injustice. A number of societal events saw a huge response and outcry from our colleagues; The killing of George Floyd led to colleagues sharing their own experiences of perceived racism and discrimination, including in the organisation. The murder of Sarah Everard led to many colleagues, in particular female colleagues, sharing their experiences of sexism and their fears around safety and wellbeing.
- 3.3 Our response to societal events like these have improved and we responded by offering many director led 'listening sessions' across the organisation which were well received. However, we recognise there is still some way to go to ensure we consistently provide the supportive and inclusive environment to which we are committed.

- 3.4 We know that diverse and inclusive organisations perform better. When we bring our diverse perspectives and experiences to work, it helps us deliver solutions that work for everyone. We're more likely to achieve an inclusive transport network if our workforce is representative of the city we serve. Not responding to these societal events at a workforce level would have significant cumulative effects on our colleagues: morale, productivity, which can in turn lead to an increased number of grievances, poor industrial relations and an overall perceived lack of empathy and consideration for these incredibly important issues.
- 3.5 We have recently made the decision to permanently split the accountabilities of the D&I Lead role between the customer and workforce side. This ensures a focus and dedicated senior support behind both incredibly important agendas. We have also allocated two additional (previously temporary project roles) D&I Specialists into the D&I workforce structure. This extra permanent resource will provide more bandwidth to support and deliver our strategic pan-TfL D&I agenda.
- 3.6 A summary of our current D&I priorities are shown below. Further detail on each of these is included in the accompanying appendix.
- (a) **Our new D&I Mission Statement** – We have recently refreshed our D&I Mission Statement, Vision and Values to ensure that we are fully aligned to TfL's five priorities. This will ensure we play our part in helping to create a more diverse and inclusive organisation, informed by and for our colleagues.
 - (b) **Our new D&I Support Model** – We have recently reviewed our D&I Support Model to better reflect the demand from both the business and our HR colleagues. This model ensures that we continue to provide a best in class service; one that is both efficient with our time and more strategic in our outcomes.
 - (c) **Our Workforce Equality Objectives** – As part of our legal obligation under the Public Sector Equality Duty (PSED), we have recently agreed our new Equality Objectives, which will be published externally. PSED is the duty imposed on a public authority when carrying out its functions to, in broad terms, have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, foster good relations and advance equality of opportunity.
 - (d) **Staff Network Group Review** – We've recently undertaken a comprehensive review of our Staff Network Groups (SNGs) focusing on how we can empower the groups to be even more effective and successful at the positive work that they do.
 - (e) **Anti-Racism Leadership Charter** – In February 2021, we launched our anti-racism leadership charter, which has been endorsed and signed by all members of the Executive Committee, as part of TfL's commitment to fighting racism in all its forms. In signing up to the five commitments in the charter and the anti-racism manifesto, our leaders are demonstrating their commitment to diversity and inclusion and are taking collective action within the organisation.

- (f) **Hybrid working** – A great deal of consideration has already been given to our safe return to the office, however we will continue to give due consideration to any disproportionate impacts that our new Hybrid working model may have on certain groups of colleagues.
- (g) **Actions to improve inclusion across the workforce** – An overview of the recent initiatives that are currently being delivered that aim to improve inclusion across our organisation. This will help provide line managers and colleagues with the tools and the insight to ensure we deliver a fair and inclusive workplace for everyone by improving line manager capability.
- (h) **Initiatives to develop our internal talent** – In December 2020, the Executive Committee endorsed a refreshed approach to the way we manage talent within TfL. This approach allows us to invest in the latest technology to increase the transparency of skills in the organisation, support internal mobility, build leadership strengths and provide self-help tools for career planning and better management information that is user-friendly and efficient.
- (i) **Initiatives to build diverse pipelines** – We recognise that our leaders and managers play a critical role in identifying our people’s strengths and nurturing talent. We are now ensuring they focus on developing diverse pipelines of people who can move into more senior roles and take our organisation forwards.
- (j) **Actions to create a more diverse leadership team** – We strive to give people the best opportunity to move into senior roles and mobilise internal talent; as well as understanding our overall employee experience to identify opportunities to improve retention. A number of interventions are in place to remove any bias and add diversity of thought to our recruitment of senior leaders.
- (k) **Actions to create a more diverse organisation** – We are reviewing our recruitment process to ensure it promotes equality and inclusion at all stages of the process: anonymous recruitment software, working with our staff network groups and producing Inclusive Recruitment Checklists
- (l) **Building Diverse Talent Pipelines from the start** – We have a number of skills and employment programmes that take a longer-term approach to support people from diverse backgrounds to build successful careers from school through to higher education. This benefit’s both the individuals and our wider employees who support these activities.
- (m) **Addressing Pay Gaps** – Considering the underlying reasons for any pay disparity in order to ensure that it is unrelated to gender, race and disability remains a core priority.

4 Legal Implications

- 4.1 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 we are required to review and publish our equality objectives periodically. The regulations aim to enable the better performance of the public sector equality

duty set out in the Equality Act 2010, which requires public authorities to have due regard, in the exercise of their functions, to specified equality aims.

List of appendices to this report:

Appendix 1 – Diversity and Inclusion Update - Presentation

List of Background Papers:

None

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SEPTEMBER 2021

Diversity at TfL

Marcia Williams

*Diversity, Inclusion and Talent
Director*

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Appendix 1



2 Executive summary

- We are committed to delivering on equality and fairness in our recovery from the pandemic
- We know that London's diversity is one of its greatest assets and there is work to do to make our workforce better represent the city we serve, especially at senior levels
- The environment that we are operating in is uncertain, and this is having an impact on our ability to attract and retain leaders
- We are taking action to address the lack of diversity within the organisation - this spans from building diverse pipelines for our future leaders up to supporting those ready for a leadership role
- We won't stop there – this year, we are launching our **Action on Inclusion** strategy to ensure we continue with a relentless pursuit of inclusive leadership, cultures, behaviours and ways of working across our organisation. We are also:
 - Working with colleagues across the organisation to **define our Vision and Values** to define who we are and set out future direction
 - Measuring our success on **how included our colleagues feel** with a new TfL Scorecard
 - **Addressing issues around race equality** and challenging ourselves to do better by translating the Anti-Racism Leadership Charter into concrete actions to support our colleagues



3 Current context

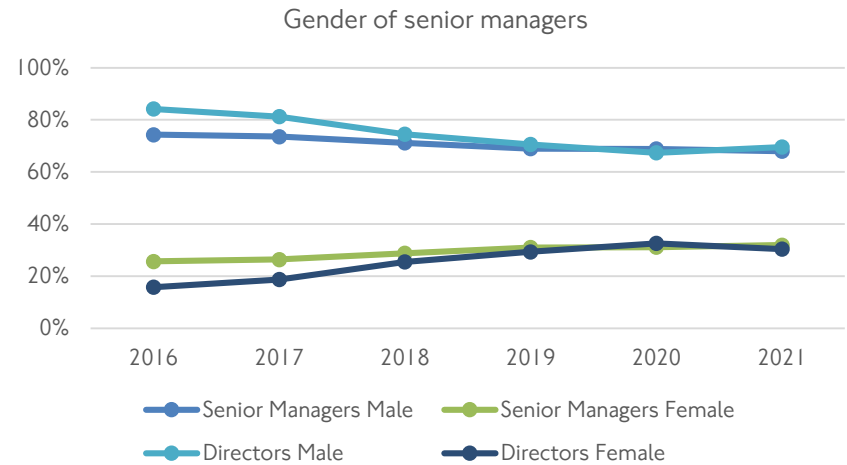
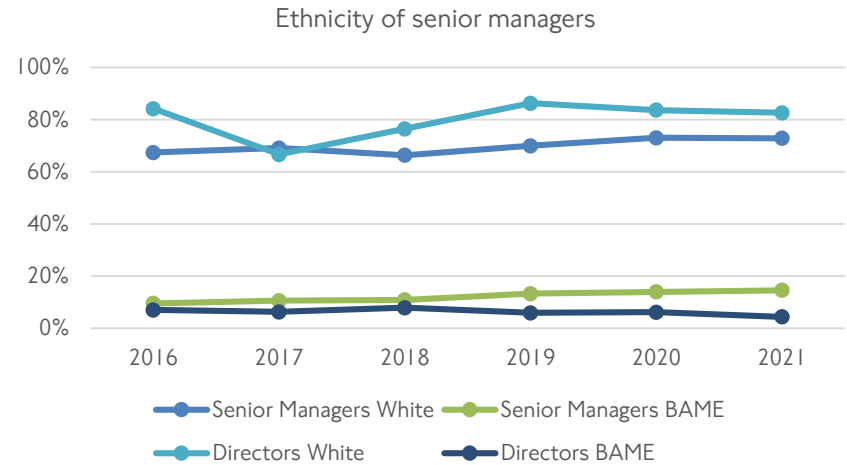
- We know that to succeed in our ambition to deliver a sustainable and inclusive recovery, our workforce must better represent the city we serve – at all levels – and be known for equality of opportunity.
- We are competing in a buoyant employment market - this, paired with the increasing uncertainty that we face as an organisation means that now, more than ever, we need to focus our efforts on attracting and retaining top talent.

• Page 135 • In recent years, we have experienced higher attrition rates in our director population which has negatively impacted the demographic representation of this population.

Our current statistics at a senior level show that we must act now to ensure we make an immediate impact and continue to build a longer-term pipeline of more diverse people joining our organisation. This would have a positive impact on our pay disparity reports






- The Commissioner’s Vision and Values initiative is at the heart of our drive to rebuild morale and confidence amongst our talented workforce, given the major impact of the pandemic on all sinews of our business.

Diversity of senior managers and directors since 2016:



Current context cont.

Current minority population % Vs Economically Active London population

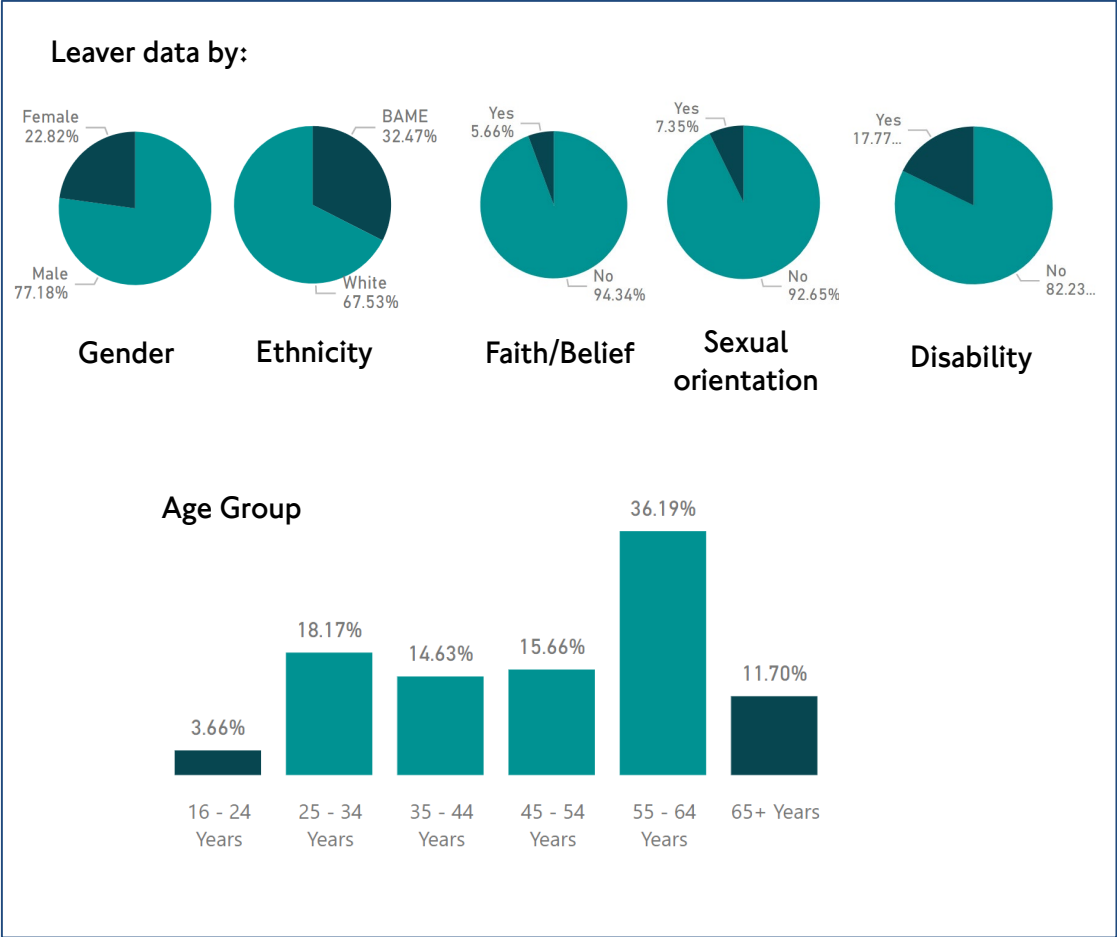
-  **24% female population (46%)**
-  **5% disabled population (11%)**
-  **38.77% BAME population (36%)**
-  **20.71% minority faith/belief (22%)**
-  **6.47% LGB population (5.1%)**

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Workforce Representation Index

71.25%

The workforce representative figure is a calculation to determine how similar our working population is to that of the economically active population in London (EAL).



5 Our NEW D&I Mission Statement

We have recently refreshed our D&I Mission Statement, Vision and Values to ensure that we are fully aligned to TfL's five priorities. This will ensure we play our part in helping to create a people-centric vision and a more diverse and inclusive organisation, informed by and for our colleagues.

Our Mission

To always keep a people centric focus that helps us to create a great place to work

Our Vision

A workplace where diversity, equity, and inclusion are at the core of who we are. A culture that is unapologetically inclusive; where we have a deep sense of pride, passion and respect for the lived experiences of our colleagues and customers. An environment where our colleagues have a sense of belonging, bring their authentic selves to work and where psychological safety is our priority.

Our Purpose

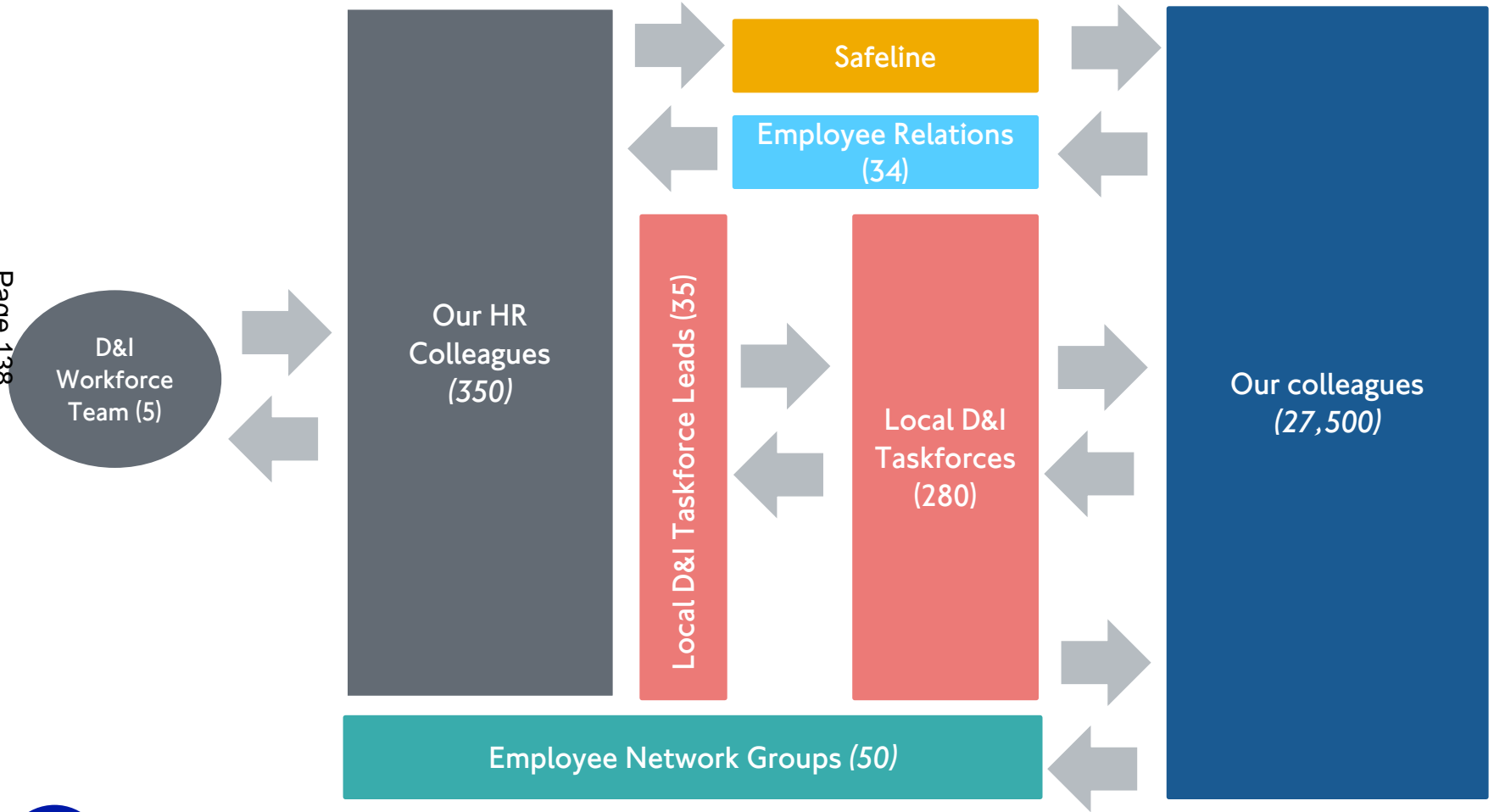
To instil and inspire the personal commitments needed at every level to be curious, speak openly, and lead by example in our diversity, equity, and inclusion agenda. We will drive change in our organisation at both a local and strategic level by ensuring an unwavering commitment to a fair and inclusive workplace for everyone. Our intent is that every aspect of our employee lifecycle is designed and safeguarded to protect fairness and eliminate discrimination.



6 Our new D&I Support Model

We have recently reviewed our D&I Support Model to better reflect the demand from both the business and our HR colleagues. This model ensures that we continue to provide a best in class service; one that is both efficient with our time and more strategic in our outcomes.

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A summary of our Workforce Equality Objectives

We are required under regulations to periodically review and publish our equality objectives.

These are our Workforce Equality Objectives for 2021 - 2025

Workforce Representation

Increase the diversity of our organisation at every level, so that it better reflects the diversity of London

Fairer Internal Opportunities

In light of our new Vision and Values, we will ensure an unwavering commitment to enhancing the recruitment, retention, and career development of our internal talent, with the overall aim of being an employer of choice
We will ensure that all opportunities have an impact on our representativeness

Inclusive Culture

In response to our annual Viewpoint Survey and Listening Sessions, we will create and embed a fairer and more inclusive culture where colleagues at all levels feel engaged and supported to be their authentic self. All leaders will be accountable to create a people centric, inclusive environment where there is a deep sense of pride, passion and respect for the lived experiences of others

Future Skills Agenda

Explore and invest in the future skills of our organisation to ensure we create a diverse talent pipeline that will enhance our ability to meet our objectives and the Mayor of London's



Staff Network Group Review

We've recently undertaken a comprehensive review of our Staff Network Groups (SNGs) focusing on how we can empower the groups to be even more effective and successful at the positive work that they do.

They'll benefit from more clearly defined roles and responsibilities, a new SNG reporting structure with a greater level of senior sponsor involvement, and clear outcomes and objectives for the SNGs.

One output of the review was an acknowledgment and recognition of the time and effort they put in to achieve the aims and objectives of their group. As a result, SNG committee members will now receive 10% and 20% time off their day job to dedicate to SNG activity and the voluntary positions will be recognised in their P&D.

The six SNG's and other Specialist Interest Groups will sit under an umbrella term of Employee Network Groups (ENGs) as endorsed by the Executive Committee and senior leadership team. The Staff Network Groups will be defined by protected characteristics (see below):

- Outbound
- RACE
- Women's Staff Network group
- Faith Staff Network Group
- The Staff Network Group for Disability
- Carers, Parents and Guardians



SNG Faith & Wellbeing

SNG Faith & Wellbeing



9 Anti Racism Leadership Charter

In February 2021, we launched our anti-racism leadership charter, which has been endorsed and signed by all members of the Executive Committee, as part of Transport for London's (TfL) commitment to fighting racism in all its forms. In signing up to the five commitments in the charter and the anti-racism manifesto, our leaders are demonstrating their commitment to diversity and inclusion and are taking collective action to any race related inequalities that may exist within the organisation.

Anti Racism Leadership Charter Commitments

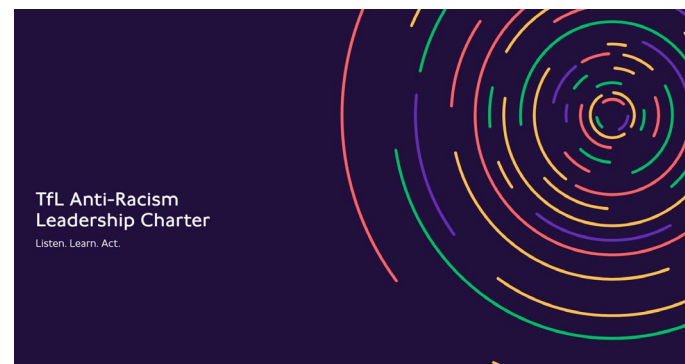
Commitment One: I will be an anti-racist leader and role model for inclusive behaviours, promoting and creating a culture where trust, respect and psychological safety are the norm. I commit to implementing the Personal Anti-Racism Manifesto

Commitment Two: I will be open-minded and will listen so I can better empathise and act on colleagues' experiences of racism. I will educate myself about racism as well as inequality, discrimination, stereotypes and bias, including the intersections with other inequalities

Commitment Three: I will take personal accountability for the creation and delivery of a local race equality action plan, aligned with our Action on Inclusion strategy, and I will report on progress through our formal governance systems

Commitment Four: I will proactively take action through my local race equality action plan to increase the diversity of my team, at all levels. I will focus on using a truly inclusive approach to talent management, including fair and accessible development and secondment opportunities, to ensure this is achieved.

Commitment Five: I will challenge my leadership team to be anti-racist. This means tackling racism head on and being inclusive line managers. I will build these commitments into their performance and development reviews



Top 300 Signatories

262 have signed the ARLC

Six Month Review

To coincide with Black History Month in October

Key Suppliers

Siemens Pilot
Further roll out to our top 60 suppliers



Considerations for fair and inclusive Hybrid working

Where are we now?

Key findings from the baseline survey

- Only 29% felt positive about returning to work in the office, with 24% feeling neutral
- Team **cohesion** and **collaboration** most rated **purpose of the office**
- 94% working in a home environment without much difficulty
- Around 76% want to WFH 3+ days a week in future
- 81% find working from home easy or very easy, 14% were neutral and 5% find it difficult or very difficult

What our leaders have told us previously (interviews conducted by Estates in July 2020)

- As an organisation we should become more **outcomes focused**
- Need to invest in **technology**
- Need to **ensure wellbeing** of our people
- Purpose of the office has changed, need less desks, **more collaboration space**
- **Physically coming together is vital** for creativity, innovation, team building

Future considerations

- **Divided Workforce** – We may end up seeing a divided workforce of those who physically can and want to come into the office, based on age and caring responsibilities. Research suggests women are more concerned than men about the increased household responsibilities.
- **'Present privilege'** – We aim to mitigate for the fact that those present in the office may be involved in spontaneous discussions which may give them better access to project work.
- **Career Progression** – We aim to ensure that a colleagues preference to work from home more than their peers does not impact on their career progression opportunities in favour of those present in the office.

We are seeking to work with employees to accommodate their preferences, whether that is to come into the office every day for wellbeing reasons, or for them to come in only 20 per cent of their working time. The purpose of the transition period is to support staff in adjusting and in finding out what works for them and their teams, in dialogue with their line managers.



II Actions to improve inclusion across the workforce

Voice Signatures

Tech and Data, and our Outbound SNG have been working on adding voice signature functionality to emails for internal colleagues. A simple gesture of others, pronouncing a name correctly and addressing you how you wish to be addressed certainly helps foster inclusion, feeling valued and a sense of belonging.

Trans and Non Binary Guidance

We are currently revising our guidance for lines managers in best practice on creating inclusive workplaces for Trans and Non Binary colleagues. This will detail the support available to both employees and line managers. We are also working with colleagues in T&D to ensure our processes support trans and non binary colleagues.

Mandatory Training

L&D have recently completed a review of all mandatory training across TfL, to develop a baseline (including D&I) for our colleagues. This mandatory learning will be an expectation as part of the individuals development and will help to protect TfL, provide awareness to all employees and ensure knowledge of and promote adherence to legislative requirements.

D&I One Stop Shop

We are currently designing and developing a Diversity and Inclusion One Stop Shop which will be the hub of all D&I data and material. This hub will sit on our Platform Site and aims to provide D&I information in an engaging and intuitive way.

Power BI Lunch and Learns

We recently held a number of lunch and learn sessions to help colleagues understand how to use the Diversity and Inclusion Power BI Dashboards. These interactive sessions helped to better understand where inequalities exist across the whole employee lifecycle and what priority areas they needed to focus on.

Local D&I Taskforces

We have been working closely with our HR Business Partnering Teams and our Managing Directors to establish local Diversity and Inclusion Taskforces. Taskforces enable colleagues to support the D&I agenda, help drive actions and initiatives at a local level and help track progress.



12 Investing in our people - developing internal talent

In December 2020, the Executive Committee endorsed a refreshed approach to the way we manage talent within TfL. This approach allows us to invest in the latest technology to increase the transparency of skills in the organisation, support internal mobility, build leadership strengths and provide self-help tools for career planning and better management information that is user-friendly and efficient. We are already underway with introducing a number of key changes to our existing talent model:



In March 2021, the Conversations Matters model was launched pan-TfL to increase the frequency and quality of performance conversations, with three conversational ingredients 'Open, Brave and Connected' to promote a fair and consistent approach where colleagues feel comfortable to speak about performance and development.



A more inclusive model for talent management, being piloted in May 2021, using 360 feedback to better enable colleagues to achieve their potential, understand their strengths and plan their next steps for their career and learning journeys. The conversations underpinning this will help us identify people who are at risk of leaving the business – giving us a better opportunity to try and retain them.



Informed by our diversity, readiness and succession planning data, newly introduced Talent Forums are being held by local business areas to make considered and strategic decisions to develop strong, motivated and diverse teams to address their current and future skills needs.



Stay Learning - a central hub for learning and development that enables colleagues to take ownership of their own personal development and promotes all learning options from online courses, research and reading, to trainer led learning. The site is accessible to all TfL colleagues from all devices.



New initiatives to build diverse pipelines

We recognise that our leaders and managers play a critical role in spotting our peoples strengths and nurturing talent. We are now ensuring they focus on developing diverse pipelines of people who can move into more senior roles and take our organisation forwards:

- Introducing **succession planning and critical roles** identification from July 2021 to **invest in skills** that we need in the future and ensure **proactive interventions** take place
- Launching a **coaching, mentoring and sponsorship** strategy across the business to upskill managers, develop leaders' coaching capability and develop mentoring and sponsorship for under-represented groups
- Creating a more **reciprocal mentoring approach**, providing opportunities for senior managers and colleagues from under-represented groups to work as equal partners to share experiences
- The **Apprentice and Graduate Alumni Group** provide a platform for those that are keen to advance in their careers through knowledge sharing events
- The **Graduate and Apprentice Committee** provide opportunities to expand their innovate and collaborate with others, through challenging and innovative initiatives such as the TfL wide Hackathon Events

Hackathon Events – addressing our key challenges

- Pan-TfL Graduate and Apprenticeship schemes work together to generate solutions to important and real-life problems faced by TfL
- One of the focus areas of this year's event is how we create **safe spaces** where colleagues feel that they can speak out against bullying, harassment and all forms of discrimination
- Each group presents their solution to a Dragons Den style judging panel consisting of senior leaders within TfL, ideas are then considered and scoped if successful



14 Actions to create a more diverse leadership team

We strive to give people the best opportunity to move into senior roles and mobilise internal talent; as well as understanding our overall employee experience to identify opportunities to improve retention.

A number of interventions are in place to remove any bias and add diversity of thought to our recruitment of senior leaders:



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Our Time - We have been active participants in both of the previous programmes aimed at mid level emerging women leaders. Evaluation and subsequent employment data shows that the sixteen women who have taken part have achieved a high rate of promotions, with almost all of them now in a senior management role. We also provided the largest number of sponsors from amongst our own leaders, so they have impacted on the diversity in other GLA bodies and are currently working with the GLA on the design of the next programme for both women and BAME individuals; we want to further embed the sponsorship model into strengthening our coaching strategy.



15 Actions to create a more diverse leadership team cont.

We strive to enable people the opportunity to move into senior roles within the organisation and there are a number of interventions in place to enable this:

- Enhancing our search process and seeking **expert external advice**, adding **diversity of thought, challenge & robustness** to senior recruitment
- We have adapted a **creative approach** to senior manager assessments that have enabled a **more inclusive route** to interviews and a more **diverse pool of candidates** at interview stage
- **Diversity reviews** are held at each stage which enable panel members to **assess demographic diversity and diversity of thought**
- We have introduced leadership strengths and video interviews focusing candidate approaches to situations relevant to the role. A recent senior recruitment campaign saw **55% diversity of candidates** invited to video interview



A multiple stage recruitment process was used for our current recruitment of the Director of Diversity, Inclusion and Talent role and allowed us to demonstrate a 80% of gender and ethnicity diversity at shortlist stage



16 Actions to improve diversity across the wider workforce.

We have adapted and developed our marketing and attraction techniques to utilise opportunities at application stage to attract candidates from under-represented groups:

- Working in partnership with external organisations and grassroots groups to **reach more candidates from these under-represented groups**
- Working with business areas that have specific issues of under-representation to **use targeted campaigns to improve diversity**
- Sharing inclusive branded messaging across social platforms and groups with targeted activity to **focus on underrepresented groups**
- Liaising with internal staff network groups for targeted role promotion to underrepresented groups and increase visibility
- **Gender neutralised and jargon free copywrite** in job adverts with clear distinction between essential and desirable skills

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A senior managers recruitment campaign in Finance that aimed to address underrepresentation of Black, Asian and ethnic minority staff **successfully recruited 60% of external hires from BAME backgrounds**



17 Actions to improve diversity across the wider workforce cont.

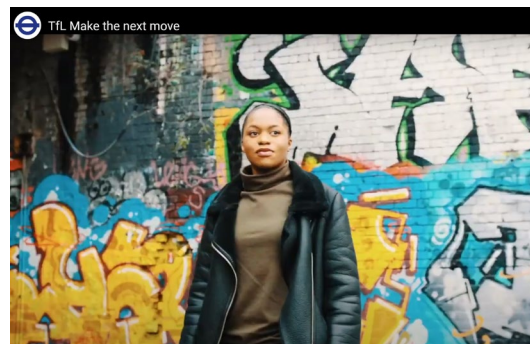
We are utilising a number of techniques to ensure our recruitment process is fair and promotes equality and inclusion:

- **Anonymous recruitment software** for Band 1-4 & operational equivalent roles to remove any bias from the recruitment process by presenting decision makers only with information that is relevant to determining job suitability such as skills, knowledge and experience
- **Working with Staff Network Groups** to run employability workshops for internal staff
- Advising managers on the benefits of **diverse interview panels**
- **Inclusive Recruitment Checklist** for Hiring Managers to clearly outline best practice for inclusive recruitment, so hiring managers can easily ensure that they are running the most open, fair and consistent recruitment possible.



18 Building diverse pipelines from the outset

We have a number of skills and employment programmes that take a longer term approach to support people from diverse backgrounds to build successful careers from school through to higher education. This benefits both the individuals and our wider employees who support these activities.



"Learning 21st century skills in the real world"

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Employee Outcomes	<ul style="list-style-type: none"> • A greater awareness of the needs of diverse groups within TfL • TfL and the supply chain staff is more diverse • Improved workforce performance through greater diversity of thought and improved creativity • Improved engagement • More inclusive leaders • Greater retention and progression
Participant Outcomes	<ul style="list-style-type: none"> • Participants are diverse • Increased employability skills and confidence • Gained employment • Applied for roles within TfL and its supply chain • Improved the quality of life in London through greater employment, skills and equality

Apprentice and graduate hires in 2020/21

- Female apprentice hires have risen from 20% in 2018 to 39.5% in 2020 and graduates rose from 18% in 2018 to 32% for graduate offers made due to start in September 2021
- BAME hires for apprentices had decreased slightly for 2020 hires sitting at 34% but for graduate offers made due to start in September 2021 we have achieved 48%
- We have achieved 50/50 male/female in LU Fleet Level 3 Engineering, 100% female in LU Non Destructive Testing Level 3 Engineering, and 33% female in LU Signals Engineering starts in April 2021 which came from a base of 0 females in 2018

"The students always bring a different perspective and a lot of enthusiasm to the team. Many helped us develop greater awareness of how others with no experience of working with us understand what we do. Helped us all become more patient in explaining things we often take for granted."
Hannah, Health, Safety, Quality and Environment Manager



19 Building diverse pipelines from the outset cont.

As part of our work to increase diversity, we have continued with our Stuart Ross Communications Internship. The 11-month internship was set up in 2006 to address the lack of diversity in the public relations industry. Due to its success, in 2020, new internships were created in public affairs, marketing and communications to increase diversity in sectors where there is a lack of representation.



Pictured above, from left to right, previous interns Press Officer **Joshua Burrell**, Senior Advisor to the Managing Director **Sylvia Mannah** and **Tuminu Onogoruwa**

- In 2020, we hired five paid Interns via the Stuart Ross Communications Internship
- In 2021, we are recruiting for a further five interns
- Since the scheme was set up, 39 people have taken part and have gone on to great careers in the industry
- It's still one of the only schemes of its kind in the country



“Experiencing and working on high-profile projects in one of the busiest and top in-house press office in London attracted me to apply for this internship. Managing all communication aspects of transport and related issues around transport does promise a huge springboard opportunity and platform to do more”
Melvin, Stuart Ross PR internship



20 Addressing pay disparity

Addressing disparity of income across, for example, gender, race and disability remains a core priority. We acknowledge there is more progress to be made in this area, particularly when comparing TfL to wider GLA family.

Examples of initiatives to address this include:

- Gender, ethnicity and disability pay gap reporting and analysis
- Inclusive leadership being a clear focus of our new approach to talent management
- More robust Diversity and Inclusion governance with clear accountabilities and indicators to measure progress in response to our actions and support

4: Representation of equalities groups at different pay levels as at 31 March 2021* **

	<£20,000		£20,001 to £30,000		£30,001 to £40,000		£40,001 to £50,000		£50,001 to £60,000		£60,001 to £70,000		£70,001 to £80,000		£80,001 to £90,000		£90,001 to £100,000		>£100,000		
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	
Gender																					
Female	12	60	399	39	2,061	34	1,018	27	1,711	20	568	17	251	16	97	19	39	20	39	25	
Male	8	40	625	61	3,986	66	2,770	73	7,032	80	2,837	83	1,573	84	412	81	157	80	116	75	
Total	20		1,024		6,047		3,788		8,743		3,405		1,824		509		196		155		
Ethnicity																					
Black, Asian and minority ethnic	8	40	464	45	2,449	40	1,242	33	2,848	33	879	26	400	22	78	15	17	9	12	8	
White	9	45	331	32	2,269	38	2,026	53	4,762	54	2,094	61	1,213	67	368	72	151	77	127	82	
Not stated	3	15	229	23	1,329	22	520	14	1,133	13	432	13	211	11	63	13	28	14	16	10	
Total	20		1,024		6,047		3,788		8,743		3,405		1,824		509		196		155		
Disabled/Not disabled																					
Disabled	2	10	48	5	225	4	114	3	211	2	101	3	45	2	28	5	3	2	3	2	
Not disabled	14	70	605	59	3,853	64	2,142	57	5,232	60	1,931	57	932	51	283	56	126	64	112	72	
Not stated	4	20	371	36	1,969	32	1,532	40	3,300	38	1,373	40	847	47	198	39	67	34	40	26	
Total	20		1,024		6,047		3,788		8,743		3,405		1,824		509		196		155		



What's next?



Identify Pan TfL D&I Priorities - Analyse data from the Inspire a Fairer Future Listening Sessions and local D&I Action Plans from across the organisation, with the aim being to collate common themes and issues that we need to address at a TfL level and produce an Action Plan based on those findings

October



Launching our Action on Inclusion strategy – to communicate the short-term actions we are taking in response to the pandemic and ensuring that a commitment to delivering an inclusive recovery is hard-wired into our short and longer term plans; through a relentless pursuit of inclusive leadership, cultures, behaviours and ways of working across our organisation

2022



Defining our Vision and Values – based on what our colleagues tell us, to help set out our future direction and define who we are as an organisation; making it easier for London to move, work, and grow and for TfL to be a more flexible, responsive, fully integrated transport authority. Following feedback from colleagues and the Executive Committee, the project team are now working on a final version that will be shared soon.

September



Disability Roadmap - Developing and delivering a Disability Roadmap and exploring the benefits and practicality of Disability Health Passports for internal colleagues

2022



Review Safeline – We will review and enhance our current support mechanisms for colleagues to report issues of Bullying and Harassment and or/ discrimination

December



Measuring success with inclusivity – through our new TfL scorecard that underlines our ambition to have a more inclusive culture

October



Pre-Employment programmes - Design and implement a new 12 week pre-employment intervention that incorporates traineeships and a deliverable model for those over 25 with barriers into the work-place.

2022



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Date: 14 September 2021

Item: Safety, Health and Environment Assurance Report

This paper will be considered in public

1 Summary

- 1.1 This paper updates the Panel on our proposed approach to continuing to strengthen and improve our safety, health and environment (SHE) assurance activities. The Office of Rail and Road (ORR) has highlighted the importance of continuing to have appropriate arrangements in place to monitor and review the effectiveness of risk controls.
- 1.2 Recent discussion with our Audit and Assurance Committee identified a need for more visibility and scrutiny of SHE risk management and the assurance processes we have in place to ensure and evidence compliance with our own standards and processes. The Audit and Assurance Committee has asked that we provide more SHE assurance information to this Panel. This is consistent with the request from Panel Members in June 2021 for a more detailed discussion on TfL's Enterprise Risks.
- 1.3 The opportunity for improving SHE assurance was identified in the Transformation business case for the SHE Directorate and was incorporated into the SHE Directorate operating model, and there are several workstreams currently in development or at an early stage of delivery.
- 1.4 Therefore, starting from September 2021, we propose to start reporting SHE assurance information to this Panel. As the digital assurance capabilities currently in development are rolled out, we will have progressively more data and insight to report to the TfL Committees and Panels providing risk oversight.
- 1.5 This paper sets out our proposal for providing information on our assurance activity and findings; and identifies areas where further development is proposed or underway. For context, two appendices are attached: Appendix 1 – Three Lines Model of Assurance; and Appendix 2 – Key SHE Risks and Oversight.

2 Recommendation

- 2.1 **The Panel is asked to note the paper, identify any further development areas and agree to regular reporting to this Panel.**

3 Background

- 3.1 Successful SHE assurance improves the effectiveness of SHE management. It is not sufficient to have good processes and procedures in place to manage key risks, we need to generate evidence that we are following those processes and improving our performance. This is true for our own management purposes and it is also necessary to provide that evidence to the TfL Committees and Panels

that provide risk oversight, regulators and potentially key stakeholders such as the London Fire Brigade. Particularly in a context where serious injuries or incidents are relatively rare, effective assurance provides us with leading indicators and the opportunity to proactively address risks before they are realised.

- 3.2 The ORR has advised industry, including TfL, to beware of complacency. This includes effective monitoring, audit and review, which was listed as a “key area of focus” in the ORR’s 2019/20 feedback to us.
- 3.3 Providing assurance within the complex landscape of TfL, and across multiple topics, is challenging. Enterprise Risk 1 – Major safety, health or environmental incident or crisis (ER1) includes monitoring and reviewing key strategic SHE risks. We also note recent discussions at the Audit and Assurance Committee and this Panel, which have identified a need for more visibility and scrutiny of our risk management.
- 3.4 An integrated approach has been adopted to deliver this improvement, based on two complementary strands of work. The first of these concerns ensuring sufficient visibility, including reporting to senior executives on SHE assurance and key SHE risks in a unified and consistent way. The second strand includes improvement of our assurance processes to ensure the required tools and processes are in place. This work is being developed collaboratively between SHE, General Counsel and other relevant teams such as Engineering.

4 Improving reporting

- 4.1 Assurance trends and analysis are currently reported to the Audit and Assurance Committee and TfL’s Executive Committee. Audit reports issued are given a conclusion of ‘well controlled, adequately controlled, requires improvement or poorly controlled’. Individual findings within audit reports are rated as high, medium or low priority.
- 4.2 Most of the assurance data currently available relates to audits carried out by the Integrated Assurance team in relation to health and safety, security and engineering compliance. Over time, and based on the digitisation workstream described below, it will also be possible to develop more comprehensive data around assurance activities carried out by local management teams.
- 4.3 Moving forward, we propose providing a quarterly update to the Panel, detailing the assurance activities regarding ER1 controls. Reports to other TfL Committees and Panels include lists of completed and scheduled audits. These are currently being revised with more of an emphasis on data and intelligence.
- 4.4 From September 2021 it is proposed to provide assurance data to the Panel in the form of:
 - (a) progress against the agreed audit plan;
 - (b) year on year trends of audit ratings;
 - (c) breakdown of audit conclusions by Enterprise Risk;

- (d) breakdown of audit conclusion by business unit; and
- (e) audit action closure.

5 Improving Tools and Processes

- 5.1 The opportunity for improving SHE assurance was identified in the business case for the SHE Directorate and was incorporated into the SHE Directorate operating model and there are a number of workstreams currently in development/delivery.
- 5.2 Working within the three lines model of assurance, which is the assurance model adopted by TfL to ensure our arrangements for managing risk are effective (see Appendix 1 for full details), the current SHE assurance improvement workstreams include:
 - (a) a collaborative cross-TfL Assurance Forum bringing together SHE, TfL Engineering, and General Counsel to coordinate activity, share information and provide peer review and support. This is designed to provide a common approach to SHE assurance, support continuous improvement and minimise duplication of effort. The Forum has been established and currently meets quarterly, with an agreed Terms of Reference and key deliverables;
 - (b) work to further strengthen robust and consistent SHE assurance reporting for our management of suppliers has started. Work to develop a pan-TfL SHE compliance monitoring capability is also currently underway;
 - (c) a defined SHE assurance planning process for SHE and the wider TfL assurance community. This is being piloted in the Construction and Projects area and will be rolled out more widely in the latter part of this year; and
 - (d) as part of the SHE Management System (SHEMS) improvement project, we will be:
 - I. updating assurance requirements for all SHE topics in the SHEMS; and
 - II. digitising assurance processes and tools, which allows for more integrated tools, makes data available for strategic analysis and reporting and provides simplification for the business. Over time, this will change the way in which the business captures assurance data, using digital tools to put the forms 'in the pocket' of the member of staff and also allowing them to be configured to the role of the individual.
- 5.3 The SHEMS project is proceeding in tranches with the first tranche due for completion in October 2021. Overall these improvements will enable new comparative analysis to be conducted, providing insight that will inform SHE related decision-making, contribute to our ability to take a more forward-looking stance in relation to SHE risk management, and enhance the data we are able to provide the TfL Committees and Panels that provide risk oversight.

List of appendices:

Appendix 1 – Three Lines Model of Assurance
Appendix 2 – Key SHE Risks and Oversight

List of Background Papers:

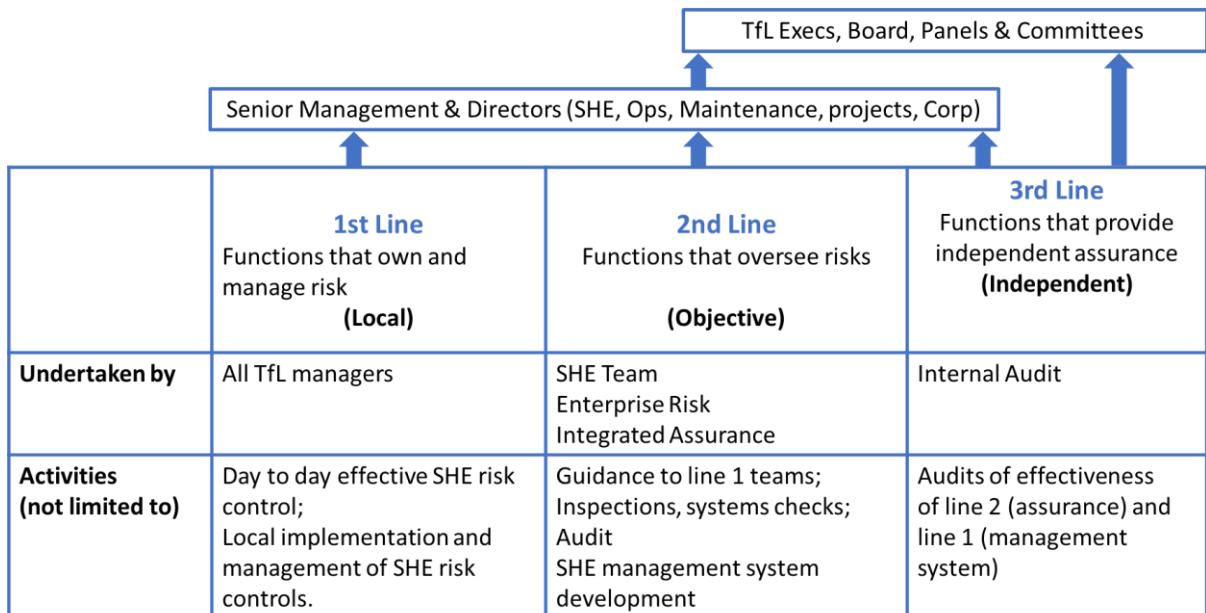
None

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Appendix 1 – Three Lines Model of Assurance (as applied to SHE)

- 1 All assurance in TfL, including SHE, is based on the three lines model as outlined in the TfL Enterprise Risk Management Framework which is supported by the TfL Enterprise Risk Management Policy.
- 2 Local management teams remain accountable for first line SHE assurance, with SHE support.
- 3 Risk oversight functions like the SHE Directorate, Integrated Assurance, TfL Engineering, Programme Management Office etc. are accountable for second line (objective) assurance.
- 4 Independent assurance functions, like the Internal Audit team, are accountable for third line assurance.

SHE Specific Three Lines Model



- 5 Beyond the scope of internal assurance functions, regulators and enforcement authorities act as a de facto 'fourth line' of assurance.

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Appendix 2 – Key SHE Risks and Oversight

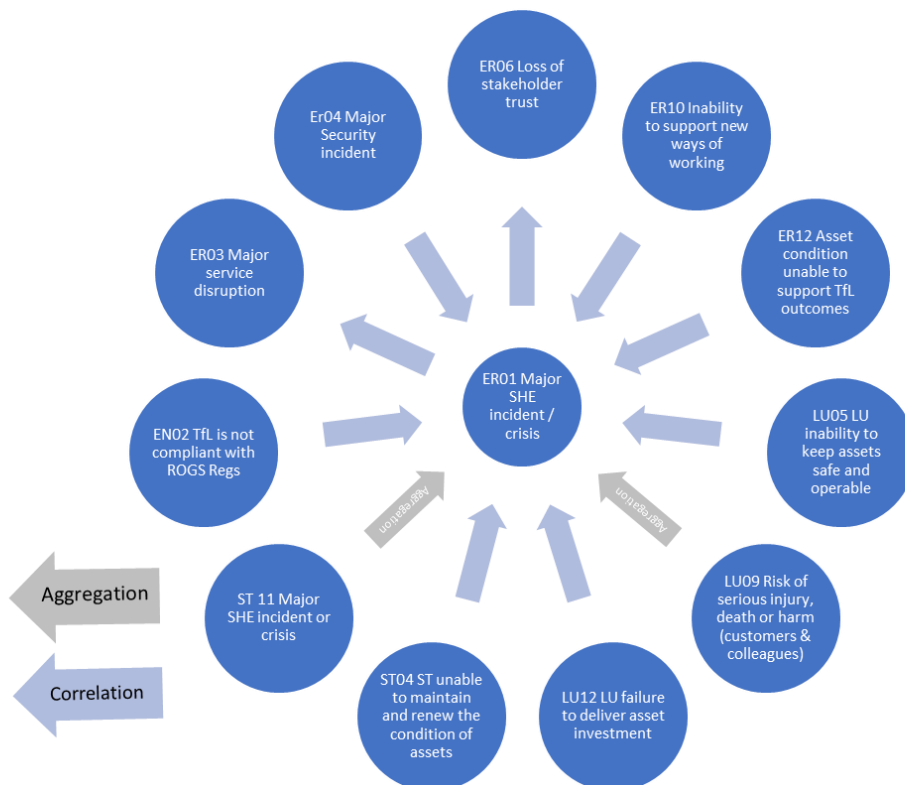
- 1 SHE assurance should be comprehensive, covering all areas of SHE risk including management of change, but with a focus on our greatest risks.
- 2 Key strategic Enterprise Risks (level 0) are outlined in *ER1: major safety, health or environmental incident or crisis*. ER1 is correlated with the following level 0 risks:

ER3 Major service disruption
 ER4 Major Security Incident
 ER6 Loss of stakeholder trust
 ER10 Inability to support new ways of working
 ER12 Asset condition unable to support TfL outcomes

- 3 ER1 is aggregated from the following level 1 risks:

LU09 Risk of serious injury, death or harm (customers or colleagues)
 ST11 ST Major safety, health or environmental incident or crisis

Correlation and Aggregation of ER1 with other TfL risks



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Date: 14 September 2021

Item: Enterprise Risk Update – Inability to Support New Ways of Working (ER10)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of the Level 0 risk “ER10 – Inability to support new ways of working”, which focusses on technology, people and estates. This risk was reviewed by the TfL Executive Committee in August 2021.
- 1.2 The New Ways of Working (NWOW) programme has been set up to mitigate ER10. The risk status has been amended to ‘adequately controlled’.
- 1.3 A paper is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL’s commercial position. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the exempt supplemental information on Part 2 of the agenda.**

3 Background

- 3.1 The NWOW programme focusses mainly on people who were based in our Head Offices pre-coronavirus pandemic, but we have also engaged operational Directors and operational accommodation leads to ensure we remain aligned, and wherever possible will look to share benefits with non-Head Office based staff.
- 3.2 Some ways of working apply to large groups of TfL employees while others are only relevant to specific teams. This risk focusses on the former group and it is expected that risks concerning the latter are managed locally through established Level 1 and Level 2 risk management frameworks. This risk is also limited to ways of working for operational and non-operational office-based employees. Risks concerning inability to support new ways of working in operational non-office-based areas are being managed and mitigated by Surface and London Underground (LU) operational teams.
- 3.3 Key drivers for moving to New Ways of Working, i.e. hybrid model:

- (a) Financial imperative of achieving the estates savings in the Business Plan from rationalising the head office estate;
 - (b) Evidence from our findings (including survey, focus groups, directors' interviews) suggest there's a strong appetite to retain high levels of remote working; and
 - (c) Many organisations have started working towards a hybrid model, and we might become a less attractive employer if we didn't adopt new ways of working.
- 3.4 This programme is a good example of the kind of cross-cutting change that is becoming more common in our change Portfolio. The programme is taking input and coordination from across TfL to develop and deliver enablers for hybrid working, including; Estates; Human Resources (HR); Diversity and Inclusion (D&I); Safety, Health and Environment (SHE); Legal; and Data and Technology (D&T).
- 3.5 NWOW programme will also help mitigate "ER02 – Protecting the Wellbeing of our People". Ensuring our people have confidence returning to an office environment and working within the hybrid model will be an important driver of employee engagement and wellbeing at work.

4 Causes of the Risk

- 4.1 The causes of this risk are grouped into rapidly changing external environment, technology, people and estates.
- (a) **Rapidly changing external environment:** Our plans for transitioning the organisation towards hybrid working are significantly impacted by our need to be responsive to government guidance in relation to returning to offices, and the rate of Covid-19 infections impacting our operational resilience.
 - (b) **Technology:** Because of repeated cost saving exercises, we have been using certain technology assets past their scheduled end of life, which could impact application performance and availability. We have prioritised the refresh of these assets over the delivery of all-new capabilities. There are also international technology supply chain shortages which are an ongoing threat to our ability to quickly procure assets.
 - (c) **Managers' confidence:** Line managers not feeling supported, upskilled or equipped to effectively manage widely dispersed teams under hybrid working model, whilst ensuring team performance and wellbeing of our people
 - (d) **People resist hybrid working:** TfL has been able to successfully maintain productivity of home working staff throughout the pandemic. Transitioning back to working in the office may be more challenging for our people than they might expect, having been away for a significant period. People may resist adoption of hybrid working or may not engage with the new purpose of the office. Also, our people will want to see that senior management are role modelling the new ways of working.

- (e) **Dependency on Office Estates programme:** Our buildings and workplaces need to be equipped to enable the new purpose of the office under hybrid working. NWOW programme has clear dependencies with the Office Estates programme that need to be carefully managed to ensure successful delivery of NWOW outcomes and benefits.

5 Consequences of the Risk materialising

- 5.1 We will be unable to make the estates savings in the Business Plan.
- 5.2 We could still build on the smart working practices that were in place before the coronavirus pandemic to realise some estates savings and allow people greater flexibility; however, people may question why we are returning to a version of the 'old model' when working remotely has been so successful.
- 5.3 We may face a high level of people disengagement and retention issues if we are unable to keep pace with the industry trend of moving to new ways of working.
- 5.4 It may cause credibility issues internally with our people and reputational damage externally for TfL and may further have an impact on delivering GLA Collaboration outcomes.

6 Mitigation Plan

- 6.1 We now have the programme with a clear vision and roadmap which is a significant development from the last time this risk was reported on. Our agile approach to programme management, planning and governance is our mitigation to ER 10. This is a key factor in the reassessment of the risk status being updated.
- 6.2 The programme is coordinating the delivery of clearly identified enablers towards hybrid working under each of these workstream, led by subject matter experts (SMEs): D&T, Estates, HR, D&I, SHE, Culture and Ways of Working, Legal, Communications. The workstream delivery plans also incorporate mitigations for the risks mentioned under section 3 in this paper.
- 6.3 We began a gradual transition to hybrid working from 17 August 2021, in line with the government guidance. In the first three months, a partial return to the office will be optional. We intend that from mid-November all employees will be required to return to the office for at least 20 per cent some of their working time.
- 6.4 The transition phase will run to March 2022, and ahead of this date we will be looking to submit a detailed business case proposal for the future hybrid working for TfL, for implementation approximately April 2022 onwards. A longer duration of the transition phase will allow the programme to continue to implement enablers as well as test, trial, adapt and evolve our approach driven by evidence and insights.
- 6.5 Our SMEs and business reps from Professional Services, LU and Surface are supporting and ensuring alignment with relevant programmes of work which read across to operational areas.

- 6.6 We are also mindful of several interlinked projects that we need to continue to stay aligned with in order to realise benefits:
- (a) **Estates opportunities** – accelerating the reduction in the number of buildings we occupy as a part of our savings plan and our commercial strategy;
 - (b) **Office Estates Strategy** – our approach to remote working should support opportunities to dispose of or re-purpose some of our estate in the long term, securing either capital receipt or long-term revenue. It should also be aligned to our emerging ‘workplace strategy’ which is currently under development;
 - (c) **GLA collaboration and other third-party opportunities** – it is likely that we will share our estate space with the GLA and other third parties. This will generate revenue for TfL and result in less allocated space for TfL employees.
- 6.7 We have conducted a Risk Assessment (RA) and an Equality Impact Assessment (EqIA) which continue to inform our programme deliverables to support people to adopt the new ways of working. The RA and EqIA are evolving documents and will also inform our hybrid working enablers to subsequently develop a detailed proposal and business case for the future hybrid working model for TfL.
- 6.8 We are currently reviewing our scope of work that might have financial implications. This will be submitted for approval ahead of 2021/22 financial year end.

List of appendices to this report:

Appendix 1 – Risk Template (Exempt information)

List of Background Papers:

None

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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