

Agenda

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

Date: Wednesday 29 June 2022

Time: 10:00am

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

Members

Dr Lynn Sloman MBE (Chair)
Dr Nina Skorupska CBE (Vice-Chair)
Kay Carberry CBE
Bronwen Handyside

Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

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Further Information

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

James Varley, Secretariat Officer, 020 7983 4613; email: JamesVarley@TfL.gov.uk;
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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
Tuesday 21 June 2022

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 29 June 2022

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 24 February 2022
(Pages 1 - 8)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 24 February 2022 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 14)

General Counsel

The Panel is asked to note the updated actions list.

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

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Safety, Health and Environment Assurance Report (Pages 81 - 96)

Director of Risk and Assurance

The Panel is asked to note the report.

7 2021 Road Safety Performance (Pages 97 - 110)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

8 Responsible Procurement (Pages 111 - 130)

Chief Finance Officer

The Panel is asked to note the paper.

9 Human Resources Quarterly Report (Pages 131 - 144)

Chief People Officer

The Panel is asked to note the report.

10 Attraction and Retention of Our Employees (Pages 145 - 152)

Chief People Officer

The Panel is asked to note the paper.

11 Everyone's Future Counts (Pages 153 - 184)

Chief People Officer

The Panel is asked to note the paper.

12 Acting on Viewpoint (Pages 185 - 198)

Chief People Officer

The Panel is asked to note the paper.

13 Enterprise Risk Update - Attraction, Retention and Wellbeing of Our Employees (ER2) (Pages 199 - 212)

Chief People Officer

The Panel is asked to note the paper.

14 Enterprise Risk Update - Failure to prevent Safety, Health or Environment incident / meet commitments (ER1) (Pages 213 - 220)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

15 Members' Suggestions for Future Discussion Items (Pages 221 - 226)

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

Wednesday 14 September 2022 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 - Attraction, Retention and Wellbeing of Our Employees (ER2) (Pages 227 - 232)

Exempt supplemental information relating to the item on Part 1 of the agenda.

20 Enterprise Risk Update - Failure to prevent Safety, Health or Environment incident / meet commitments (ER1) (Pages 233 - 238)

Exempt supplemental information relating to the item on Part 1 of the agenda.

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Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Thursday 24 February 2022**

Members

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

Executive Committee

Lilli Matson Chief Safety, Health and Environment Officer
Tricia Wright Chief People Officer

Staff

Louise Cheeseman Director of Bus Operations
Andrea Clarke Director of Legal
Tom Cunnington Head of Buses Business Development (for Minutes
08/02/22 and 09/02/22)
Katherine Drayson Strategy & Planning Manager, City Planning (for Minute
11/02/22)
Andrew Morsley London Underground Director of Planning
Stuart Reid Head of Insights and Direction
Mike Shirbon Head of Integrated Assurance
Hannah White Senior Safety Strategy Manager (via Teams, for Minute
07/02/22)
Alex Williams Director, City Planning
James Varley Secretariat Officer

Also in attendance

Peter Daw Head of Climate Change, Greater London Authority (via
Teams for Minute 10/02/20)

01/02/22 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. This was the first meeting, as Chair of the Panel, for Dr Lynn Sloman MBE. She expressed her thanks to Kay Carberry CBE, Dr Nina Skorupska CBE and members of staff who had provided advice and support ahead of the meeting.

As Marie Pye was attending via Teams, she could take part in the discussions but was not counted toward the quorum. An apology for absence had been received from Bronwen Handyside and Members passed on their best wishes to her. Howard Carter,

Andy Lord and Gareth Powell were unable to attend. Andrea Clarke, Andrew Morsley and Louise Cheeseman were deputising for each of them respectively.

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

02/02/22 Declarations of Interests

Andrea Clarke introduced the item.

Mark Phillips declared an interest in Item 5, the Quarterly Safety, Health and Environment Report as Chief Executive Officer of the Rail Safety Standards Board, which was involved in the development of a health and wellbeing index for TfL. The item was for noting and consequently, Mark Phillips was not required to recuse himself from the discussion of the item.

Members' declarations of interests, as published on tfl.gov.uk, were up to date and there were no additional interests that related specifically to items on the agenda.

03/02/22 Minutes of the Meeting of the Panel held on 2 December 2021

The minutes of the meeting of the Panel held on 2 December 2021 were approved as a correct record and signed by the Chair.

04/02/22 Matters Arising and Actions List

Andrea Clarke introduced the paper, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the actions list.

05/02/22 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Louise Cheeseman and Andrew Morsley 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 3 2021/21 (19 September to 11 December 2021) and notable incidents outside the reporting period.

The period had seen a continuation of the trend of a return towards pre-pandemic levels of travel.

The Quarter 3 scorecard target for the people killed or seriously injured on London's roads measure had been met, although it was still an unacceptable level and analysis of longer term trends was taking place.

The customer injury rate was slightly above target, with slips, trips and falls being the most significant factor. It was noted that although mitigating actions were underway, on London Underground, the pattern of ridership with increased leisure use was associated with increased levels of intoxication amongst passengers which increased risk.

The period had seen a decrease in the number of motorcycle riders involved in fatal incidents. Early indications were that it was linked to a decrease in motorcycle use on higher speed roads.

Further information would be provided as investigations were completed on incidents that were initially reported at previous meetings relating to e-scooter fires, the London Overground train that hit the buffer stops at Enfield Town and the fatality at Victoria Bus Station.

To date, 105 transport staff had lost their lives to Covid-19. The thoughts of the Panel and TfL staff were with the families of those affected.

Workplace violence and aggression had seen an increase over the quarter. Reporting was encouraged and prosecuting action was taken whenever possible.

In February 2022, Storm Eunice had caused significant disruption to the network but this was followed by a quick recovery. Unfortunately, a car driver had been killed in Muswell Hill as a result of a falling tree.

Following the recent announcements regarding the lifting of coronavirus related restrictions, TfL had removed the requirement to wear a face covering from its conditions of carriage. This was informed by the downward trajectory in infection rates, high vaccination rates and the ability to manage compliance and public behaviour. Data would be shared with Dr Nina Skorupska CBE. **[Action: Lilli Matson]**

Health advice to staff would remain unchanged, with the message being to test regularly and self-isolate if they tested positive. Engagement was taking place with trade unions and staff on coronavirus-related health matters to develop a long-term strategy.

In response to a discussion on cyber security, Members would receive an invite to the next scheduled briefing. **[Action: Lilli Matson]**

Work would take place to understand how safety risk was prioritised across the network in the context of decision making and business planning and the Panel would receive an update in due course. **[Action Lilli Matson]**

Face-to-face cycle training continued to be delivered across London boroughs in Quarter 3. The 2021/22 budget was £2.55m. Following a request, Marie Pye would be provided with detail on the breakdown of spending with reference to training for cyclists with disabilities. **[Action: Lilli Matson]**

The Sustainable Development Framework (SDF) was launched successfully on 22 November 2021. Feedback and performance of the SDF would be reported back to the

appropriate forum, which would either be the Panel or the proposed Land and Property Committee, depending on timescale. **[Action: Lilli Matson / Graeme Craig]**

The Panel noted the report.

06/02/22 Safety, Health and Environment Assurance Report

Mike Shirbon introduced the paper, which provided an overview of the effectiveness of the risk controls for Enterprise Risk 1 – Major safety, health or environmental incident or crisis (ER1).

Ten topic audits and nine Integrated Systems audits were completed in Quarter 3 2021/22. One topic audit was concluded as 'poorly controlled'. This was an audit of Surface Transport Electrical Inspections, requested by the team responsible for electrical testing to test the robustness of their inspection and monitoring arrangements. Agreed actions were in progress and were being tracked.

The Safety, Health and Environment Assurance Process was being digitised, which would enhance the quality of data available for reporting.

Overdue actions were monitored, and more detailed reports on Audit Actions were provided to the Audit and Assurance Committee.

The Panel noted the paper.

07/02/22 Pan-TfL Fatigue Management Programme

Hannah White introduced the paper, which provided an update on the overview of the progress and next steps for the pan-TfL Fatigue Management Programme, including the progress to date in identifying and managing fatigue risks for TfL employees, and the approach being taken to deliver commitment to have a pan-TfL Fatigue Management Plan in place in 2023/24.

Fatigue management activity was already taking place in the various business areas in TfL and is coordinated through the Management Programme. A model had been developed that would address the challenge of creating an approach, which would be flexible where needed.

The programme would not be limited to operational staff and back office staff would be integrated into the programme.

The Panel welcomed the progress being made and requested an update in the future that would include high level measures of success such as risk reduction metrics and staff wellbeing indicators. **[Action: Lilli Matson]**

The Panel noted the paper.

08/02/22 Bus Safety Programme

Louise Cheeseman and Tom Cunnington introduced the paper, which provided an update on the progress of the delivery of the Bus Safety Programme.

Progress to date had been good and, subsequent to the publication of the agenda and papers, funding for the Fatigue, Health and Wellbeing Innovation Challenge had been released for eight of the 10 projects put forward.

Following a suggestion from the Panel, a summary of projects within the programme that were paused due to funding uncertainty would be presented to a future meeting.

[Action: Louise Cheeseman]

A report on pedal confusion was being drafted and would be provided to Members in due course, as would the recent report by Integrated Transport Planning on Pedestrian Behaviour and Risk Management Research.

[Action: Louise Cheeseman]

The Panel noted the paper.

09/02/22 Bus Driver Welfare

Louise Cheeseman and Tom Cunnington introduced the paper, which provided an update on workstreams in progress to improve bus driver welfare including the provision of toilets and bus driver welfare facilities.

Work done this year included both delivery and planning. It was noted that potential changes to the bus network could impact requirements and a better understanding of future needs would come as the longer-term funding situation became more visible.

A Member informed the Panel that they had recently witnessed an incident where a bus driver who had received racial abuse expressed a desire not to report it due to their employer's administrative process. Further information would be provided to Louise Cheeseman, who would review procedures and contact the relevant bus operator.

[Action: Louise Cheeseman]

The Panel noted the paper.

10/02/22 2030 Net Zero Modelling

Alex Williams and Peter Daw introduced the paper and presentation, which provided an update on the work that the Greater London Authority commissioned, which set out the scale of the action required to reach net zero carbon in London by 2030.

The presentation set out the context, pathways, metrics, impacts, outcomes and policy requirements for the accelerated net zero target.

One of the metrics, a reduction in vehicle usage, could be led by the use of road user charging, although this was not the only method and would be complemented by other activities. TfL would engage with the National Infrastructure Commission to develop

understanding of funding opportunities and other sources of funding would be investigated.

Although public consensus was a useful tool in driving the net zero agenda, it was noted that issues such as road user charging may not be fully supported by the public even if the benefits were known and understood. Communication and engagement would be necessary to convey the importance of the net zero target.

The Panel acknowledged the importance of an appropriate level of funding for the programme which would only become clear as longer-term funding was agreed with Government.

The Panel noted the paper.

11/02/22 Climate Change Adaptation Update

Alex Williams and Katherine Drayson introduced the paper, which provided an update on TfL's progress on climate change adaptation, summarising where action was required as a priority to reduce and avoid safety, financial, legal and reputational impacts from future extreme weather events.

The storms of July 2021 had highlighted TfL's climate readiness. TfL had been good at responding to severe weather events and resuming services quickly after disruption (climate resilience). The critical importance of climate adaptation, reducing or avoiding those disruptions in the first place, was clear.

TfL was continuing its collaboration with the Mayoral roundtables and associated Task and Finish Group following the July 2021 flooding events, and was identifying the improvements needed to quantify the impacts of weather events.

A pan-TfL strategy was being developed, building on the work in the Corporate Environment Plan, and this would identify roles and responsibilities to take climate change adaptation forward.

The Panel noted the paper.

12/02/22 Human Resources Quarterly Report

Tricia Wright introduced the paper, which provided an update on key Human Resources (HR) led activities and performance for the period December 2021 – February 2022.

The annual staff Viewpoint survey had been discussed by the Board and actions plans were in place in the various business areas. Members would be provided with updates and reports on the Viewpoint survey, People Strategy and deep dives on the employment experience and action plans. The employment experience deep dives would also pick up perspectives from LGBT+ and people with disabilities.

TfL was responding to the latest Government guidance on coronavirus and would always consider the needs of colleagues in its decision-making.

The International Day of Disabilities had been celebrated on 3 December 2021 and LGBT+ History Month was being celebrated in February 2022. The Women's Staff Network Group had launched its Menopause Hub, to share issues and tips with others, seek support and learn more about this important stage of life. Panel Members welcomed the work done in this area and would be kept up to date on its progress.

In January 2022, 24 apprentices had joined the organisation, in addition to the 46 graduates and 64 apprentices who had joined in September 2021. The recent intakes had seen an increase in diversity and analysis of disability data would be shared with the Panel. **[Action: Tricia Wright]**

Eleven students were welcomed into the Steps into Work programme for young people with learning difficulties. It had been very successful in helping students progress into employment or further study.

While staff were returning to the office to work, many continued to work from home for at least part of the working week. Support continued to be given to those staff. Advice and training were also being given in terms of training for holding inclusive hybrid meetings.

The loss of key staff, its extent and actions being taken to address the matter would be included in a future report to the Panel. **[Action: Tricia Wright]**

The Panel noted the paper.

13/02/22 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the item. In addition to items and updates requested during earlier discussions, the Panel request papers on the following:

A paper on the impact of budget cuts to Vision Zero and how safety related decisions on assets would be made.

A paper on how the Corporate Environment Plan was being mainstreamed within TfL (for the September 2022 meeting).

A paper on the Gender Pay Gap would be scheduled into the Forward Plan.

No further suggestions were raised for future discussion items on the Forward Plan or for informal briefings.

The Panel noted the forward plan.

14/02/22 Any Other Business the Chair Considers Urgent

There was no urgent business.

15/02/22 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 29 June 2022 at 10.00am.

The meeting closed at 12.30pm.

Chair: _____

Date: _____

Date: 29 June 2022

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

Contact Officer: Howard Carter, General Counsel
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Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 29 June 2022)

Actions from the meeting held on 24 February 2022

Minute No.	Description	Action By	Target Date	Status/note
05/02/22 (1)	Quarterly Safety, Health and Environment (SHE) Report: Face Masks Provide the data used to inform the removal of the face covering requirement from the Conditions of Carriage to Dr Nina Skorupska CBE.	Lilli Matson	June 2022	Information will be sent shortly.
05/02/22 (2)	Quarterly SHE Report: Cyber security Invite Members to the next cyber security briefing.	Lilli Matson	May 2022	Complete. Briefings held on 18 and 30 May 2022.
05/02/22 (3)	Quarterly SHE Report: Safety risk prioritisation Provide an update on how safety risk is prioritised across the network in the context of decision making and business planning.	Lilli Matson	14 September 2022	On forward plan.
05/02/22 (4)	Quarterly SHE Report: Cycle safety training budget Provide Marie Pye with a breakdown of cycle safety training budget used for training cyclists with disabilities.	Lilli Matson	21 June 2022	Complete. Information sent.
05/02/22 (5)	Quarterly SHE Report: Sustainable Development Framework Provide an update on the Sustainable Development Framework to the Panel or the Land and Property Committee.	Lilli Matson / Graeme Craig	14 September 2022	On forward plan.

Minute No.	Description	Action By	Target Date	Status/note
07/02/22	Pan-TfL Fatigue Management Programme Future updates would include high level measures of success such as risk reduction metrics and staff wellbeing indicators.	Lilli Matson	22 February 2023	On forward plan.
08/02/22 (1)	Bus Safety Programme: Funding uncertainty A summary of projects within the programme that were paused due to funding uncertainty would be presented to a future meeting.	Louise Cheeseman	14 September 2022	To be included in next paper, to be presented to September meeting.
08/02/22 (2)	Bus Safety Programme: Pedal confusion Circulate the report of Pedal Confusion when available.	Louise Cheeseman	-	To be circulated when available.
08/02/22 (3)	Bus Safety Programme: Pedestrian behaviour and risk management Circulate the Integrated Transport Planning report on Pedestrian Behaviour and Risk Management Research.	Louise Cheeseman	13 May 2022	Completed.
09/02/22	Bus Driver Welfare: Procedures for incidents Louise Cheeseman would review procedures for incidents and contact the relevant bus operators.	Louise Cheeseman	21 June 2022.	Completed. An update was provided to Members.
12/02/22 (1)	Human Resources Quarterly Report: Disability data Provide disability data relating to the Graduate and Apprentice programmes.	Tricia Wright	23 March 2022	Completed. Information circulated to the Board.

Minute No.	Description	Action By	Target Date	Status/note
12/02/22 (2)	Human Resources Quarterly Report: Staff retention Provide an update on staff retention.	Tricia Wright	June 2022	On agenda for this meeting.

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Safety, Sustainability and Human Resources Panel



Date: 29 June 2022

Item: Safety, Health and Environment Report

This paper will be considered in public

1 Summary

- 1.1 This paper summarises key information and trends in the fourth and final Quarterly (Q4) Safety, Health and Environment (SHE) report for the 2021/22 financial year, attached as Appendix 1.
- 1.2 The Q4 period covers the dates 12 December 2021 – 31 March 2022, which is a longer quarter than any others in the financial year. This should be taken into account when analysing data and the trends shown. Most data presented covers this date range, except for some road safety and work-related violence data. It is clearly highlighted when data falls outside this period.

2 Recommendation

- 2.1 The Panel is asked to note the report.

3 Key information presented in the Q4 report

Scorecard

Measure	Unit	Q4 Target	Q4 Actual
People killed or seriously injured in road traffic collisions per million journey stages	Killed or seriously injured per million journey stages	0.45	0.31
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	0.025
Customer all injuries per million passenger journeys	All injuries per million journeys	2.52	2.55
Workforce all injuries	Number of workforce injuries	500	405

- 3.1 The report shows that our road killed or seriously injured and workforce all-injuries safety scorecard measures for Q4 2021/22 have been met.

- 3.2 We narrowly missed our central scorecard target for the rate of people killed or seriously injured on or by a London bus. Our aim for bus safety is more stretching than the general road safety aim, to reflect our ability to more directly influence bus services. Buses remain one of the safest modes in London with the annual rate of people killed or seriously injured almost 15 times lower than the rate for all road users. The top three causes of customer injury on buses are: falling while using the stairs or on the lower deck, falls whilst boarding or alighting the bus and because of sudden braking or manoeuvres. Sudden braking or manoeuvres account for 19 per cent of customer serious injuries. The TfL-commissioned [Bus Braking Analysis](#) report by TRL Limited has examined the frequency and context of harsh braking events. This research is informing the specification of Advanced Emergency Braking (AEB), which is a requirement for new buses in 2024 as part of the Bus Safety Standard.
- 3.3 Our public transport customer safety scorecard measure was not met, although our score this quarter was an improvement on Q1, Q2 and Q3 2021/22. Q4 included the seasonal period which typically sees a rise in intoxication-related customer injuries.

4 Safety

Public Transport

- 4.1 During Q4, we continued to see more customers returning to our public transport network, although numbers were suppressed over the early part of the Quarter once Plan B restrictions were implemented by the Government on 13 December 2021.
- 4.2 Across our public transport network we are pleased to report that no customers were killed, however unfortunately, 54 customers were seriously injured in Q4, which is two more than in Q3. Since the pandemic began, the number of customers killed or seriously injured has increased as customers returned to our network. As Q4 is the longest quarter – consisting of four periods rather than three - an increase of two serious injuries from Q3, and no customer deaths during Q4 may suggest a return to patterns of customer incidents observed pre-pandemic.
- 4.3 The number of customers injured per million passenger journeys was 2.55, which is above our target at 2.52 per million journeys but is the lowest customer injury rate of any quarter in 2021/22. The risk of customers being injured as a result of not holding onto the handrail has decreased by a third of London Underground. This is a positive indication that pandemic-influenced concerns about holding on may have waned in the final quarter of the year. We continue to use various media channels such customer-facing marketing campaigns and customer announcements on our network to encourage people to travel safely. Compared to Q4 2019/20 (preceding the pandemic) there were 21 per cent fewer customer injuries during Q4 2021/22.

Streets

- 4.4 In Q4 we have seen a return to pre-pandemic levels of road journeys, with more than double the number of journeys made compared to last year. This is the first

quarter which has seen travel patterns and casualties on the roads return to pre-pandemic levels, with the addition of more motorcycle, bicycle and illegal e-scooter journeys.

- 4.5 In Q4 2021/22, there were 35 people killed, the highest number of streets fatalities of any quarter this financial year. The number of people killed this quarter is greater than the number of those who were killed in Q4 2019/20 before the pandemic hit, suggesting we have returned to normal conditions as London recovers from the pandemic (noting that the final weeks of that period may have been affected by behavioural changes as the pandemic developed prior to legal lockdown from 23 March). The total number of people killed on London's streets in the financial year 2021/22 was 88, which is well below pre-pandemic levels and it is extremely welcome that fatal collisions have shown this decline despite the overall recovery in street travel activity.
- 4.6 The number of people seriously injured increased in Q4 by 48 per cent compared to the unusual low in the same period last year (1,057 compared to 714 in Quarter 4 2020/21). This was driven by more serious injuries of people cycling, motorcycling, and bus or coach occupants in particular. Q4 2021/22 saw the highest number of serious injuries on London's streets of any quarter in the whole financial year, further evidence that pre-pandemic street behaviour has returned.
- 4.7 We report on the continued upward trend in enforcement of road traffic offences. During 2021/22, the Metropolitan Police Service (MPS) enforced 608,223 road traffic offences. This was 44 per cent higher than 2020/21, and an additional 186,741 offences were dealt with. In line with our commitments in the Vision Zero action plan progress report, we have been working with the MPS to increase the level of police enforcement to tackle speeding and the harm it causes. The MPS enforced 476,685 speeding offences in 2021/22. This is an increase of 72 per cent on the previous year – an additional 199,105 offences enforced.

Workforce

- 4.8 In Q4, there were four incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) in our Capital area. Whilst annual floor targets were not met in two of our Capital teams, the accident frequency rate remained relatively stable on the previous year, with 15 RIDDORs in total reported compared with 14 in 2020/21. We continue to closely analyse the top causes in order to identify safety improvements across our teams. This year, the top causes of RIDDORS were manual handling and slips, trips and falls.
- 4.9 Lost time injuries (LTIs) are injuries which cause an employee to be absent for one or more shifts. There were seven LTIs reported in our Capital teams during Q4. In total there were 24 LTIs in 2021/22, a decrease of two on 2020/21. Immediate and root causes of LTIs during 2021/22 were generally consistent with RIDDOR analysis. Some incidents also illustrated the need to consider how changes to working practices could require a review of the safe system of work for tasks.
- 4.10 In 2021/22 we completed and opened the Northern Line Extension, as well as the Bank branch closure of the Northern Line, which formed a key part of the capacity

upgrade of Bank station, and brought the Barking Riverside Extension project close to final completion. It is a significant achievement that we have delivered these huge Capital projects, whilst keeping workforce injury levels low.

- 4.11 Fare evasion remained the biggest trigger for work-related violence and aggression (WVA) during Q4, resulting in 31 per cent of all WVA incidents on London Underground (LU) and 41 per cent on other operational modes. This is a slight increase of 3 per cent on the LU network and two per cent on other operational modes.
- 4.12 Following the ban on electric scooters on TfL's public transport network due to fire risk at the end of Q3, there has been a significant rise in the number of reported WVA incidents relating to the ban. This has gone up from 13 in Q3 to 50 in Q4 in line with the increase in education and enforcement activity.

Health

- 4.13 It is with regret that we report that up to 1 February 2022, 105 people providing TfL services have tragically lost their lives to COVID-19 since the start of the pandemic.
- 4.14 COVID-19 remained the top cause of short-term absence in the quarter and remained the third most common cause of long-term absence. 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, alongside measures to mitigate the risk of Covid-19 to our people and customers. When looking back at the whole of 2021/22, the short-term and long-term sickness absence trends are the same. In the latter part of 2021/22, coughs and colds returned as a short-term absence cause, making up 10 per cent of short-term sickness absence.

Environment

- 4.15 Our electricity consumption was 10 per cent higher in 2021/22 than in 2020/21, commensurate with higher levels of public transport service provision this year. Period 13 was shorter in length than other periods (covering fewer number of days) and therefore less electricity was consumed in the final period of 2021/22. Pre-pandemic in 2019/20, our total electricity consumption was 1,702 gigawatt hours (GWh). This decreased to 1,539 GWh in 2020/21 but increased slightly in 2021/22 to end the year at 1,610 GWh.
- 4.16 Carbon dioxide emissions from operations, excluding buses, track closely to electricity consumption. Despite increased consumption in 2021/22 compared to 2020/21, carbon emissions only increased by one per cent, as the UK electricity grid continues to decarbonise. Looking back to the pre-pandemic year of 2019/20, CO₂ emissions totalled 1,040 kilo tonnes. This decreased to 862 kilo tonnes in 2020/21 and 832 kilo tonnes in 2021/22, which is a positive indication that our CO₂ emissions are not going back to pre-pandemic levels.

List of appendices to this report

Appendix 1: SSHRP Safety, Health and Environment Report, Quarter 4 2021/22

List of Background papers

None

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Appendix 1

Safety, Health and Environment Quarterly report

Quarter 4 2021/22

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Introduction and Executive Summary

This report summarises our performance in the last Quarter and identifies strategic trends covering the period from 12 December 2021 to 31 March 2022, unless specified. Quarter 4 is the only quarter of the financial year which is composed of four periods - rather than three – which should be taken into consideration when analysing data and performance trends.

The report sets out ways in which we have continued to keep our customers and workforce safe during the coronavirus pandemic. The Government imposed Plan B COVID-19 restrictions from 13 December 2021 to 19 January 2022, during which time we maintained measures to control the risk of infection to customers and staff. In parallel, we have continued to make progress towards our longer-term safety, health and environmental objectives.

During Quarter 4, we saw customer numbers increase, ending the quarter at 0.8 billion customer journeys, representing a 0.12 billion increase from the end of Quarter 3. However, as stated above, Quarter 4 is a four-period quarter – rather than three – so these numbers should be treated with caution. Looking ahead to Quarter 1 2022/23, we will be closely monitoring how our customer numbers are impacted by the repopulation of office and leisure spaces, as well as the rise in COVID-19 cases in London and the South East. Our customer numbers still have some way to go until reaching the pre-pandemic level of 1.08 billion (Quarter 4 2019/20). This means many of our key safety, staff and environmental performance indicators remain at different levels than they might have been previously.

We have progressed with the implementation of measures to improve our short and long-term safety, health and environmental performance. We have continued to perform well on most of our safety metrics. Unfortunately, in Quarter 4 we did not meet our targets for customer injury rate or for injuries to people on or in collision with a bus.

COVID-19 remained the top cause of short-term absence, significantly increasing from 30 per cent in Quarter 3, to 59 per cent in Quarter 4. Mental health and musculoskeletal-related health remained the top two causes of long-term absence, which is in line with the national average. Following the Government's decision to remove Plan B COVID-19 restrictions from 19 January 2022, we have been able to gradually return to the office. We have continued to make lateral flow tests available to our staff to use measures such as handwashing and mask-wearing to control infection risk.

As part of the Plan B COVID-19 restrictions ending in England, the Government announced that from 27 January 2022, it would no longer be a legal requirement for people to wear a face covering on public transport or in shops.

Significantly in Quarter 4, the Government confirmed an extension of its funding support for TfL through to 24 June 2022 pending agreement of a more reliable medium-term funding arrangement. This funding guarantees the operation and maintenance of essential and safe transport services in London, allowing us to continue our full and vital contribution

to the Government's economic recovery programme as well as its national priorities on decarbonisation, air quality and making transport better for users.

About this report

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

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 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 London's boroughs which make up the majority (95 per cent) of London's roads. Where we report safety data for streets, we use data collected by the Metropolitan Police Service (MPS) and the City of London Police (CoLP), 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 (DfT) requirements.

Reporting period

Most data covers the quarter from 12 December 2021 to 31 March 2022, except for some work-related violence and aggression data which is reported six 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 (MTS). This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient. We work with many partners, including London borough councils, businesses, the police, local communities and consumer organisations to achieve the MTS objectives.

Scorecard

Figure 1: Quarter 4 2021/22 Scorecard

Measure	Unit	Q4 Target	Q4 Actual
People killed or seriously injured in road traffic collisions per million journey stages	Killed or seriously injured per million journey stages	0.45	0.31
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	0.025
Customer all injuries per million passenger journeys	All injuries per million journeys	2.52	2.55
Workforce all injuries	Number of workforce injuries	500	405

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 are set out in the relevant sections of this report.

Road safety measure

As part of our continuing trajectory towards Vision Zero; eliminating death and serious injury on the roads, our aim in 2021/22 was to reduce the number to fewer than 0.45 people killed or seriously injured on the roads per million journeys. Our Quarter 4 result was 0.31 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 4, our aim was to have no greater than 0.020 deaths or serious injuries per million journey stages. In Quarter 4 there were 0.025 deaths or serious injuries per million surface journey stages unfortunately missing this target. The top three causes of customer injury on buses are: falling while using the stairs or on the lower deck, falls whilst boarding or alighting the bus and because of sudden braking or manoeuvres.

Public transport customer safety measure

Working towards our Vision Zero ambition to eliminate deaths and injuries to customers travelling on our public transport network, our aim in 2021/22 was to have fewer than 2.52 injuries to our customers per million journeys. In Quarter 4, the result was 2.55, unfortunately missing this target. This represents an improvement on performance in Quarters 1 to 3 this financial year, with reductions in risk across all common customer injury causes. During Q4, we continued to see more customers returning to our public transport network, although numbers were suppressed over the early part of the Quarter once Plan B restrictions were implemented by the Government on 13 December 2021.

Across our public transport network we are pleased to report that no customers were killed, however unfortunately, 54 customers were seriously injured in Q4, which is two more than in Q3. Since the pandemic began, the number of customers killed or seriously injured has increased as customers returned to our network. As Q4 is the longest quarter - consisting of four periods rather than three - an increase of two serious injuries from Q3, and no customer deaths during Q4 may suggest a return to patterns of customer incidents observed pre-pandemic.

The number of customers injured per million passenger journeys was 2.55, which is above our target at 2.52 per million journeys but is the lowest customer injury rate of any quarter in 2021/22. The risk of customers being injured as a result of not holding onto the handrail has decreased by a third of London Underground. This is a positive indication that pandemic-influenced concerns about holding on may have waned in the final quarter of the year. We continue to use various media channels such customer-facing marketing campaigns and customer announcements on our network to encourage people to travel safely. Compared to Q4 2019/20 (preceding the pandemic) there were 21 per cent fewer customer injuries during Q4 2021/22.

Workforce safety measure

Working towards our Vision Zero ambition to eliminate deaths and injuries to our workforce, in Quarter 4 our aim was to have fewer than 500 workforce injuries. In Quarter 4 there were 405 injuries sustained by our workforce. This is a positive result, but a reminder we must strive for continuous improvement towards Zero Harm when it comes to the safety of our workforce.

Safety

This section summarises our safety performance across London's roads, public transport, 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

In Quarter 4 we have seen a return to pre-pandemic levels of road journeys, with more than double the number of journeys made compared to last year. This is the first quarter which has seen travel patterns and casualties on the roads return to pre-pandemic levels, with the addition of more motorcycle, bicycle and illegal e-scooter journeys.

Deaths and serious injuries for those people walking and riding a motorcycle this quarter have notably increased. This increase appears to be an early indication of the end of suppressed walking that we saw when COVID-19 restrictions and the guidance to work from home where possible were in place as well as an increase in online shopping and food delivery services.

Although bus travel is still one of the safest ways to travel in London, the risk rate has risen to 0.025, which is marginally above the scorecard target of 0.020, with this quarter seeing an increase in serious injuries to customers on or in collision with buses and coaches, which has gone up from 17 in Quarter 3 2021/22 to 40 in Quarter 4 2021/22.

Quarterly performance

Figure 2: Number of people killed on London's roads

Transport Mode	Q4 2019/20	Q4 2020/21	Q4 2021/22*
Pedestrian	15	7	16
Pedal cycle	1	5	1
Powered two wheeler	8	2	8
Car	7	3	9
Bus or coach	0	0	0
Taxi	0	0	0
Private hire	0	0	0
Goods vehicle	0	0	0
Other vehicle	0	0	1
Total	31	17	35

*Quarter 4 2021/22 figures are provisional and subject to change.

Due to the large changes in the number of people using the road network over the last few years, it is useful to compare Quarter 4 2021/22 to Quarter 4 in 2019/20 – although note

that the final weeks of that period may have been affected by behavioural changes as the pandemic developed prior to legal lockdown from 23 March. A total of 35 people were killed on London's roads in Quarter 4 2021/22, which is more than double the 17 people killed during the same period in 2020/21. The number of people killed in this quarter is similar to those who were killed in Quarter 4 2019/20 before the pandemic hit the UK, suggesting we have returned to 'normal' conditions.

We have also seen a return to pre-pandemic trends of who is being killed. In total, 16 people walking died in Quarter 4 2021/22 compared to seven in Quarter 4, 2020/21. One person was killed while riding an electric scooter, recorded under 'other vehicle'. Against this trend, one person was killed while cycling, in line with the 2019/20 figure compared to the five people who died in Quarter 4 2020/21.

Figure 3: Number of people seriously injured on London's roads

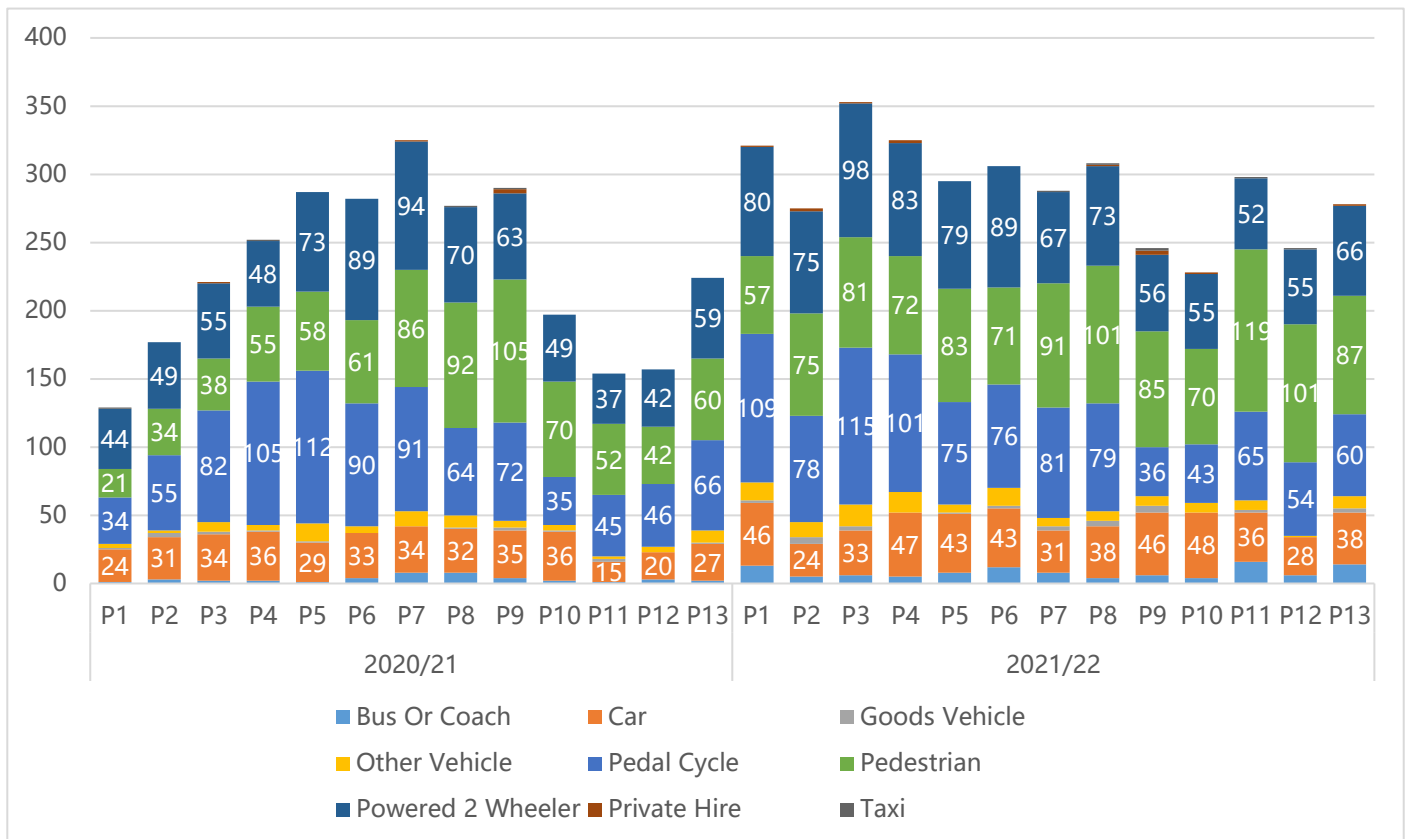
Transport Mode	Q4 2019/20	Q4 2020/21	Q4 2021/22*
Pedestrian	351	217	386
Pedal cycle	182	187	235
Powered two wheeler	188	185	221
Car	125	94	144
Bus or coach	16	8	42
Taxi	3	0	2
Private hire	8	0	2
Goods vehicle	6	4	3
Other vehicle	5	19	22
Total	884	714	1057

**Quarter 4 2021/22 figures are provisional and subject to change.*

The number of people seriously injured has increased by over 40 per cent compared to the same period last year (1,057 compared to 714 in Quarter 4 2020/21) and the equivalent period in 2019/20. This was driven by more serious injuries of people cycling, motorcycling, and riding a bus or coach in particular.

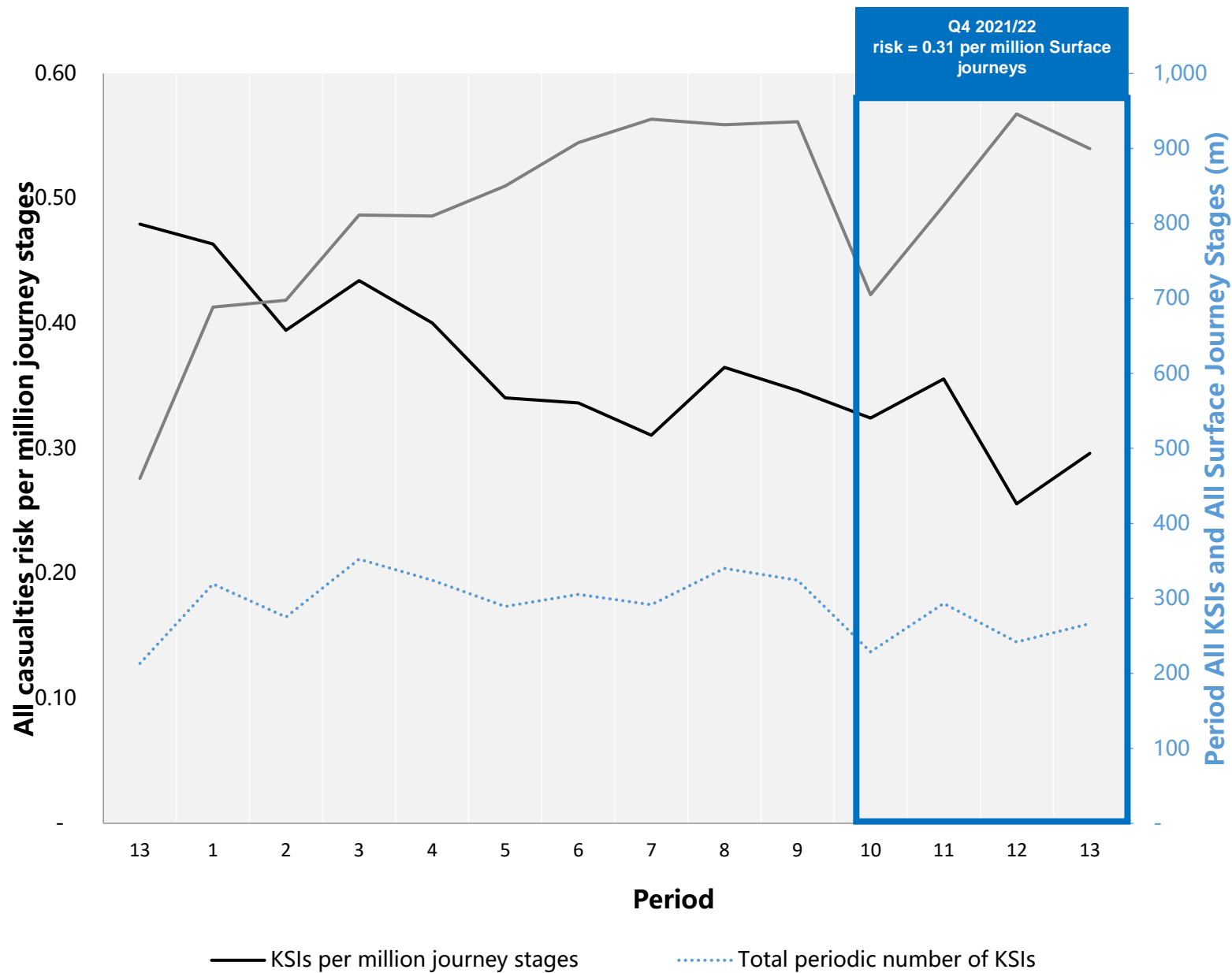
Pedal cycle and motorcycle serious injuries have increased in this quarter to 235 and 221 respectively.

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



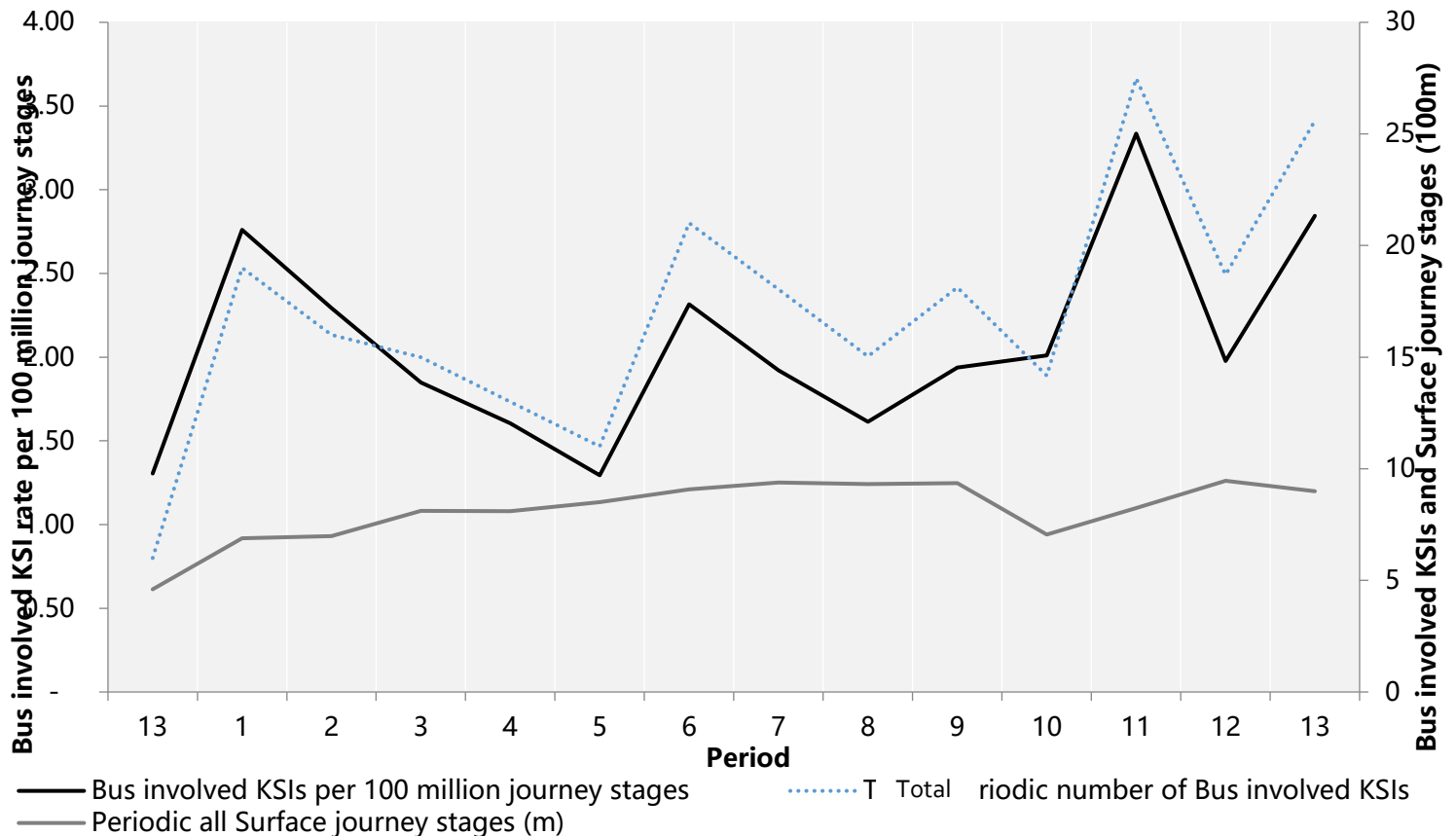
In Quarter 4 2021/22, 1,092 people were killed or seriously injured on London's roads. People walking, cycling and motorcycling accounted continued to account for ~80 per cent of those killed or seriously injured. Compared to Quarter 3, there was an increase of 26 per cent in the number of people killed or seriously injured on London's roads (833 to 1,057). It is worth noting that Quarter 4 includes four periods and not the standard three periods of the other quarters.

Scorecard measure: People killed or seriously injured in road traffic collisions from period 13 2020/21 to period 13 2021/22 (per million journeys)



Working towards our Vision Zero ambition to eliminate death and serious injury on the roads, our aim in 2021/22 is to reduce the number of people killed or seriously injured on the roads. Our scorecard aim for the Quarter was for fewer than 0.45 deaths or serious injuries per million journeys. Our Quarter 4 result was 0.31 people killed or seriously injured on the roads per million journeys, which exceeded our aim.

Scorecard measure: Rates of fatal or serious injury experienced by people in collision with buses from period 13 2020/21 to period 13 2021/22



Our ambition is that no one is killed or seriously injured on, or by, a bus. 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.

In Quarter 4, our aim was to have no greater than 0.020 deaths or serious injuries per million journey stages. Our aim for bus safety is more stretching than the general road safety aim, to reflect our ability to more directly influence bus services. In Quarter 4 there were 0.025 deaths or serious injuries per million surface journey stages, which means we unfortunately missed this target. This is above our central target and also just above our floor target of 0.024. We are monitoring this closely to understand the trend before forming a working hypothesis.

Road safety updates

Vision Zero action plan progress report publication

The [Vision Zero action plan progress report](#), published in November 2021, reiterates our focus on actions that contribute to creating a Safe System:

- Safe speeds: lowering speeds to reduce the severity of collisions.
- Safe streets: redesigning streets to reduce conflict between road users – which is integral to our Healthy Streets approach.
- Safe vehicles: allowing only the safest vehicles to use our roads.
- Safe behaviours: engaging and educating people about travelling safely and enforcing road rules.
- Post-collision learning and justice: learning from collisions and better supporting the people who have been involved.

Safe Speeds

Lowering Speed Limits Programme

In March 2022, we reduced the speed limit to 20mph on the A13 Commercial Road; A10/A503 corridors in Haringey; A107 corridor and A23 London Road. This means 108km of the Transport for London Road Network (TLRN) is subject to a 20mph speed limit

The City of Westminster also saw a reduction in speed limits on TfL roads, complementing their plans to reduce limits on borough streets, with the introduction of 20mph limits on 13km of roads, including Marylebone Road, Vauxhall Bridge Road and Edgware Road between the A40 and St John's Wood Road.

Additionally, the temporary 30mph speed limit on the A40 Westway has been made permanent. Subject to funding, we are planning to reduce the speed limit at Gants Hill town centre and A4180 Ruislip Road to 30mph as well as introducing a 20mph speed limit on A205 Upper Richmond Road in Wandsworth and on over 31km of TLRN in the boroughs of Camden, Islington, Hackney, Tower Hamlets and Haringey.

Safe Streets

Safer Junctions

Works to introduce a new pedestrian crossing over Battersea Bridge - where a person walking was tragically killed at the beginning of 2021 - were completed on 26 November 2021 at Chelsea Embankment/ Battersea Bridge, with a second phase to follow in summer 2022. Subject to funding, we propose to engage on 10 further Safer Junctions by 2024,

which will then progress to delivery, depending on the outcome of engagement with local stakeholders.

Safe Vehicles

Direct Vision Standard (DVS)

TfL's world-first Direct Vision Standard, which reduces lethal blind spots on lorries is already helping to save lives and prevent life-changing injuries.

Since its introduction, more than 112,259 HGVs have had safe systems fitted, improving the direct vision of the driver from the cab.

A total of 191,769 permits have been issued and 76,429 penalty charge notices (PCN) were issued up to the end of Quarter 4 2021/22.

Electric Scooters

The e-scooter rental trial¹ has expanded significantly over the nine months since its launch on 7 June 2021. Over this time period approximately 800,000 hire trips were taken, averaging a distance of 2.6km per trip. Operators have reported that there have been no fatalities and 15 serious injuries based on the STATS19 injury classification definitions.

Since the implementation of a ban on the carrying of e-scooters on TfL services from 13 December 2021, TfL enforcement officers have intervened with 602 customers across the network who attempted to bring an e-scooter onto our services or premises. Those customers were prevented from travelling with their e-scooter.

Nineteen customers have been reported for prosecution for a byelaw offence for failing to comply with an officer's instruction. We continue to monitor compliance levels closely.

Bus Safety Standard

We continue to roll out the Bus Safety Standard (BSS) to new vehicles joining the fleet. The number of buses meeting the BSS specification continues to climb with around 775 buses now in the fleet (fleet numbers on 1 April 2022). This number includes buses with the 2019 and 2021 BSS features respectively.

The safety measures include Intelligent Speed Assistance (ISA) technology which limits buses speed to the posted speed limit. Around one in five of our buses has this technology fitted, of which 775 new vehicles were fitted with ISA as part of the BSS and around 710

¹ <https://tfl.gov.uk/modes/driving/electric-scooter-rental-trial>

vehicles have been retrofitted. Other measures in the BSS include an Acoustic Vehicle Alerting System (AVAS) for quiet-running buses, with 634 new buses now fitted with AVAS, and 680 buses fitted with Camera Monitoring Systems (CMS) which aims to reduce blind spots.

AVAS Phase 2

Responsive AVAS is where the sound volume alters to predetermined volume settings depending on location-based ambient noise levels and time of day. The work to develop this has been successful and TfL are in the process of updating the Bus Vehicle Specification for AVAS which will require new buses to have responsive AVAS. TfL are also looking at how responsive AVAS could be rolled into the existing fleet, subject to available funding.

Bus driver training

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. The training covers hazard perception, hazard prediction, judgment, and driver wellbeing.

Delivery of this training has been severely disrupted by COVID-19 with suspensions during all lockdowns and time taken to ensure COVID-safe delivery. This included the procurement of surgical-grade cleaning equipment for the virtual reality headsets. To date, over 11,000 drivers (around half) have completed the training course. Our aim is for all drivers to have been trained by the end of the year.

Managing Bus Driver Fatigue

Fatigue Risk Assessment Tool Request for Quotation project:

In July 2021, we commissioned the University of Surrey to carry out research to support TfL and bus operators in understanding the suitability, limitations and the potential for using existing fatigue and/or risk assessment scheduling and rostering tools. As part of Stage One of this work, an additional validation exercise was undertaken to validate existing tools that have been explored during this project against real world data from a trial of Fatigue Detection Technology. The phase one work and additional validation exercise is now complete, and the University of Surrey are currently writing the draft report for Stage One.

The findings from this work will inform the next steps, and we will provide further updates in future reports.

Fatigue and Health & Wellbeing Innovation Challenge 2021

The combined Fatigue, Health and Wellbeing Innovation Challenge was launched in late spring 2021 and has enabled us to trial a number of measures across nine London bus operators. This included three bids from partnerships between operators, that will help to reduce fatigue and improve health and wellbeing of bus drivers. Funding approval for the projects was in place in February 2022 and currently eight out of the ten successful bids have started. Early results and progress updates for the trials will be shared in the coming months.

Fatigue Detection Technology

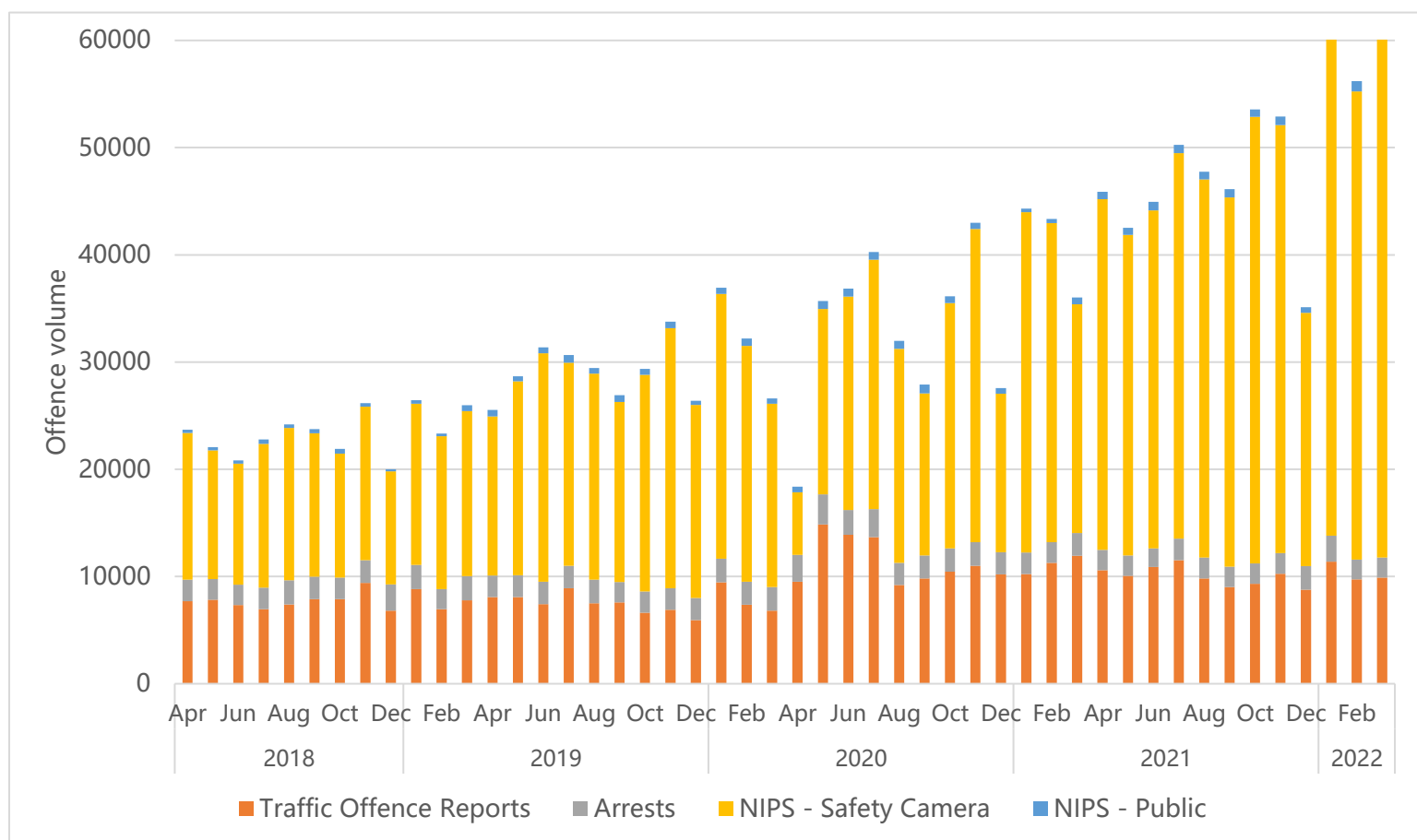
The Fatigue Detection Technology project aimed to carry out a pan-London, multi-operator trial of fatigue detection technology to around 450 buses. The principal aim was to better understand the benefits of fatigue detection technology on reducing fatigue amongst bus drivers, the associated benefits such as building a more open safety culture and to assess the feasibility and benefits of any future rollout. This project is currently on hold due to funding constraints.

Safe Behaviours

Enforcement

The Metropolitan Police Service (MPS) undertakes significant and wide-ranging activity to reduce road danger and prevent harm to all road users. This includes prevention and intelligence gathering activities, problem-solving to tackle the root causes of problems, community engagement and education initiatives and actively monitoring and targeting high risk vehicles and drivers.

Enforcement of road traffic offences volume 2018-2022



*NIP = Notice of Intended Prosecution

The MPS dealt with 189,125 road traffic offences through enforcement action in Quarter 4 2021/22 (January – March 2022). This was 34 per cent higher than the previous quarter (an additional 47,530 offences) and 53 per cent higher (an additional 65,434 offences) than Quarter 4 in 2020/21.

During 2021/22, the MPS enforced 608,223 road traffic offences. This was 44 per cent higher than 2020/21, and an additional 186,741 offences were dealt with.

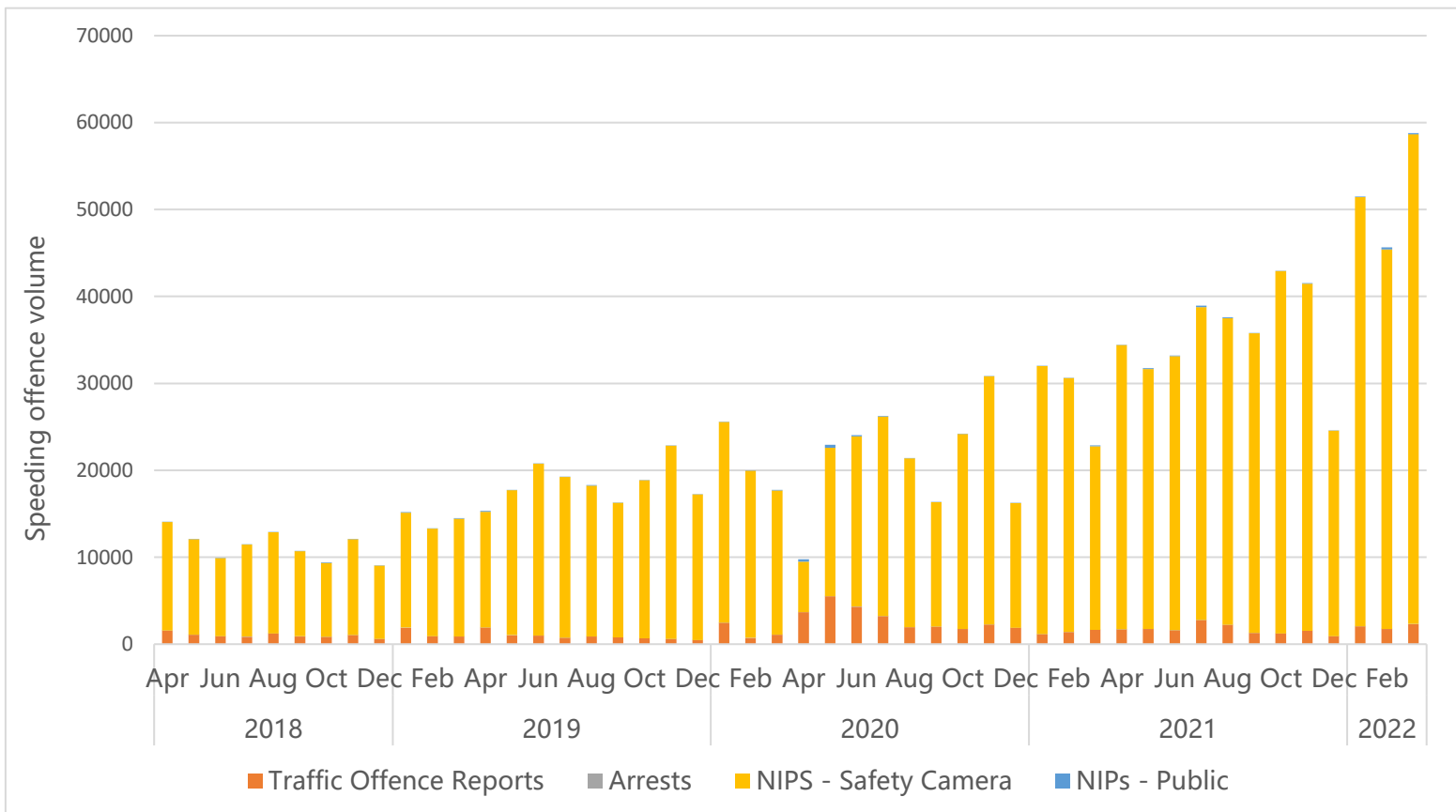
Enforcement action includes Traffic Offence Reports which are issued by police at the roadside, arrests or Notices of Intended Prosecution for offences enforced through safety cameras or evidence provided members of the public (e.g., through headcam or dashcam footage).

The MPS prioritises its enforcement on the offences that cause the greatest risk and harm on London’s roads. This includes speeding, mobile phone offences, driving under the influence of drugs and alcohol, red light offences, careless or dangerous driving, driving without a licence or in an uninsured vehicle or driving while disqualified. During Quarter 4, 95 per cent of all road traffic enforcement action taken by the MPS was for priority

offences. Speed enforcement accounted for 82 per cent of all traffic enforcement, reflecting the risk and harm this causes.

During 2021/22, the MPS enforced 544,022 priority road traffic offences. This accounted for 90 per cent of all police traffic enforcement. In 2021/22, the MPS dealt with an additional 190,758 priority offences compared with the year before (an increase of 54 per cent).

Speeding offences volume 2018-2022



*NIP = Notice of Intended Prosecution

In line with our commitments in the Vision Zero action plan progress report, we have been working with the MPS to increase the level of police enforcement to tackle speeding and the harm it causes. This has included a programme of activity to increase the effectiveness of the safety camera operation, working towards having the capacity to enforce up to one million speeding offences by 2024/25.

In Quarter 4, the MPS enforced 155,924 speeding offences. This was 43 per cent higher than the previous quarter (an additional 46,912 offences) and 82 per cent higher (an additional 70,419 offences) than in Quarter 4 in 2020/21.

The MPS enforced 476,685 speeding offences in 2021/22. This is an increase of 72 per cent on the previous year – an additional 199,105 offences enforced.

The above traffic enforcement results are provisional and are subject to change as more offences are processed. The final outcome for Q4 and 2021/22 as a whole will be higher than what is reported here.

In Quarter 4, we introduced the new mobile safety camera capability (five lasercam devices) that are operated by Roads Policing Police Community Support Officers. This capability complements police roadside enforcement activity and the fixed safety camera network. It will enable us to deal more effectively with emerging issues and being more responsive to local community concerns. In the first two full months of operation (February and March 2022), the MPS enforced 6,266 speeding offences.

Intelligent Speed Assistance systems fitted to TfL fleet

Over the past six months, we have been fitting new speed limiting technology – the ISA – to 360 of TfL's car and van fleet. A speed limiting device is a safety device that stops drivers from driving faster than the speed limit on the road. Although the devices help drivers to stay within the speed limits, the driver is still in full control of the vehicle (unlike cruise control), and drivers remain responsible for the speed they drive and to drive within the law. The ISAs use a GPS-linked system to detect speed limits and alerts the driver when they are going too fast. Once the driver is alerted, the system intervenes by reducing the power of the accelerator. Work continues to look at ways to improve how we manage our fleet and work towards our Vision Zero commitment.

Cycle Training for Adults and Children

Face-to-face cycle training continued to be delivered across London boroughs in Quarter 4. The 2022/23 budget is £660,000, of which £20,000 was equally distributed to borough councils for use. For the financial year 2021/22 a total of 23,265 children have been trained to Bikeability Level 2, and 11,370 adults have been trained.

Powered two-wheeler Training Courses

Demand and attendance on both of TfL's motorcycle safety training courses remains strong. For the financial year 2021/22, 822 riders had completed 1-2-1 Motorcycle Skills and 527 riders had completed Beyond CBT (Compulsory Basic Training), the training course aimed specifically at those who ride for work.

One of TfL's Driver and Vehicle Standards Agency-approved motorcycle training suppliers, Phoenix Motorcycle Training, has recently been contacted by the online grocery retailer Ocado, which is interested in additional training for their riders. Phoenix Motorcycle Training has also continued to work with the motorcycle food courier Getir in training their riders.

The MPS has delivered 109 BikeSafe workshops to 785 riders from for the financial year 2021/22. These workshops were delivered in three ways: traditional BikeSafe, courier-focused workshops and special workshops for the 999 family and the Military.

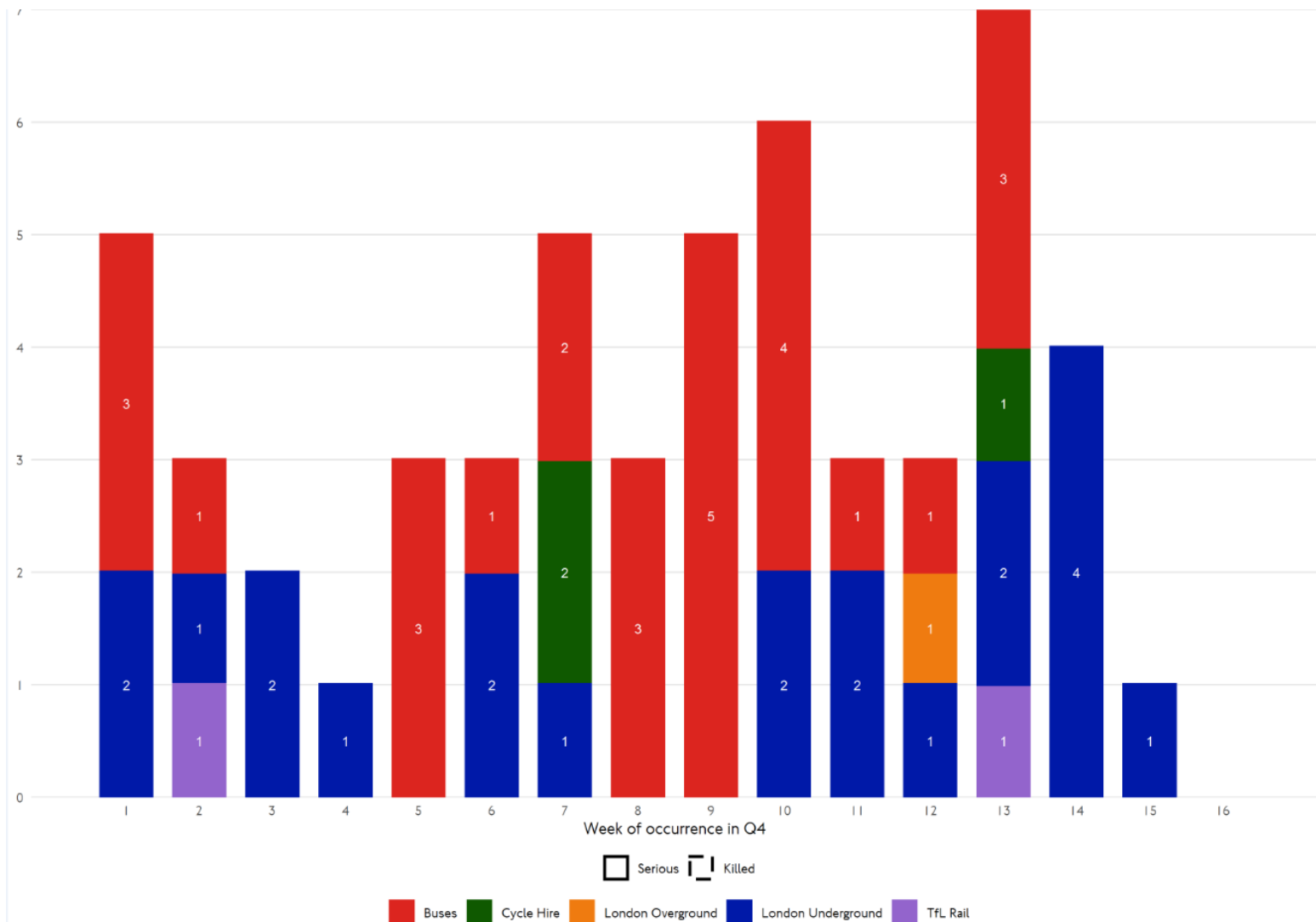
Information on all of TfL's motorcycle training courses can be found [here](#).

Public transport safety performance

This section does not include injuries sustained by our Construction and Projects workforce

Quarterly performance

Customers killed or seriously injured per week in Quarter 4 (by mode)



No customers were killed on our public transport network during Quarter 4.

Unfortunately, 54 customers were seriously injured.

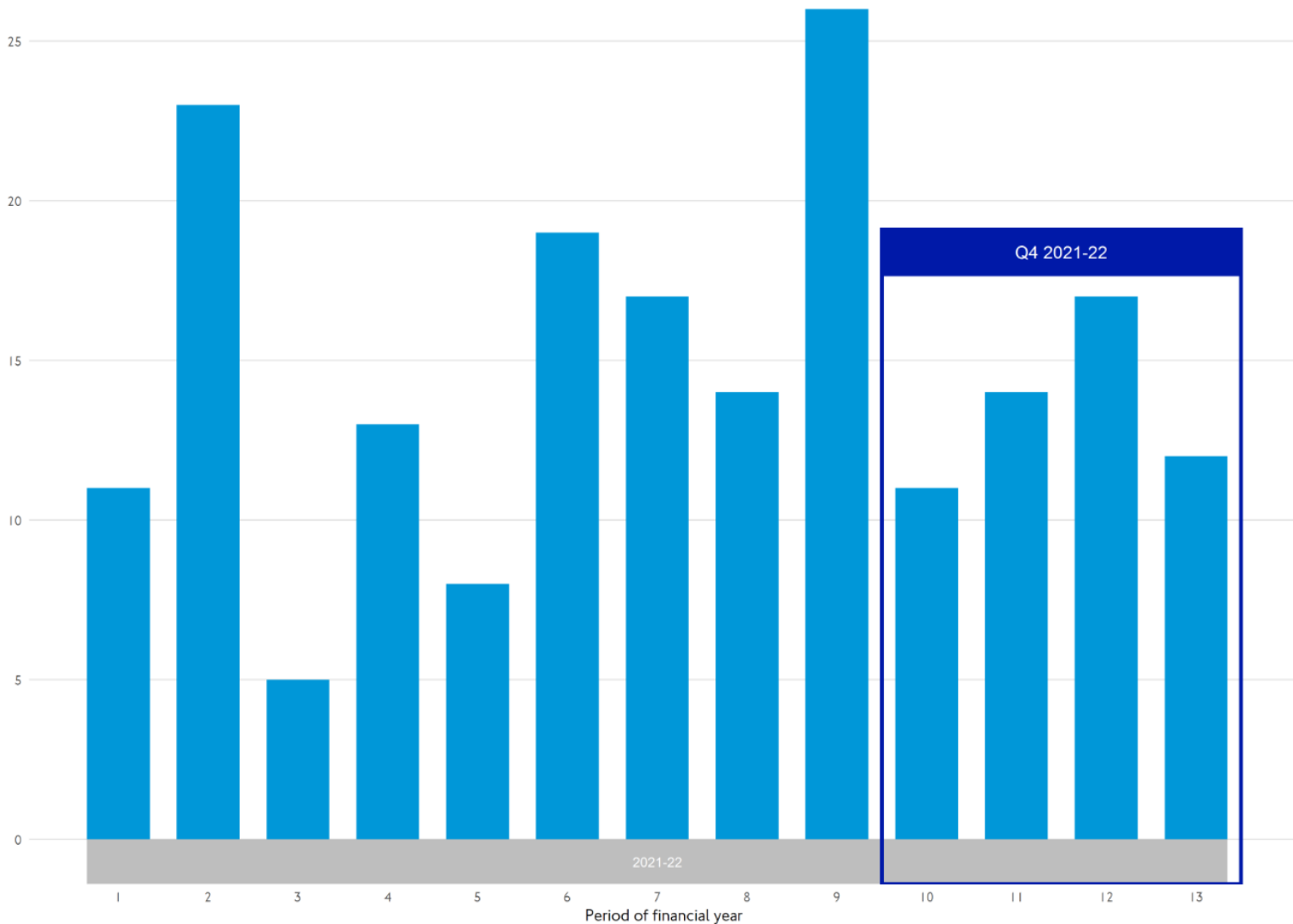
Overall, more customers were killed or seriously injured than Quarter 3; this includes two more serious injuries, but no deaths compared to one in Quarter 3. Since the pandemic began, the number of customers killed or seriously injured has increased as customers returned to our network. As Quarter 4 is a longer quarter than Quarters 1-3 (consisting of four periods rather than three), an increase of two serious injuries from Quarter 3, and no customer deaths during Quarter 4 may suggest a return to patterns of customer incidents observed pre-pandemic.

Quarter 4 also covers the Christmas and New Year period, and as such in the two-years pre-pandemic we saw rates of intoxication-related injury peak during Quarter 4. However, the

emergence of the Omicron Covid variant, changes in travel behaviour and Plan B restrictions put in place by the Government, may have reduced risk of serious injury on our network over this period with fewer customers travelling whilst intoxicated over the festive period, in comparison to the end of Quarter 3 where such restrictions were not in place.

Most serious injuries occurred on buses (50 per cent) and London Underground (LU) (39 per cent), as these modes carry the most passengers. However, there were also three customers seriously injured using our Cycle Hire service, two customers seriously injured on TfL Rail, and one customer seriously injured on London Overground.

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



On buses, 22 per cent of serious injuries involved customers falling while using the stairs, or on the lower deck, when the bus was in motion. Another 22 per cent of serious customer injuries were sustained whilst customers were attempting to board or alight the bus. This

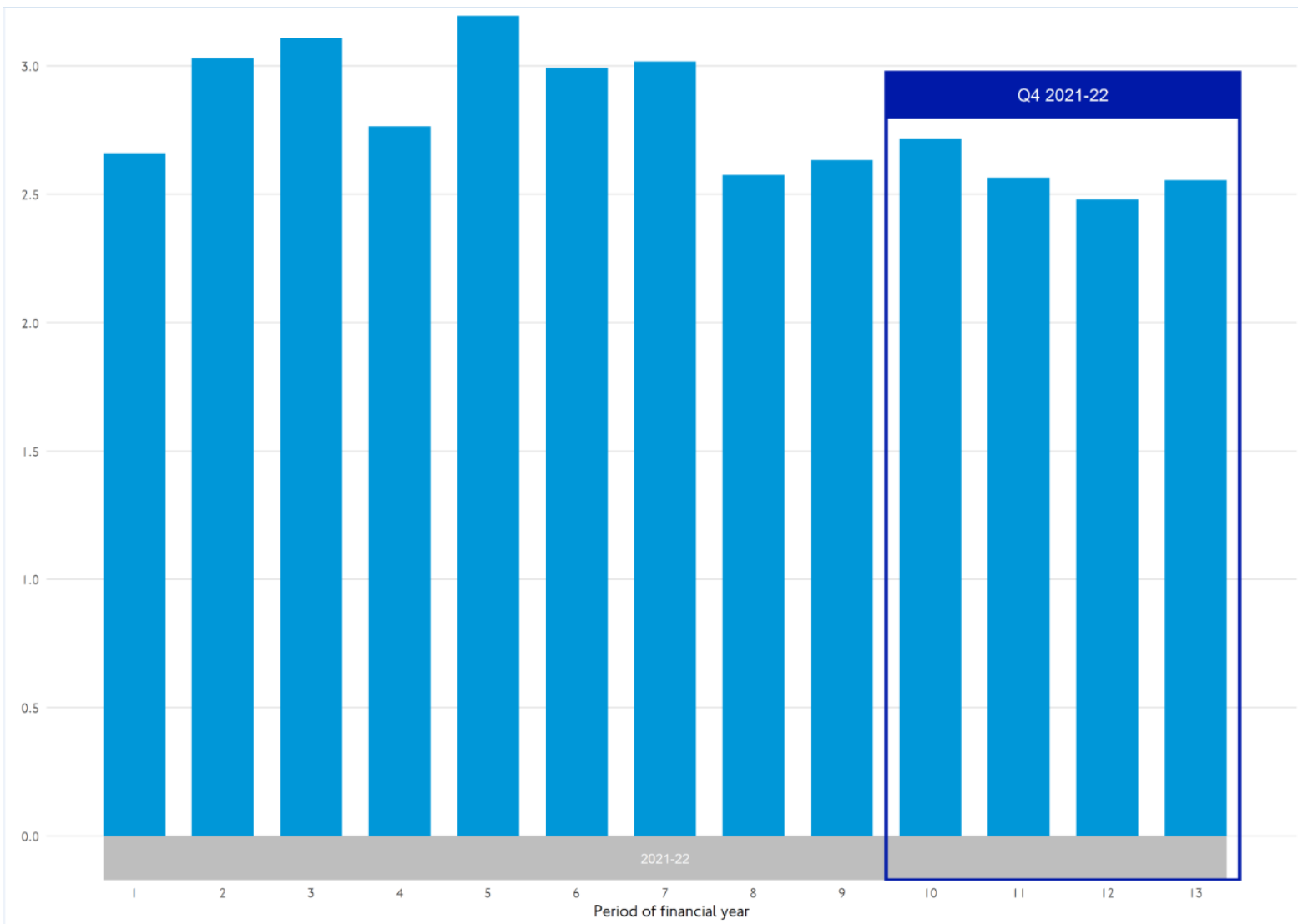
included an incident where the bus did not pull in fully, and one where when the bus doors were shut, and the customer was knocked over outside the bus. Sudden braking or manoeuvres caused 19 per cent of customer serious injuries. Two children were also injured in falls from buggies as a bus manoeuvred round a roundabout.

TfL commissioned TRL Limited to do a [Bus Braking Analysis](#) report, published in February 2022. Research tells us that heavy braking in normal service occurs substantially more frequently than had been previously understood and therefore the risk of injury per harsh braking event is lower than previously thought. We are working to understand harsh braking further, and subject to funding, whether more can be done to protect customers by preventing interactions between buses and other road users or protecting customers on the bus when bus drivers have to take evasive action to avoid collisions. The Bus Braking Analysis research is informing the specification of Advanced Emergency Braking (AEB), which is a requirement for new buses in 2024 as part of the Bus Safety Standard. AEB is forecast to provide strong safety benefits, particularly for pedestrians, and the research has shown that the potential risk per brake event to bus passengers is significantly lower than previously predicted.

Older people rely on our buses for travel, more than other age demographics, and can be particularly vulnerable to serious injury in the event of a fall. Our forthcoming Diversity and Inclusion bus driver training will cover the impact of slips, trips and falls on older and more vulnerable customers, and draw links to our previous Destination Zero safety training for bus drivers.

On LU, the most common causes of customer serious injuries were falls on escalators (48 per cent) and falls on stairs (24 per cent). There were fewer serious injuries sustained at the platform train interface this quarter. However, there were also serious injuries sustained by rarer causes such as a customer trespassing on the track, a customer colliding with the side of a train, and a child's foot becoming trapped in an escalator.

Scorecard measure: Customer all injuries rate 2021/22 (per million passenger journeys)

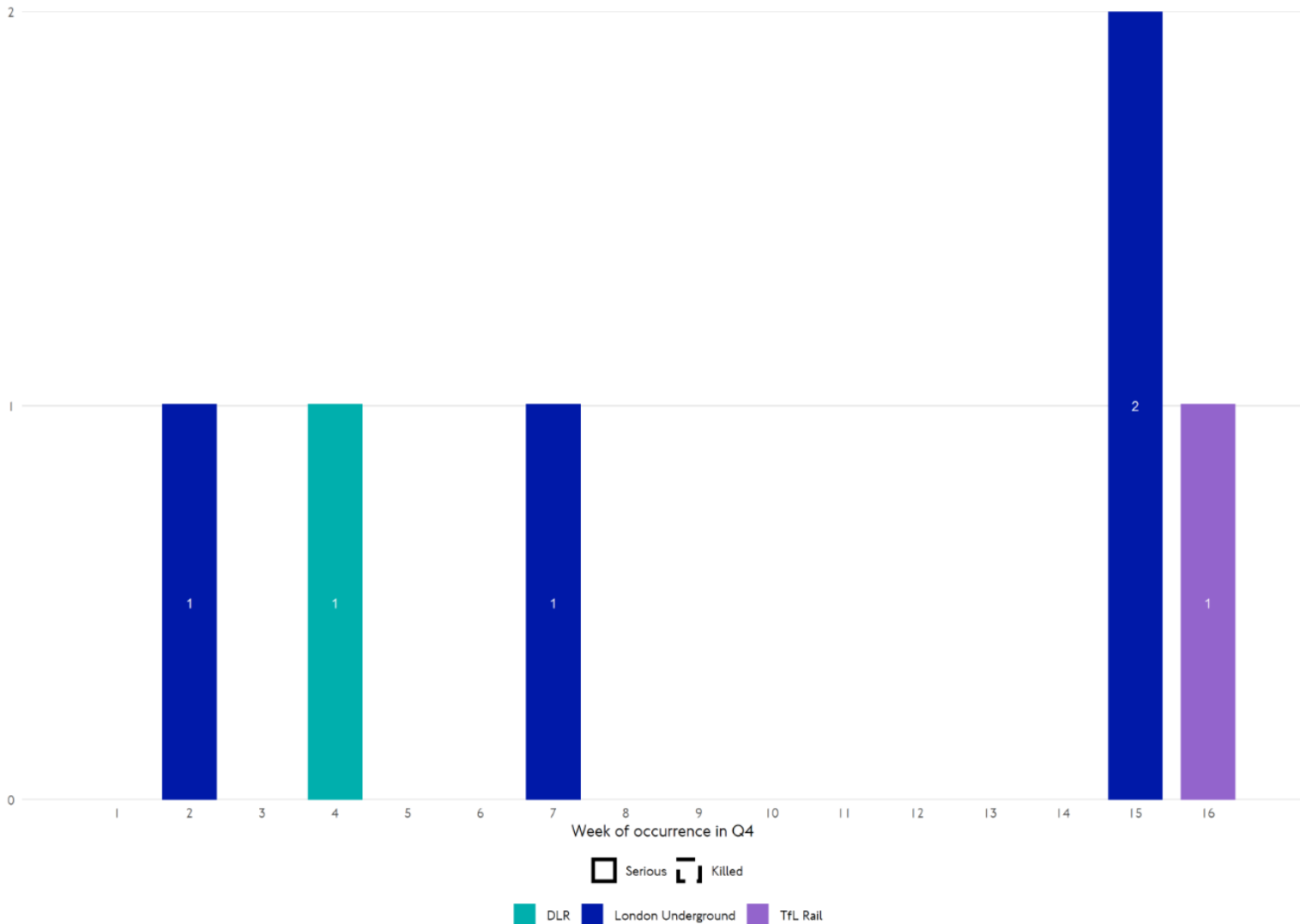


The number of customer injuries per million passenger journeys has decreased again this quarter, to 2.55. This is the lowest quarterly customer injury rate of this financial year. Unfortunately, the Quarter 4 customer injury rate remains slightly above our target across 2021/22 of 2.52 injuries per million passenger journeys.

This decrease in customer injury risk is reflected across our most common causes of injury. The risk of customers slipping, tripping or falling on LU and buses is the lowest it has been since Quarter 1 2020/21, covering the first few months of the pandemic. The risk of customers being injured when not holding on to a handrail has decreased by a third on LU since the beginning of 2021/22, suggesting that pandemic-related concerns around holding on to handrails and poles on public transport may be waning. The risk of injury whilst boarding and alighting LU trains was the lowest this quarter of any quarter of the last four financial years, and 12 per cent lower than Quarter 3. The risk of falls on bus stairs are the lowest they have been since the pandemic began and are 8 per cent lower than Quarter 3.

This decrease in customer injury risk during Quarter 4 is in the context of passenger numbers remaining largely consistent with the previous quarter. One exception to this was the fall in passengers over the Christmas period which coincided with the introduction of Plan B measures which encouraged people who could work from home.

Workforce killed or seriously injured per week in Quarter 4 (by mode)

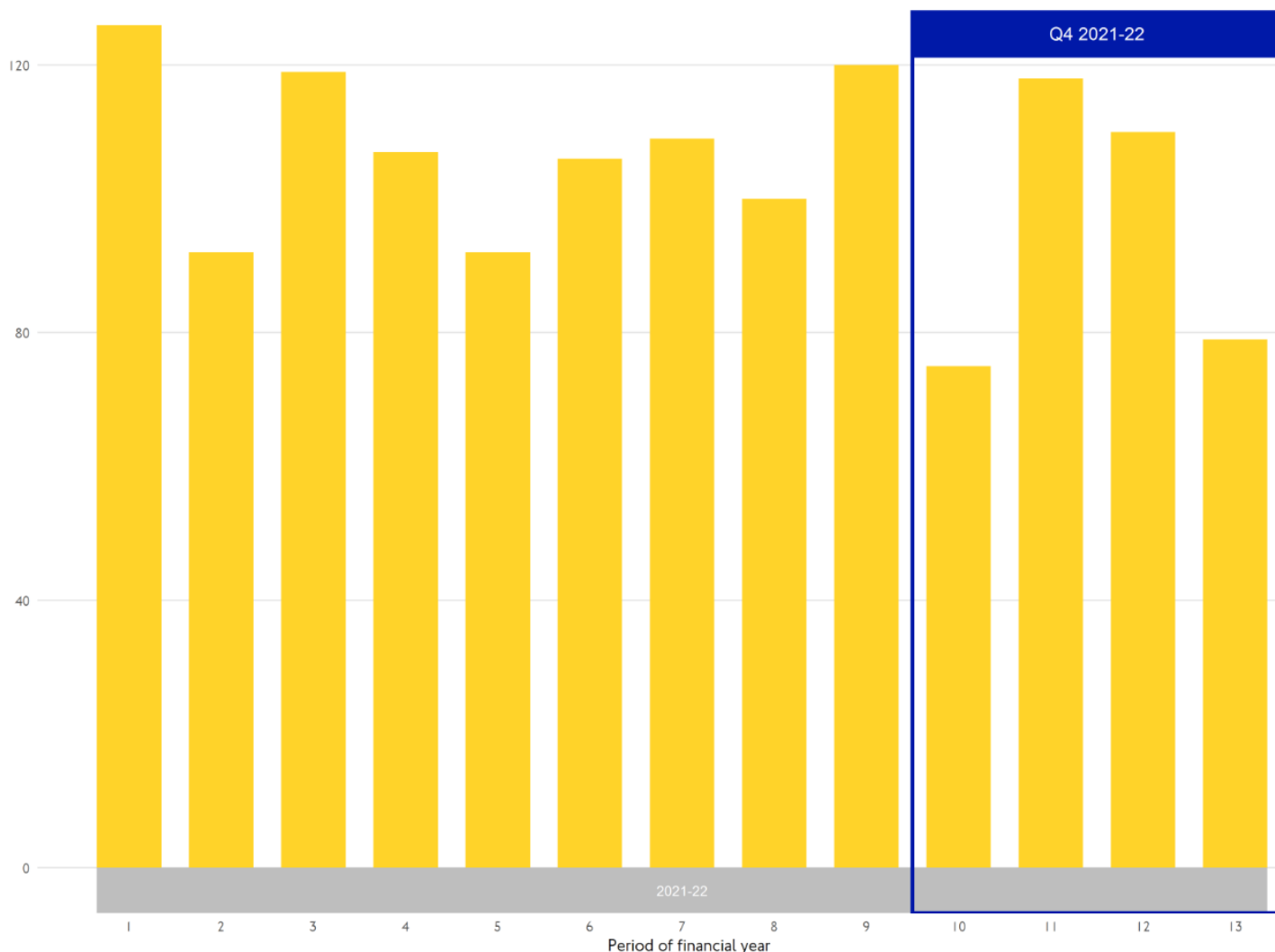


This section does not include injuries to our construction and projects workforce, which are covered in the Capital safety section below.

No one was killed whilst working on our public transport network in Quarter 4. Unfortunately, six members of our workforce were seriously injured. This compares to ten serious injuries sustained by our public transport workforce in the previous quarter. This quarter, workforce serious injuries included:

- Four slips, trips or falls – one at the platform train interface, one into a side pit at a depot, one trip over equipment as a train was being maintained, and one unknown.
- A customer assaulted staff in the ticket hall of a London Underground (LU) station.
- A ticket gate panel striking a LU staff member on the foot.

Scorecard measure: Workforce injuries 2021/22



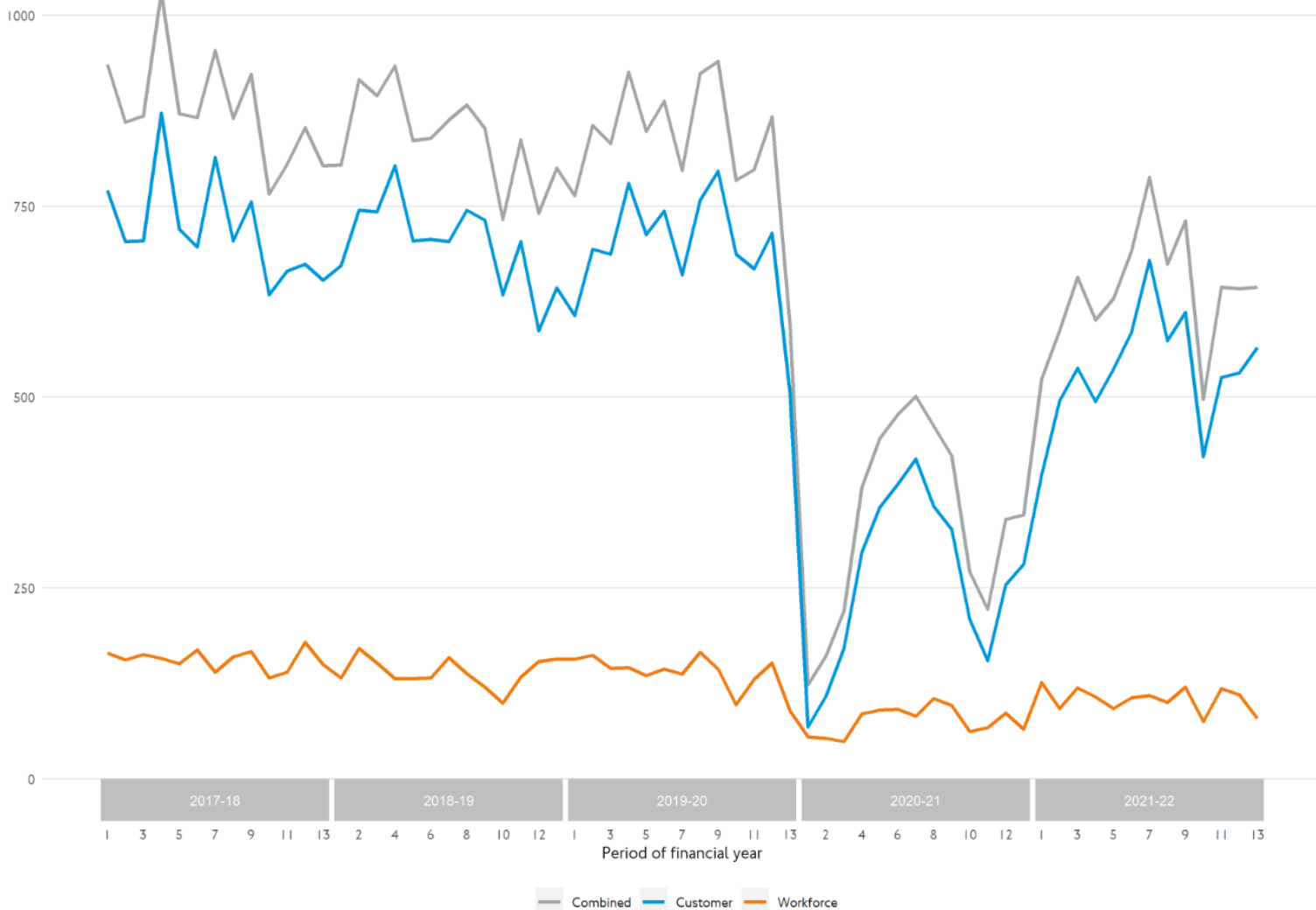
In Quarter 4, 405 members of our public transport workforce were injured. Everyone who works for us should go home safe and healthy every day. Our Vision Zero ambition is to significantly reduce all injuries sustained by our workforce by 2030 and eliminate death and serious injury by 2041. Although it is disappointing that 405 people who work for us on our public transport network were injured whilst doing their job this quarter, this represents significantly fewer injuries than our scorecard target of 500 injuries and is a step towards eliminating harm.

Total workforce injuries remain below pre-pandemic levels. Trends vary by injury type, for example, assaults remain below pre-pandemic levels but are continuing to trend upwards for LU. This may be linked to a return of customers post-pandemic, but also potentially reflects an improved culture of reporting aided by the introduction of body worn cameras. Other causes which remain more stable and below pre-pandemic levels include collisions

for our bus workforce, and trapped fingers and hands for our LU workforce. For both LU and buses, distraction continues to contribute to fewer injuries than pre-pandemic.

Long term trend

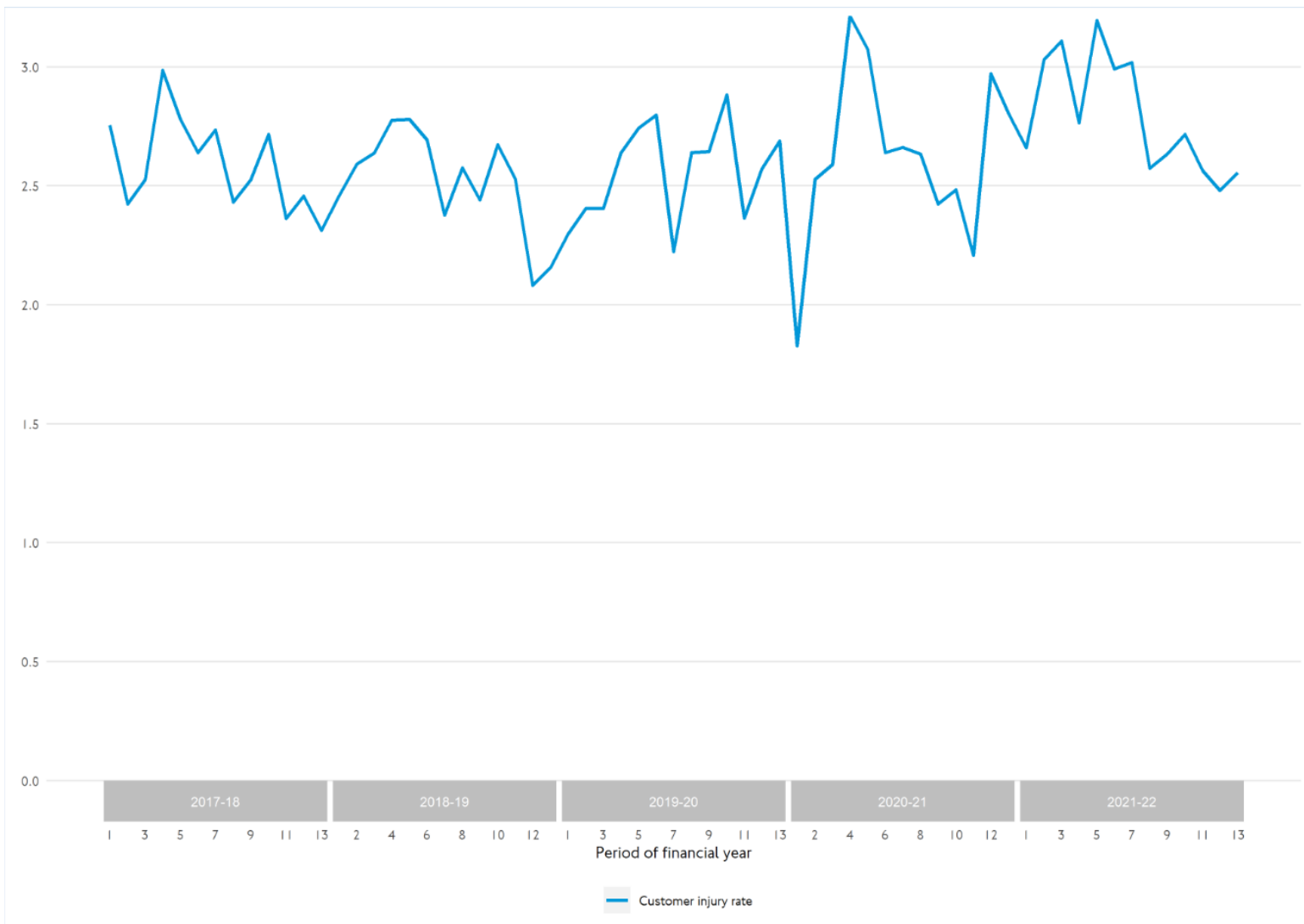
Customer and workforce injury numbers per period since 2017-18 (total)



Similar to passenger numbers, the number of injuries sustained by customers on our network remains below pre-pandemic levels.

The long-term trend in workforce injuries has been more stable, with injuries also remaining below pre-pandemic levels despite our workforce headcount remaining more static than passenger numbers. Whilst workforce injury numbers have increased gradually since the beginning of the pandemic, there has been little change during 2021/22 and the 13-period rolling average has remained relatively stable despite a return to business as usual for a large number of roles.

Customer injury rates per period since 2017/18 to 2021/22 (total)



Since the start of the pandemic, and particularly in the first half of this financial year, the number of customers injured for every million passenger journeys has been higher than the pre-pandemic average between 2017/18 and 2019/20. In the most recent two quarters we have seen a fall in our customer injury rate, to around pre-pandemic levels. It is too early to understand if this decrease in risk will be sustained, but this is particularly positive given growth in passenger numbers steadied in Quarter 4 and so recent reduction in risk has been driven by fewer injuries, rather than more passengers travelling.

Public transport safety updates

Bus Action Plan

As mentioned in the Road Risk section of this report, the Bus Action Plan was published in March 2022. The action plan sets out a number of steps we will take to improve the safety of buses and work towards our Vision Zero ambition for no one to be killed in or by a London Bus by 2030.

Some of the actions that will improve the safety and wellbeing of our workforce and customers on the bus include:

- Promoting innovative bus driver fatigue, health and wellbeing initiatives through delivery of the Bus Safety Programme and leading the Health & Wellbeing Innovation Challenge jointly with bus operators. Fatigue detection technology will be rolled out to 500 buses by the end of 2022
- Building on the success of the Destination Zero training programme, to equip drivers with the skills to adapt to the changing streetscape and better support the needs of our vulnerable and diverse customers, and work to achieve Vision Zero
- Implementing a strategic data-led approach to reducing passenger injuries due to slips, trips and falls, involving the evaluation of a variety of technical, behavioural and procedural interventions

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 36 per cent across the LU network.

We have trained 90 per cent of LU station staff in suicide prevention so far. In Quarter 4, we made 117 life-saving interventions, bringing the total over the last few years up to 1,950.

We have recently expanded the Safeguarding Award and LifeSaver Award schemes and publicised these to staff.

The Safeguarding award recognises those who go above and beyond to ensure effective safeguarding across our transport network and display excellent practice and behaviours in helping safeguard vulnerable customers travelling on our services.

The LifeSaver award is given to staff who make a suicide intervention based on the best practice criteria. There are slightly different criteria for LU staff compared to other operational colleagues, as in LU there is an existing mode of logging suicide interventions, using an electronic incident reporting form (EIRF).

Capital safety performance

Capital works cover a broad range of activities across the Major Projects, Surface Project and Programme Delivery and LU Capital Delivery. Some are essential asset renewals and maintenance to keep our frontline service operating efficiently. Other activities represent new and significant investments to improve existing infrastructure. Within the Capital area, teams comprise employees from both TfL and supplier organisations. Likewise, worksites may be managed by TfL or by suppliers acting as our Principal Contractor. We do not

distinguish between TfL or supplier hours worked or incidents within this section of the report.

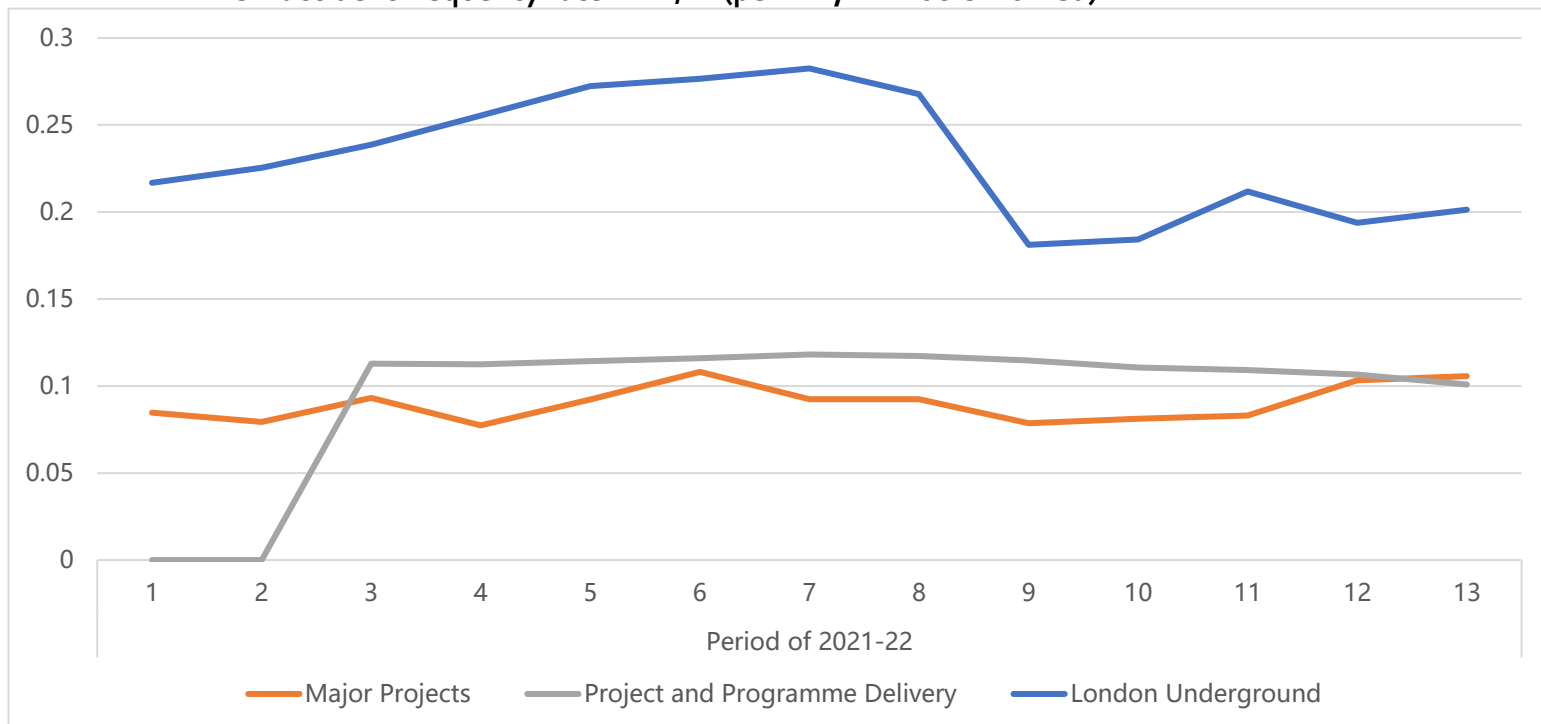
During Quarter 4, the Capital area workforce completed 2.7 million hours worked, an increase of 0.5 million on the previous quarter. In total, this means that 10.6 million hours of work were completed this year compared to 10.4 million in 2020/21. The sustained impact of the pandemic, along with the conclusion of several projects, has seen hours fall from 17.1 million in 2019/20 and 12 million in 2018/19.

Regardless of the Government's ending of Plan B measures in late January 2022, visits to site during Quarter 4 continued to be risk-based and focussed on the delivery of key Safety, Health and Environment (SHE) monitoring and assurance activities. As we steadily return to a greater level of normality, this approach can be relaxed for a return to normal. Where principal contractors have considered it necessary, they have been conducting enhanced COVID-19 checks on their sites in order to protect the health of workers and maintain progress on projects.

Quarterly performance

To enable accurate analysis of data, some of our key measurables are quoted as a frequency rate per 100,000 hours worked. Frequency rates are calculated using a moving annual average based on performance over the previous 13 periods.

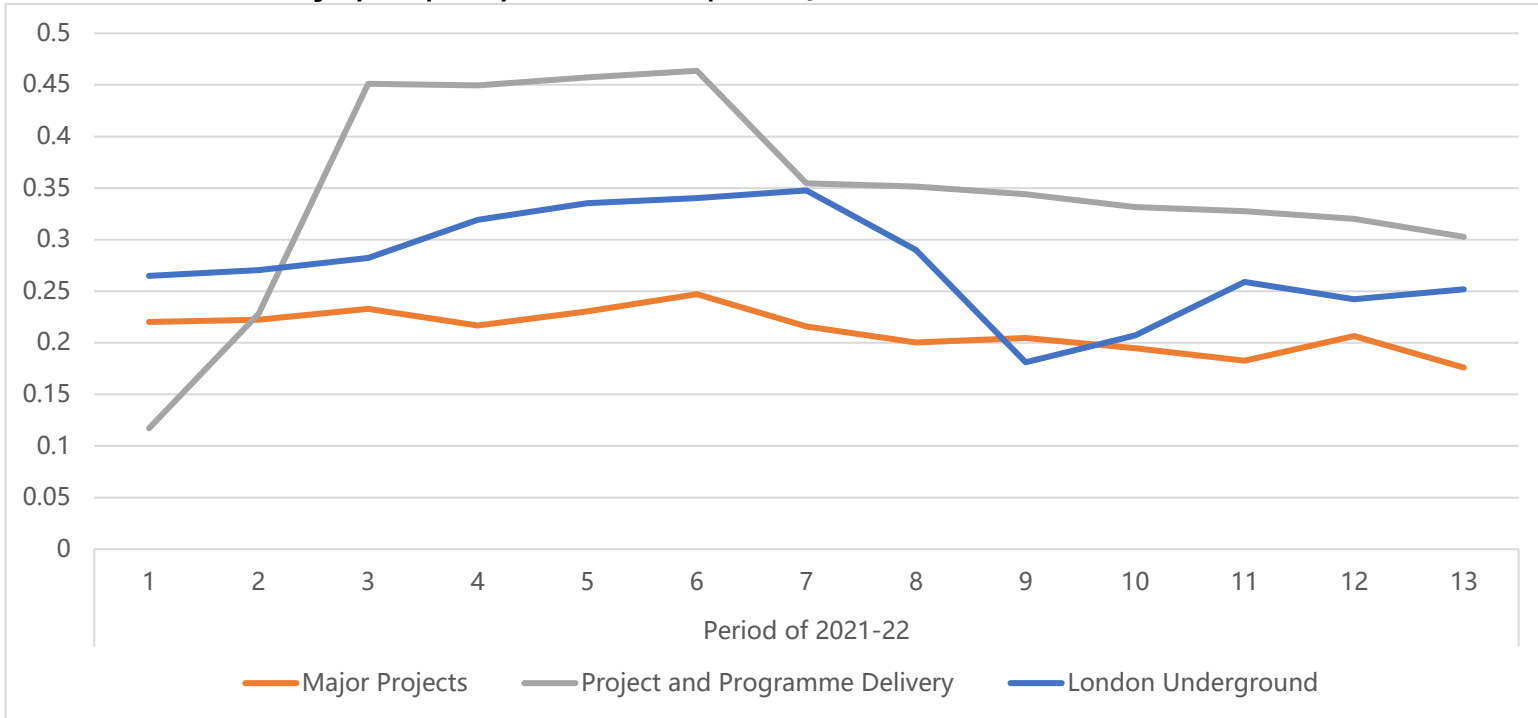
RIDDOR accident frequency rate 2021/22 (per 100,000 hours worked)



In Quarter 4, there were four incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) in our Capital teams. This included two in the Major Projects (MP) area and two in LU Capital Delivery. Consequently, the accident frequency rates marginally increased in both areas, ending the Quarter at 0.11 and 0.20 respectively. In Project and Programme Delivery (PPD), the accident frequency rate fell to 0.10 due to no RIDDORs being reported during the quarter. As a result, MP narrowly missed the annual floor target (thresholds) of 0.10 and LU missed their target (thresholds) of 0.15, whilst PPD's threshold of 0.15 was achieved. Whilst annual thresholds were not met in two of our Capital teams, the accident frequency rate remained relatively stable on the previous year, with 15 RIDDORs in total reported compared with 14 in 2020/21. It remains essential that we closely analyse the root causes in order to identify safety improvements across our teams.

This year, the top immediate causes of RIDDORs in our Capital teams were manual handling and slips, trips and falls. The most common root causes identified related to poor quality risk assessment or task planning, deviation from safe systems of work and substandard change management. In the majority of cases, TfL acts as the Client under the Construction (Design and Management) Regulations 2015 (CDM), with a third party appointed as the Principal Contractor. As such, we continue to work closely with the supply chain to share learnings from these incidents, enabling them to address root causes at source, and make adjustments to our assurance and supplier management processes to drive improved performance.

Lost time injury frequency rate 2021/22 (per 100,000 hours worked)



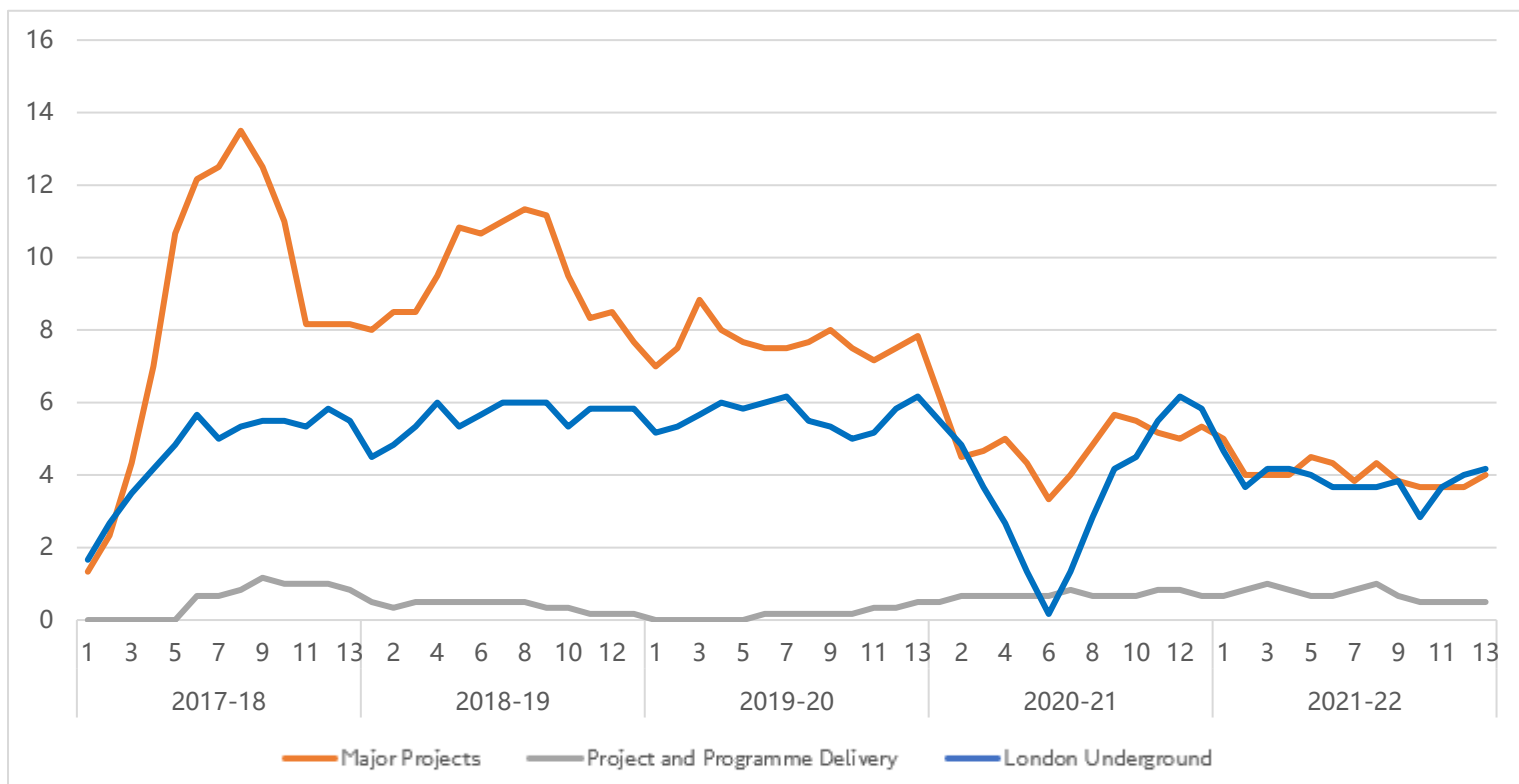
Lost time injuries (LTIs) are injuries which cause an employee to be absent for one or more shifts. There were seven LTIs reported in our Capital teams during Quarter 4, an increase of six on Quarter 3.

In total there were 24 LTIs in 2021/22, a decrease of two on 2020/21. Consequently, the rate for Major Projects finished the year at 0.18, below the floor target (threshold) of 0.20. However, the threshold of 0.20 was not achieved in Project and Programme Delivery and London Underground, with rates ending the year at 0.30 and 0.25 respectively. Whilst not all thresholds across Capital were met in 2021/22, there has been a significant long-term decline in the number of LTIs across our Capital teams, falling from 53 in 2018/19.

Immediate and root causes of LTIs during 2021/22 were generally consistent with RIDDOR analysis. Some incidents also illustrated the need to consider how changes could require a review of the safe system of work for tasks.

Long-term trend

Total capital delivery workforce injuries (six-period average since 2017/18)



There were 33 injuries reported in the Capital area during Quarter 4, which is an increase of 11 compared to Quarter 3. However, the number of injuries reported during 2021/22 was significantly below the thresholds set across our teams, and remains well below pre-pandemic levels, continuing the long-term downward trajectory seen since 2017/18. This remains the case when hours worked are considered, which have seen a lesser decline over the same period suggesting a continued reduction in injury risk.

In the coming quarters, the number of injuries reported within the Capital section of this report may be subject to change as TfL undergoes an organisational restructure. Whilst this will be noted, it will not affect our overall objective to reduce harm to all members of our workforce. The restructure of our Capital area provides a significant opportunity to work more closely together towards our objectives, sharing learnings and adopting a more consistent risk management approach to enable us to control our safety performance more effectively.

Capital Delivery SHE Improvement Initiatives

SHE Capital Delivery & Maintenance Strategy

To improve performance and achieve our long-term objectives, we are continuing to deliver the SHE Capital Delivery and Maintenance Strategy. In Quarter 4, we developed a central

improvement plan for the Capital area which will enable us to drive improvements across Capital, addressing key priorities and supporting the consistent delivery of the strategy. The improvement plan has been built based on the core deliverables identified in the strategy, which was published at the start of 2021/22 with the aim of establishing TfL as the UK's leading construction industry client. The deliverables within the plan – which include data standardisation, lessons learned process improvements and a review of behavioural initiatives – have been adjusted to account for progress against objectives, new insight and changes in strategic direction.

In Quarter 4, we started work on another of the key strategic deliverables for the new financial year: the review of how we manage safety, health and environment within our procurement and supplier management processes. This will enable us to target improvements in our suppliers' performance, reducing risks to TfL and identifying opportunities for process efficiencies. In Quarter 1 2022/23, we will begin updating the SHE specification for construction and developing associated guidance, tools and training material to support our teams.

Bank Station Capacity Upgrade

The most significant piece of capital work is taking place at Bank LU station, where the capacity of the station is being significantly enhanced to be able to cope with the large volumes of customers who use this important interchange. As part of the scheme the below ground concourse for the Northern Line is being significantly expanded, following a new tunnel and track alignment. Bringing all of this together required a planned total closure of the Bank branch of the Northern Line from 15 January to 15 May 2022.

There has been considerable detailed planning to allow multiple trades, suppliers and activities to work simultaneously, but importantly to do so safely and without risk to safety and health. The principal contractor, Dragados, has been coordinating these works, supported by a client project team from TfL. With a strict schedule to maintain there have been enhanced COVID-19 checks to protect the health of workers and maintain progress.

Capital Projects and Carbon

The annual TfL Pan-Capital Zero Harm Conference was held virtually on 8 February 2022. This was a key event to share ideas and learning between suppliers and TfL. This is reported more fully in the Environment section below.

In co-ordination with the Zero Harm Conference, in Quarter 4 the Major Projects Directorate's theme was 'Bringing Carbon to Life'. There were a range of materials and presentations made widely available to increase the awareness of what can be done to baseline, measure, and manage the carbon generated by our projects, so that this becomes 'business as usual'.

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.

Triggers of WVA incidents

Fare evasion remained the biggest trigger for WVA during Quarter 4, resulting in 31 per cent of all WVA incidents on LU and 41 per cent on Surface transport modes. This is a slight increase of 3 per cent on the LU network and 2 per cent on the Surface network.

The proportion of WVA incidents triggered by customers behaving in an antisocial or disruptive manner remained stable at around 18 per cent on the LU Network. However, as a percentage of overall incidents, this remains comparatively high to previous Quarters. On Surface modes, incidents triggered in this way have increased from 32 per cent in Quarter 3 to 36 per cent in Quarter 4. In one quarter of these incidents, the perpetrator was believed to be intoxicated.

Reported WVA on the LU Network triggered by disputes rose from 12 per cent in Quarter 3 to 15 per cent in Quarter 4. The industrial action during March 2022 was a key contributor behind this rise, with 16 incidents related to strike action and 17 related to the following service disruption.

WVA on the LU Network where a youth was involved increased from 7 per cent in Quarter 3 to 10 per cent in Quarter 4. There are strong links with youths involved in WVA and fare evasion, as well as repeat offending.

Following the ban on e-scooters on TfL's public transport network due to fire risk at the end of Quarter 3, there has been a rise in the number of reported WVA incidents relating to the ban. This has gone up from 13 in Quarter 3 to 50 in Quarter 4 in line with the increase in education and enforcement activity. Recent data shows that the number of WVA incidents linked to the ban are falling. In period 10 there were 19 reported incidents which fell to nine in period 13.

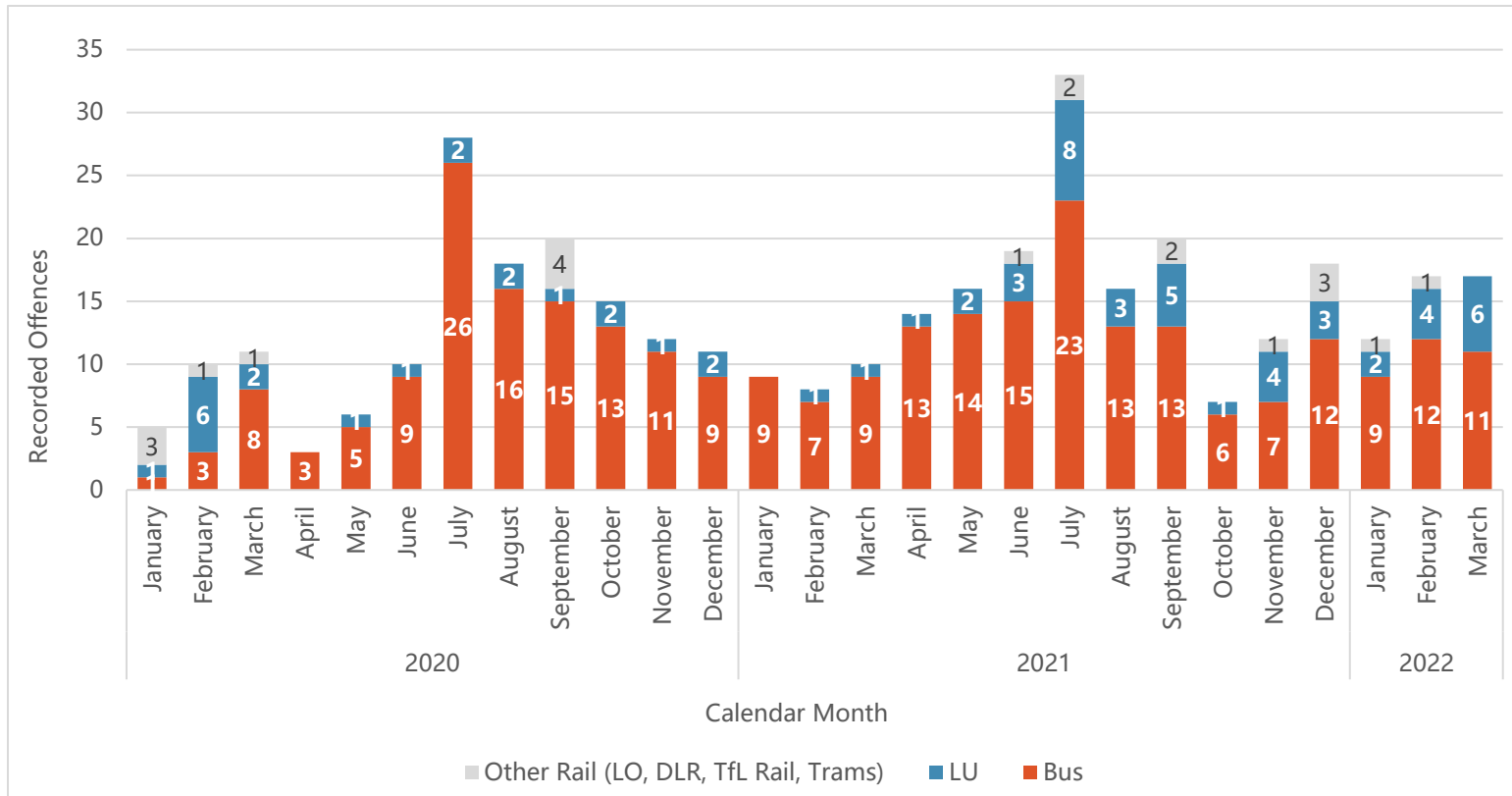
Levels of hate crime as a proportion of total WVA incidents remain similar to the previous quarter. Hate crime offences accounted for around 7 per cent of offences (96 reported incidents) on surface network. On the LU network, hate crime accounted for around 6 per cent of WVA incidents (75 reported incidents).

Volume of incidents in Quarter 4

In Quarter 4 2021/22, there were 1,182 incidents of WVA on the LU network. This is an additional 104 compared to the number recorded in Quarter 3. This increase can largely be attributed to the additional three and a half weeks there are in Quarter 4.

In Quarter 4 2021/22, there were 1,440 incidents of WVA on the Surface networks (including Buses, roads, London Overground (LO), Docklands Light Railway (DLR), TfL Rail and Trams). This is an additional 423 incidents from Quarter 3, which again can largely be attributed to the extra weeks included in Quarter 4.

Police recorded work-related violence with injury offence from 2020 to 2022



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

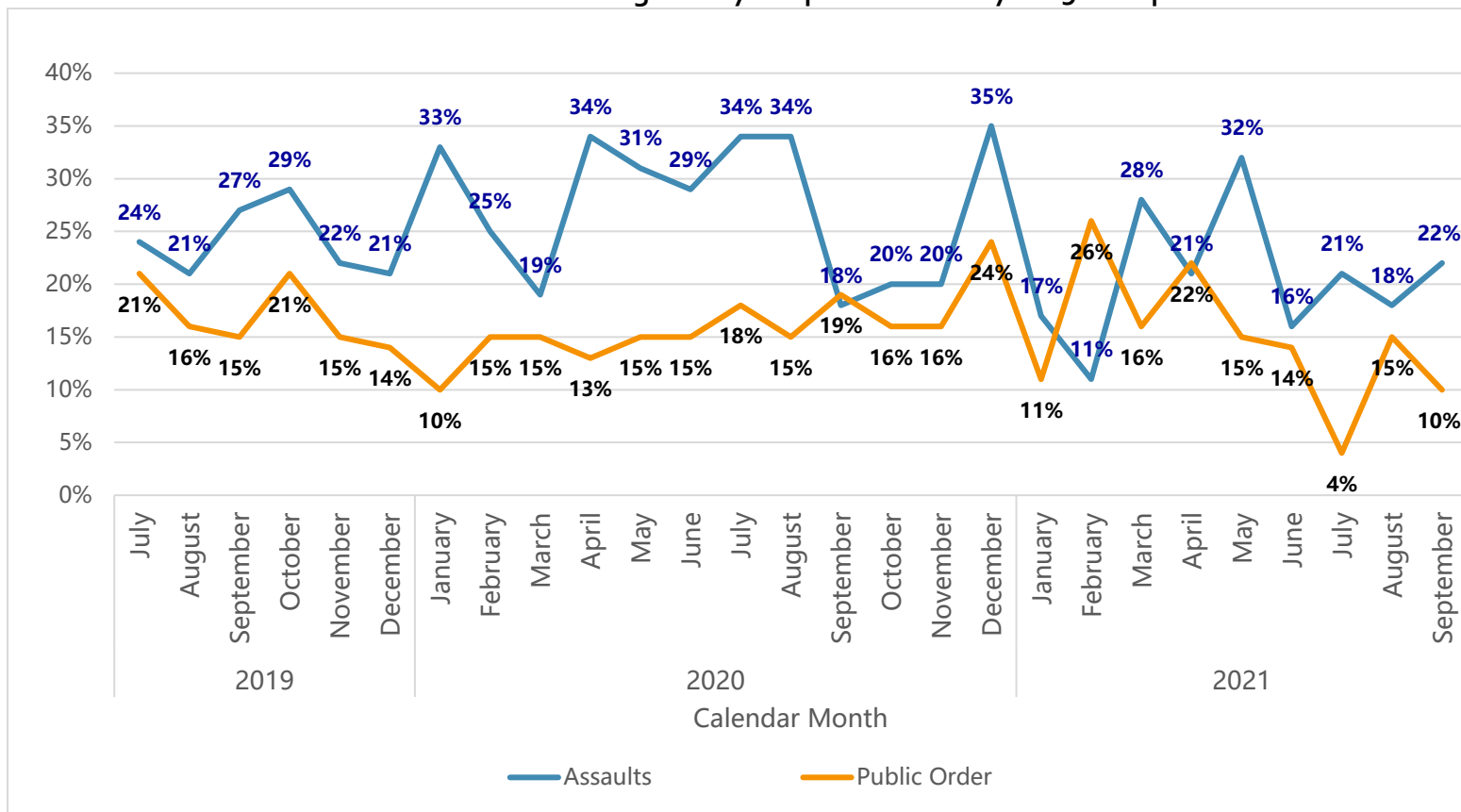
The level of bus-related violence with injury offences was 12 per cent higher when comparing 2021/22 (146 offences) with 2020/21 (132 offences). This is in part due to the police investigating some spitting offences as actual bodily harm (ABH) offences rather than common assault. This is positive, as ABH offences will be dealt with more seriously by the criminal justice system.

Where contributory factors are recorded, 44 per cent of bus-related physical assaults (including spitting) reported to the police are linked to road rage. Road rage volumes were

lower in 2020/21 due to COVID-19 restrictions and more people working from home and fewer road users (36 offences in 2020/21, 62 offences 2021/22).

Police data for LU and other rail modes (LO, DLR, TfL Rail and Trams) combined shows there were 53 violence with injury offences between in 2021/22, compared with just 18 for the same 12 months in 2020/21. The lower offence numbers on the rail network in 2020 reflect the lower levels of passenger journeys at this time.

Solved rate for WVA offences investigated by the police from July 2019 to September



2021

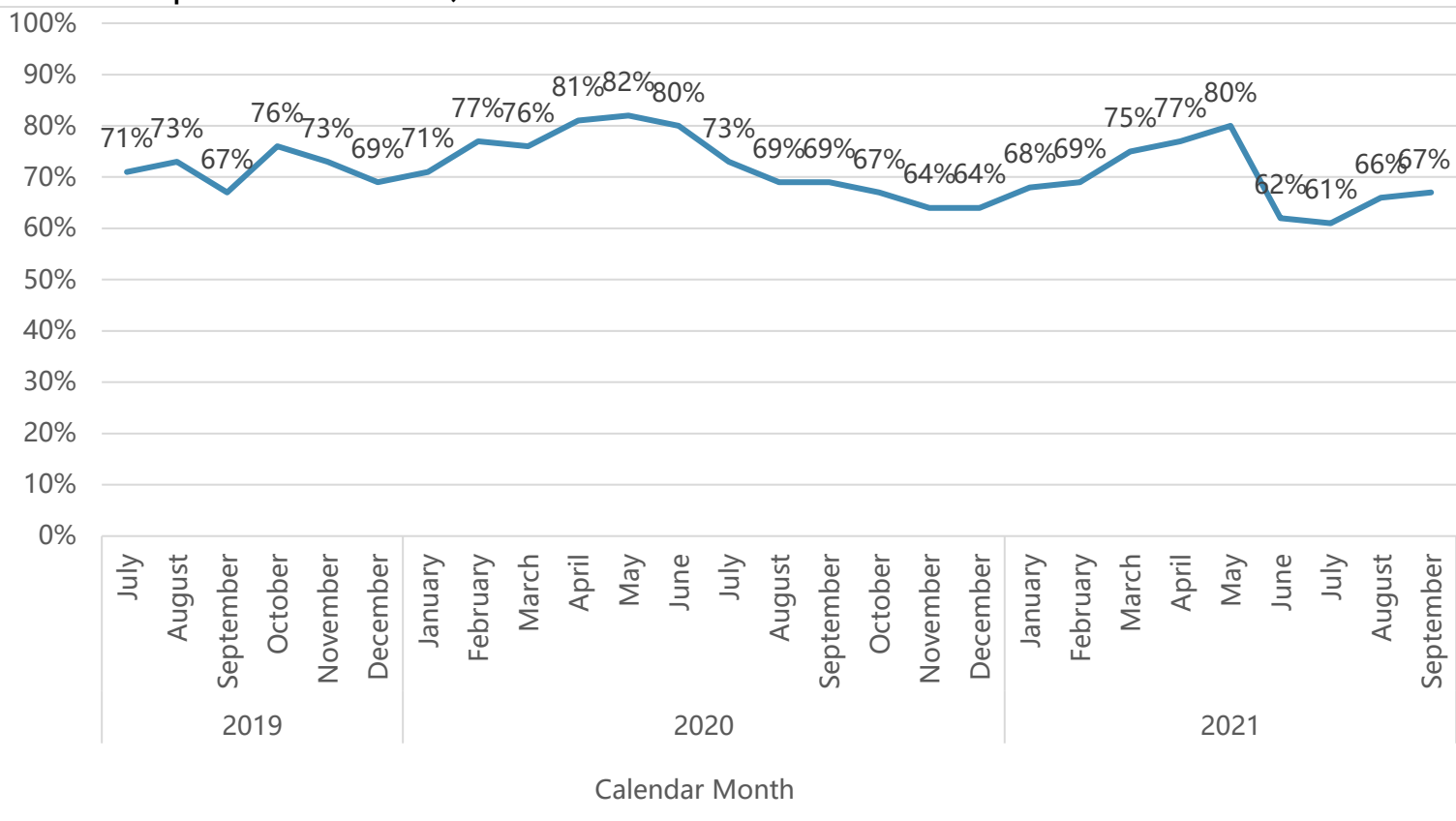
We are working closely with the police to improve the solved rate of offences. This includes prioritising the investigation of WVA incidents, providing access to body-worn video cameras and continuing to support police investigations by providing Oyster card and CCTV information and victim and witness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

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 six months in arrears to allow time for the police investigation to conclude and for cases to progress through the criminal justice process. This section compares figures for the 12-month periods, October 2020 to September 2021 (current), with October 2019 to September 2020 (previous).

During the current period the combined solved rate was 19 per cent for violence and public order recorded offences against our workforce – slightly lower than the previous 12-month period (21 per cent).

The solved rate varied by mode during the current period, with a solved rate of 18 per cent for bus-related offences, 21 per cent for LU, and 14 per cent for all other rail modes combined. 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 or threatening behaviour) as the police will allocate more resource to identifying and apprehending offenders for the former e.g., media appeals for information for violent incidents. The solved rate in the current 12-month period for violence (with/without injury) offences was 22 per cent compared with 15 per cent for public order offences respectively.

Percentage of Staff Willing to Support from July 2019 to September 2021 (all violence and public order offences)



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 six months in arrears to allow time for the police investigation to conclude and for cases to progress through the criminal justice process. This section compares figures for the 12-month periods, October 2020 to September 2021 (current), with October 2019 to September 2020 (previous).

During the current period, the percentage of staff willing to support a police investigation was 69 per cent for violence and public order recorded offences against staff, down from 75 per cent compared to the previous 12-month period. Due to changing customer numbers, bus drivers make up a greater proportion of staff victims and they are less likely to support police investigations, particularly public order offences. We are working with the police and bus operators to address this.

Progress against the 2021/22 annual action plan

The Safety, Sustainability & HR Panel (SSHRP) reports now include updates against actions within the WVA annual action plan. The plan was approved by the Panel on 30 June 2021.

Wherever staff are on our network, we are committed to their safety and preventing violence and aggression, tackling the causes and providing support to those who experience it.

Our Transport Support and Enforcement (TSE) Operational Officers provide direct support to customers and our staff working on the frontline. All TSEs are trained and equipped to deal with the triggers of WVA through engagement, enforcement and problem-solving activity. They work closely with transport police partners and are deployed to locations with higher levels of reported WVA or where there are emerging issues with customer behaviour. By the end of 2021/22 we had recruited 90 TSEs and our ambition is to increase this to 135 by the end of 2022/23.

We have joined forces with Arriva Rail London, providing a team of TSEs to help support LO colleagues. This dedicated team of 15 TSEs will work alongside existing station teams across all parts of the LO network – providing protection, support and a high visibility presence to deal with the triggers of WVA. Their deployments and tactics will be intelligence led.

Fare evasion remains the biggest trigger for WVA and as part of our strategy we are recruiting 60 new Revenue Control Officers (RCOs) to help tackle fare evasion on the LU network. Twenty-seven RCOs are now fully trained and working on our network and we are currently recruiting the additional 33 with an aim to start their training in June 2022.

Ensuring our staff have up to date safety equipment is an essential part of our strategy to prevent WVA and bring offenders to justice. Following the successful roll out of body worn video (BWV) cameras to our frontline customer facing colleagues working in LU and bus stations and our enforcement teams we have reviewed the operational requirements of

other teams across TfL. We are planning to roll out additional BWV cameras and emergency communication devices which can be accessed by staff in other public-facing roles or when undertaking specific activities.

Examples of Successful Prosecutions in Quarter 4

TSEs at Vauxhall LU station

In June 2021, two of our TSEs asked a customer to fold up his e-scooter while travelling on the escalator at Vauxhall LU station. He became verbally abusive and aggressive and shouting racist and homophobic abuse towards the officers. Evidence of the language used was captured on body worn video and the suspect was arrested by police at the scene. In February 2022, he pleaded guilty to two charges of verbal abuse and was sentenced to eight weeks in prison (suspended for 18 months).

North Greenwich LU station

In November 2020, a customer forced her way through the gates and when approached was abusive and spat at two members of staff. A sample of the spit was collected in a spit kit which was analysed and enabled the suspect to be identified. Two charges of common assault were issued, but the suspect failed to attend multiple court dates. In December 2021 the suspect was sentenced to four months in a young offenders' institution for each of the two assaults.

Arnos Grove LU station

In September 2021 a customer who had missed the last train was helped by members of staff to find a bus. The suspect turned on one colleague and hit him in the throat. Stopped and arrested by officers at the scene he was charged with common assault. Having first entered a plea of 'not guilty' in January 2022, he changed his plea to 'guilty' in February 2022 and was fined £180.

Seven Sisters LU station

In December 2021, two members of staff were assisting a distressed woman when approached by another customer. The woman did not know the man, so he was asked to leave. He became abusive and threatening and pushed both members of staff in the chest a number of times. Two charges of common assault were filed, and he was found guilty of both offences following a trial in March 2022. He was fined a total of £500.

Route 34

In November 2021 a driver of the route 34 was spat at by a man who went on to punch the assault screen, as well as threaten the driver. This was after the driver had asked him to leave because he had urinated on the bus. In December 2021 the suspect was found guilty,

given a community order, and required to pay £100 compensation, to attend an alcohol treatment programme and complete a rehabilitation order.

Route 464

In December 2021 a customer threatened to kill a bus driver on the route 464 after a fare dispute. In January 2022, the suspect was found guilty, ordered to pay compensation and costs totalling £185, complete an unpaid work requirement and a rehabilitation programme.

Route 51

In January 2022 a bus driver on the route 51 was spat at. The spit went through the holes in the assault screen and landed on the driver. The suspect was arrested and appeared in court in March 2022 where he was found guilty and ordered to pay fines and compensation totalling £200.

Significant incidents

This section outlines significant incidents that have occurred during Quarter 4 and since the last report. It also provides an update to significant incidents of note.

Storm Eunice

Extremely stormy weather dominated the weekend of 18-20 February 2022 with numerous trees coming down and other obstructions blown on to our infrastructure causing disruption to our services and damage to some assets.

Customers: The storm did not cause any significant injuries to our public transport customers. There was one incident at South Kensington station when a side panel from the station entrance canopy fell down and hit a person. Station staff talked to the person who they confirmed they felt no pain and had no visible injuries.

Workforce: There were two injuries to our workforce:

- One of our ABM cleaners was injured (a virtual fracture of the hand and damaged ligaments) at Camden Town, when he raised his hand to protect himself when a large piece of corrugated plastic roofing was blown towards him.
- A Train Operator who helped remove a tree from the track has since reported they have injured their back.

Rail Accident Investigation Branch (RAIB) report into Carmont - Published March 2022

The RAIB published their report into the passenger train derailment which happened at Carmont, Aberdeenshire in August 2020. They presented the report to a senior audience in

TfL prior to publishing. Reviews are taking place internally to establish any lessons that can be learned by TfL from this report.

Significant London Underground incidents

There were no RAIB reports pertaining to LU published in Quarter 4.

RAIB report: Fatal accident at Waterloo Underground station – published September 2021

On 26 May 2020, at Waterloo LU station, a passenger fell into the gap between the northbound Bakerloo line platform and the train from which he had just alighted.

The RAIB made three recommendations to LU. The first relates to the need to recognise and assess location-specific risks so they can be properly managed. The second recommends that LU review its quantified risk assessment. The third recommendation relates to the need for effective delivery of actions proposed by internal investigation recommendations.

We carried out an internal Formal Investigation into this accident which was published in January 2021. Many of the issues identified by the RAIB were addressed in the LU Formal Investigation Report (FIR) and in actions taken by LU after the accident. The Office of Rail and Road (ORR) monitors the completion of the RAIB recommendations by TfL.

We will continue to update the ORR regularly to ensure it is satisfied that we are addressing the recommendations in the RAIB report.

An inquest into this incident has been listed to take place before a jury between 19 and 28 September 2022. We are assisting the Coroner.

TfL FIR: Stamford Brook Engineering Train Signal Passed at Danger - 14-16 May 2021

The final FIR has now been published, relating to testing activities of a new signalling system for London Underground by the Four Lines Modernisation Programme. During the weekend of 14-16 May 2021, the track sections where testing was taking place were closed to customers and normal service in a 'possession'. As part of the possession, both engineering trains and passenger trains were run to test the new signalling system. An engineering train did not follow the planned procedures and passed red signals without the required authority, and with the legacy systems disabled to permit testing of the new system, this meant that the engineering train travelled without the required protection to avoid the risk of collision. Although there was no adverse outcome, the project team reported this incident to enable thorough investigation.

The investigation found that significant factors in this particular incident were the compressed timescales for the detailed planning, particularly where there were multiple

interfaces to coordinate. Complications caused by internal employee relations were also a contributory factor. The project team itself promptly undertook the necessary actions to address the issues, but time pressures in the preparation for testing and the introduction into revenue service have remained as challenges that still need to be resolved on the Four Lines Modernisation Programme.

Northern Line Extension TPAV System – 12 March 2022

An incident occurred on the 12/13 March 2022 when only one tunnel ventilation shaft on the Northern Line Extension (NLE) Tunnel Public Area Ventilation (TPAV) system was found to be available for use. The issue was not recognised until a day and half later.

The Minimum Operating Requirements for the NLE TPAV requires five of the six tunnel ventilation fan shafts to be operational. Whilst the TPAV fault process allows a risk assessment to be undertaken, on this occasion the shaft availability was so far below the minimum operating requirements, a decision was made to suspend the service. The service was suspended from 2300 on 13 March until 0830 on 14 March. A formal investigation into this incident has been commissioned.

Significant incidents on the Surface transport network

Sandilands Tram Derailment - 9 November 2016

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

We have worked closely with the Rail Accident Investigation Branch and the Office of Rail and Road (ORR) since November 2016 to introduce a new safety regime and implement all the recommendations from the organisations across the tram network. This has made the network safer for everyone, and we continue to work tirelessly to ensure that such a tragedy could never occur again. We agreed to all of the RAIB's safety recommendations and accepted liability to ensure civil claims could proceed as soon as possible. We have also worked to address the issues raised by the Coroner in her Prevention of Future Deaths report following the Inquests.

Since the conclusion of the Inquests, five of the families of those who lost their lives wrote to the Attorney General to request that she considers using 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 provided submissions to the Attorney General. We do not have an update on the status of the request.

The ORR has completed its investigation into the derailment, and has issued criminal proceedings against TfL, Tram Operations Limited (TOL) and the driver of the tram for breaches under the Health and Safety at Work etc, Act 1974 (the 1974 Act). TfL and TOL are both charged with an offence under section 3 of the 1974 Act which requires employers to ensure that their employees and third parties are not exposed to risks to their health and safety. The driver is charged with an offence under section 7 of the 1974 Act which requires employees while at work to take reasonable care for their own health and safety, as well as the health and safety of others who may be affected by their acts or omissions at work.

After careful consideration, at the first procedural hearing that took place at Croydon Magistrates' Court on 10 June 2022, TfL indicated a guilty plea to the charge against it. TOL also pleaded guilty at the same hearing. The driver indicated a not guilty plea. It was agreed by the Magistrates' Court that all three cases should be transferred to the Crown Court and a further procedural hearing concerning the driver will take place in due course. TfL and TOL will be sentenced after the conclusion of the driver's trial.

We have delivered robust and lasting safety improvements since 2016 and we continue to review our operations and work with the wider tram industry to ensure that we have the safest possible network.

London Overground Wood Street Station - 14 January 2022

The RAIB have produced a safety digest into an incident at Wood Street Station on Friday 14 January 2022 where a passenger was trapped in the doors and dragged along the platform. Thankfully, the passenger did not sustain any injuries and left the station after speaking to the train driver.

The passenger was attempting to reboard a train after the door closing sequence had begun. They placed their hand between the closing doors consequently trapping their hand as the doors closed. The train started to depart from the platform with the passenger's hand still trapped in the doors. The train stopped after it had travelled for around 20 metres along the platform, during which it reached a maximum speed of 7.6 mph (12 km/h). The train doors were then opened by the driver, freeing the passenger's hand.

The digest emphasized the importance of carrying out a thorough final safety check and not relying on the interlock system as proof that it is safe to move a train, as these systems are not always capable of detecting objects trapped in closed and locked doors.

Highams Park Bus collision with building - 25 January 2022

On Tuesday 25 January at around 08:20 a route 212 bus mounted the pavement and crashed into a parade of shops on The Broadway near Highams Park, Waltham Forest. This resulted in numerous casualties amongst the passengers on board who were mainly school children.

Due to the force of the impact with the building which happened when the bus was travelling at approximately 17 miles per hour, there were 20 reported injuries: three people including the driver and a child were sent to hospital; the remaining 17 did not require hospital treatment. All injuries were confirmed not to be life-threatening or life changing.

The bus came close to striking a pedestrian on a zebra crossing at the start of the incident.

The building was assessed by the local authority to be structurally safe, although it needs extensive repairs. The incident remains under investigation.

Croydon Tram and Car collision - 30 January 2022

On Sunday 30 January 2022, a car collided with a tram in Oaks Road at the junction with Coombe Road in Croydon, causing the tram to derail. CCTV from the tram shows the driver of the car had ignored a red traffic signal which was protecting the junction, as the tram crossed over the road after receiving a signal to do so. Following the incident, we were able to confirm that the traffic signals were in full working order at the time of the incident. Emergency services attended the incident and thankfully none of the passengers on board the tram required treatment by the London Ambulance Service.

We are working with all appropriate stakeholders such as through the local press to raise awareness, as seeing if there is anything that we can do to reduce instances of car drivers ignoring traffic signals which may result in collisions or near misses with trams. This includes the possibility of installing traffic cameras at high-risk locations to act as a deterrent to road users, or road-calming measures on the approach to the crossing. Since the incident the MPS have carried out covert red-light monitoring.

Bayswater Road Bus fire - 1 February 2022

On Tuesday 1 February 2022 at around 05:20 a route N207 double decker bus caught fire on Bayswater Road leading to catastrophic damage to the vehicle.

The driver had been alerted by two passengers that smoke was emitting from the rear of the bus. At this point the driver continued to a safe place and stopped the bus, contacted the control centre for emergency assistance, and assisted passengers to exit.

An investigation is being undertaken to establish the cause of the fire.

Fatal Collision Involving Bus and Pedestrian - 4 February 2022

On Friday 4 February 2022 at around 08:55, a route 135 bus proceeding along Great Eastern Street was involved in a collision with a woman using a pedestrian crossing. The emergency services attended but unfortunately the woman suffered fatal injuries and died at the scene.

An investigation is underway to determine the root causes of the incident and to make recommendations.

Fatal Collision Involving Bus and Pedestrian - 7 March 2022

On Monday 7 March 2022 at around 12:45, the route 12 bus was stopped at a set of traffic lights on Regent Street behind a person cycling. When the traffic lights changed the person cycling went straight ahead and the bus turned left into Margaret Street. There were several people waiting at the near side kerb as the pedestrian signal for Margaret Street was red.

As the bus made the turn, a collision occurred with a woman walking, resulting in her being knocked to the floor where she sustained a head injury. The emergency services attended but unfortunately the woman suffered fatal injuries and died at the scene.

An investigation is underway to determine the root causes of the incident and to make recommendations.

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 removal of polychlorinated biphenyls (PCBs) to the Environment Agency. PCBs are substances that are toxic to humans and animals. They were banned from sale in the UK in the 1980s, but LU has equipment which contains components such as old electrical capacitors that predates this ban and therefore sometimes contain PCBs. There is also legislation in England and Wales as well as an international agreement which aims to ban PCBs entirely. Progress on our programmes for identification, replacement and removal of components that may contain PCBs continued in Quarter 4.

Engagement with London Fire Brigade

We meet the London Fire Brigade (LFB) every quarter to share progress of our Fire Safety Programme and to discuss any significant fire incidents in the previous months. As well as a joined-up response to incidents on our network, the LFB carry out a number of detailed inspection visits to review our approach to fire safety. 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 identify areas where we can work more closely together to ensure that we manage the risk of fire on our network.

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 and our plans for improving how we manage safety and health on our railways. We continue to work closely with them to identify opportunities for improving how we manage health and safety. During Quarter 4, we had a number of constructive discussions with the ORR on how we manage issues such as our long-term plans for TfL, our SHE Management System, customer and workforce safety.

Health

COVID-19

Since the start of the coronavirus pandemic, our focus has been to protect the safety and health of our customers and workforce. This remains our focus as we emerge out of the pandemic and transition to Living with COVID.

Deaths in service

Our sincere condolences remain with the families and loved ones of the 105 members of our workforce who have sadly passed away from COVID-19 as of 1 February 2022. Everyone at TfL pays tribute to the vital role they played in our fight against the pandemic.

Our Employee Assistance Programme continues to be available to all employees and their dependants, 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.

We clearly communicated and reassured our workforce, through articles on the intranet and posters displayed in workplaces, that we are continuing to make free lateral flow tests available, even after the Government phased out the free tests from 1 April 2022.

Face coverings on public transport

As part of the Plan B COVID-19 restrictions ending in England, the Government announced that it would no longer be compulsory for people to wear a mask on public transport and in shops from 27 January 2022. At that time, we retained the requirement for face coverings under our Conditions of Carriage, which meant customers continued to be required to wear a mask when using our network.

From 24 February 2022, we removed the requirement set out in our Conditions of Carriage for customers to wear face coverings. This was informed by a variety of factors, including the shift in the Government's approach towards living with COVID-19. We also considered the results of independent testing by Imperial College London, which has found no trace of coronavirus on customer-facing areas of our public transport network since September 2020 right up to March 2022.

We have continued our customer and staff messaging to encourage face coverings to be worn, especially as they have given customers the confidence to use public transport, particularly those who are vulnerable.

We continue to encourage our workforce to wear face coverings when in enclosed spaces. We are continuing to provide free Type IIR masks for those working in our operational areas.

Reusable masks for our staff

We have made reusable face masks available to our staff, complete with our iconic roundel logo, whether they work on the frontline or in our head offices. These can be ordered by team managers or team admins who can order up to two face coverings per team member.

COVID-19 testing schemes

By 31 March 2022, we had completed over 7,700 tests at our test sites. As we move back to a business-as-usual operation, we are offering colleagues free lateral flow test kit boxes. We have set up locations at our head office buildings and colleagues can collect one each per week, or order for their team via an online form available on the intranet. We have given out over 4,000 test kit boxes since we started this transition on 1 April 2022 and continue to use intranet articles and posters in the workplace to publicise the availability of the free lateral flow test kits.

Imperial College London sampling

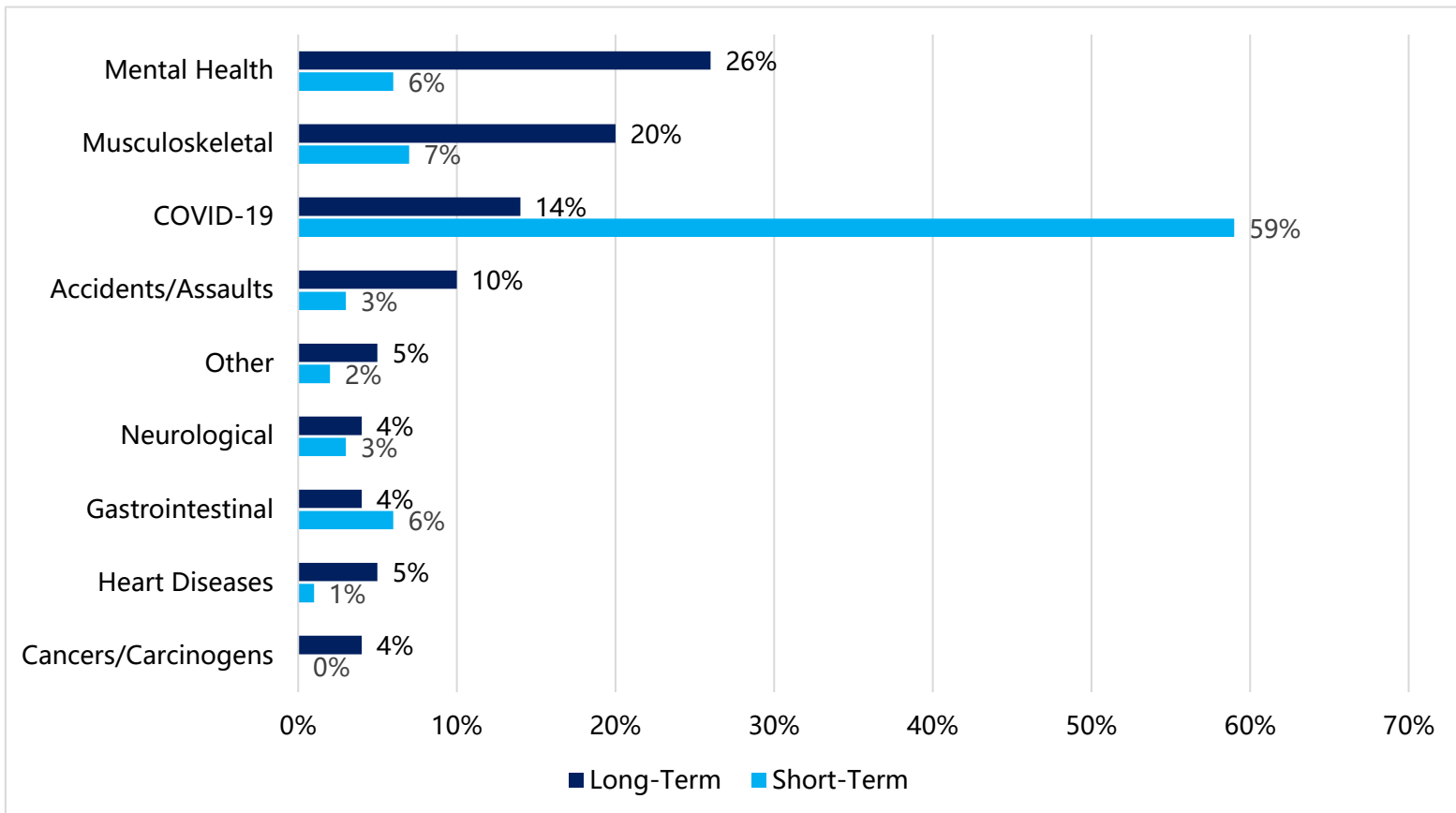
Air and surface sampling of customer areas by Imperial College London continues, with no trace of coronavirus found on the public transport network. This remains the case after the most recent testing was carried out in March 2022. Our Occupational Health team continues to liaise with academic institutions to ensure our approach to safety remains at the cutting edge.

Sickness absence data

When looking at our sickness absence data, short-term absence is any absence of less than 28 days and 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 long- and short-term absence in Quarter 4 2021/22



In Quarter 4 of 2021/22, coronavirus remained the top cause of short-term absence at 59 per cent, a significant increase from the previous quarter (30 per cent). All other absence types are holding fairly stable and the main spike in absence levels occurred at the start of the quarter in period 10 (12 December 2021 – 8 January 2022), which is when we normally see an increase in short-term absences.

In Quarter 4 of 2021/22, mental health remained the top cause of long-term absence, accounting for 26 per cent of all long-term absences. Musculoskeletal-related absence was again the second highest cause at 20 per cent. These two categories have each reduced by two per cent since Quarter 3. They remain the top two causes typically accounting 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. Some of the events we hosted this quarter included sessions on Breathing and Meditation as well as Time to Talk Day on 3 February 2022.

Health updates

Health Surveillance

The Health and Safety Executive (HSE) visited TfL on 21 March 2022 and issued a contravention notice and two improvement notices which highlighted the need for a better health risk management system; where health risks are identified within the workplace and actioned appropriately. One of the actions could require the need for health surveillance, which monitors the health of workers, when they are exposed to hazard(s) within the workplace.

TfL were given a six-week period to make changes to our ways of working, before the HSE revisits and reviews our practices to ensure they are complying with relevant health and safety legislation.

A great deal of work has been implemented so far to identify where the risks are within TfL and how these are recorded and maintained, including the design of a Health Surveillance decision making tool, to assist managers in this step. Training has been rolled out to staff at Acton Depot who will be completing skin surveillance for their teams and further training sessions will be held in the coming weeks and going forwards for those who identify the need for this to take place within their teams and as a result of the risk assessment.

As a longer-term plan to comply with all relevant health and safety legislation, work is being completed to ensure a health risk management system can be implemented across the whole of TfL and health surveillance can be carried out for those where it is required.

Well@TfL

Well@TfL Acton Pilot Project

Over 100 staff received a 30-minute mini-health check during the first phase of the Acton Pilot Project (August – November 2021). These mainly looked at metabolic risk factors, such as cholesterol profile, blood glucose, body composition, blood pressure and QRISK₃, which is the risk of a cardiac event in the next 10 years. Each individual received a record card to keep track of their results and advice during the health check, as well as the option of a bespoke health report support their health goals.

The three-month follow up calls indicated that people had made positive lifestyle changes such as increased their exercise levels or reduced their smoking. In addition, most participants had also followed up on any identified health risks such as elevated blood pressure and cholesterol.

Staff are now returning for their six-month follow up appointments, including those who attended throughout the night shifts.

Well@TfL Mobile Health Checks

Since the Well@TfL project first launched in September 2021, 603 members of staff have received bespoke wellbeing support onsite and of those, 114 have received GP referrals based on their health metrics, which is a referral rate of 19 per cent. The project aims to analyse the results from over 1,000 health checks.

RESET Health

RESET Health was launched in December 2021 as a pilot project and we have now 50 employees who have signed up to the programme. RESET Health is a 12-month programme providing support for those living with pre-diabetes, type 2 diabetes, or obesity. Members are at the early stages of their journey and initial data shows promising improvements for those employees who have onboarded the programme during the months of December and January.

The table below shows preliminary results for those employees who have attended their second monthly check-in with RESET Health clinicians.

Indicators	Baseline Average	Week-8 Average	Percentage
Weight (Kg)	104.0	97.9	-5.9 per cent
BMI (kg/m ²)	34.9	32.8	-5.8 per cent
Waist Circumference (cm)	110.0	103.5	-5.5 per cent

Early Headline Outcomes: (data from 11 employees who onboarded the programme more than 12 weeks ago)

- One member who started with pre-diabetes recently reported normal HbA1c levels after 12 weeks.
- After 12 weeks, of the three members who were living with obesity, who had recorded BMI in the overweight range, one member's BMI is now in the normal range.
- One member has gradually built up endurance by following a structured cycling plan, supported by RESET health, to increase levels of exercise. They have now completed cycling events accumulating a total of 400km cycled.
- One member's waist circumference has decreased by 22 cm (137cm down to 115cm).

Tube Dust on LU

We have commissioned two academic studies to be conducted by independent researchers at Imperial College London on the health impacts experienced by LU workers (such as Train

Operators and station staff) exposed to tunnel dust. A short-term study will investigate sickness absence, while a long-term Retrospective Cohort Epidemiological study will analyse mortality, morbidity, and cancer incidence.

The short-term study is underway. Data collection is in progress which includes reviewing sickness absence records and dust monitoring to determine whether there is any association between employment role, tube dust exposure and absence.

The short-term report is due to be published in late 2022, while publication of the long-term report is expected in 2025.

Environment

Saving Energy Through Traction Re-Sectionalisation

The LU network consists of 272 stations covering 400km of track with trains undertaking a great deal of acceleration and braking each day.

Our modern electric trains employ dynamic braking, where the kinetic energy of the train is converted to electrical energy. This is either dissipated as heat or in regenerative braking mode, the energy is collected from the train's brakes and fed back into the power mains to supply electricity for other trains. LU first pioneered regenerative braking technology on the Victoria line in 2015. However, this can only work where trains are braking and accelerating at the same time, on the same electricity substation loop.

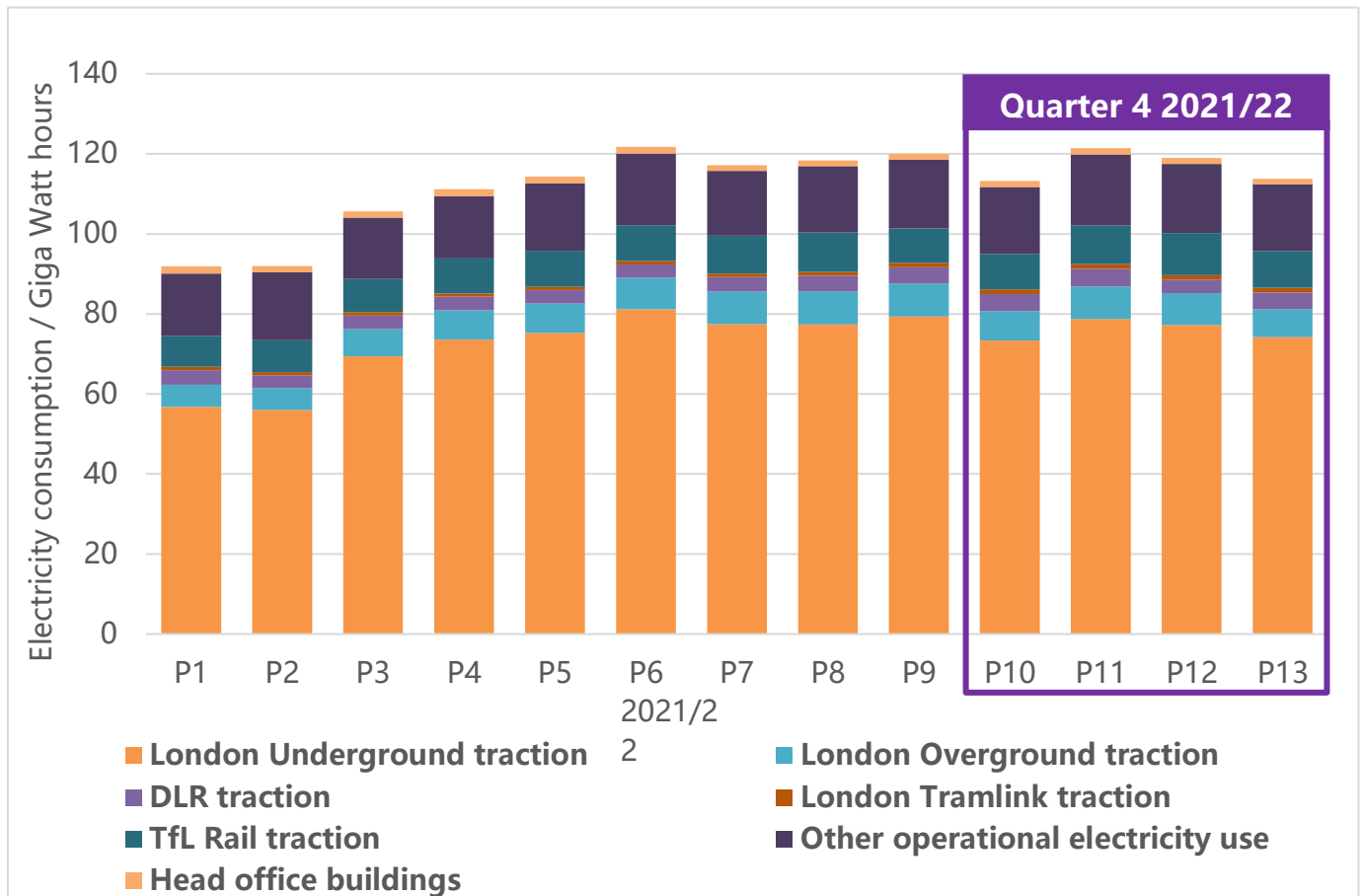
TfL Engineering, Asset Performance & Capital Delivery and Network Operations have worked together to improve energy efficiency by resectioning and extending Direct Current traction, enabling greater opportunities for regenerative braking and reduced energy consumption.

The benefits of this collaboration are significant. We reduced our energy bill by nearly £790,000 a year, saved 700 - 800 tonnes of carbon emissions and reduced energy usage by 5.74GWh annually – equivalent to providing gas and electricity to over 350 UK homes. This progress supports our journey to achieve net zero carbon across our operations by 2030 and our goals to improve our financial and environmental performance across our network.

Energy consumption and carbon emissions from our operations

The coming years 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. The Mayor has set an ambitious goal of London becoming carbon neutral by 2030.

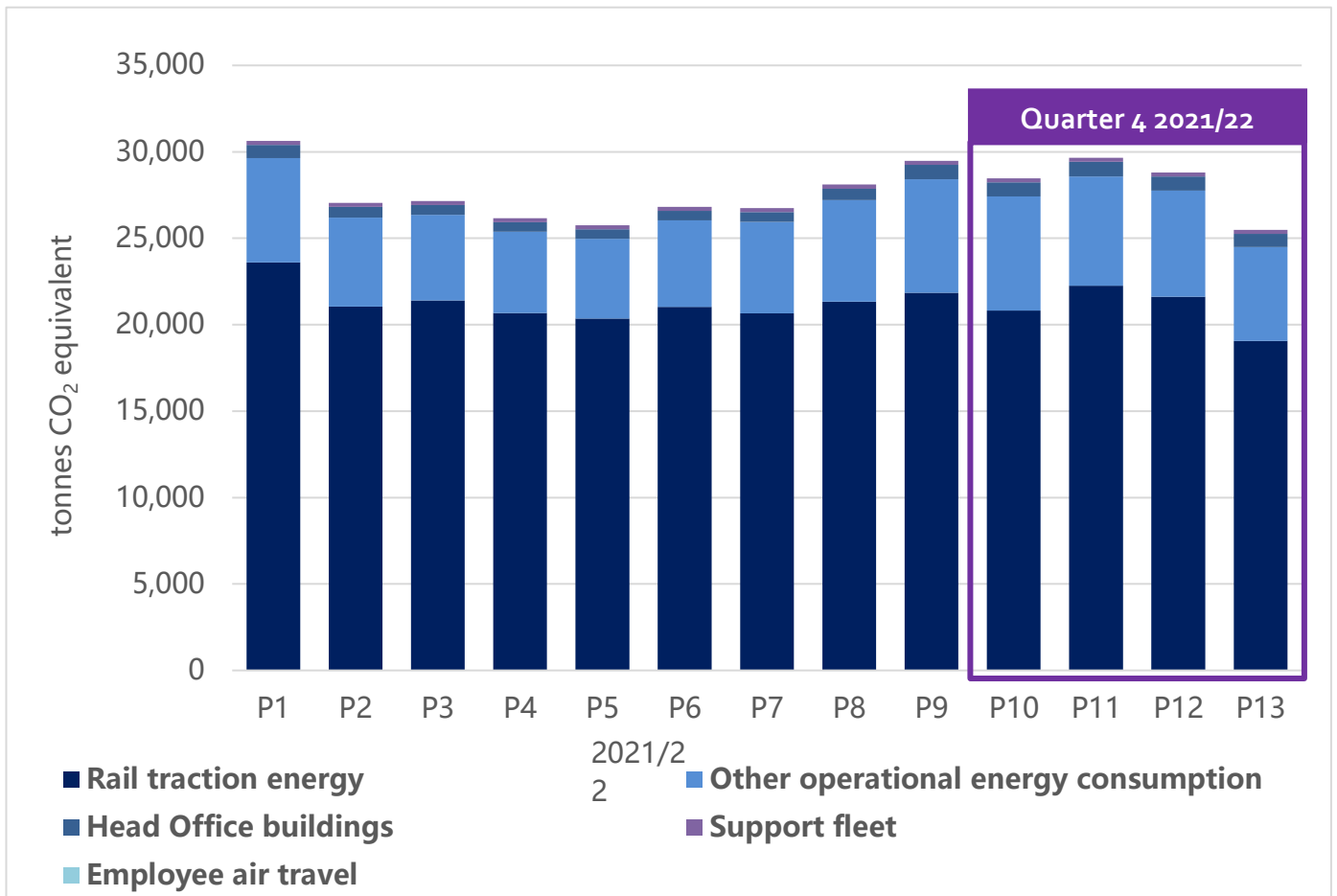
Transport is responsible for more than a quarter of London’s carbon emissions, and this share is increasing as other sectors decarbonise. We play a vital role in providing low carbon public transport to Londoners and in promoting walking and cycling. However, we must also lead by example and reduce carbon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



Electricity consumption – provisional 2021/22 (giga watt hours)

Electricity consumption was 10 per cent higher in 2021/22 than in 2020/21, commensurate with higher levels of service provision this year. Period 13 was shorter in length than other periods (covering fewer number of days) and therefore less electricity was consumed in the final period of 2021/22.

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



Carbon dioxide emissions from operations, excluding buses, track closely to electricity consumption. Despite increased consumption this year compared to last, carbon emissions only increased by one per cent, as the UK electricity grid continues to decarbonise.

Carbon Literacy training

We are developing a carbon literacy training programme to improve competence in carbon management across the organisation and support delivery of our Corporate Environment Plan. TfL's training course is being developed in house and will be accredited by the Carbon Literacy Project. Alongside carbon reduction, the course will lead to cost efficiencies due to an increased awareness of energy and resource consumption. The first courses are expected to be delivered in summer 2022.

Zero Harm Conference - engaging on Carbon with our suppliers

Over 160 people attended our first Zero Harm Conference dedicated to discussing carbon on 8 February 2022 to share ideas on how to move forward with tangible improvements to support London's net zero carbon target. There were 75 people who attended from outside TfL who represented 43 different supplier companies, and 87 people from TfL.

Organised to create a channel for closer collaboration with our suppliers, the TfL Zero Harm Conference Carbon Special provided the opportunity for TfL and its capital suppliers to foster links and share practical ideas on the management and reduction of carbon in construction related activities.

Attendees were presented with real-life examples of how decisions at project design can shift a project towards net zero carbon as well as the use of low carbon construction materials and innovations in piling and anchor posts. Presentations included examples of carbon reductions from design to site at Colindale Station Redevelopment and the Northern Line Extension.

Adaptation Reporting Power

Our Adaptation Reporting Power 3 submission was submitted to the Department for the Environment, Food and Rural Affairs at the end of April 2022. This report sets out our main climate risk governance, strategy, approach to risk management, and a high-level asset climate risk assessment. The main risk areas for our assets are temperature, precipitation, and storms, all of which have at least one risk score which is major or above today. The number of risks scoring major or above, is set to rise by 2050 and 2080.

Sustainable Drainage Systems Funding

Following on from the installation of a number of Sustainable Drainage Systems (SuDS) on London Roads Network in Quarter 3, TfL has successfully agreed £640k of Thames Water funding for the delivery of sustainable drainage (SuDS) projects on TfL's road network, including outside Edgware Road station, at Tolworth roundabout, Nine Elms Lane and Old Street.

Highgate Disused Tunnels

A series of disused tunnels at Highgate LU station provide a significant and ecologically important roosting and hibernating habitat for bats. The Bat Conservation Trust and Haringey's Ecology Team led the annual bat count in January 2022, during which, the highest ever count of hibernating bats was recorded. Nine volunteers surveyed both tunnel sets for about two and half hours and found mostly Natterer's bats (our highest count of these species to date) and also five Daubentons and three Brown Long-eared bats. Bats are of major environmental significance due to being important indicators of how well an

ecosystem is doing and play essential role in pest control, pollinating plants and dispersing seeds.



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Safety, Sustainability and Human Resource Panel

Date: 29 June 2022

Item: Safety, Health and Environment Assurance Report

This paper will be considered in public

1 Summary

- 1.1 The purpose of this report is to give the Panel an overview of the effectiveness of the risk controls for Enterprise Risk 1 – Major safety, health or environmental incident or crisis (ER1) based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team.
- 1.2 The appendices provide a list of audits undertaken in Quarter 4 of 2021/22 (Q4). Enterprise Risk 12 – Asset condition unable to support TfL outcomes (ER12) and Enterprise Risk 4 – Major Security Incident (ER4) have been included as they correlate to ER1. 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.
- 1.3 Performance data is provided on progress against the audit plan, audit ratings, rating trends by Enterprise Risk and business unit and progress against actions.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Annual Quality, Safety and Security Assurance Audit Plan

- 3.1 The annual QSSA audit plan contains a series of second line of defence audits that address ER1, ER4 and ER12.
- 3.2 The annual audit plan was finalised in Q4. The audit plan is developed in consultation with the Safety, Health and Environment (SHE), Operations, Maintenance, Engineering Directorates and Security teams to identify where assurance is required or where there are performance or compliance concerns. Each audit has an identified sponsor within TfL to whom assurance is provided, typically a management system or risk owner or an assurance function.

4 Work of Note this Quarter

- 4.1 ER1 was reviewed and updated on 29 April 2022 and was presented to the TfL Executive Committee on 1 June 2022. The risk has been updated to reflect a post-pandemic environment and includes new preventative actions. The overall risk assessment remains the same.
- 4.2 Internal Audit issued three audits against ER1 in Q4:

- (a) Internal Audits IA 21-005 and 21-067 provided real-time assurance on the procurement of the digital SHE management system. It was concluded that the procurement was effectively managed and the real time audit will continue through to contract award; and
 - (b) Climate Adaptation – roles, responsibilities and knowledge (IA 21-066). This audit was concluded as ‘requires improvement’, co-ordination of climate adaptation had not been assigned to a specific TfL team, and directorates lacked comprehensive plans for building in capability and competence. All findings were accepted by the team and are being acted upon.
- 4.3 A significant change this quarter has been the change of the former Integrated Assurance team name to ‘Quality, Safety and Security Assurance’ (QSSA). ‘Integrated Assurance’ was not well understood by the team or stakeholders and the revised name is intended to make it clear what subjects the team provides assurance on, who our key stakeholders are and the applicable governance regimes. The assurance provided by the team and the processes for its delivery remain unchanged.
- 4.4 A total of 35 second line QSSA audits were delivered in Q4, bringing total delivery of the 2021/22 annual plan to 94 per cent (87 of 93 audits completed). All but three of the outstanding audits have since been delivered with the outstanding reports having been issued in draft. No audits were rated as ‘Poorly Controlled’ in Q4. The breakdown of the Q4 audits by risk is as follows (see Appendix 1 for the full detail of audits completed in Q4):
- (a) ER1 (Major SHE Incident or Crisis) 17 audits:
Three ‘Well Controlled’, four ‘Adequately Controlled’, four ‘Requires Improvement’ and six ‘Not Rated’;
 - (b) ER4 (Major Security Incident) 15 audits:
Thirteen ‘Adequately Controlled’, one ‘Requires Improvement’ and one consultancy memo. Ten of these audits related to Payment Card Industry Data Security Standard (PCI DSS) compliance; and
 - (c) ER12 (Asset condition unable to support TfL outcomes) three audits:
One ‘Adequately Controlled’ and two ‘Requires Improvement’.
- 4.5 Of the 19 topic audits completed, five of these specifically addressed Network and Information System (NIS) Regulation compliance – four ‘adequately controlled’ and one ‘requires improvement’. There were seven ‘Requires Improvement’ audits:
- (a) TfL Lone Working (21 759): This was a pan-TfL review of how lone working is defined, assessed and managed in accordance with regulator and industry guidance. The management system content did not fully reflect the current Health and Safety Executive guidance. Training had been identified as a risk control, but not fully implemented. Actions have been agreed and are in progress;
 - (b) Surface Transport Projects and Programmes Directorate Structures (21 761): Design and Construction Compliance. The audit considered how it

was assured that construction complied with approved designs and quality requirements. Some key Construction Design and Management (CDM) regulations and quality documentation was either not available, or not approved within defined timescales. Actions have been agreed and are in progress;

- (c) London Underground (LU) Management of Rail Grinders (21 762): The audit assessed conformance to TfL standards when operating and maintaining rail grinders. Findings were raised relating to the availability of rail grinder approval and assurance documentation, all actions have been satisfactorily closed;
- (d) Lessons Learnt: Osterley Step-Free Access Project (21 774): Design and Construction. The audit was requested as a retrospective review of Pathway compliance to learn lessons with regard to the development of design and construction that ensures safety and technical compliance. Opportunities were identified to enhance assurance of the Principal Contractor's arrangements, the recording of non-conformances and lessons learnt. Actions have been agreed and are in progress;
- (e) LU REW (Railway Engineering Workshop) and TMU (Trains Modifications Unit) Competence Management System Compliance (21 760): Critical areas of the training procedure had not been fully implemented, which affected the ability to meet Office of Rail and Road guidance on competence management systems. Actions have been agreed and are in progress;
- (f) London Overground Safety Authorisation (21 730): This audit reviewed compliance with safety, risk, competency and infrastructure protection elements of the Safety Authorisation document. Safety responsibilities of all key safety posts had not been documented. Controls related to Infrastructure Protection and Competence were working effectively. Three of four actions raised have been closed; and
- (g) London Overground Local Assessment of Network and Information System Regulation Compliance (21 796): London Overground Management and Cyber Security teams requested this audit to assist in the completion of their Cyber Assessment Framework (CAF). All actions have been closed and the CAF has since been completed and submitted.

4.6 In Q4, six integrated systems audits were delivered of LU Operations and Maintenance teams providing assurance of key management system requirements addressing local SHE, security, assets, competence and finance controls.

5 Cancelled and Deferred Work

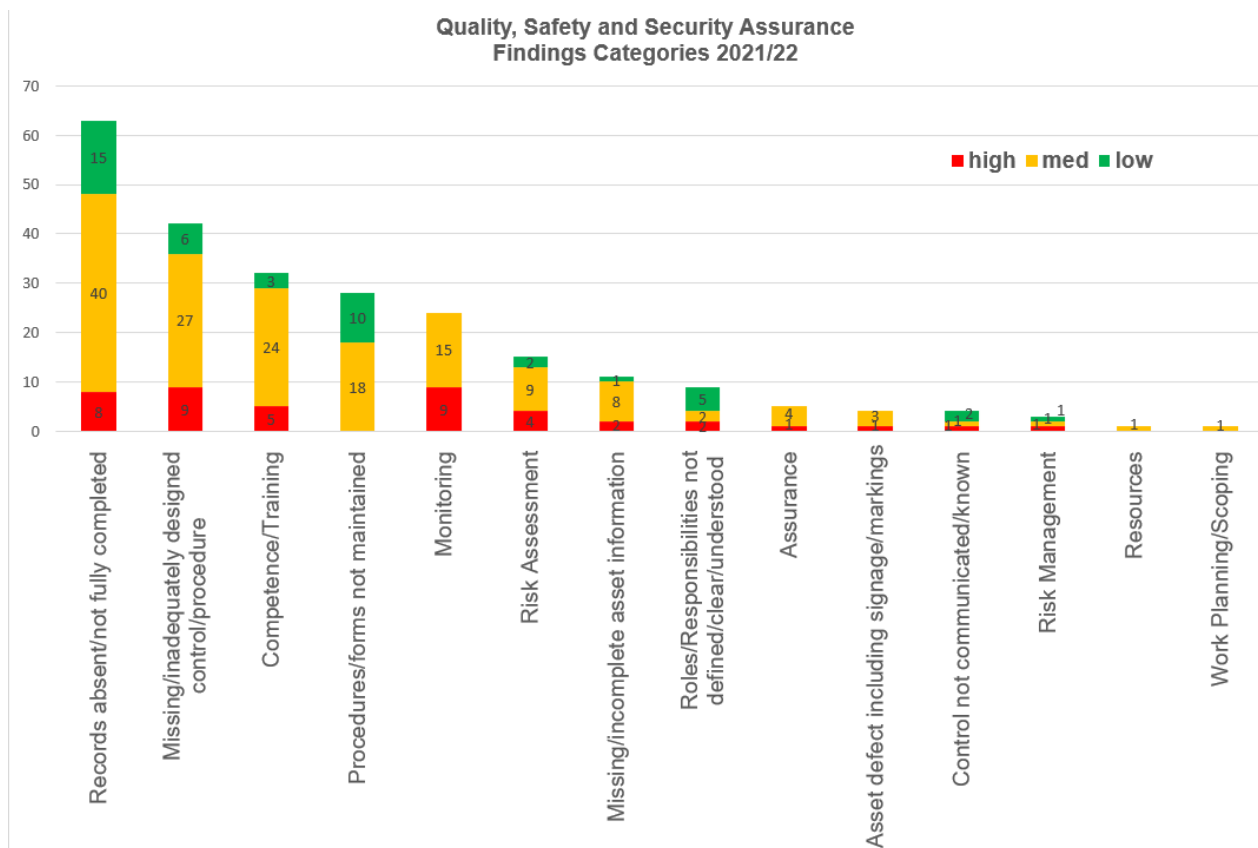
5.1 Audits are only cancelled or deferred at the request of, or in agreement with the audit sponsor / risk owner with the decision rationale recorded in the audit database. In Q4, one audit was cancelled and one deferred. For transparency these are summarised below:

Title	Reference	Comment
Payment Card Industry – New Revenue Inspection Device	21 778(D)	Deferred: Project timescales are such that assurance will not be required until after June 2022.
Consultancy: Project Oval PCI Assurance	21 780(C)	Cancelled: Project timescales mean the project was not in a position for consultation advice. This advice will be ongoing in 2022 and not a one-off activity.

6 Performance and Trends

- 6.1 The annual audit plan was behind schedule for Quarters 1 to 3 of 2021/22; this was due to secondments, retirements and recruitments within the team and social distancing rules which lead to the plan being disproportionately back loaded to Q4. At the end of Q4 the annual plan was 94 per cent complete which exceeded the projection that the 85 per cent target would be achieved. The plan is more equally distributed for 2022/23, which will enable a more consistent delivery.
- 6.2 Across the last six Periods, there has been a steady increasing trend of actions closed on time (68 per cent). Equally, there has been a reducing number of actions granted extensions in compliance with our procedure (currently 11 per cent). As of Q4, there are currently 58 overdue actions, which is an increase. It is noted that the actions from five audits in four different areas make up a significant proportion of the total number of overdue actions (35 of 58). Actionees receive routine reminders from the Audit team, overdue actions are escalated to the applicable management teams to try and resolve, and the Director of Risk and Assurance has discussed them in her quarterly meetings with Chief Officers. Details of overdue actions are included in Appendix 2
- 6.3 Proportionally, the distribution of 2021/22 audit conclusions is consistent with 2020/21. The greatest difference is an 8.9 per cent increase in the number of 'requires improvement' audits and a 7.9 per cent reduction in the percentage of memos/not rated. However, it should be noted that the audit plan is not consistent across the years and therefore direct comparison is limited. 26 audits were not given a conclusion, 23 of these were 'Integrated Systems audits' which are not concluded as they cover a wide range of subjects and risks making a single conclusion misrepresentative. However, more detailed analysis of trends and lessons learnt from the 'Integrated Systems audits' are provided quarterly to the Operations leadership team.
- 6.4 Due to the nature of the QSSA audit work being at the second line of defence, the most commonly occurring findings relate to non-compliance with TfL management systems, industry standards or legal requirements. Following the introduction of new audit software in 2021, for the past year we have codified individual audit findings with actions which allows for greater trend analysis (see graph below). The most commonly occurring findings are missing or incomplete records, procedures and training records or monitoring arrangements. This is

not unexpected as audits routinely seek assurance that good process exists, teams are competent in its implementation and compliance is locally monitored and recorded. It is logical that the greatest number of findings are in these categories. There is a small peak in the number of 'high' findings under 'monitoring', this reflects the criticality of having local (first line of defence) assurance arrangements to inform managers of performance. Detail is set out in the graphic below.



7 Improving SHE Assurance Tools and Processes

- 7.1 SHE completed the procurement of a new digital assurance tool (iAuditor). This solution enables local management teams to confirm compliance with the SHE management system easily and systematically, highlighting areas for improvement. This self-assurance capability (first line assurance) will give senior officers in TfL greater visibility of how well the SHE management system is being implemented in their areas of accountability. It will also provide a valuable leading indicator (an indicator of potential SHE risk before it manifests as harm) that can inform decision making. An implementation project has started, and is moving into the planning stage, with a view to rolling out the first digital checks in Quarter 2 of 2022/23 (Q2).
- 7.2 Based on feedback from the Panel on ER1 last year, SHE has outlined improvements to enable more focused and effective management of SHE risks. This is outlined in the paper: Enterprise Risk Update – Failure to prevent Safety, Health or Environment (SHE) incident / meet commitments (ER1). Going forward, this work will provide a clear outline of priority SHE concerns, that will inform, and be informed by, SHE assurance activities.

7.3 The SHE Assurance team has started the process of reviewing assurance requirements outlined in existing SHE management system documents as part of a 'start, stop, continue (with/without amendments)' exercise. The process will likely take longer than expected, but should be completed before end of Q2. This is part of the SHEMS improvement project.

List of appendices:

Appendix 1 – QSS Assurance, Audits Completed in Q4 against ER1, ER4 and ER12

Appendix 2 – QSS Assurance, Audit Data

List of Background Papers:

None

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Appendix 1 – Quality, Safety and Security Assurance Audits Completed in Quarter 4 of 2021/22 against ER1, ER4 and ER12

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER01 Major health, safety or environmental incident or crisis	London Overground (LO)	21 730	London Overground Safety Authorisation	To provide assurance that LO is complying with its Safety Authorisation document including safety, risk, competency, and infrastructure protection.	RI	– It could not be demonstrated that safety responsibilities of staff with key safety posts had been documented, a medium priority finding was raised. The controls tested within Infrastructure Protection and Competency Management were found to be working effectively.
	LU Asset Operations	21 760	LU Railway Engineering Works and Track Modification Unit Competence Management	To assess the effectiveness of and compliance with arrangements designed to ensure tasks are completed competently	RI	Critical areas of procedure PR0694 A3, Workshops: Training and Development and supporting documentation had not been fully implemented, which affects compliance with Office of Road and Rail guidance on competence management systems
	Surface Project and Programme Delivery	21 761	Surface Programme and Project Directorate Structures Design and Construction Compliance	To examine how it is assured that construction complies with approved designs and quality requirements	RI	Some key Construction, Design, Management (CDM) and quality documentation including completed Testing and Inspection, Compliance Certificates and Health and Safety File information was either not available or had not been approved within defined timescales
	Pan-TfL	21 759	TfL Lone Working	To seek assurance that management arrangements for lone working are effective at ensuring legal compliance and protecting the safety and wellbeing of TfL employees	RI	Requires Improvement - Management System content on lone working activities did not fully reflect the current Health, Safety and Environment (HSE) guidance (INDG 73). Training elements identified as risk assessment control measures had not been fully implemented.
	Commercial Development	21 739	Commercial Development Commercial Property HSE Compliance	To seek assurance that the Commercial Property Team are SHE compliant.	AC	Adequately Controlled - Compliant and proportionate risk control processes were evidenced in the HSE areas reviewed, with the exception of staff Work Risk Assessments , which are being addressed on an action plan.

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER01 Major health, safety or environmental incident or crisis	Network Management	21 752	Surface Transport Fire Risk Assessments (FRA)	To provide assurance that appropriate FRA assessments and fire strategies are in place for all direct managed Surface Premises (Bus, Victoria Coach Station, River, Dial a Ride and Ferry).	AC	Fire Risk Assessments were mostly found to be completed correctly and described in a draft ST Procedure; this document describes the fire safety arrangements of ST Asset Operations (AO) but has not been formally agreed. It is a requirement of the Regulatory Reform (Fire Safety) Order 2005 that fire safety arrangements are documented.
	Rail and Sponsored Services	21 755	Docklands Light Railway (DLR) Rolling Stock Plant and Equipment Management	To examine the management of rolling stock plant and equipment in line with statutory requirements by Keolis Amey Docklands (KAD)	AC	Adequately Controlled – The vast majority of servicing and maintenance of Rolling Stock Plant and Equipment meets the requirements of Maintenance Manual (Rolling Stock) Rolling Stock and Depot Maintenance Procedure EN-RS-MP-701-G Issued 26/07/2016
	Rail and Sponsored Services	21 758	DLR Safety Management	Annual Audit required by DLR's Safety Authorisation to assess compliance with a sample of joint business critical processes. The focus will be on the management of changes, with workplace risk assessments as a secondary element.	AC	The written arrangements for managing change and workplace risk assessments were seen to be implemented effectively
	Rail and Sponsored Services	21 765	DLR Lifts and Escalators Asset Management	To assess compliance with the Lifting Operations and Lifting Equipment Regulations and Safety (Workplace) Regulations	WC	Legislative requirements for statutory inspections of Lifts and Escalators were complied with.
	LU Asset Performance and Capital Programmes	21 811	Greenwich Power Station Greenhouse Gas Monitoring	To assess effectiveness of Greenwich Generating Station's arrangements for data monitoring and reporting of Carbon dioxide emissions for the UK Emissions Trading Scheme .	WC	There is no cause for concern, the controls are well designed and implemented. There is one low priority finding raised to enhance the existing record retention process.
	LU Asset Performance and Capital Programmes	21 813	Institution of Railway Signal Engineers (IRSE) Licensing	To assess signals Bakeloo, Central, Victoria and Su-Surface lines against the IRSE competence requirements	WC	The requirements of the IRSE standard for competence of signalling staff was seen to be fully met

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER04 Major security incident	Strategy & Chief Technology Officer	21 777	Consultancy: New Ticketing Card Reader Systems	To provide consultancy services that advise duty holders on the implementation of the requirements of the Payment Card Industry Data Security Standards (PCI DSS)	Memo	The details of the penetration testing phase can be found in a separate report due it's sensitivity classification. The content of this report consists of a summary of the findings from the penetration testing phase and the detailed findings of the physical security review phase.
	Surface Transport, Network Management	21 803	Network Information Systems Regulation compliance: ST Tunnels and SCADA	To provide assurance that local systems are compliant with the requirements of the NIS Regulations and the Cyber Assessment Framework (CAF)	AC	The Tunnels closed circuit television and SCADA CAF and Service Improvement Plan (SIP) documents have been agreed and submitted to the Department for Transport (DfT). An improvement activity plan is well underway.
	TfL Engineering and Asset Strategy	21 802	Network Information Systems Regulation Compliance: LU Power	To seek assurance that TfL is meeting it's obligations under the DfT NIS Regulations regarding the management of a framework of assessments.	AC	The LU Power Cyber Assurance Framework (CAF) and System Improvement Plan (SIP) documents have been agreed and submitted to the DfT. An improvement activity plan is well underway.
	Surface Transport	21 801	Network Information Systems Regulation Compliance: ST Urban Traffic Control	To seek assurance that TfL is meeting it's obligations under the DfT NIS Regulations regarding the management of a framework of assessments.	AC	Urban Traffic Control were selected as a sample of TfL Network and Information Systems performance. The UTC Cyber Assurance Framework (CAF) and Service Improvement Plan (SIP) documents have been agreed and submitted to the Department for Transport (DfT). An improvement activity plan is well underway.
	Strategy & Chief Technology Officer	21 799	Network Information Systems Regulation Compliance: LU Connect	To provide assurance that local systems are compliant with the requirements of the NIS Regulations and the Cyber Assessment Framework (CAF)	AC	Connect was selected as a sample of TfL NIS Regulations performance. The Connect Cyber Assurance Framework and Service Improvement Plan documents have been agreed and submitted to the Department for Transport.

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER04 Major security incident	Surface Transport, Rail and Sponsored Services	21 796	London Overground Local assessment of Network Information Systems Regulation compliance	To provide assurance that the security risks relevant to the TfL Operational Technology systems are managed in an effective manner that ensures the integrity and resilience of these systems in meeting the obligations under the DfT (NIS) Regulations.	RI	London Overground (LO) Management and Cyber Security Teams requested this audit to assist in the completion of their Cyber Assessment Framework (CAF). The CAF is currently in draft with specific cyber security gaps.
	LU Asset Performance and Capital Programmes	21 795	Payment Card Industry Data Security Standards Compliance Audit: NPS	To seek assurance that the Network Planning and Services (NPS) Plant and Materials is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	AC	The NPS is compliant to the PCI DSS.
	Surface Transport, Bus Operations	21 794	Payment Card Industry Data Security Standards Compliance Audit: Bus Stop Closures	To seek assurance that the Bus Stop Closure is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	AC	Bus Stop Closures team was found to be compliant to the PCI DSS.
	Surface Transport, Bus Operations	21 793	Payment Card Industry Data Security Standards Compliance Audit: Victoria Coach Station (VCS)	To seek assurance that the VCS is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	AC	The VCS was found to be compliant to the PCI DSS. There is one action required: to complete the PCI DSS awareness training for applicable staff.
	Strategy & Chief Technology Officer	21 792	Payment Card Industry Data Security Standards Compliance Audit: Art on the Underground (AOU)	To seek assurance that the AOU is operating in compliance with the PCI DSS v.3.2.1 and TfL's contractual obligations to its Acquiring Banks.	AC	Compliant. Due to the ongoing COVID-19 pandemic Art On Underground has been working remotely since March 2020 and have not had an occasion to use the payment card machine which remains securely stored within the office.

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER04 Major security incident	Strategy & Chief Technology Officer	21790	Payment Card Industry Data Security Standards Compliance Audit: Staff Travel	To seek assurance that the Staff Travel is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	AC	The Staff Travel team is compliant to the (PCI DSS).
	Strategy & Chief Technology Officer	21789	Payment Card Industry Data Security Standards Compliance Audit: Lost Property Office (LPO)	To seek assurance that the LPO is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	AC	The Lost Property Office (LPO) was found to be compliant to the PCI DSS. There are no management actions required.
	Strategy & Chief Technology Officer, London Transport Museum	21787	Payment Card Industry Data Security Standards Compliance Audit: London Transport Museum Friends (Chip & PIN)	To seek assurance that the Friends of LTM is operating in compliance with the PCI DSS v.3.2.1 and additionally TfL's contractual obligations to its Acquiring Banks.	AC	The Friends of London Transport Museum (LTM) was found to be compliant to the PCI DSS. There are three recommendations that are required in preparation for the return to office and pre-pandemic operations.
	Strategy & Chief Technology Officer	21783	Payment Card Industry Data Security Standards Compliance Audit: Mobile and Website	To seek assurance that controls and systems are in place that meet the requirements of the PCI DSS for the TfL Website, Mobile Apps and Contact Centre Operations.	AC	The mobile phone applications, telephone contact centres and website payment channels were found to be compliant to the PCI DSS. There is further work to be undertaken on strengthening the security controls and addressing the findings from the security penetration test review performed by a specialist security partner.
	Strategy & Chief Technology Officer	21781	Payment Card Industry Data Security Standards Compliance Audit: Financial Services Centre(FSC)	To seek assurance that controls and systems are in place that meet the requirements of the PCI DSS	AC	The FSC was found to be compliant to the PCI DSS

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER12 Asset condition unable to support TfL outcomes	LU Asset Performance and Capital Programmes	21 754	LU Management of Faults	To provide assurance that changes to the management of faults have been effective and are suitably used to manage the performance of the maintainer/supplier	AC	The lessons learnt from the Kentish Town Formal Investigation Report regards monitoring and escalating overdue faults have been implemented. Work was in progress to review legacy faults from Ellipse that currently have no associated work orders.
	LU Asset Performance and Capital Programmes	21 774	LU Osterley Step Free Access Project Design and Construction	To examine Pathway compliance to ensure that the development of design and construction to the design ensures safety and technical compliance	RI	The audit identified opportunities to enhance assurance of the Principal Contractor's arrangements. Additionally, not all formal mechanisms to record non-conformances and recording lessons learnt were utilised
	LU Asset Performance and Capital Programmes	21 762	Management of Rail Grinders	To follow up previously raised issues on rail grinding. Also to assess conformance to TfL standards documents when operating and maintaining rail grinders.	RI	Requires Improvement – Medium and low priority issues were raised relating to documentation on the use and approval of the rail grinding machines. This raises the risk that some assurance for the safe operation of the machines is not in place.

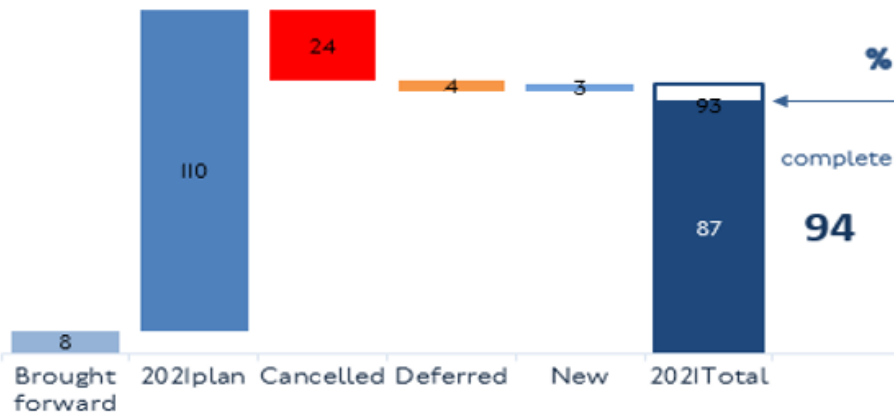
Integrated Systems Audits

Enterprise Risk	Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
ER01 Major health, safety or environmental incident or crisis	LU Customer Operations	21710	Hampstead Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	Conformance Rate = 78%. Significant issues related to workplace risk assessments not being available, presumed expired, missed inspections, no defined inspection checklist, secure room training, Lift communication checks, Station Information Files, weekly emergency equipment checks, fire drill records at one station, auditable records of rule book change communication, registers for controlled ticketing and revenue stationary.
ER01 Major health, safety or environmental incident or crisis	LU Customer Operations	21714	Wembley Central Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	Conformance rate = 69.5%. Significant issues related to medical restriction risk assessments, lone working, systems checks, inspection checklists, inspections of secure rooms, in-cab monitor checks, lift communications checks, COVID-19 assurance checks, Local Station Information Files reviews, staff and tenants familiarisation, fire control panel checks, quarterly financial systems checks
ER01 Major health, safety or environmental incident or crisis	LU Customer Operations	21716	Hainault and Wanstead Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	Conformance Rate = 65% Significant issues related to medically restricted risk assessments, buddy calls for lone working, inspection checklist, completion of inspections including in secure rooms, lift inspections, COVID-19 inspections, Station Information File reviews, checking of track layout diagrams, fire risk assessment actions and familiarisations, Security plans, security checks, expired competence plans, night worker health questionnaires, communication of rule book changes, completion of financial system checks, control of ticketing and revenue controlled stationary

ER01 Major health, safety or environmental incident or crisis	LU Customer Operations	21 724	Brixton Traincrew Operations Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	Conformance rate of 68% Significant issues related to risk assessments for computers use and medically restricted staff, inspection checklist, fire risk assessment actions, fire drills, checking of track circuit diagrams and other emergency equipment, health questionnaires for night workers, weekly payroll audits
ER01 Major health, safety or environmental incident or crisis	LU Asset Performance and Capital Programmes	21 728	BCV Signals Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	Conformance Rate 56% - Significant issues related to substances hazardous to health, computer use, actions from risk assessments, medical restriction risk assessments, review of live working justifications, COVID-19 assurance checks, night worker health questionnaires, training for working at height and manual handling, approved driver training and vehicle checks, working at height equipment checks, fire drills, weekly fire equipment tests, first aid arrangements, storage of non-useable equipment, Temporary Approved Non-Compliance Accountable Person competence maintenance
ER01 Major health, safety or environmental incident or crisis	LU Asset Performance and Capital Programmes	21 766	LU Power and Electrical - Cables Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	conformance rate = 76%. Significant issues related to workplace risk assessments, substances hazardous to health assessments, computer use assessments, COVID-19 assurance checks, tracking safety critical licences, tracking of manual handling and working at height training, inspection of ladders, Temporary Approved Non-Compliance work not completed on time, signing off of work orders by appropriate manager

Appendix 2 – Quality, Safety and Security Assurance, Audit Data

Audit plan 2021/22 in Q4

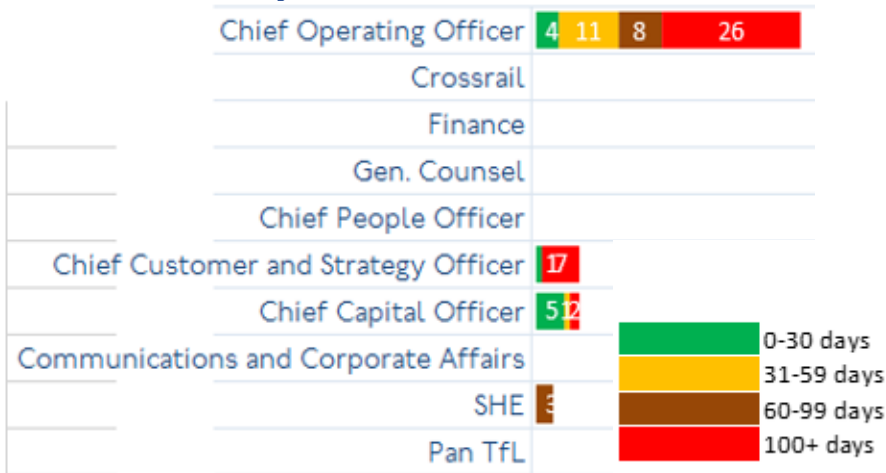


Audit ratings by Directorate - last 4 Quarters

	PC	RI	AC	WC	M/C
Crossrail	0	0	0	0	0
Chief Operating Officer	3	15	19	4	24
Chief Customer and Strategy Officer	2	0	12	1	1
Chief Capital Officer	1	2	0	1	0
Pan TfL	0	0	0	0	1
Total	7.0%	19.8%	36.0%	7.0%	30.2%

- PC** Poorly Controlled
- RI** Requires Improvement
- AC** Adequately Controlled
- WC** Well Controlled
- M/C** Memo/Consultancy

Overdue actions by Directorate



Audit Rating By Enterprise Risk – last 4 Quarters



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Date: 29 June 2022

Item: 2021 Road Safety Performance

This paper will be considered in public

1 Summary

- 1.1 The attached presentation outlines road safety data from London in 2021. We will be publishing the 2021 casualty data for London in full as part of Vision Zero Week 2022 (27 June- 01 July). It also highlights analysis of the trends and patterns of interest for the Panel.

2 Recommendation

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

List of appendices to this report:

Appendix 1 – 2021 Road Safety Performance presentation

List of Background Papers:

None

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Appendix 1 - 2021 Road safety performance

Update to the SSHRP on the key road safety trends in 2021

29 June 2022



To coincide with the DfT publishing their “2021 Road Casualties in Great Britain, provisional estimates” report, this presentation outlines road safety data from London in 2021. We will be publishing the 2021 casualty data for London in full as part of Vision Zero Week 2022 (27 June- 01 July).

The presentation highlights analysis of the trends and patterns of interest for the SSHRP and could indicate the sort of activity we are already seeing in 2022

Paper outline

1. Progress against our targets
2. Fatalities and Serious injuries in 2021
3. The large changes in who was killed or seriously injured in 2021
4. Focus on: Cycle, walking and motorcycle fatalities and serious injuries
5. Why 2021 was a broadly typical year
6. Our continued focus on Vision Zero

Progress against targets

All road KSIs

2022 Roads target:
65% reduction in KSIs
(against 2005-09)

2021: 44% reduction

2030 Roads target:
70% reduction in KSIs
(against 2010-14)

2021: 26% reduction

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Progress to 2022 and 2030 KSI targets



Progress against targets

On or by a bus

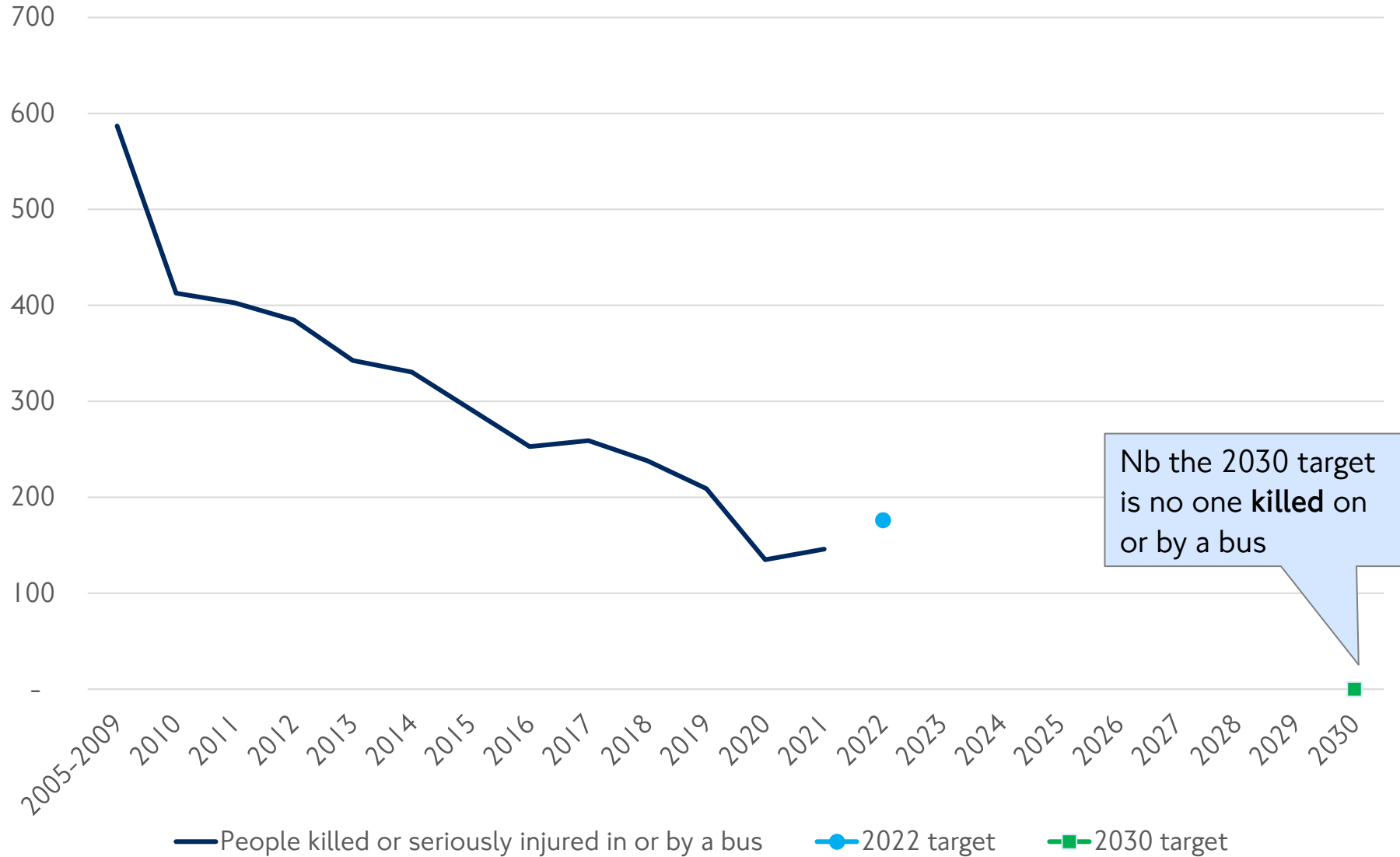
2022 Bus target:
70% reduction in KSIs
(against 2005-09)

2021: 70% reduction

2030 Bus target:
Nobody killed on or by a bus

2021: 5 fatalities, including
1 death onboard

People killed or seriously injured in or by a bus



Nb the 2030 target is no one killed on or by a bus

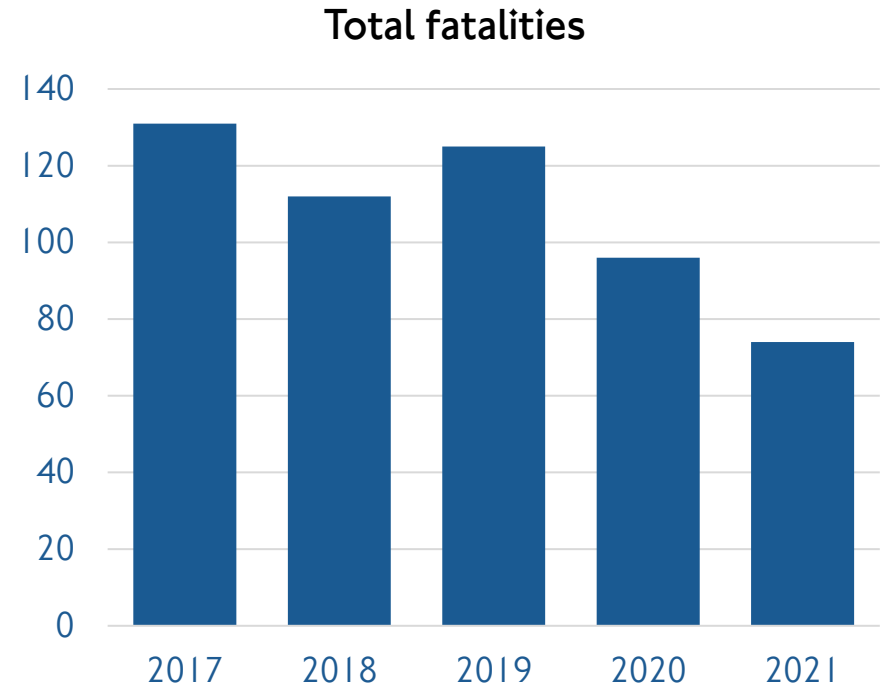
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The number of people killed on London's roads fell substantially

Fatalities have fallen by 43% since 2017

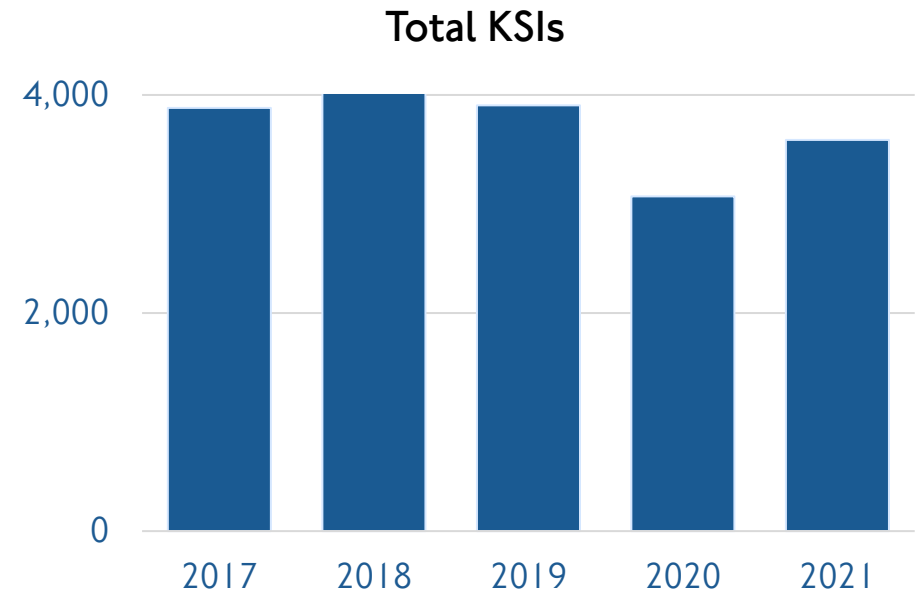
Fatalities have continued to fall

There was a 22% reduction in fatalities between 2020 and 2021



Total KSIs have fallen since before the pandemic




There was an 8% reduction in people killed or seriously injured compared to 2019, but a 16% increase from 2020



2021 was an unusual year with large changes in who was killed or seriously injured

This is largely due to new travel patterns in 2021 in the wake of the pandemic.

Figures in arrows compare 2021 vs 2017-19 Year to Date (YTD) average

	Killed	Seriously injured	Emerging hypothesis
	36 killed YTD -45%	924 seriously injured -29%	<ul style="list-style-type: none"> • Pedestrian fatalities are very low • There were fewer people walking as part of getting to work • Lower footfall in central London (more home working, reduced leisure and tourism activity) • Walking is safer (low traffic neighbourhood schemes, expansion of 20mph zones)
	10 killed 11%	989 seriously injured 34%	<ul style="list-style-type: none"> • Cycling fatalities and serious injuries have risen • Cycling journeys higher than pre pandemic, and where people cycle has changed, with a shift away from commuting
	14 killed -50%	915 seriously injured -12%	<ul style="list-style-type: none"> • Motorcycling fatalities are very low • There are fewer people commuting using large bikes, using A roads which have higher speeds • Expansion of the gig economy using smaller bikes going at slower speeds on slower roads.

Cycling fatalities and serious injuries continued to rise

Cyclist fatalities and serious injuries made up 28% of all people killed or seriously injured in 2021, roughly the same as 2020

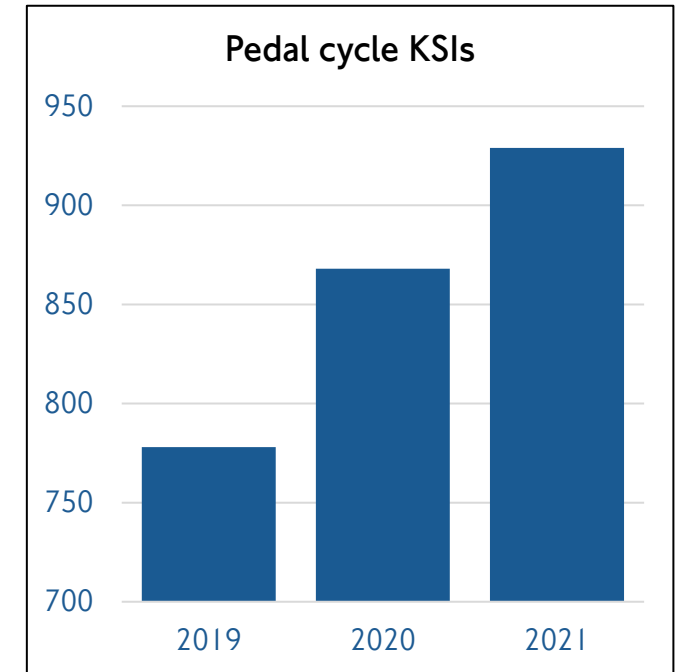
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Cycling fatalities have increased

There were **10 pedal cyclist deaths**, the highest since 2018

The number of people seriously injured while cycling has increased

In 2021, there were nearly 1,000 people seriously injured while cycling



Cycling in London has changed which may affect safety

Cycling flows have been **higher at weekends** and **lower on weekdays**, but similar overall. There are four main changes:

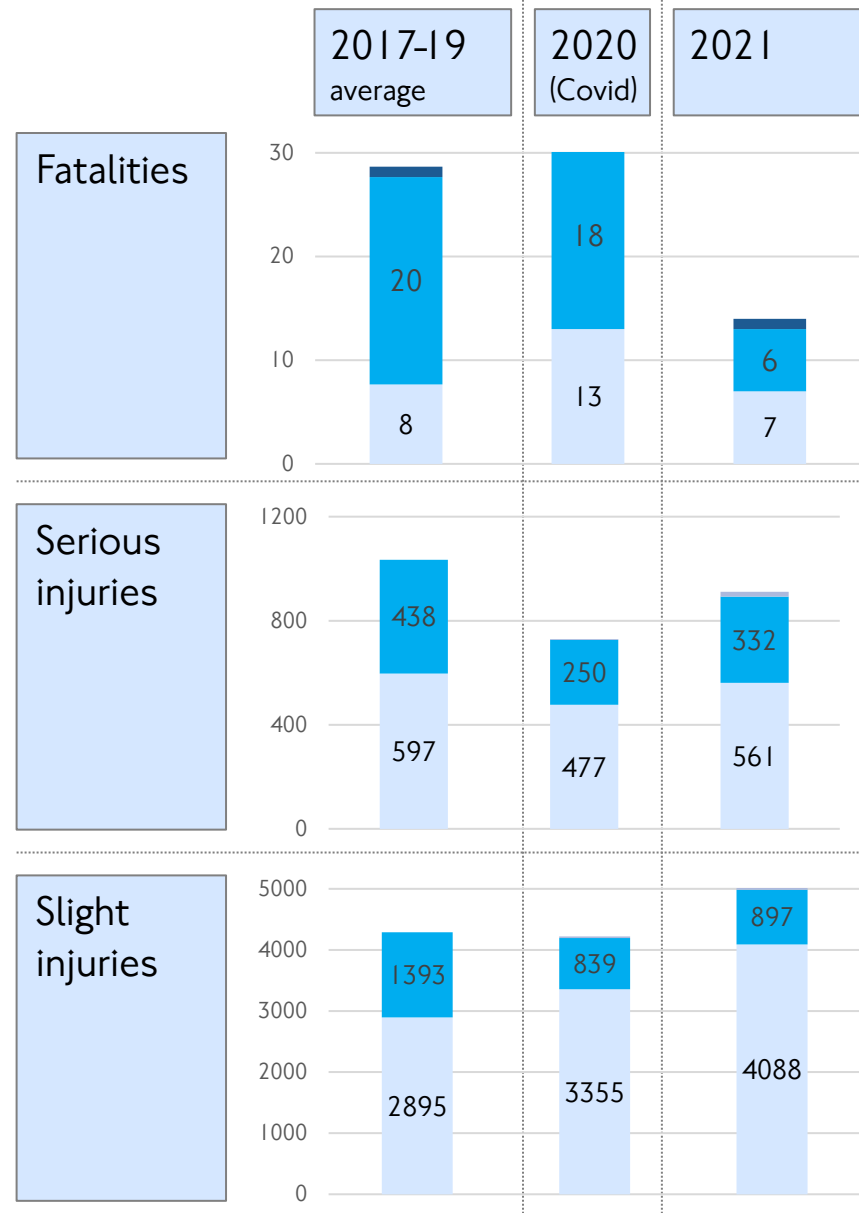
- Purpose shift (from commuting to leisure)
- Frequency shift (from most days to a few days)
- Temporal shift (from weekdays to weekends and peak to off-peak)
- Spatial shift (away from radial central London trips into circular and orbital trips in local areas of inner and outer)

Motorcycle KSIs fell dramatically

Especially for bigger bikes, though also for smaller ones.

Key

- Less than 125cc (CBT only)
- More than 125cc
- Electric



- Lowest ever fatalities in 2021 (14). Previously 22-31 fatalities per year, Dramatic reduction particularly in big bikes (over 125cc)

Hypothesis: Less commuting on A roads

- 12% fall overall from pre-pandemic
- Big reduction in serious injuries of bigger bikes
- 6% fewer serious injuries for <125cc bikes than pre-pandemic

Hypothesis: Less commuting on A roads

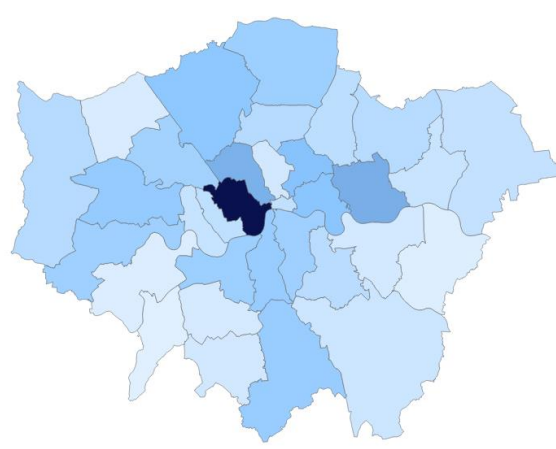
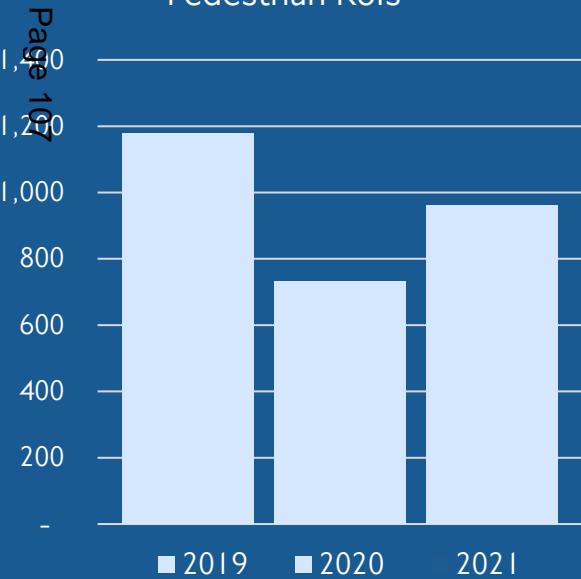
- 18% increase overall from pre-pandemic
- 20% increase in slight injuries for smaller bikes from pre-pandemic

Hypothesis: More deliveries in the gig economy on small local roads and congested high streets

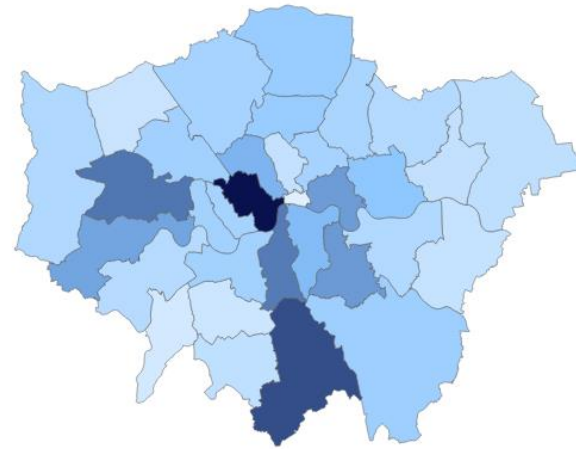
Pedestrian fatalities and serious injuries fell, and changed location

This is a 28% reduction in pedestrian KSIs vs 2019

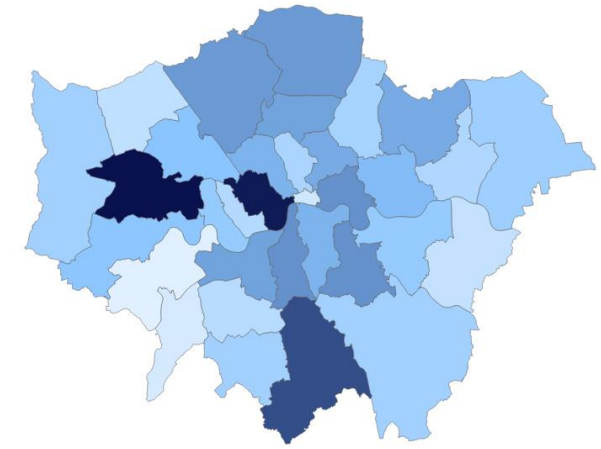
Pedestrian KSIs



2019



2020



2021

Central London remains a hotspot

Westminster has the highest number of pedestrian KSIs both pre-pandemic and during pandemic.

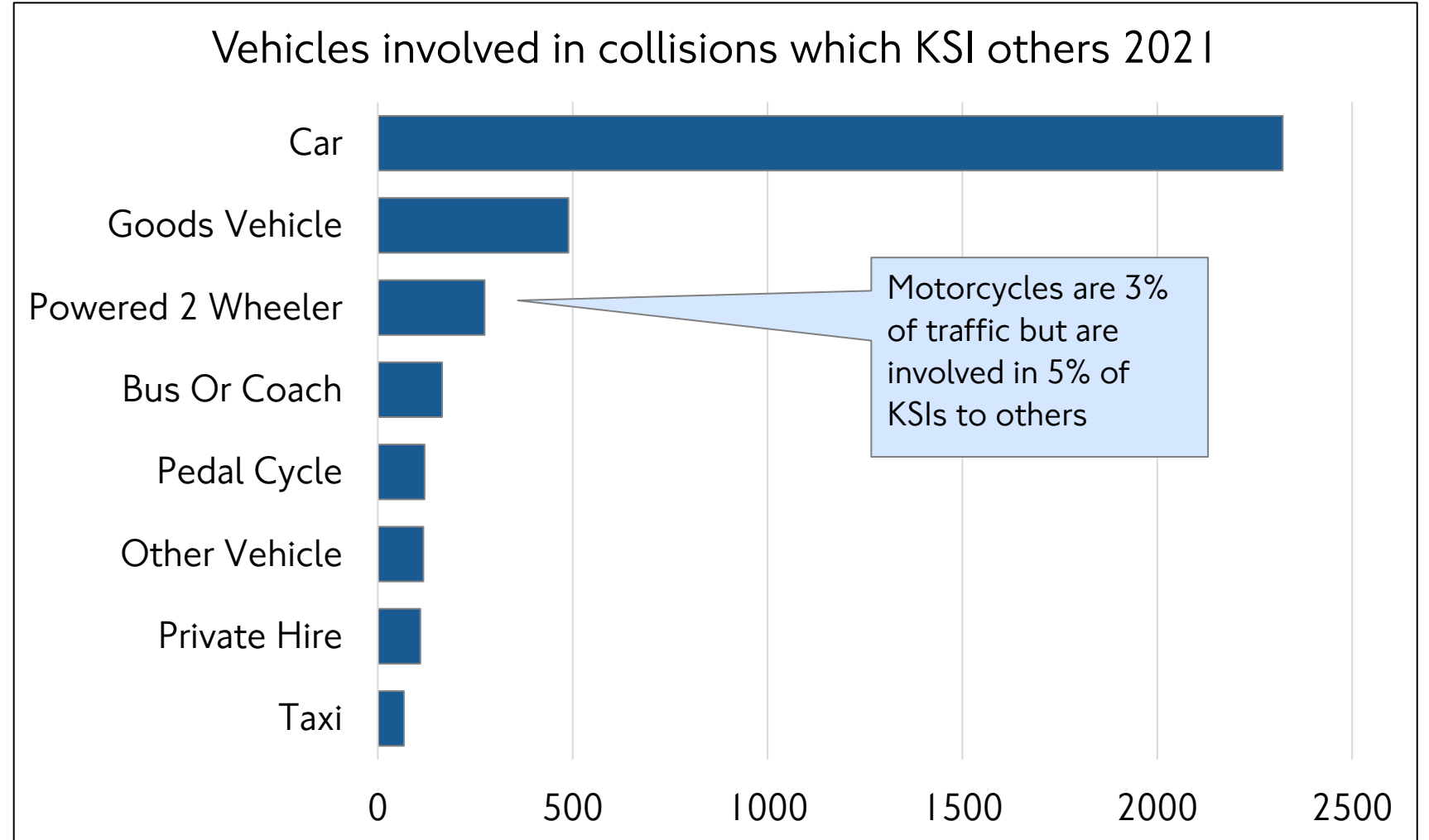
The pandemic has seen increases in Outer London

Pre-pandemic the majority of pedestrian KSIs were distributed in inner London areas. However during the pandemic, there was an increase in the share of people killed or seriously injured while walking in Outer London boroughs, in particular **Croydon**, **Ealing**.

Note: Scale is not comparable across the three maps, it highlights the proportion of collisions, of which there were far fewer during the pandemic. This does not detract from the trend highlighted

More broadly, 2021 remained a typical year:

- People driving cars were the most likely to be involved in a collision which kills or seriously injures someone (63% of KSIs)
- 81% of people killed or seriously injured were walking, cycling or riding a motorbike
- People using motorcycles and goods vehicles were disproportionately involved in collisions which killed and seriously injured others



Key Summary 2021

- In 2021 there were 23,310 reported collisions in London in 2021, resulting in 75 people being killed, 3,501 being seriously injured (3,576 KSIs) and 23,071 being slightly injured.
- **The number of people killed on London's roads in 2021 fell substantially.** There was a 22% reduction in fatalities between 2020 and 2021, and a 44 per cent reduction in Roads KSIs from the 2005-09 baseline towards the MTS target of a 65 per cent reduction by 2022; for children (0-15) we have seen a 68 per cent reduction.
- **2021 was an unusual year with large changes in who was killed or seriously injured.** This is largely due to new travel patterns in the wake of the pandemic. Pedestrian and motorcycling fatalities were very low, cycling fatalities and serious injuries rose
- For **Bus Involved KSIs (in or by a bus) we have achieved the MTS target** of a 70 per cent reduction from the 2005-09 baseline for the second year in a row (although pandemic affected).

Emerging 2022 picture

- **2022 is already looking like a return to pre-pandemic** levels of road deaths and serious injury, **with an increased challenge** protecting vulnerable road users from motorised vehicles as more people choose to motorcycle, cycle, and use e-scooters

We are continuing to deliver our action plan to achieve Vision Zero

Subject to funding

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TfL will continue to deliver, including by:

- Lowering speeds on the TLRN
- Making our streets safer, such as through the Safer Junctions programme and Healthy Streets
- Delivering the Direct Vision Standard, and engaging with government on vehicle regulations
- Promoting a safer roads culture, and supporting victims

The five asks of London's Boroughs

1. Lowering speed limits to 20mph
2. Reducing traffic on local streets
3. Designing streets with safety in mind
4. Promoting and encouraging sustainable ways to travel
5. Promoting the safest vehicles in supply chains and fleets

The Met Police enforcement plan includes:

- Increased and more effective police capacity to enforce up to one million offences per year by 2024/25
- New mobile cameras that can be deployed at borough request
- New powers delegated to PCSOs
- Expansion of the safety camera network

Date: 29 June 2022

Item: Responsible Procurement

This paper will be considered in public

1 Summary

- 1.1 We are required to publish a new Modern Slavery statement under the Modern Slavery Act 2015 for the Financial Year 2021/22, outlining the steps we have taken to investigate and mitigate the risks of modern slavery in our business or supply chains. The statement is required to be approved by the Board before publication; that approval will be sought at the meeting of the Board on 27 July 2022. The draft statement is included as Appendix 1.
- 1.2 The 2021-22 Modern Slavery Statement is our seventh statement presenting our annual progress and plans for continuous improvement, demonstrating leadership in this area.

2 Recommendation

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

3 Modern Slavery Statement

- 3.1 The Centre for Social Justice estimates there are around 100,000 victims of modern slavery in the UK increasing from 13,000 when the Modern Slavery Act 2015 was first published. Global estimates suggest more than 40 million people worldwide are victims of modern slavery. TfL is committed to identifying risks of modern slavery and forced labour in its supply chains and working with its suppliers to proactively address these risks.
- 3.2 TfL was the first public body to become a member of the Ethical Trading Initiative (ETI), an independent body which monitors member Non Governmental Organisations (NGOs) and companies' supply chains in accordance with an ethical code and is a founding member of Electronics Watch an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply chains.

- 3.3 We published our most recent Modern Slavery statement for the Financial Year 2020/21 on TfL's website in September 2021. We are required to produce a new statement for 2021/22 to be published by 30 September 2022, following Board approval. A list of the companies within the TfL Group that the statement will apply to is included in the statement and the statement will be approved by each of those companies. The 2020/21 TfL statement will be removed from our webpage and archived internally.

4 2021/22 Activity

Procurement and Contract Management

- 4.1 In 2021/22 we continued to manage our high-risk contracts (uniforms, electronics and facilities management), evaluated tenders referenced in last year's statement notably the Surface Technology Contract Retender (STCR) and High Voltage Power and developed standard supplier selection and contract conditions for inclusion in TfL's extensive property development portfolio.
- 4.2 The construction sector is a large part of our risk profile and TfL's vast property development portfolio therefore requires thorough due diligence and mitigation activity.
- 4.3 Using the guide produced by Action Sustainability during 2020/21, standardised tender questions and contractual requirements have been produced and included across the property portfolio.
- 4.4 This year the requirements were included in the suite of developments under the Connected Living London joint venture with Grainger plc and the Bollo Lane development which is delivering approximately 800 units.
- 4.5 Tender questions asked developers how they will set up their construction sites to manage the risk of Modern Slavery, including how they manage recruitment processes with third parties, and points bidders towards best practice material such as the Supply Chain Sustainability School's Awareness Identification Response model. Potential developers are also asked how they will ensure core construction materials such as brick, quarry products, steel and timber are sourced to ensure compliance with the ETI Base Code.
- 4.6 The STCR contract includes the supply of a number of essential assets to Surface Transport, notably CCTV, traffic signals, variable message signs and overhead vehicle detection plus the provision of capital works and maintenance activities across London for these asset categories. Modern slavery risks were identified in the supply of these assets and in the labour provision in London and, therefore, also considering feedback from early market engagement in early summer, we developed a bespoke approach to mitigate these risks.

- 4.7 Bidders were evaluated on their approach to identifying the modern slavery risk in their workforce and how they would establish supply chain transparency, aligning to our affiliation with Electronics Watch – an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply.
- 4.8 The successful bidder(s) on STCR will be required to provide an Ethical Sourcing Plan to be agreed by the contractor and TfL Responsible Procurement Manager and will be updated annually for the duration of the contract.
- 4.9 TfL continues to implement the nine principles of the ETI Base Code as the minimum level of performance for suppliers and their supply chain in sectors with a recognised risk of poor working conditions and labour standards.
- 4.10 We continued work on our frameworks for our ticketing payment solution – Oyster Cards and the procurement of Information Communications Technology (ICT) hardware included Electronics Watch contract conditions. This year our reseller of ICT Hardware disclosed further factory locations of some of their products which have been passed onto Electronics Watch for monitoring.
- 4.11 We have been working closely with our supplier of CCTV cameras on the London Underground to ensure they are registered with Sedex and have completed their self-assessment questionnaire for their sites of production in their supply chain. Once complete, we will gain transparency of these sites and can use the Sedex Radar tool to assess the risk profile and take appropriate action.
- 4.12 Through inclusion of direct employment requirements embedded in our cleaning contract TfL has taken a proactive approach to managing the risks of worker exploitation in the UK cleaning sector. As of March 2022, 95.1 per cent of the circa 2,500 cleaning staff were directly employed by the supplier. All contracted and sub-contracted workers on this contract receive the current London Living Wage rate or above.
- 4.13 Due to the recognised risk and public scrutiny of modern slavery in the supply of Personal Protective Equipment, we have remained informed of global labour issues via industry-level modern slavery groups and have raised issues directly with our Tier 1 supplier. We have considered industry codes such as the Responsible Glove Alliance to inform our due diligence approach and have made labour rights issues a standing agenda item at contract review meetings. We will continue to work with our Tier 1 supplier to improve transparency of these supply chains, as the issues are complex and systemic and will take time and collaboration to fully address.

Supplier and Engagement

- 4.14 This year, we commenced our campaign to invite medium and high-risk suppliers to complete the Cabinet Office (Modern Slavery Assessment Tool (MSAT)). As of the end of the financial year, 54 suppliers have been invited with a 50 per cent completion rate. We have set a key performance indicator for all 54 suppliers to score 70 per cent or above, the threshold to achieve a 'Green' status.
- 4.15 In the year ahead, we will be working with those suppliers who have scored below 70 per cent, providing access to training resources and supporting their development actions which are provided by the MSAT following completion. We will also encourage more suppliers to complete their assessments and begin to include contractual mechanisms to require completion in upcoming medium to high-risk tenders.
- 4.16 As part of TfL's arrangement to provide procurement services to the GLA, the TfL team has engaged with solution providers on the Retrofit Accelerator for Homes Innovation Partnership to discuss the issue of Uyghur Muslim forced labour in the supply chains of polysilicon. Following the release of the 'In Broad Daylight: Uyghur Forced Labour and Global Solar Supply Chains' report from Sheffield Hallam University² a presentation was given to the solution providers providing an overview of the issues highlighted in the report. The solution providers will be encouraged to work on mapping their supply chains and work towards providing transparency and traceability of polysilicon. The Central Responsible Procurement Team (CRPT) will support providers on addressing this challenging and emerging issue, linking in with industry experts and providing training support via the Supply Chain Sustainability School.

Industry Engagement

- 4.17 This year, the CRPT established a pan-GLA Group practitioner learning group to share best practice and collaborate across the Group in relation to modern slavery due diligence. The group meets on a quarterly basis and has assisted with the roll out of the MSAT campaigns and sharing best practice from TfL's representation on both the Rail Safety and Standards Board (RSSB) and the Department for Transport modern slavery groups.
- 4.18 The CRPT continues to utilise its networks to collaborate and share knowledge on socially responsible procurement. In the first half of 2021, the team participated in the Organisation for Economic Co-operation and Development Pilot on Due Diligence in the Public Procurement of Garment & Textiles and the ICLEI (Local Governments for Sustainability)-led International Working Group on Ethics in Public Procurement for IT, with public authorities from a global and European reach respectively. The CRPT are also members of the International Working Group on ethical Public Procurement. Key learnings will be incorporated into future relevant procurements across TfL and the GLA group.

- 4.19 In October 2021, a CRPT member presented at a webinar titled 'How to break the cycle of climate change leading to forced labour', communicating our approach to audience members, sharing and learning from best practice to ensure a just transition to net zero.

Training and Awareness Raising

- 4.20 To ensure that modern slavery and ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies, Responsible Procurement (RP) training is available to the Procurement and Commercial teams. The RP e-learning module has been completed by 616 staff members to date which includes an overview of TfL's approach to ethical sourcing and modern slavery risk management. As of 31 March 2022, 48 Procurement and Commercial staff have completed all modules of the Home Office modern slavery e-learning.
- 4.21 We arranged training courses via the Supply Chain Sustainability School for our remaining colleagues from our Safety, Health and Environment team and the Property Management team. A total of 85 staff attended these sessions.
- 4.22 Upskilling our supply chain to help manage our shared risks is a key priority for us, recognising that some suppliers are further on their journey than others. We delivered a workshop for ten of our supply partners on recognising the signs of modern slavery and raising awareness of the issue. Suppliers from across our supply chain attended, covering track maintenance, IT, rolling stock, construction and uniforms. Feedback was positive and we will build on this engagement as we continue to rollout the MSAT and support suppliers to develop their practices, policies and processes.

5 2021/22 Activity

- 5.1 The Responsible Procurement Programme co-ordinates the TfL and GLA Group approach to promoting ethical sourcing practices and addressing the risks of modern slavery over the Mayoral term including metrics to monitor continuous improvement of internal capacity building and supply chain assurance.
- 5.2 Our priorities for the year 2022/23 will be a combination of quantifiable key performance indicators (KPIs) and ongoing participation in projects, programmes and initiatives:

The KPIs are:

Training: All TfL commercial and procurement staff to complete modern slavery training, such as the Home Office developed e-learning module by April 2023; and

MSAT: All TfL suppliers who have been assessed to be high and medium risk, to complete the tool and achieve an MSAT score of a minimum 70 per cent by March 2024. We will work with lower scoring suppliers to support improvements to their scores and encourage more suppliers to complete the assessment.

The Goals for 2022/23 are:

Raise Awareness: Continue to raise awareness of modern slavery to our supply chain, assisting suppliers by providing workshops, resources and training materials, as well as TfL staff in the Safety, Health and Environment (SHE) directorate; Commercial Development and the Capital Delivery and Projects community, through TfL's membership of the Supply Chain Sustainability School.

Increase capability: We will continue to upskill commercial and procurement staff, as well as contract managers on how to tackle modern slavery in supply chains through the Home Office e-learning package and on supply chain transparency through bespoke learning sessions with Electronics Watch.

On-site awareness: Encourage our suppliers and site managers to display the Gangmaster and Labour Abuse Authority's worker rights checklist on all construction sites.

Peer Learning: Chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group in relation to modern slavery due diligence and to continue to learn and share with the transport industry through TfL's representation on the RSSB Modern Slavery Group.

Minerals Supply Chains: Take part in the Electronics Watch Low-Emission Vehicle programme encouraging bus manufacturers and fleet providers to work with us to improve supply chain transparency and working conditions in the mining and manufacturing of minerals used in the production of batteries for electric vehicles.

State-sponsored forced labour: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to progress due diligence issues, such as the treatment of Uyghur Muslims in China, in our supply chains and those of the GLA where TfL provide procurement services.

London Transport Museum: The LTM Retail Team will work with the CRPT and TfL procurement team to support low scoring suppliers from their MSAT campaign and act on the recommendations provided. This will include providing access to workshops and training resources and monitoring engagement.

6 GLA Group Responsible Procurement Policy

6.1 The refreshed and updated GLA Group Responsible Procurement Policy was approved by the Mayor and published in March 2021 and sets the direction for TfL's Responsible Procurement activity. The refreshed Policy includes five themes:

- (a) improving supply chain diversity;
- (b) embedding fair and inclusive employment practices;

- (c) enabling skills, training and employment opportunities;
- (d) promoting ethical sourcing practices; and
- (e) improving environmental sustainability.

6.2 Our key Responsible Procurement achievements in 2021/22 were:

- (a) Delivered a set of virtual events during National Apprenticeship Week in February 2022, featuring 16 suppliers including the London Fire Brigade, GLA and Metropolitan Police Service;
- (b) 499 new apprenticeship starts in our supply chain, of which 60.5 per cent are from a Black Asian or minority ethnic background and 23 per cent are women;
- (c) 55 per cent of TfL's 64 key suppliers who have issued a Modern Slavery Statement scored 3/5 or above from Transparency in the Supply Chain analysis;
- (d) 50 per cent of the 54 suppliers who were invited to complete the MSAT have done so giving us transparency of our medium and high-risk suppliers;
- (e) Consistent approach to managing the risk of modern slavery developed and embedded across TfL's property development portfolio;
- (f) 17 TfL suppliers are accredited to the Mayor's Good Work Standard, the London benchmark for good employment practice, which encourages employers to adopt best practice in areas such as fair pay and conditions, diversity and inclusion, skills and progression and workplace wellbeing;
- (g) TfL paid 90 per cent of the invoices from Small and Medium sized Enterprises within 10 working days;
- (h) TfL increased spend with SMEs from 2.9 per cent in 2020/21 to 3.1 per cent; and
- (i) 10 of TfL's supply partners attended a training session on recognising the signs of modern slavery.

List of appendices:

Appendix 1: Draft Modern Slavery Statement 2021/22

List of Background Papers:

Documents produced in consultation with Action Sustainability: Modern Slavery Assurance Handbook – a detailed guide to assurance in construction in relation to modern slavery and exploitation; and Procurement Guidance – an easy to use guide setting out the key procurement requirements at the planning, selection and management stages and a Risk Assessment Matrix of medium to high risk categories.

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Transport for London Slavery and Human Trafficking Statement 2021/22

Period covered by this statement

Transport for London's (TfL) financial year end occurs on 31 March. This statement covers the financial year 1 April 2021 – 31 March 2022.

Organisations covered by this statement

This statement covers Transport for London, its subsidiary company Transport Trading Limited and the following subsidiary companies of Transport Trading Limited:

Crossrail Limited
Docklands Light Railway Limited
London Buses Limited
London Bus Services Limited
London River Services Limited
London Transport Museum Limited
London Transport Museum (Trading) Limited
London Underground Limited
LUL Nominee BCV Limited
LUL Nominee SSL Limited
Rail for London (Infrastructure) Limited
Rail for London Limited
Tramtrack Croydon Limited
TTL Blackhorse Road Properties Limited
TTL Earl's Court Properties Limited
TTL Kidbrooke Properties Limited
TTL Landmark Court Properties Limited
TTL Northwood Properties Limited
TTL Properties Limited
TTL Southwark Properties Limited
TTL South Kensington Properties Limited
Tube Lines Limited
Victoria Coach Station Limited

More information on TfL and its subsidiaries can be found on our website:

<https://content.tfl.gov.uk/tfl-subsiadiary-organisation-june-2020.pdf>

Introduction

This Statement is designed to satisfy the requirements of Section 54 of the [Modern Slavery Act 2015](#), by informing our customers, suppliers, staff and the public about TfL's policy with respect to modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains and the steps taken to identify,

prevent and mitigate the risks. This is TfL's seventh annual statement to be published under the Act and relates to the period 1 April 2021 through to 31 March 2022.

1 Our organisation and supply chain

TfL is the integrated transport authority responsible for delivering Mayor of London, Sadiq Khan's, strategy and commitments on transport. We run the day-to-day operation of the Capital's public transport network and manage London's main roads. In a normal year of operations more than 31 million journeys are made across our network each day. Daily ridership is increasing since the lifting of lockdown restrictions and is now regularly around 60 per cent of pre-pandemic levels, increasing from 3.5 million daily journeys during the pandemic. Our supply chain required to deliver our services has remained in place throughout. We do all we can to keep the city moving, working and growing and to make life in our city better.

Managing TfL's supply chain is the direct responsibility of the Chief Procurement Officer currently reporting to the Chief Capital Officer, who in turn reports to the Commissioner of TfL. During 2021/22, TfL spent in excess of £6.1bn on goods, services and works required to operate and upgrade services across all transport modes. Our Procurement and Commercial (P&C) function has around 567 staff.

Our 64 key suppliers represent around £3.7bn of our addressable spend. These suppliers offer a wide range of strategically important goods and services to TfL. Over 95 per cent of our key suppliers are registered in the UK but many of their operations and supply chains are global. Some of our suppliers have complex supply chains with multiple tiers of sub-contracting and, in some cases, such as construction or electronic equipment, we have little visibility over where products are made. Therefore, we are using a risk-based approach, receiving expert advice from the Ethical Trading Initiative (ETI) and Electronics Watch where relevant, prioritising steps to achieve greater supply chain visibility where our risks are highest, recognising that workers in the lowest tiers of supply chains are often the most vulnerable.

2 Policies in relation to modern slavery

In March 2021, the Mayor published the refreshed [Greater London Authority \(GLA\) Group Responsible Procurement Policy](#).

This document is a high-level strategic policy setting out the GLA Group's plans, ambitions and commitments for ensuring continuous improvement in London, delivered through all the Group's procurement activities, which support the delivery of the Mayor's commitments and strategies. It reflects best practice and demonstrates our procurement activities meeting legislative requirements, including the Modern Slavery Act 2015.

The GLA Group Policy commits us to promote ethical sourcing and addresses risks of modern slavery by:

- adopting the nine provisions of the ETI Base Code¹, or equivalent, as the standard we expect of our suppliers to support working conditions that are legal, fair and safe;
- adopting a risk and opportunity-based approach to identify contracts and areas of spend where there may be a high risk of poor working conditions, modern slavery, forced labour, human rights abuses, sourcing from conflict-affected areas or negative impacts on security and crime; and
- seeking to improve transparency within the supply chain by working with suppliers and in partnership with the ETI and Electronics Watch to improve any poor performance identified as part of a process of continuous improvement, reflecting existing and emerging legislation and guidance.

To support the business in implementing the Policy, TfL hosts the GLA Group’s Central Responsible Procurement Team (CRPT) within its P&C function. The CRPT works with TfL, along with the wider GLA Group, to prioritise and deliver on the commitments of the GLA Group Responsible Procurement (RP) Policy, including how we plan to promote ethical sourcing practices and address risks of modern slavery.

3 Risk assessment and management

The highest risks of people falling victim to modern slavery in our UK-based supply chain include construction workers and those undertaking service contracts in sectors such as cleaning, catering, security and waste management, where low pay, migrant labour and/or indirect labour are prevalent.

The highest risks of poor working conditions and human rights abuses from our global supply chain are associated with the production and manufacture of electronic equipment, textiles and materials used in our construction and infrastructure projects. The mining and extraction of conflict and rare earth minerals such as copper, lithium, nickel and cadmium, used in the production of batteries for electric vehicles is an increasing risk as TfL supports the transition to a net zero fleet. We are working with partners, such as Electronics Watch, to address these risks as outlined in Section 6.

TfL recognises the corresponding source countries and associated sector risks in its supply chains for these categories to be as follows:

Category	Country	Identified Sector Risks
Construction	United Kingdom	Multi-tiered supply chains involving use of labour agencies which could result in poor labour practices due to lack of transparency. Unethical practices including workers being charged unlawful or excessive recruitment fees, workers

¹ <https://www.ethicaltrade.org/eti-base-code>

		being misinformed about terms of employment, and the withholding of passports may take place.
Facilities Management: cleaning and catering services	United Kingdom	Low skilled labour; migrant labour; agency labour leading to lack of transparency on employment practices.
Electronic equipment	China, East Asia, Eastern Europe,	Labour intensive, often low-skilled work; mining of raw materials in high-risk countries. Poor labour practices including underpayment of wages, delayed payment or wage deductions; physical abuse; working excessive overtime; worker's visa or permit is tied to a single employer, and financial penalties for early contract termination
Uniforms and workwear	Bangladesh, China	Risks include gender inequality; weak protection of workers' rights; poor labour practices including excessive overtime, underpayment or deduction of wages, financial penalties for leaving employer and structural integrity of factories.
Steel and steel components	China, Europe, Japan, India, US.	Country of production where labour rights might not be well protected; low-skilled labour, and dirty, dangerous, or difficult work in mines and smelting plants leading to poor labour conditions.
Stone	Brazil, China, Europe, India, US.	Country of production - US State Department of Labour highlights multiple countries where child and forced labour exists in quarries; child labour and unsafe working conditions
Batteries	Cobalt – Democratic Republic of Congo (DRC); Lithium - Chile, Bolivia, China; Nickel – Indonesia, Philippines; Tin - Bolivia and Copper – Chile.	Sourcing of cobalt presents greatest risk to human rights abuses. Political instability or conflict particularly in the DRC; weak protection of civil liberties and workers' rights; safe and healthy working conditions in mines can be poorly regulated and protected
Personal Protective Equipment (PPE)	China and Malaysia	Similar risks to those for uniforms and workwear, compounded by the rapid increase in global demand from coronavirus resulting in pressure on manufacturers to produce large quantities in short timeframes.

TfL mitigates and manages these risks through our due diligences processes. A summary of our activity this year is outlined below.

4 Due diligence

Through robust procurement and governance processes, including the use of a RP checklist for each tender in developing an approach to market, our P&C staff can identify categories and contracts which are likely to present a high risk of human rights abuses and poor working conditions.

All relevant procurements include a question at supplier selection stage on compliance to Section 54 of the Modern Slavery Act 2015. TfL continues to include award criteria and contractual requirements in contracts where a significant risk of human rights abuses is identified.

We obtain assurances from our supply chain directly through our suppliers as part of the tendering process and then via online platforms such as the Supplier's Ethical Data Exchange (Sedex), where we access independently verified audit reports of factories as part of our contract management processes.

We have undertaken a risk assessment of our supply chain and invited medium and high-risk suppliers to complete the Cabinet Office Modern Slavery Assessment Tool (MSAT). We held a supply chain engagement event to encourage completion of the MSAT and will use the results to work with our suppliers to improve their policies, practices and processes in preventing modern slavery in our supply chains.

The following section highlights this year's interventions at the procurement and contract management stages. We have reviewed our contract pipeline and undertaken work to include requirements in future contracts with the expectation that the range of categories and number of contracts will increase as our approach continues to mature.

Examples of How TfL Manages These Matters

Property Developments and Construction Sites

The construction sector is a large part of our risk profile and TfL's vast property development portfolio therefore requires thorough due diligence and mitigation activity. Standardised tender questions and contractual requirements have been produced and included across the property portfolio and this year were included them in the suite of developments under the Connected Living London Joint Venture and the Bollo Lane development which is delivering approximately 800 units. Tender questions asked developers how they will set up their construction sites to manage the risk of modern slavery, including how they manage recruitment processes with third parties, and points bidders towards best practice material such as the Supply Chain Sustainability School's Awareness Identification Response model. Potential developers are also asked how they will ensure core construction materials such as brick, quarry products, steel and timber are sourced to ensure compliance with the ETI Base Code.

These tender requirements will then be followed up with the successful bidder who is required to produce an ethical sourcing and modern slavery action plan, building on any feedback received at the tender stage as well as documenting the main products originating from source countries where there is a documented risk of modern slavery.

On our construction sites where we are the principal contractor, we have displayed the Gangmaster and Labour Abuse Authority worker checklist posters explaining the rights as a worker in the UK. These are translated into Romanian, Bulgarian and Polish and are being displayed on site noticeboards and in welfare units. Where we are not principal contractor, we have encouraged our suppliers to do the same and will continue to do so in the year ahead.

Surface Technology Contract Retender (STCR)

The STCR contract includes the supply of a number of essential assets to Surface Transport, notably CCTV, Traffic Signals, Variable Message Signs, Overhead Vehicle Detection devices, etc. plus the provision of capital works and maintenance activities across London for the above asset categories. Modern slavery risks were identified in the supply of these assets and in the labour provision in London. Considering feedback from early market engagement in early summer, therefore, we developed a bespoke approach to mitigate these risks.

At the tender stage, bidders were evaluated on their approach to identifying the modern slavery risk in their workforce, and their supply chains workforces and as a minimum, include: Management practices and governance structure; Risk assessment and due diligence procedures, including the use of auditing; Communication with suppliers and supply chain; policies / contract requirements and supply chain training. The successful bidder(s) will be required to provide an Ethical Sourcing Plan to be agreed by the contractor and TfL Responsible Procurement Manager and will be updated on an annual basis for the duration of the contract.

TfL is a founding member of Electronics Watch - an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply. Electronics Watch contract conditions, where suppliers are required to disclose the factories where goods and key components are produced, were also included in the STCR. Bidders were asked at the tender stage to outline how they would work towards establishing supply chain transparency over the duration of the contract to assist with monitoring and improving labour conditions at sites of production. We will closely monitor these outcomes going forward to ensure our suppliers share their often-complex global supply chains with us.

Contract Management

London Underground bespoke components

The framework for London Underground bespoke components supplying copper and steel parts commenced this year and suppliers have been required to submit their modern slavery action plans. Many of the suppliers on the framework are Small and

Medium Enterprises and so the TfL Responsible Procurement team has provided support to suppliers in developing these plans to ensure a base level of due diligence activity is undertaken. Guidance has been provided to contract managers so they are able to raise any issues during contract reviews meetings and can provide ongoing support to suppliers as they progress their activity in this area.

Electronic equipment:

Our frameworks for our ticketing payment solution - Oyster Cards - and ICT Hardware included Electronics Watch contract conditions and this year our reseller of ICT Hardware disclosed further factory locations of some of their products and we will continue to work with our reseller and Electronics Watch to increase the transparency of their supply chain.

We have been working closely with our supplier of CCTV cameras on the London Underground to ensure they are registered with Sedex and have completed their Self-Assessment Questionnaire for their sites of production in their supply chain. Once complete, we will gain transparency of these sites and can use the Sedex Radar tool to assess the risk profile and take appropriate action.

Facilities Management (Cleaning and Security Services):

Through inclusion of direct employment requirements embedded in our cleaning contract TfL has taken a proactive approach to manage the risks of worker exploitation in the UK cleaning sector. In March 2022, 95.1 per cent of the circa 2,500 cleaning staff were directly employed by the supplier. All contracted and sub-contracted workers on this contract receive the current London Living Wage rate or above.

Uniforms:

We continue to work with our supplier of TfL Uniforms on a programme of supplier development and assurance. Long-term commitments such as engagement in ETI programmes has been on hold until Commercial issues are finalised but ongoing auditing and updates on supplier development activity continue. Our supplier completed the ETI's Enhanced Expectations Survey, for their factories in Bangladesh and China, and were not deemed to be a risk as a result.

Workwear and Laundry:

This contract replicated the approach to ethical sourcing included in TfL's Uniform Contract where, following contract mobilisation each factory is required to undergo an annual, independent, third party social audit against the nine principles of the ETI Base Code. Contract mobilisation has commenced following a delay due to the coronavirus pandemic. The contract conditions include a time-bound corrective action plan for each factory to address any areas of non-compliance identified in the annual audit. Audit results are viewed, and corrective action plans tracked online through the Sedex system.

Personal Protective Equipment:

Due to the recognised risk of modern slavery in the supply of PPE, we have continued to work closely with our Tier 1 supplier who previously shared evidence of the due diligence processes of their two key suppliers, which included manufacturing factories to be audited at least every two years (Sedex Members Ethical Trade Audit

(SMETA) or SA8000 Social Accountability audits) and compliance to their Ethical Standard Code of Conduct, as well as other due diligence initiatives. We have remained informed on labour issues in the PPE supply chain via industry-level modern slavery groups and have raised any issues directly with our Tier 1 supplier. We have considered industry codes such as the Responsible Glove Alliance to inform our due diligence approach and have made labour rights issues a standing agenda item at contract review meetings. We will continue to work with our main supplier to improve transparency of these supply chains, as the issues are complex and systemic and will take time and collaboration to fully address.

Supplier Engagement

This year, we commenced our campaign to invite medium and high-risk suppliers to complete the Cabinet Office MSAT. As of the end of the financial year, 54 suppliers have been invited with a 50 per cent completion rate. We have set a Key Performance Indicator for all 54 suppliers to score 70 per cent or above, the threshold to achieve a 'Green' status. In the year ahead, we will be working with those suppliers who have scored below 70 per cent, providing access to training resources and supporting their development actions which are provided by the MSAT following completion. We will also encourage more suppliers to complete their assessments and begin to include contractual mechanisms to require completion in upcoming medium to high-risk tenders.

As part of TfL's arrangement to provide procurement services to the GLA, the TfL team has engaged with solution providers on the Retrofit Accelerator for Homes Innovation Partnership to discuss the issue of Uyghur Muslim forced labour in the supply chains of polysilicon. Following the release of the 'In Broad Daylight: Uyghur Forced Labour and Global Solar Supply Chains' report from Sheffield Hallam University² a presentation was given to the solution providers providing an overview of the issues highlighted in the report. The solution providers will be encouraged to work on mapping their supply chains and work towards providing transparency and traceability of polysilicon. The CRPT will support providers on addressing this challenging and emerging issue, linking in with industry experts and providing training support via the Supply Chain Sustainability School.

Industry Engagement

This year, the CRPT established a pan-GLA Group practitioner learning group to share best practice and collaborate across the Group in relation to modern slavery due diligence. The group meets on a quarterly basis and has assisted with the roll out of the MSAT campaigns and sharing best practice from TfL's representation on both the Rail Safety and Standards Board (RSSB) and the Department for Transport modern slavery groups.

The CRPT continues to utilise its networks to collaborate and share knowledge on socially responsible procurement. In the first half of 2021, the team participated in

² <https://www.shu.ac.uk/helena-kennedy-centre-international-justice/research-and-projects/all-projects/in-broad-daylight>

the Organisation for Economic Co-operation and Development Pilot on Due Diligence in the Public Procurement of Garment & Textiles and the ICLEI (Local Governments for Sustainability)-led International Working Group on Ethics in Public Procurement for IT, with public authorities from a global and European reach respectively. The CRPT are also members of the International Working Group on ethical Public Procurement. Key learnings will be incorporated into future relevant procurements across TfL and the GLA group.

In October 2021, a CRPT member presented at a webinar titled 'How to break the cycle of climate change leading to forced labour', communicating our approach to audience members, sharing and learning from best practice to ensure a just transition to net zero.

Crossrail

This will be the final year in which there will be a dedicated Crossrail section within the TfL statement. As at March 2021 the construction railway transitioned to an operational railway. During early months of the 21/22 financial all the remaining stations (except Bond Street) ceased to be construction sites; and passed to RFLI or LUL as operational properties.

The year 2021/22 has consisted primarily of railway testing and commissioning activities. Revenue services commenced on 24 May 2022. The extent of construction activities and the number of active suppliers has thus greatly reduced from 2020/21. With few exceptions (Bond St, signalling and comms), residual Crossrail works are now being progressed through existing LU and RFL supply chains and to which other sections of this statement apply.

As with earlier years, CRL have obtained reaffirmation from their contractors that they are paying their own employees the London Living Wage and using reasonable endeavours to ensure that their supply chains also pay the LLW for time worked on the CRL Project.

London Transport Museum

London Transport Museum (LTM) assessed their top 20 retail suppliers approaches to modern slavery by inviting them to complete the UK Government's MSAT this year. All 20 suppliers have now completed the assessment, with a wide range of scores, evidencing a breadth of maturity in combatting modern slavery. The LTM Retail Team will collaborate with the TfL team to work with the low scoring suppliers across their supply chains and act on the tailored good practice recommendations to improve their anti-slavery activity. This will include guiding suppliers to best practice resources, training materials and workshops. The LTM will continue to monitor medium and high-risk suppliers via their MSAT improvements.

5 Training and Awareness Raising

This year we continued to focus on training and raising awareness in our P&C department and our Capital Delivery and Projects teams, as these are the business areas identified from our risk assessment in section 3 of this statement.

Procurement and Supply Chain

To ensure that modern slavery and ethical sourcing risks are considered in the early stages of procurement when developing business cases and category management strategies, RP training is available to the P&C teams. The RP e-learning module has been completed by 616 staff members to date which includes an overview of TfL's approach to ethical sourcing and modern slavery risk management. As of 31 March 2022, 48 P&C staff have completed all modules of the Home Office modern slavery e-learning.

Capital Delivery and Projects

Due to the need for high volumes of low-skilled labour with relatively short delivery deadlines using tiered supply chains, the UK construction sector is identified as a high-risk by the Gangmasters Labour Abuse Authority. To ensure our staff working on our construction and project sites are aware of the signs of modern slavery and know what to do if they do see suspicious behaviour, we ran three modern slavery awareness raising sessions this year. We arranged training courses via the Supply Chain Sustainability School for our remaining colleagues from our Safety, Health and Environment team who hadn't attended previous sessions and the Property Management team with. A total of 85 staff attended these sessions.

TfL intends to continue to use its membership of the ETI and Sedex to maintain awareness of best practice and current developments, benchmark with other organisations and externally verify our approach.

Awareness raising

Further awareness raising across the organisation continued this year. One-hundred colleagues from our Technology and Data team attended a lunch and learn session delivered by the CRPT. We have also increased our organisation-wide communications, publishing an Intranet article to mark Anti-Slavery day on 18 October 2021 as well as a dedicated site for staff to access resources and learn more about the issues and our approach to managing it.

Supply Chain

Upskilling our supply chain to help manage our shared risks is a key priority for us, recognising that some suppliers are further on their journey than others. We delivered a workshop for ten of our supply partners on recognising the signs of modern slavery and raising awareness of the issue. Suppliers from across our supply chain attended, covering track maintenance, IT, rolling stock, construction and uniforms. Feedback was positive and we will build on this engagement as we continue to rollout the MSAT and support suppliers to develop their practices, policies and processes.

6 Reporting, key performance indicators (KPIs) and Goals for 2022/23

The Responsible Procurement Programme co-ordinates the TfL and GLA Group approach to promoting ethical sourcing practices and addressing the risks of modern slavery over the Mayoral term including metrics to monitor continuous improvement of internal capacity building and supply chain assurance.

Our priorities for the year 2022/23 will be a combination of quantifiable key performance indicators and ongoing participation in projects, programmes and initiatives:

KPIs:

Training: All TfL commercial and procurement staff to complete modern slavery training, such as the Home Office developed e-learning module by April 2023

MSAT: All TfL suppliers who have been assessed to be high and medium risk, to complete the tool and achieve an MSAT score of a minimum 70 per cent by March 2024. We will work with lower scoring suppliers to support improvements to their scores and encourage more suppliers to complete the assessment.

Goals for 2022/23:

Raise Awareness: Continue to raise awareness of modern slavery to our supply chain, assisting suppliers by providing workshops, resources and training materials, as well as TfL staff in the Safety, Health and Environment (SHE) Directorate; Commercial Development and the Capital Delivery and Projects community, through TfL's membership of the Supply Chain Sustainability School.

Increase capability: We will continue to upskill commercial and procurement staff, as well as contract managers on how to tackle modern slavery in supply chains through the Home Office e-learning package and on supply chain transparency through bespoke learning sessions with Electronics Watch.

On-site awareness: Encourage our suppliers and site managers to display the Gangmaster and Labour Abuse Authority's worker rights checklist on all construction sites.

Peer Learning: Chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group in relation to modern slavery due diligence and to continue to learn and share with the transport industry through TfL's representation on the RSSB Modern Slavery Group.

Minerals Supply Chains: Take part in the Electronics Watch Low-Emission Vehicle programme encouraging bus manufacturers and fleet providers to work with us to improve supply chain transparency and working conditions in the mining and manufacturing of minerals used in the production of batteries for electric vehicles.

State-sponsored forced labour: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to progress due diligence issues, such as the

treatment of Uyghur Muslims in China, in our supply chains and those of the GLA where TfL provide procurement services.

London Transport Museum: The LTM Retail Team will work with the CRPT and TfL procurement team to support low scoring suppliers from their MSAT campaign and act on the recommendations provided. This will include providing access to workshops and training resources and monitoring engagement.

This Statement has been approved and published by the TfL Board and will continue to be reviewed at least once annually.

Howard Carter, General Counsel

XX XXXX 2022

Date: 29 June 2022

Item: HR Quarterly Report

This paper will be considered in public

1 Summary

- 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 February – June 2022.

2 Recommendation

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

List of appendices to this report:

Appendix 1 – HR Quarterly Report

List of Background Papers:

None

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HR Quarterly Report February to June 2022

29 June 2022



HR Quarterly Report February – June 2022

Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues from February – June 2022, to make Transport for London (TfL) a great place to work, for everyone.


The first section provides an update on our People Scorecard measures and targets for the 2022/23 performance year.

The second 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



TfL Scorecard 2022/23

Roadmap	Measure	Target
Colleague 	Total engagement	62%
	Wellbeing index	58%
	Inclusion index	52%
	Diversity declaration rates	56%
	Workforce all injuries	1,348

People Scorecard Measures and Performance 2022/23

This section introduces this year's People Scorecard measures which we will report our performance against in subsequent HR Quarterly Reports.

Total Engagement

Last year's score – 61 per cent
This year's target – 62 per cent

We are committed to making TfL a great place to work for everyone, caring for our people, and supporting them to be the best they can be. This is the only way we can truly deliver for London. The best indicator of how well we are doing at this are our Viewpoint engagement scores, which tell us how our people feel about working for us and what needs to be better.

Our overarching measure of employee engagement at TfL is called Total Engagement. This is an average of positive responses across 20 questions about different parts of the working experience. These include engagement with change & leadership, customers, wider team and the TfL brand.

Wellbeing at Work Index

Last year's score – 57 per cent
This year's target – 58 per cent

Wellbeing is linked to engagement, so we introduced and continue to track our Wellbeing at Work Index from our Viewpoint results. This allows us to check if any areas of the business are at risk of work-related stress.

The six factors that can affect employees' wellbeing at work are: Control, Support, Role, Demands, Relationships and Change. These areas, if not managed well, are linked with stress and could lead to poor health and wellbeing, lower productivity and increased sickness absence.

which is why creating the right environment is so important.

Inclusion Index

Last year's score – 51 per cent

This year's target – 52 per cent

It is of the utmost importance to us that our workforce remains engaged and happy and feels included.

Our inclusion index is calculated from six questions on our Viewpoint Survey, measuring our colleagues views on their involvement in decisions, openness of senior managers, challenging the way things are done, on bullying and harassment and if the survey will result in change.

Diversity Declaration Rates

Last year's score – 54 per cent

This year's target – 56 per cent

Improving our data and improving our colleagues' trust in us with their data is key to building an inclusive workplace and ultimately improving diversity. We have seen a steady decline in declarations on all demographics over the last two years – so driving this change represents a significant improvement from where we are now.

The top drivers of this measure are centred around issues of trust & inclusivity and colleagues feeling that it is safe to share their data with us and that it will have no bearing on their career. In previous years, declaration drive campaigns have encouraged people to declare and can have up to a 10 per cent impact, but we can't force people to declare,

Workforce all injuries

Last year's result – 1,517

This year's target – 1,437

Keeping our workforce and customers safe remains our top priority, in line with Vision Zero. This year the workforce element of this will be included within the People element of the TfL Scorecard as we reaffirm our safety commitment to our colleagues.

The mitigations and activities to promote safety will be included within the Safety, Health and Environmental Quarterly Report tabled separately at each SS&HR Panel.



A More Inclusive and Diverse Organisation

2021 Gender, Ethnicity and Disability pay gap reports published

We've now published our Gender, Ethnicity and Disability pay gap reports for 2021, with this being the first year that we have published our Disability pay gap, delivering a Mayoral manifesto commitment. These can be found here:

(<https://tfl.gov.uk/corporate/publications-and-reports/equality-and-inclusion-publications>)

The gender pay gap report shows that in the last year, our median gender pay gap has reduced from 18.8 per cent in 2020 to 18.1 per cent in 2021. While this decrease is small, it's a step in the right direction as the median provides a clearer picture of what a typical man and woman earns at TfL. Our mean pay gap however has slightly increased from 9.4 per cent in 2020 to 9.8 per cent in 2021. This is disappointing and we recognise that we still have more to do.

In the last year we've reduced the overall ethnicity pay gap in one of the two regulated metrics. Our median ethnicity pay gap was 9.8 per cent, compared to 9.6 per cent in 2020. While this is a slight increase, this is still disappointing. Our mean pay gap was 11.5 per cent in 2021, compared to 12.1 per cent last year. Although this decrease is small, this is positive news.

As this is the first time that we have produced a disability pay gap, we don't have a comparison from the previous year. The report shows that the consolidated median disability pay gap was 5.3 per cent in 2021. Our mean pay gap was 2.5 per cent in 2021. We are now in the process of finalising our Pay Gap Action Plan which we will publish in the later this year outlining the key actions and initiatives we will be implementing to help reduce these pay gaps. An update on these action plans will be tabled at the next Panel.

Support for trans and non-binary colleagues

In May, we launched guidance and conversation cards which provides useful information to our line managers, and other colleagues, to make sure that they have the right information, knowledge and skills to

help support employees who identify as trans or non-binary and/or for those who are transitioning. It sets out the clear expectations that TfL has for how our line managers and other colleagues should support employees, as well as providing useful information to employees.

We also provide guidance for team members and peers who play a crucial role in engendering a sense of belonging at TfL. By focusing on belonging, we hope that all employees feel valued in the workplace, that all identities are celebrated, and differences embraced.



Our Anti-Racism Journey

In February 2021, we launched our Anti-Racism Leadership Charter (ARLC); where we asked our leadership team and stakeholders to sign it and make a commitment and to take

active steps towards fighting racism in the workplace.

We know from speaking with our colleagues that there's still more we need to do on our journey towards being a truly anti-racist organisation. To drive this conversation forward, we hosted an event on the 9 June to set out the need for action and what is required to realise the change we need as an organisation.

International Women's Day 2022

On the 8 March, to mark International Women's Day, we celebrated the contributions and achievements of women across the globe, connecting with women's history, and serving as a call to action for accelerating gender equality.

This year's theme is #BreaktheBias – all about how we can strive to create a world free from gender bias. Our Women's Staff Network Group held multiple events across March, ranging from Women's safety to career guidance.

To mark the day we also launched a International Women's Day poster campaign across our network, showcasing a series of colleague portraits, their roles and experiences, shining a light on the talents and achievements of women here at TfL.

An Engaged, Motivated and Healthy Workforce

Completing our journey to Hybrid Working

Our transition to hybrid working concluded on the 31 March, with hybrid working becoming our new normal on the 1 April. This means those colleagues who are hybrid working are expected to be in the office a minimum of two days per week, with no 100 per cent working from home. This will help promote our five C's; Collaboration, Culture, Cohesion, Confidence and Care.

The continued safety of our colleagues is of utmost importance. When attending the office our 'COVID aware' protocols and behaviours are in place: with colleagues encouraged to continue practising good hand hygiene, wearing a face covering while moving around the buildings and in the lifts. Desk sanitisers are available, testing kits can be requested, and employees being encouraged to stay at home if feeling unwell.

Developing our first Domestic Abuse Policy

Following engagement with our Trade Union colleagues, we are pleased to announce that we have launched our first Domestic Abuse Policy at TfL.

This policy will strengthen our ability to provide a safe and inclusive work environment for those affected by domestic abuse. It will enable us to offer better support



to our colleagues who are experiencing domestic abuse.

We have also gained White Ribbon accreditation (charity to end male violence against women) and have established a White Ribbon steering group to oversee the development and implementation of our organisation wide White Ribbon action plan. To date we have held awareness sessions with ambassadors to hear lived experiences of colleagues, we have also published blogs from our male ambassadors to publicly share why they have chosen to support White Ribbon.

Credit Unions

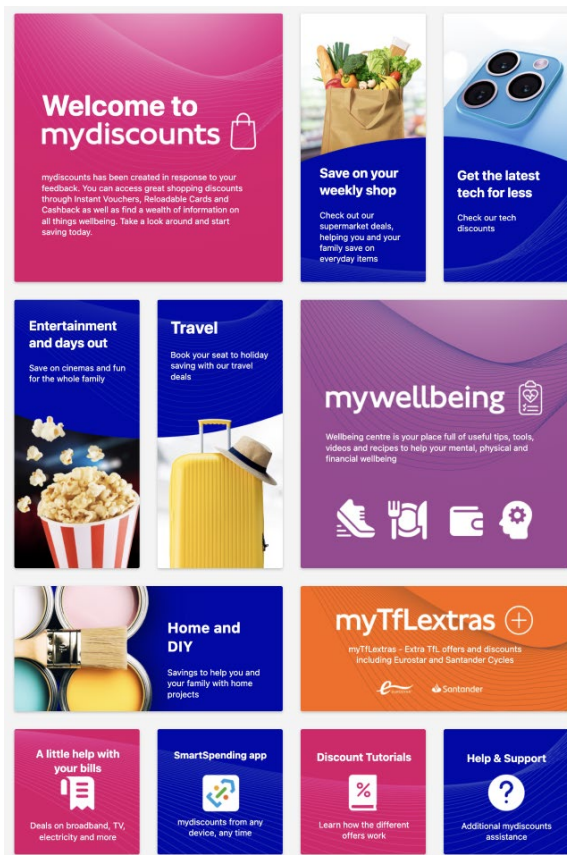
In March, we partnered with two Credit Unions to provide access to their financial services for our colleagues. As their model is built as not-for-profit, credit unions may be able to pay more competitive returns on savings, compared to rates on the high street. And, because they make decisions with a people-led approach taking into consideration your full range of individual circumstances, they may offer alternative services to those who have been turned down or can't get access to loans elsewhere.

Our two Credit Union Partners are:

- *London Mutual* – membership includes those who live or work in the boroughs of Camden, Lambeth, Southwark & Westminster and now those who work for TfL
- *TransaveUK* – membership includes workers from across the UK transport sector, including those who work for TfL

My Discounts

In April we also launched our new reward gateway MyDiscounts, bringing all of our savings and employee discounts in one place for the first time. These discounts range from offers from leading retailers, to childcare vouchers, the Cycle to Work scheme and also our Make A Difference recognition scheme.



The first week in May is dedicated to talking about the mental health challenges experienced during and after pregnancy. This year's themes are 'The Power of Connection' and 'Stronger Together' - we can all play a part in connecting communities and supporting those suffering with their maternal mental health.

The Carers, Parents & Guardians Staff Network Group (CPG SNG) will be hosting a series of virtual events to help raise the awareness of perinatal mental health issues, advocating for women affected by it, changing attitudes, and sharing best practices.

Smoke Free Workplace

In line with our Vision and Values, we have introduced our first smoke free workplace policy across TfL, our contractors, suppliers and agency workers. This is to promote the health of our colleagues and customers alike.

Whilst smoking has been prohibited across most of our estate, the new policy extends this to cover external spaces. Support and guidance on how to stop smoking is also provided in the policy.

TfL Safeguarding Policy

TfL fully recognises the need to safeguard children and adults at risk of harm. Failure to do so could result in harm to those most vulnerable in society and reputational damage to TfL. We are pleased to introduce this policy to ensure we take all reasonable measures to ensure that the risks of harm to children and adults using our services, in our workplaces and having contact with our organisation are minimised. We will take

appropriate actions to address concerns about their safety and security. This will be achieved by having clear policies, procedures and by working in partnership with other agencies. This policy relates to employee related safeguarding issues, not customer facing safeguarding issues, which are dealt with by the specific business areas that have local policies and measures in place.

Workplace Violence and aggression

Work-related violence and aggression relates to incidents occurring between an employee and a member of the public. Our people have the right to work without fear of being assaulted, abused, or threatened. They must never accept this as a part of their jobs. This policy outlines our commitment to protecting our people, and roles and responsibilities for TfL employees, in line with our Vision and Values. This policy also complements TfL's strategy for eradicating work-related violence and aggression. Through strong leadership and working in partnership with our recognised trade unions, our people, and the police, we will work to prevent incidents from occurring in the first place; and support our people if they become a victim.

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

Our Graduate & Apprentice Schemes are now open

At the end of March, we opened applications for our 2022/23 graduate, apprentice and intern schemes. Our award-winning schemes are designed for people of all ages and backgrounds, to learn new skills and kick-start careers.

This year, we're recruiting across:

- 30 apprenticeships
- 13 graduate schemes
- Four year in industry placements
- Two summer placements

In total, we're looking for 141 apprentices, 63 graduates and 16 interns to make their mark on London.



National Apprenticeship Week

Our Early Careers Team promoted our Apprenticeship opportunities virtually at council events in Newham, Haringey, Ealing, Bexley, Camden as well as attending Kingsmead school and Westminster Kingsway in person. We hosted an event open to all and attended our Supplier Skills apprenticeship fair. We reached approximately 100+ participants per event.

On the 8 February Karen Wallbridge, Skills and Employment Lead presented at the launch of the publication of the Apprentice Diversity Champions Network (ADCN) annual report 2021/22, hosted by Minister for Skills, Alex Burghart. Nura Abukar, Track Apprentice, London Underground and Stacey-Leigh Dolan, Programme Manager, took part in a panel discussion on making apprenticeships more inclusive. Chaired by Lia Nici MP, the ADCN champions apprenticeships and diversity amongst employers and encourages more people from underrepresented groups to consider apprenticeships. Karen Wallbridge co-chairs, alongside a colleague at Siemens, a group focussing on Women into STEM-based apprenticeships, the output of which will be a toolkit for employers of all sizes to access on the Government Fire it Up Apprenticeship website pages.

Graduate Employer of Choice

The Times has named TfL as the winner of the 'Graduate Employer of Choice award' in the Transport and Logistics category. In February, the Times Top 100 graduate rankings conducted a survey of 12,400 final year students asking them which employer they think offers the best opportunities for graduates, the results are entirely based on how undergraduates in their final year perceive us.

We were ranked as the top employer in our category, beating organisations in haulage, international couriers, airlines, rail and high street retail distribution, with Network Rail and DHL coming in the runner up spots.



Apprenticeship Levy Transfer

We've continued to utilise our Apprentice Levy Transfers to support a sustainable economic recovery. Funds have been released to support two apprenticeships with Citizen Ticket, an ethical ticketing provider for events who include contributions to tree planting for every ticket sold and Tranch, a micro e-commerce company that enables small businesses to be paid up front by large clients.

Everyone's Future Counts

During National Careers Week (7 – 12 March) we published Everyone's Future Counts. Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. The coronavirus pandemic has worsened existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience.

Our programmes provide targeted provision and skills development, helping reduce the barriers to employment. These are delivered internally, through our supply chain, construction partners and the London Transport Museum. Realising the potential of all Londoners is key to moving London forward, safely, inclusively and sustainably.

A separate agenda item to provide more detail on this initiative has been tabled at this Panel.



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Date: 29 June 2022

Item: Attraction and Retention of Our Employees

This paper will be considered in public

1 Summary

- 1.1 Our continued ability to attract and retain critical skills is a key pillar of our emerging colleague strategy and essential to delivery of the current and emerging priorities of the organisation.
- 1.2 This paper describes our approach to the attraction and retention of our employees, the current challenges we are experiencing and the causes of these. The paper then sets out the range of initiatives and programmes currently in place to support and enhance our ability to attract and retain employees, and critical skills, in the organisation.

2 Recommendation

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

3 Background and Current Context

- 3.1 In common with many organisations, we have experienced a recent increase in voluntary leavers. The number of employees who chose to leave employment increased 86 per cent during the last financial year. However, this represents a return to average rates of exit, after we experienced an unusually low level of leavers during the pandemic.



Figure 1 TfL Exit Numbers (all reasons) 2017- 2022

3.1 The diverse nature of the organisation means our overall turnover will include areas with very low levels of employee exit (e.g. some operational areas) as well as areas where turnover is higher. The following areas of the organisation are currently experiencing employee exit higher than the headline rate.

- (a) Finance;
- (b) Tech and Data;
- (c) TfL Engineering;
- (d) Safety, Health and Environment; and
- (e) Human Resources.

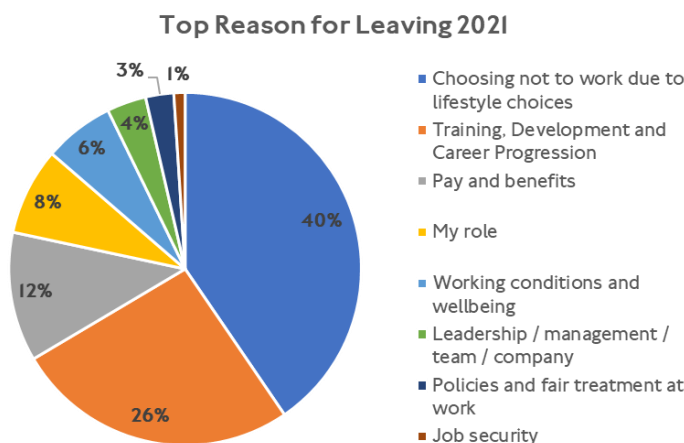
3.3 The areas of the business where we are experiencing higher turnover contain a number of roles with critical and/or scarce skill sets, therefore the impact on delivery as a result of employee attrition can be significant. We are continuing to develop more detailed reporting analysis to tell us rate of turnover for our identified critical roles.

Why are our people choosing to leave us?

3.4 When employees make the decision to leave employment, they are given an opportunity to complete an exit survey. Approximately half of leavers choose to complete the survey. Additionally, we also offer face to face interviews with all leavers in Payband 5 roles and above.

3.5 There are a variety of reasons cited for leaving employment. The most common reason is 'lifestyle changes' (which commonly indicates retirement). Lack of training and development and pay and benefits are the next most common reasons. As referenced in section 4 of this paper, we anticipate that pay may increasingly become a primary factor in decisions to leave over the next 12 months. Where employees choose to share salary information with us, a significant majority of voluntary leavers are moving for roles with a higher remuneration package.

Table 2 – Reasons given for employees leaving during 2021



- 3.6 We are currently facing several challenges to our ability to recruit into the organisation. The number of applications we receive has fallen during the previous 12 months.
- 3.7 Salary level is increasingly cited as a reason why prospective employees decline to accept an offer of employment we have made to them. A consequence of several years of pay constraint has seen our levels of pay fall behind market median. We are becoming increasingly uncompetitive in the salaries we can offer for key skills, including IT Development and Engineering, making it harder to secure preferred candidates.
- 3.8 Since 2015, TfL has operated with annual pay budgets that have been significantly below market. This has greatly impacted how competitive we are in the employment market with Bands 3 to 5 pay now significantly lower than the external market medians. Any future pay freezes or low budgets will only increase the gap further.
- 3.9 The below table demonstrates our median base pay levels are now significantly behind market for senior manager roles. In 2017, our internal median pay level for Payband 5 roles was £100,000 which was slightly ahead of the external market median at that time. Since then, our levels of pay have remained static while the external market for pay has accelerated. Consequently, TfL median base pay is now 12 per cent below market for Payband 5 roles. A continuing need to operate within financial constraint and deliver efficiencies may result in pressures on pay budgets and continuing recruitment controls.

Table 3 – Comparison of TfL median base pay (2021) against the external market

TfL Grade	TfL Base Pay Median	External Market Median	Market Gap
Payband 5	£100,000	£113,854	-12.2%
Payband 4	£75,000	£85,427	-12.2%
Payband 3	£56,000	£61,102	-8.3%
Payband 2	£38,071	£36,976	+3.0%

4 Factors Causing our Attraction and Retention Challenge

- 4.1 Employee turnover occurs in every organisation and employees will always seek career opportunities outside their current roles. Changing trends in the nature of employment mean fewer employees now expect or seek ‘a job for life’ in a single organisation and are increasingly preferencing the acquisition of skills and experience within shorter role tenures. While we are focused on retaining key individuals in the business wherever we can, part of how we effectively manage our retention is the ability to retain key skills and knowledge in the organisation, even where individual employees may choose to move on.

4.2 Our continuing ability to attract and retain is impacted by several internal and external factors, some of which are not fully in our control. The primary factors driving our current challenge are listed below.

(a) We are becoming less competitive in the external market

We are competing for talent in a buoyant employment market. As the economy now enters recovery, employers are beginning to grow and are looking for people to sustain that growth. This has coincided with what has been termed '*the great resignation*' a post-pandemic increase in employees making different career choices or seeking to rebalance their professional and home lives. Consequently, employees, whether in or out of work, have more options and this has created an unprecedented number of job vacancies, resulting in rising salary expectations and greater competition.

(b) Rising cost of living

Inflation, rising energy costs and the recent increase in national insurance contributions have a direct impact on take home pay and the disposable income of employees. This may lead to increased salary expectations that we are constrained in our ability to meet. Employees with in-demand skill and experience sets may choose to leave for higher packages elsewhere. The combination of cost of living pressures and a buoyant employment market may mean that salary level becomes a primary factor in decisions to not join or leave the organisation over the next 12 months.

(c) Perceptions of pay unfairness

Recent Viewpoint surveys have indicated our people increasingly feel they aren't being rewarded fairly for the contribution they make. Perceived unfairness in recent pay settlements between those covered by the London Underground pay deal and the rest of TfL may heighten dissatisfaction with pay and become a catalyst for employees to leave the organisation or encourage a competitive internal market for talent. It may also lead to an increase in equal pay claims.

(d) Pressure of workload

Pressure of workload has been reported as a driver for people choosing to leave in recent months. The last two years has delivered unprecedented challenges for our City, our organisation, and our people. The workload pressures associated with responding to the pandemic, supporting funding discussions and keeping London moving as the economy reopens can, if not managed effectively, lead to higher levels of workplace stress, increased levels of sickness absence and job dissatisfaction.

(e) Our skills profile becomes misaligned with our skills requirement

Future business priorities and Mayoral commitments, such as achieving carbon neutrality, are likely to require a different set of skills and expertise than currently held within our workforce. Digitalisation of the workplace will influence the size and skill base of our workforce. Greater agility and the ability to multi skill is likely to be a feature of the skills profile of the workforce

in the future. If the roles we are recruiting for do not provide a match to the skills held by external applicants, we may find it difficult to attract the 'brightest and best' to TfL.

(f) TfL is perceived as a less attractive employer

We have committed to being a great place to work for everyone to thrive. If our people do not see and experience that in practice, they may choose to leave. Uncertainty about the future of our pension offer is prompting some longer serving employees to opt to take retirement. We do not currently use a TfL-wide 'employee value proposition' that articulates what prospective employees can expect from a career here.

(g) Age Profile

We are a mature workforce. Most of our employees are 45 years old or older. One in five employees is likely to retire during the next decade. As this cohort of employees exit the business, there will be significant resource gaps, which could if left unmitigated, negatively impact our ability to deliver business objectives.

(h) Line manager relationships

The relationship between an employee and their line manager is a key driver of employee engagement. If this relationship is not effective it can be a contributory factor to voluntary exit. Successive Viewpoint surveys have told us that building levels of trust in managers and senior leadership needs to be a priority.

(i) Impact of Brexit / changes to immigration rules

In the event that recruiting specific skill sets from overseas becomes more costly and administratively complex, or the UK begins to be viewed as a less attractive place to live and work by workers currently based overseas, this may affect our ability to attract those employees in the future.

5 How our Colleague Roadmap supports our attraction and retention strategy

5.1 The emerging TfL Colleague strategy will set out our high-level ambitions and will articulate how we will deliver our purpose through our people. In conjunction, a refreshed colleague roadmap will be developed outlining a programme of work prioritising how we attract and retain staff and enhances the employee experience of working here.

(a) Reward Strategy

How we structure and set pay, manage ongoing pay progression and differences and disparities in pay across TfL are a key concern of our people. Our current one-size-fits-all broadband pay structure can no longer keep up with the external market movement for key skills including IT Development and Engineering. This represents a risk to our ability to continue to attract and retain talent in these areas. We are beginning to

address this and employee perception of unfairness by delivering short-, medium- and longer-term changes to how we approach pay management. This includes revising our pay frameworks to better align to market rates for key skills, and to introduce in role salary progression – something we have not offered for many years. Our emerging Reward strategy, which will be delivered over the next 18 months, will support the attraction and retention of key skills, and consider how we can adopt a more segmented approach to reward, focusing on rewarding talent with skills critical to our future success and structuring our pay and reward offer accordingly.

(b) Defining our Employee Value Proposition

Work to establish a TfL employee value proposition is currently being scoped. This work will articulate ‘Why should I come and work here (and stay), rather than somewhere else?’, building our employer brand and articulating the offer we can make to people to build their career with us. This will be an important tool for recruitment and for articulating what people can get out of a career with us if they are considering [joining or] leaving. At a time when we may be constricted in being able to offer market competitive salaries having a clear employee offer is vital to being able to continue to attract and retain people with the skills and talent we need. Initial analysis indicates that elements of our current offer are becoming less attractive as what prospective employees are seeking from an employer continues to evolve post-pandemic. Reviewing and refreshing our employee offer will be a priority activity over the next 12 months.

(c) Embedding the Readiness Model for talent

Last year we successfully launched the readiness model for talent. End of year performance conversations now include an employee led assessment of whether someone, needs to strengthen further in their current role, is ready to stretch, or is now ready for the next move in their career. Over the next 12 months, we will begin to use the outcomes of readiness reviews and career conversations to align with our resourcing strategy. Matching the aspirations of our people with the skills and capability we will need in the future is how we provide career paths and retain key talent. In the parts of the organisation using readiness conversations, Being able to offer career pathways as an outcome can help employees commit to their future career with us and feel we are making a commitment back to them in return.

(d) Strategic Workforce Planning

Strategic workforce planning activity will help us to map out what is required in terms of our people by aligning our resourcing strategy with our business strategy. Activity will include working with the business to identify future skills requirements. This a key activity to mitigate our risk – particularly regarding our future skills requirement and the age profile of our workforce. The development of workforce plans will help the business identify future skills requirements and put in place resourcing strategies to meet them.

(e) Critical role identification and succession planning

The identification of critical roles and establishing robust succession plans that are future focused, diverse, inclusive, and transparent, is an important mitigation to our ability to respond to the loss of key individuals and the risks heightened by an aging workforce. We define critical as those roles that are essential to us being able to provide a service, are safety critical/legally required, or have a role in setting business strategy. Following a successful pilot in the Technology & Data (T&D) Directorate we are now ready to work with other areas of the business to identify critical roles and build succession plans beyond the current role holders to mitigate loss of knowledge and skills. We will extend the use of critical role identification and succession planning across the business over the next 12 months, prioritising areas experiencing skill shortages or challenges in being able to recruit from the external market.

(f) Aligning our Graduate and Apprentice schemes to future resource need

Our graduate and apprentice schemes are an important part of how we meet future resourcing requirements. Our schemes carry a strong brand in the industry, as well as being highly regarded internally. In areas with immediate skills shortages and critical skills, graduates and apprentices enable diverse talent pipelines to help fill these gaps as well as delivering skills needed for the future. We are actively establishing new apprentice schemes to meet future skills needs. We have recently introduced a new scheme in T&D, and we will align outputs from critical role identification and longer-term workforce planning to inform this approach. We are also looking at ways we can use the apprenticeship levy to develop current employees and diversify our skill base.

(g) Action on Inclusion

Action on Inclusion will be published later this year and will set out our approach for delivering our equality objectives and achieving our vision for a more inclusive, diverse, equal organisation for our employees. A more inclusive organisation will create a workforce that is more representative of London, which will contribute toward meeting our skills requirements. Ensuring our workplaces are inclusive, safe environments is central to our employee offer.

(h) Learning and Development (L&D) Strategy

Our emerging L&D Strategy will seek to ensure our learning offer to employees integrates with our talent strategy and helps develop skills and knowledge. We have an opportunity to link the objectives our L&D strategy to our future skills requirements and to support outcomes of readiness conversations.

(i) Wellbeing Strategy

Wellbeing is part of how we measure engagement and if we do not provide an environment where people can feel well, secure, and able to do their best work they may leave. We have introduced a new definition of employee wellbeing; “creating an environment that allows employees to flourish and

achieve their full potential for the benefit of themselves and our organisation” and will be using this definition to drive health and wellbeing as an important part of our wider work on employee engagement.

(j) Knowledge transfer

By the end of 2022, we will incept a project to facilitate knowledge transfer from employees with key skills and knowledge / those preparing to retire. This will help mitigate loss of corporate memory/score skills and expertise.

6 How We Will Measure Progress

- 6.1 The attraction and retention of our employees is listed as strategic enterprise risk for the organisation and is subject to risk review and monitoring by our Executive Committee.
- 6.2 We will continue to monitor overall employee turnover rates in critical skill and resource areas to measure the effectiveness of the interventions listed in this paper.
- 6.3 We have set an ambitious target to increase total employee engagement, measured on the TfL Scorecard to 68 per cent by 2025/26. Total engagement is a key measure of how committed and satisfied our people feel at work. An increased level of engagement enhances our ability to retain employees in the organisation.

List of appendices to this report:

None

List of Background Papers:

None

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Date: 29 June 2022

Item: Everyone's Future Counts

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the Everyone's Future Counts employability programmes, which seek to create opportunities and mitigate against barriers to employment for Londoners.

2 Recommendation

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

3 Background

- 3.1 On the 14 March 2022, we published our first document consolidating all our employability programmes in one place.
- 3.2 Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back adversely affected because of the barriers they face. Our programmes provide targeted provision and skills development, helping reduce the impact of those barriers.

4 Why this is important to us

- 4.1 Even before the pandemic, many groups of people in London faced much higher levels of unemployment and underemployment. Addressing this inequality and other challenges people in this city face is fundamental to who we are as an organisation and the contribution we make to helping London, and the UK, recover.
- 4.2 These programmes deliver on our commitment as a founding signatory of the Anchor Institute Charter, an initiative to support the Mayors' London Recovery Programme.
- 4.3 This work also supports our own equality objectives, as well as the commitments from our Action on Inclusion Strategy, which will be published later in 2022.
- 4.4 These also enable us to address the skill shortages seen across our industry, through our own initiatives and through our supply chain which support 43,000 jobs across the UK.

5 Our Pathways

- 5.1 There are four key pathways by which we create opportunities and or remove barriers to employment. A brief summary of these is provided below. More detail on the individual programmes that sit within these pathways, along with case studies are provided in the full document (Appendix 1).

Education to Work

- 5.2 These programmes support young people in education and those starting their careers to overcome educational and experiential barriers. We work alongside our supply and industry partners to inspire and cultivate young people's interest in transport and infrastructure as a future career.

Ways into Work

- 5.3 These programmes support people with limited or no work experience to access their first opportunity in the workplace. These programmes help provide equal access to opportunities in TfL, our supply chain and beyond.

Routes back into Work

- 5.4 These programmes support people with significant work experience who have been out of the workplace for a period of time to rebuild their confidence and gain access to employment.

Starting Work

- 5.5 Our graduate, internship and apprenticeship programmes help support individual aspirations and the future skills needs for the organisation. These also help us to increase the diversity of our workforce and better reflect the city we serve.

6 Next Steps

- 6.1 We will continue to review our employability programmes to make sure all Londoners have equal access to employment opportunities at TfL and our supply chain.
- 6.2 We have key performance indicators for each of our employability programmes which will help us measure the impact of these, helping us better target the opportunities we provide.

List of appendices to this report:

Appendix 1 – Everyone's Future Counts

List of Background Papers:

None

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Everyone's Future Counts

Our employability and young
people outreach programmes

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4 Introduction

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27 Key Performance Indicators

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Realising people's potential

Creating opportunities and removing barriers to work

Having started my career as a graduate trainee at London Underground, I understand the value of investing in people's skills and development. However, I was given opportunities that a lot of people do not have access to. Many Londoners face barriers when trying to reach their full potential in education, and when starting or returning to work.

The coronavirus pandemic has worsened existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience.

Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. Our programmes provide targeted provision and skills development, helping reduce the impact of those barriers.

We are in a unique position as London's integrated transport authority to support a fairer, more sustainable London. We are led by strong social values and are striving to become anti-racist by embedding robust inclusion and equality objectives in all our work.

We will work in partnership with major London employers, community groups, partners and our national supply chain, which supports 43,000 jobs across the UK, to support more people to increase

their confidence, gain essential skills and achieve sustained employment.

I have seen the difference opportunities can make. To the people who have successfully completed our programmes, thank you. You are reshaping our organisation and perceptions as well as the city we serve. My thanks also to our programme partners and supply chain - your support is making a real difference to people's life opportunities.

Realising the potential of all Londoners is key to moving London forward, safely, inclusively and sustainably. That is why I am committed to our work in this area and we are making sure that everyone's future really does count.



Andy Byford
Transport Commissioner



Why this is important to us

We want to contribute to reversing the pattern of rising unemployment and lost economic growth caused by the economic scarring of the pandemic. Our aim is to help reduce social, economic and health inequalities while helping young people to flourish, with access to support and opportunities. Some of the most striking of these inequalities include:



Women in London are more likely to be unemployed or have had their working hours cut compared to men¹



Young Black people in London are twice as likely to be unemployed as their White counterparts²



The proportion of disabled people who are either unemployed or economically inactive rose from 45.9% to 47.7% in the last quarter of 2021³



Young people who are eligible for free school meals are more likely to have lower grades at GCSE level, with 27.8% achieving a grade 5 or above compared to 54.1% of non-eligible pupils⁴

¹ [Rapid Evidence Review](#), September 2020

² [Independent and Evening Standard investigation](#), November 2021

³ [House of Commons Library Briefing Paper](#), May 2021

⁴ [GCSE English and maths results](#), April 2021





Our commitment

Even before the pandemic, many groups of people in London faced much higher levels of underemployment and unemployment. Addressing this inequality and other challenges people in our city face is fundamental to who we are as an organisation and the contribution we make to helping London, and the UK, move ahead.

A targeted approach

Our ambition is to help create a workforce as diverse as the city we serve. Most importantly, participants on our programmes will:

- gain employment
- improve their confidence
- increase their employability skills
- reflect the diversity of London

Our key performance indicators can be found on page 27 and emphasise outcomes which lead to meaningful employment, or the barriers which need to be addressed to achieve these.

Serving and supporting our communities

We realise the potential of people who face barriers into employment and will proactively tackle these as we commit to be a fair and inclusive industry.

We want to play our part in creating and promoting greater equality in our city. Reducing social, economic and health inequalities is one of our priorities and we want to do all we can to support our communities and help young people to flourish, with access to support and opportunities. At the same time, this work will accelerate the delivery of a cleaner, greener London.

Our programmes offer access to the skills, training and experiences people need to enter the workplace. This is important to help us grow a more inclusive and diverse organisation and industry, and ensure we help create the right skills and capacity to deliver sustainable transport and infrastructure.

Achieving our responsibilities

We are delivering on our commitment as a founding signatory of the Anchor Institution Charter, an initiative to support the Mayor's London Recovery Programme and its missions.

This work supports our own equality objectives, as well as the commitments from our Action on Inclusion Strategy, which will be published later in 2022. This helps communities to thrive, a key pillar of our Sustainability Report, and supports our approach to talent management.

In addition, we are committed to progressing the United Nations Sustainable Development Goals and their three pillars of sustainability: society, environment and economy.



Strengthening our organisation

We will learn from the experiences of people who face barriers into work, and our outreach programmes will give us a greater awareness of the needs of diverse groups within our organisation. In addition, we encourage our employees to become volunteers, mentors or placement hosts to support the communities we serve.

This will make us stronger as an organisation and improve what we can achieve, so we can have the greatest impact and ensure we are better able to serve our diverse customers.

Moving London and the UK forward

Our Everyone's Future Counts programmes enable us to address the skills shortages across our industry, now and in the future. Through our national supply chain, which supports 43,000 jobs across the UK, we play a key role in helping achieve the Mayor of London's Recovery Programme and beyond, to provide good work for all Londoners

Building strong partnerships

We are committed to transparent and constructive working relationships, ensuring everyone's voice is heard when creating and developing our programmes. This includes our supply chain partners, delivery and referral partners, charities, community interest groups, educational institutions and, most importantly, our participants.

Our pathways

Our approach is based on where participants are in their employment journey, helping create opportunities tailored to their individual needs.

Our programmes are organised into four pathways:



Education to work

Supporting young people in education and those starting their careers to overcome educational and experiential barriers to work



Ways into work

Supporting people with limited or no work experience to overcome barriers to work



Routes back to work

Supporting people with significant work experience but that have been out of work for a period of time or lack work experience in the UK



Starting work

Supporting individual aspirations and future skills needs through high-quality, inclusive graduate internship and apprenticeship programmes

Supporting people facing barriers to work

We will target our work to benefit the people who face the greatest barriers in gaining sustained, meaningful employment and those disproportionately impacted by the pandemic. By delivering through partnerships, such as charities, community interest groups and educational institutions, we can help people with a variety of needs. Our support includes, but is not limited to, the following groups:

- Carers
- Ex-offenders
- Older people
- People from Black, Asian and minority ethnic communities
- People impacted by homelessness
- People leaving the military
- People on low incomes
- People recovering from substance misuse disorder
- People who are lesbian, gay, bisexual and transgender, and the wider queer community
- People who are neurodivergent
- People with disabilities
- Refugees and asylum seekers
- Young people eligible for free school meals, those living in poverty and in care as well as care leavers
- Women



Education to work

Supporting young people in education and those starting their careers to overcome educational and experiential barriers to work



Our programmes for young people target the most deprived schools and young people across the Capital. We work with supply chain and industry partners in collaboration with local communities to inspire and cultivate young people's interest in transport, infrastructure and the built environment.

This work supports the development of work-ready skills and underpins academic achievement.

What we will provide:

- Volunteers to inspire and educate on skills and careers in transport and infrastructure
- Mentors to support career and educational attainment as well as personal growth
- Careers and skills workshops and events, both in schools and the community
- Work experience, virtual and in person, including:
 - work experience for school-age students
 - insight days
- T-Level industry placements
- Opportunities in work-based projects through Innovate TfL, our annual competition
- Activities for under fives and families
- Activities for primary school children promoting skills and careers in science, technology, engineering and maths (STEM)
- Built environment educational resources and activities



Enjoyment to Employment

Programme

Enjoyment to Employment is delivered by London Transport Museum for schools, families and young people, with the aim of building positive perceptions about careers in transport from an early age.

We provide activities for children under five and families to nurture children's enthusiasm for transport, infrastructure and engineering, and educate the people that have an influence on them.

There are dedicated programmes for primary schools which foster an interest in STEM subjects and cultivate skills that are needed today and in the future.

In addition, we offer secondary school programmes, such as Inspire Engineering, which focus on careers and provide real world context of working in the field of engineering for young people studying this sector. This work has the crucial support of STEM Ambassador volunteers.

“I learnt that engineering is part of our daily life”

School pupil



Built Environment Schools Outreach

Programme

We launched our Built Environment Schools Outreach Programme to encourage the next generation to pursue professional and technical careers in this industry.

The programme is aimed at young people aged 11 to 18, with resources available for use by schools and colleges. This enables us to work with young people across the Capital and for them to benefit from contextual learning opportunities, as well as gain access to industry expertise and relatable role models. This work will shape our future projects by giving young people a platform to challenge and evolve our ideas, driving genuine stakeholder engagement.

We want to give young people access to opportunities that will come up as we build thousands of homes across London. We share this ambition, joining forces with our development partners – Barratt London, Earls Court Development Company, Grainger plc, and Notting Hill Genesis – and working with Class of Your Own who design STEM-focused built environment and infrastructure learning programmes.



82%

of students taking part in Inspire Engineering reported that they had a better understanding of careers in engineering as a result



100+

STEM Ambassadors support the development and delivery of Enjoyment to Employment activities every year



25,000+

primary school children take part in Enjoyment to Employment activities with London Transport Museum every year



TfL Young People Outreach Programme

We provide opportunities targeted specifically at schools with the greatest needs as well as opportunities that are open to all schools.

Our activities promote transport and infrastructure, helping develop the underpinning work-ready skills young people need to thrive in STEM subjects and careers.

Through project work and insight sessions, we will support more young people into areas of high growth and to learn the rare skills needed for the long-term technology and green revolution under way in transport and infrastructure.

Working with volunteers and mentors, we help young people challenge negative perceptions, identify role models and overcome educational barriers to their future success.

“Innovate TfL allowed me to exercise my maths and STEM skills in a way I wasn’t able to in the classroom”

Innovate participant



Case Study: Innovate TfL in partnership with Cleshar

Research showed that girls aged 15 to 17 were turning away from STEM subjects and careers. While our work in schools tried to address this issue, it did not cause an increase in the number of people from this group in work experience in STEM-based disciplines. This had a significant impact on the future pipeline of women entering our STEM-based apprenticeships. In addition, we wanted to:

- increase the volume of work experience
- provide fair access to work experience
- encourage and support girls towards careers in STEM-based sectors

In association with our industry partner Cleshar, a contract services provider, we created Innovate TfL. This annual competition giving groups of young people the opportunity to work together and come up with a solution to a real TfL challenge. While the project was open

to all schools and colleges, and was free to access, it was specifically aimed at girls’ schools and schools with high levels of deprivation.

The three-month project enabled students to work in teams with our STEM Ambassadors to create an innovation project to meet the Mayor’s transport priorities: a good public transport experience, Healthy Streets and healthy people, and new homes and jobs.

We work to make sure women working in STEM roles at TfL are visible throughout the project. In 2019/20, 43 schools, colleges and youth groups registered to take part in Innovate TfL, including 11 girls’ schools.

The year before, more than 50 per cent of our Innovate TfL work experience placements went to girls for the first time, with Northwood College’s ‘Mind the Girls’ team winning the competition.



Ways into work

Supporting people with limited or no work experience to overcome barriers to work



Our Ways into work programmes support people with little to no work experience to access their first opportunity in the world of work. We use a person-centred approach to address barriers people may experience. These programmes provide equal access to opportunities in TfL, our supply chain, and beyond.

What we will provide:

- Training through our branch of the Mayor's Construction Academy hub, designed to meet immediate skills demands in the sector. This includes bespoke training frameworks to help people transition into work
- Steps into Work, a 12-month programme that gives people who are neurodivergent valuable work experience and employability skills training
- A 12-week employability programme to help people gain confidence, experience and skills
- Catalyst, a four- to six-week programme run in partnership with our supply chain, for those with limited or no work experience. The programme's participating suppliers commit to offering guaranteed interviews or assessments for candidates that successfully complete the programme
- Route into Work, a four-day programme for people aged 16 to 25, at risk of long-term unemployment



Mayor's Construction Academy Programme

Our hub of the Mayor's Construction Academy was set up to secure a pipeline of talent to help build thousands of new, affordable homes and communities across London. We work closely with our education and industry partners to deliver employer-led training that is focused on construction skills demand, now and in the future.

Our development projects will have local labour and apprenticeship opportunities, and our hub enables us to support our development partners to deliver these requirements, while maximising the social and economic value we can create for London.

Through the hub we have:

- trained more than 2,000 Londoners over the last two years, and supported more than 900 people in securing sustainable jobs in the built environment sector
- partnered with organisations such as Women into Construction to design targeted opportunities, with more than 65 per cent of trainees from under-represented groups
- set up local employment and training opportunities on several of our projects

“I'm looking at entry level jobs to get me on side and, ultimately, an apprenticeship in a particular craft”

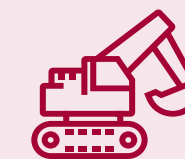
Mayor's Construction Academy participant

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100+

different career paths in construction



10%

of the UK's entire workforce is in construction



Route into Work Programme

Delivered by London Transport Museum, this four-day programme breaks down some of the barriers that stop young people gaining employment and pursuing careers in transport. Working with community partners, the museum reaches out to young Londoners, particularly those who are under-represented in the transport, infrastructure and engineering industries. The museum delivers a four-day employability course linked to live vacancies. The course helps participants feel confident about their talents, develop employability skills – such as CV writing and team working – and further prepares them for what to expect when they meet employers.



Employability Programme

Our 12-week employability programme supports those who are further away from being work ready, helping them undertake training and providing work experience.



Steps into Work Programme

We created Steps into work, a partnership between TfL and Shaw Trust in recognition of the untapped strengths of people with learning disabilities and those who are neurodivergent, and the additional barriers they can face in gaining sustained employment. This 12-month programme for adults aged 16 and above enables participants to complete three unpaid work placements of 10 to 12 weeks each. Participants carry out their placements within our offices, stations and across the GLA while completing a BTEC Level 1 Work Skills qualification. It is delivered in partnership with Shaw Trust which provides all aspects of training and guidance for both participants and their placement hosts within our organisation.



69%

of young people taking part in Route into Work in 2021 were from Black, Asian and minority ethnic backgrounds



Catalyst Programme

This four- to six-week programme is delivered in partnership with key suppliers, charities and employability organisations. The programme provides a route into sustained employment and apprenticeships for underrepresented groups through pre-employment training and work experience placements.

The programme is externally funded, with the employability organisations and us providing active support to candidates before, during and after the programme.

Each programme consists of a pre-employment training programme of up to two weeks which covers both general employability skills and specific technical skills relevant to suppliers' opportunities. The programme is delivered by a learning provider. This is followed by a two-week work placement with one of the participating suppliers.

Candidates are also offered the opportunity of an appointment with Smart Works or Suited & Booted, two organisations that provide smart clothing and interview training free of charge.



Case Study: Chelsea Foundation

The Chelsea Foundation, part of Chelsea Football Club, has been working with us and our Mayor's Construction Academy hub to help more than 100 individuals through the Construction Skills Certificate Scheme (CSCS). Cards obtained through the scheme provide proof that individuals working on a construction site have the appropriate training and qualifications for the job they perform on site.

The programme has been running for two years, providing seven industry-based qualifications, including the CSCS card, with participants also given opportunities to work in construction jobs.

Hassan completed the course in December 2019, before passing the CSCS test, and is now looking at apprenticeship opportunities. "I found both the Chelsea and TfL parts of the course seamless," he said, "they were integral to me getting the qualifications and get my card first time. I'm looking at entry level jobs to get me on side and, ultimately, an apprenticeship in a particular craft."

Martin Burrows, employability tutor for the Chelsea Foundation, said: "The Chelsea CSCS project in partnership with TfL has proved to be a very successful and positive venture. We are helping to equip future construction workers with the knowledge, qualifications and, most importantly, the CSCS card – all needed to survive and flourish in the industry. The knowledge that we are making a difference to people's lives in such difficult times brings great satisfaction to what we do."



Case Study: Mentoring Circles with Abellio and Morson

We collaborated with our suppliers Abellio, Morson, the Department for Work & Pensions (DWP), and employability organisation Maximus to deliver online mentoring circles sessions for unemployed candidates.

Abellio introduced their bus driver apprenticeship opportunities to interested candidates, providing them with details of their recruitment process and answering candidates' questions. Two sessions were held, the first in October 2020 and another in March 2021, with each session attracting more than 50 candidates. A total of 40 candidates went on to apply for apprenticeship opportunity and eight have now started work because of this initiative.

Morson, a previous winner of Best Apprenticeship Scheme at the TfL Supplier Awards, wanted to attract more track operatives to their organisation which provides London Underground with key track maintenance work. The sessions gave interested candidates with an overview of the role, including a short film, as well as an extensive question and answer session. More than 150 individuals attended the two sessions and 11 people have now started work as a result.

Participant viewpoint: Sabrina Catalyst

Sabrina joined our Catalyst pre-employment programme with our supplier Lanes Group in 2019 to broaden her understanding of the industry and network with professionals who could guide her towards her dream career. As a young person who didn't know anyone that worked in the construction industry and had limited knowledge of apprenticeships, Sabrina says "I wasn't very sure whether civil engineering was what I wanted to do. I struggled because I didn't have a network of people who could support me or guide me towards what I wanted to achieve."

"I was actively looking to gain some work experience and insight into what being a civil engineer is like, and came across the TfL pre-employment programme. I really enjoyed the programme as it was well organised and very insightful. The programme allowed me to meet new people that were looking for employment as well as professionals from the construction industry. It was such a great experience."

Sabrina has broken down many barriers to get her apprenticeship and thinks that more women should be inspired to work in the industry. "The greatest misconception is that women can't work in construction or can't be engineers. This is one of the reasons that also pushed me to go for this role. Things are not going to change if there isn't a desire and confidence for more women to join the industry!"

Sabrina's line Manager at J Murphy & Son's, Sean Burke, is full of praise for Sabrina and her work ethic. He says, "Sabrina has shown a keen attitude towards broadening her knowledge of the industry, has proven her great communication skills during the pandemic and has a good personality – she looks to be going down a path where she will have a successful career in any department she decides to work in."



Participant viewpoint: David Steps into Work

David is a former student who completed the Steps into Work programme in December 2015. When he arrived, he was shy and lacked confidence, especially in dealing with customers face-to-face, due to a previous negative experience on a different training programme.

Throughout Steps into work, David gained lots of confidence in his own ability and took part in a customer service assistant placement at King's Cross station. This rebuilt his confidence in face-to-face customer interaction, helping him realise he was actually very good at providing customer services and enjoyed solving queries, feeling that his intimate knowledge of the transport network was especially appreciated and helpful.

David is now employed with us full-time, having progressed from our Lost Property Office to become a customer service assistant on London Underground as a direct result of being on the programme. As well as providing valuable opportunities for participants,

we benefit by increasing the number of staff who are neurodivergent to help improve our understanding of the needs of customers with these conditions.

Steps into work has continued to go from strength to strength, with the number of students increasing from 12 students a year in 2018 to 24 students in September 2019.



75%

of students achieved paid employment of more than 16 hours a week within 12 months of completing Steps into Work between 2016-2019



Routes back to work

Supporting people with significant work experience, but that have been out of work for a period of time or lack work experience in the UK



There are many reasons why people may have been away from the workplace for a significance period of time or do not have UK experience in their profession.

These programmes are designed to help people build confidence and use their existing transferable skills in new opportunities.

What we will provide:

- Support and upskilling through our Mayor's Construction Academy hub to people who have previously worked in the construction sector, or those in other sectors that are looking for an opportunity in construction
- A 12-week employability programme to help people gain confidence and refresh their skills to transition back to work
- Catalyst, a four- to six-week programme with participating suppliers for those with significant work experience but that have been out of work for a period of time, or those who lack UK work experience, committing guaranteeing interviews or assessments for candidates that successfully complete the programme



Mayor's Construction Academy Programme

Our Mayor's Construction Academy hub provides ways back into work for people who have previously worked in the industry but require upskilling and support to return, as well as training for people who have worked in other sectors who are long-term unemployed.

Programmes vary in length depending on the needs of the individual, and consist of an introduction or reintroduction to the construction industry, as well as health and safety qualifications and upskilling in a particular construction skill. We work closely with construction employers and training organisations to ensure the training is employer- and demand-led, with opportunities for employment available on successful completion of the programme.

“I learnt a lot about myself and the opportunities available to women in the construction and engineering sector”

Catalyst participant



Employability Programme

Our 12-week employability programme supports those who are further away from being work ready, helping them undertake training and providing work experience.



Catalyst Programme

This four- to six-week programme is delivered in partnership with key suppliers, charities and employability organisations, and provides a route into sustained employment and apprenticeships for underrepresented groups through pre-employment training and work experience placements.

All our Routes back to work programmes are externally funded, with the employability organisations and us providing active support to the candidates before, during and after the programme. Each programme consists of a pre-employment training programme of up to two weeks, covering both general employability skills and specific technical skills relevant to suppliers' opportunities, and is delivered by a learning provider. This is followed by a two-week work placement with one of the participating suppliers.

Candidates are also offered the opportunity of an appointment with Smart Works or Suited & Booted, two organisations that provide smart clothing and interview training free of charge.

Participating suppliers commit to offering guaranteed interviews or assessments for candidates that successfully complete the programme.



Case Study: Mayor's Construction Academy Keltbray

We recognise the challenges faced by people who have been out of work for a long time, and have embedded a focus on mental health across our training programmes. We have run a successful pilot with the training arm of Keltbray, a construction engineering specialist, to provide resilience and mental health training to more than 900 participants to date. This training provides them with tools and techniques to manage potentially stressful situations to enable a smoother transition back into work.

“The programme has made a real difference in my life, I was unemployed for quite a while and hit a lot of dead ends with employment agencies and others. This was a direct route where I got to meet with employers – it felt real, unlike other courses I’d seen.”

– Long-term unemployed participant who progressed to an opportunity at TfL’s Blackhorse View housing development

Case Study: Catalyst Women with drive

Women with drive is a two-week employment programme run by our Supplier Skills Team, bus company Go-Ahead and The College of Haringey, Enfield and North East London, which provided 18 candidates with customer service and employability training. Participants gained valuable driving experience at the bus operator’s Northumberland Park and Camberwell garages, and were supported by Go-Ahead to complete their bus driver apprenticeship application. They also had appointments with Smart Works, a charitable organisation that provides interview preparation and high-quality clothes for unemployed women and those on low incomes. At the end of the programme, 15 candidates went on to have an interview and assessment. Of those, four gained their Passenger Carrying Vehicles licence and started their passenger transport driver – bus (level 2) apprenticeship.

“The work skills course enabled me to brush-up on my employability potential and generally enhanced my confidence with seeking new work opportunities”

Catalyst participant



Case Study: Catalyst Get into Transport

Transport bodies joined forces on a pre-employment initiative to help people from under-represented and disadvantaged communities access job opportunities in their supply chains. The programme consisted of two weeks of employability training and two weeks of practical work experience. It brought together the Strategic Transport Apprenticeship Taskforce Social Mobility working group, TfL, HS2, Heathrow Airport and The National Skills Academy for Rail (NSAR). Our Supplier Skills Team coordinated the initiative, using their experience and network of referral partners and training providers.

Employers offering placements included Morgan Sindall (for the Barking Riverside extension), MTR Elizabeth line, Mace

Dragados, Align and WSP, as well as Heathrow Express and NSAR.

Employers gave insight into roles that focus on engineering, administration, customer services, marketing and the environment. Those who completed the programme, and were interested in employers' available vacancies, were guaranteed interviews or assessments. Of the 12 people who finished the course, six have since secured jobs. One participant was lucky enough to find a role with an immediate start during the initiative's training phase. Candidates also had appointments with charities Smart Works and Suited & Booted, which support unemployed people and those on low incomes by providing quality clothes and interview preparation.

"I found the course to be a real confidence builder - exactly what I needed to get back out in a working environment"

Catalyst participant

Case Study: Build East Queen Elizabeth Olympic Park

We have been working closely with the London Legacy Development Cooperation (LLDC) on construction and built environment-related employment and skills programmes for some years now. Paolo Nistri, LLDC's head of socio-economic regeneration, explains: "Our successful partnership has seen the delivery of a purpose-built construction training centre at Queen Elizabeth Olympic Park, a joint commission to appoint a lead provider to deliver training programmes to under-represented groups. It provides a platform for developing interventions that will address current and future skills gaps in the sector, from green skills to digital construction and specialist trades."

The partnership has benefited from collaborative working by sharing resources, with a member of TfL's Construction Skills Team working part time with LLDC and the contractors at Queen Elizabeth Olympic Park. LLDC's strategic input helps align industry needs and operational delivery across London. Working together has enabled us to offer a wider range of job and training support for east London residents. In addition, our collaboration has enabled us to respond quickly and efficiently to supply chain needs and requests around employment training and skills.

"It's been fantastic working across operational boundaries on LLDC construction projects," says Ashik Miah, TfL and LLDC construction skills manager. "Mace, the main contractor, and their sub-contractors have engaged with the communities across the four growth boroughs – Newham, Tower Hamlets, Hackney and Waltham Forest – and included TfL's employment and training expertise for local people into the project in Queen Elizabeth Olympic Park."

Case study: Catalyst Women into Transportation and Engineering

Our Women into Transportation and Engineering pre-employment programme was created to encourage women returning to work in the transportation and construction industry, by giving them some vital industry work experience.

The programme was a collaboration with key suppliers and partners, including Siemens, Glenman, Cleshar and Riverlinx CJV, with support partners Women into Construction, College of North East London and Smart Works. Participants were helped to gain confidence, enabling them to overcome a variety of professional and practical barriers to work.

Smart Works provided participants with a bespoke dressing consultation and a one-to-one coaching session with an expert interview coach. This support helped boost participants' confidence, allowing them to focus on demonstrating their potential while enhancing their skills and experience during their work placements. Candidates who were able to secure permanent positions return to Smart Works for a second dressing consultation and receive a capsule working wardrobe to last until their first pay cheque.

Our partners, Women into Construction, acted as the main contact for all the women in the group and delivered overall support, especially with childcare and travel.

A total of 17 women were selected to take part, with 14 completing the programme. Of these, seven have now secured paid employment in roles ranging from quantity surveyors to track operatives, and two more are awaiting arranged interviews with Women in Construction continuing to support all of the participants

“The programme allowed me to prepare for the workplace environment and develop my pre-existing skills”

Catalyst participant



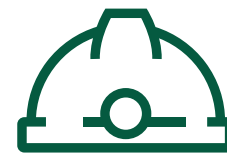
Partner viewpoint: Barratt London Mayor's Construction Academy hub

Working with us has improved Barratt's understanding of local needs and ability to respond according to our skills needs on the Blackhorse Road construction site. By working together, we are able to provide real jobs and placement opportunities, with some great candidates coming through the programme. Our cross-London approach means Barratt is now considering potential opportunities for people across the capital at all their sites. The training provided, in conjunction with TfL's Mayor's Construction Academy hub, is aimed at skills gaps in the industry, and has helped meet some immediate training needs on site.

Our partnership is helping deliver jobs, upskilling and training for residents, and supports the delivery of local authority commitments, including section 106 and CIL agreements. Our support has enabled

Barratt London to increase delivery of apprenticeships and local jobs, including pastoral care before and after the programme.

Tia, a resident and programme participant recognised the impact of working on a local development. "I'm going to be on a £200m site in my local area and I can always look on this and say I am part of that – that's huge!" she said. Tia also recognised the wider social impact of her work; "As a Black woman I can say that I am elevating my own local community which is so important right now. It's been really hard during the pandemic. I left my role in recruitment in May and I had just got my CSCS card so it was difficult to find a placement after that, during lockdown. But by using my initiative, and with thanks to Ash, TfL's construction skills manager, things are all falling into place."



1,000+

people have been trained for work in the built environment through our partnership with The Skills Centre

Partner viewpoint: The Skills Centre Mayor's Construction Academy hub

Working together with TfL enabled The Skills Centre, a community-focused training and apprenticeships provider, to deliver even more diverse training. The collaboration provided a greater understanding of what the construction industry needs and wants, with The Skills Centre able to respond effectively. The partnership has resulted in the south London apprenticeship hubs to grow and attract more learners with more than 1,000 people benefiting and being trained for work in the built environment.

"Our partnership on the London skills agenda, on both the strategic and operational side, is providing a huge impact to London residents and local employers," says Jon Howlin, The Skills Centre's chief executive officer. "Our joint intent is to support local residents into good sustainable work in the construction sector. TfL provides high value, including a direct pipeline to construction work, attracting residents from diverse backgrounds while tutors and learners are given support with advice and guidance. The collaborative partnership had a significant impact, with thousands of residents being trained and upskilled, and many progressing to good work and apprenticeships in the construction sector. We look forward to expanding our programmes to specialise in the delivery of green construction skills and acting as a leader in this area for the sector. Construction companies can make a huge contribution to improving the environment and our partnership supports them in this vital task."





Starting work

Supporting individual aspirations and future skills needs through high-quality, inclusive graduate internship and apprenticeship programmes

Our graduate, internship and apprenticeship programmes support the Mayor and Government's priorities to increase investment in training and job creation to support a sustainable economic recovery.

This investment enables us to increase the diversity of our workforce, helping the industry to represent and better serve our communities. This is critical to creating and retaining critical skills for a 21st century transport network and will help drive social mobility through our supply chain, in London and nationally.

What we provide:

- Graduate, apprentice and internship opportunities, including green, digital, engineering, data and business skills
- Apprenticeships in our supply chain as part of our approach to responsible procurement
- Wider access to and an improved diversity of intakes to be representative of the city we serve, while supporting our industry to do the same
- Inclusive programmes that support participants to thrive and progress to sustained employment
- Apprenticeship Levy transfers to SMEs which support green skills development and economic recovery



Graduates and Emerging Leaders Programme

Our graduate programmes in technical and business functions support the development of skills that are critical to the future of our organisation and industry.

Our Emerging Leaders programme provides graduates and apprentices with the opportunity to progress to a challenging leadership role.



Internships, summer placements and Year in industry Programme

Our summer placements and 'Year in industry' internships provide a valuable opportunity to gain insights and experience with a chance of progressing to one of our graduate schemes. Our Stuart Ross Communications Internship provides a targeted opportunity to address the historical lack of Black, Asian and ethnic minority representation in the communications sector, including public relations, marketing and public affairs.



Apprenticeships Programme

Our apprenticeships provide a diverse range of training and development opportunities, from level 2 to 7, and are open to all age groups across our organisation. These opportunities also help us to cultivate the key skills that are critical to the future of our organisation and industry, combining on and off the job learning while progressing to employment.



45%

of our **graduate** hires in 2021 were people from Black, Asian or minority ethnic backgrounds, an increase from 27% in 2018



33%

of our **apprentice** hires in 2021 were women, an increase from 20% in 2018

Case Study: increasing the number and representation of women in apprenticeships

In 2018, the representation of women in our apprenticeships continued to be poor. While we had been making gradual improvements, reaching 20 per cent by 2018, we were still not seeing a significant volume of applications from women. Traditional perceptions of our industry meant that it was not seen as a favoured career route for women.

Recognising that our apprenticeship website needed to be more inclusive to engage and appeal to women, we undertook market research to find out what we should include. Our website now consists of authentic content from real apprentices, including quotes and testimonials, alongside bold and vibrant photography where women apprentices are shown to represent engineering and technical roles. In addition, the website includes educational content, for parents and teachers as well as support features to help apprentices choose between university and apprenticeships.

In 2019, the website redesign contributed to an overall increase of women onto our apprenticeship schemes, increasing from 20 per cent in 2018 to 37 per cent. This increased further to 39.5 per cent in 2020. Changing the apprenticeship website also resulted in an increase in engagement and the pages became the second most popular across all TfL sites, with 8,000 unique users per month. A total of 75 per cent of people who visited the site clicked on the content, confirming it to be unique, engaging and encouraging. The website redesign won a silver award for Best Employer Brand Management (Public Sector) and a bronze award for Best Diversity Brand in the Employer Brand Management Awards 2020.



9,850+

apprentice roles have been created through us and our UK-wide supply chain since 2009



636

people secured new apprenticeships in our supply chain in 2019/20



“We are committed to creating apprenticeship opportunities that provide routes into and back into work for individuals from a diverse range of backgrounds”

Tricia Wright, Chief People Officer, TfL

Participant viewpoints

Some of our previous participants share their thoughts and reveal the highlights of their experience on our programmes

Rashmika

A Stuart Ross Communications Intern in 2021 and now employed by TfL in a communications role

“The internship has enabled me to interact with lots of different people within and outside the organisation, working in one of the busiest and top in-house press offices in London. I’ve had the opportunity to work on high profile projects and was given real responsibility from day one. The scheme has emphasised the important role communication teams play in delivering TfL’s key messages to its stakeholders.”

Nina

TfL Apprentice currently working on the Elizabeth line

“I’ve always had an interest in rail and a job at TfL was always something I’d considered. I enjoy practical, hands-on work and my role with maintenance and fault technicians on the Elizabeth line provides me with a way to learn that I enjoy.

I want to gain all the competencies to be a full technician and apply for more senior positions in this field, eventually becoming a principal or senior technician. I encourage anyone who applies to go for any opportunity that arises – make the most of your placements and gather as much knowledge as you can.”

Kieran

Third year General Management Apprentice

“Apprenticeships are a great way to get professional experience while still learning. You get to see different areas of the business that you didn’t even know existed.

I’d advise anyone applying to have an open mind. You’re going to be doing things you’ve never done before – things that are completely new to you – but you’re working with experts in their field. You’ll come across lots of new and interesting challenges so it’s good to be adaptable.”

Chloe

Finance Graduate

“The Finance Graduate Scheme has enabled me to interact with a broad range of stakeholders and rotate around different areas of the organisation, from London Underground to Technology & Data, and gain an accounting qualification. I’ve had a lot of responsibility during my placements, which can range from being a finance business partner to a corporate finance analyst.”

How to get involved

Taking part

To participate in any of our programmes or refer your students or clients, please visit tfl.gov.uk/everyones-future-counts or contact us directly at everyonesfuturecounts@tfl.gov.uk

Partnering with us

As a company wanting to support us please visit tfl.gov.uk/everyones-future-counts or contact us directly at everyonesfuturecounts@tfl.gov.uk

Programme summary

Programme	Audience
Built Environment Schools Outreach Programme	<ul style="list-style-type: none"> • People aged 11-18
Enjoyment to Employment, at London Transport Museum	<ul style="list-style-type: none"> • Learning as a family: children aged 0-12 • Schools: children aged 3-14
Young people mentors	<ul style="list-style-type: none"> • Children in primary schools • Pupils in secondary schools • Students in sixth form or college
Young people volunteers	<ul style="list-style-type: none"> • Children in primary schools • Pupils in secondary schools • Students in sixth form or college
<ul style="list-style-type: none"> • Careers and skills workshops and events, in schools and the community • Work experience (virtual and in person) • T-Level industry placements 	<ul style="list-style-type: none"> • Pupils in secondary schools • Students in sixth form or college
Schools Challenge: Innovate TfL	<ul style="list-style-type: none"> • Students in sixth form and college students
Route into Work, four-day employability support programme	<ul style="list-style-type: none"> • People aged 16-24 who are not in education
Catalyst, four-to six-week employability programme	<ul style="list-style-type: none"> • Adults facing barriers into employment • People with little to no work experience • People with significant work experience, looking to return to work after a significant period of time away from work • People who require UK-based work experience
Construction Skills training, various lengths	<ul style="list-style-type: none"> • Adults facing barriers into employment • People with little to no work experience • People with significant work experience and looking to return to work after a significant period of time away from work • People who require UK-based work experience
Employability, 12-week employability programme	<ul style="list-style-type: none"> • Adults facing barriers into employment • People with little to no work experience • People with significant work experience and looking to return to work after a significant period of time away from work • People who require UK-based work experience

Measuring our success

We want to measure the impact of our programmes and use their key performance indicators to help further target the opportunities we provide, adapting these as and when required.

Key performance indicators

Pathway	Outcome	Target
Education to work	Volunteer Mentors	150 by 2024
	Participants experience increased confidence in their employability	80%
	Participants are from under-represented groups or target groups, or from a socio-economically disadvantaged background	60%
Ways into work + Routes back to work	Successful completion of programme and qualifications	80%
	Participants are in paid employment (at least 16 hours per week) within six months of leaving the programme (monitored for up to 12 months)	50%
	Participants who start paid employment, continue their employment for at least six months after starting (monitored for up to 12 months)	60%
	Participants experience increased confidence in their employability	80%
Starting Work	Participants are from under-represented or target groups, or from a socio-economically disadvantaged background	60%
	Yearly increase in the number of apprenticeship and paid work placement opportunities being offered to women, those from Black, Asian and minority ethnic backgrounds and individuals with disabilities until the figures are representative of London's economically active population.	5% per year until representative of London's economically active population.*

* In 2019 these figures were: women 46%, people from Black, Asian and minority ethnic backgrounds 36% and disabled people 12%

Thank you to all our suppliers, partners and supporters

Many organisations and individuals work with us to make sure that everyone's future counts, in addition to those valued partners mentioned specifically in this document.



With thanks to:

Barratt London
Cleshar
Costain
Earls Court Development Company
Grainger
Kusuma Trust

Royal Commission Exhibition of 1851
telent
Thales
London Transport Museum
Mastercard
Siemens

About TfL

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

Date: 29 June 2022

Item: Acting on Viewpoint

This paper will be considered in public

1 Purpose

- 1.1 To provide the Panel with an update on our activities in response to the findings of the 2021 Viewpoint Survey.

2 Recommendation

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

3 Background

- 3.1 At the meeting of the Board on the 2 February 2022, we provided an update on the findings of the 2021 Viewpoint Survey. This paper provides an update on our response to these and work currently in flight.
- 3.2 This paper also provides a more detailed update on work taking place to address the lower engagement and inclusion scores experienced by our disabled and LGBT+ colleagues.
- 3.3 Further initiatives taking place to improve our Engagement, Inclusion and Wellbeing scores are included within the HR Quarterly Report, also tabled at this Panel.

4 Next Steps

- 4.1 We will continue to provide updates on our response to the Viewpoint survey results at subsequent Panel meetings.

Appendices:

Appendix 1 – Acting on Viewpoint

List of Background Papers:

None

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Acting on Viewpoint

SSHR Panel
29 June 2022

Appendix 1

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Recap of this year's Viewpoint results

Measure	2021	2020	(+/-)	2019	(+/-)
Total Engagement	61	63	-2	57	4
Engagement with work	63	65	-2	61	2
Engagement with management	60	62	-2	58	2
Engagement with change and leadership	43	43	1	32	11
Engagement with customers	67	71	-4	65	2
Engagement with team and wider business	71	71	0	70	1
Engagement with brand	72	79	-6	72	1
Inclusion Index	51	52	-1	47	4
Wellbeing at Work Index	57	59	-1	54	4

This year's results were mixed:

- Across TfL, colleagues were slightly less positive than they were in 2020. However, they are more positive than they were in 2019.
- The pandemic positively influenced the 2020 results and has had a mixed impact on this year's results.

What went up:

- Colleagues are more positive about a clear vision for the future, communications from senior managers and working conditions. These are areas that are historically low.
- They also feel less worried and tense compared to last year.

What went down

- Colleagues were less positive about their commitment to TfL and recommending TfL as a great place to work. These results were the same or slightly higher than 2019.
- They were also less satisfied with pay and benefits, but more positive than 2019.



Taking Action

How we have taken action:

Our main approach to responding to this year's Viewpoint survey results has been via local area Viewpoint Action Plans. These local plans tackle the individual issues and concerns raised, and are better placed to delegate accountability to local senior managers. These are also able to address local hygiene factors such as the workplace environment.

There also key themes at an organisational level that emerged from last year's Viewpoint survey results. These themes and actions we are taking to address them are included below and in the following slides:

Theme	Commentary
Opportunities to grow and develop	The response to this question had the biggest decrease from 2020, with 46% responding positively compared with 56% last year.
I feel a strong sense of commitment to this organisation	Whilst 69% still responded positively to this question, this was a fall of 8% since 2020.
I would recommend this as a great place to work	Despite 70% responding to this question positively, this was a decrease of 6% on last year.
Considering the work I do, I feel my pay is fair	Just 50% of our colleagues now feel positively that their pay is fair, a decrease of 7% since 2020.

Taking Action

There are opportunities for me to grow and develop:

Talent Readiness:

- We have now embedded our new My Journey tool and employees have now used this as part of their end of year conversations with their line managers.
- This tool has also enabled a new model for assessing where an individual is in terms of their career journey - whether a person is looking to strengthen in their role, stretch to gain new experiences and skills or is ready to move to the next challenge.
- This approach helps managers better understand the support people will need to achieve their development goals.

Mentoring Hub

- We have recently rolled out our Mentoring Hub across the organisation which seeks to pair up colleagues with mentors, who will be able to provide career guidance and development advice.
- We are also developing Mentoring Training sessions to ensure that colleagues and mentors get the most out of these arrangements.

Conversation Matters

- We have introduced Conversation Matters guidance to enable colleagues and line managers have the support they need to have great quality conversations.
- These include guidance on specific types of conversations, including development and career conversations to better equip line managers to grow and develop their colleagues.



Taking Action

I feel a strong sense of commitment to this Organisation

Vision & Values:

- In spring, we launched our new Vision and Values for the organisation, a bold, long-term vision for the next era for TfL – that sets out our ambitions for the future and outlines what we need to achieve them.
- This includes our new values;
 - Caring – about our customers, colleagues and work
 - Open – to each other, new ideas and working together
 - Adaptable – to diverse needs and willing to innovate
- These were identified via our colleagues so is a bottom up approach to tackling the issues our colleagues have flagged to us as important and will lead to a stronger sense of commitment to TfL.

Action on Inclusion

- We are continuing to progress our Action on Inclusion strategy, now in collaboration with the GLA.
- This strategy will set out how we aim to drive improvements in our Inclusion Index on the TfL Scorecard, as well as make accessibility for our customers part of our day to day thinking.

Make a difference awards moving to Values

- We have changed our employee recognition scheme, moving away from behaviour led to value led.
- This will help bring our new vision and values to life, but also recognise colleagues who excel in being open, caring and adaptable.



Taking Action

I would recommend this as a great place to work:

Launching our Colleague Strategy – Our Journey

- We continue to develop our Colleague Strategy which sets out to articulate our ambitions and priorities for how we develop and support our people to be the best they can be at work and ensure our organisation maintains an engaged workforce.
- This will be inform and be informed by individual business area people plans, so that we tackle key issues that are important to our colleagues.

Updated Colleague Roadmap:

- We have updated our Colleague Roadmap, outlining our priorities for the coming year, focusing on:
 - Showing that the safety and wellbeing of our colleagues matter most
 - Promoting inclusive leadership and safe spaces for conversations and challenge
 - Taking clear actions to tackle processes and behaviours that undermine diversity and inclusion
 - Developing principle-based people policies, as opposed to rigid, rule-bound ones
 - Prioritising fair and transparent hiring from within, with more people having access to more opportunities

Considering the work I do, I feel my pay is fair

Reward Strategy

- Our emerging Reward Strategy is looking to help modernise our existing pay frameworks to better align to the external market. This will help aid attraction and retention for scarce skill roles.
- Alongside this work we have recently reintroduced performance award schemes, specifically tied to the achievement of financial sustainability targets, that will allow to reward our employees for the contribution they have made.












What our Disabled Colleagues told us

Feedback from the Staff Network Group for Disability

- Fear of stigma of declaring disability
- Lack of acceptance/understanding from the business around disability
- Fear of backlash if treatment is perceived to be preferential – they don't want to then have to tell a whole team to justify a change to their ways of working
- Reasonable adjustments process needs fixing and Line Managers need to understand the process and support colleagues
- Operational colleagues struggling to feel engaged, due to constraints around accessing events, yammer, emails etc – they have a different experience to Head Office colleagues.

Performing 5% points or more higher than Transport For London

Performing 5% points or lower than Transport For London

	Number of responses	 Total Engagement	 Engagement with work	 Engagement with management	 Engagement with change and leadership	 Engagement with customers	 Engagement with team and wider business	 Engagement with brand	 Wellbeing Index	 Inclusion Index
Transport For London	14,868	61%	63%	60%	43%	67%	71%	72%	57%	51%
Disability										
Yes	2,098	57%	58%	56%	40%	62%	66%	70%	53%	46%
No	10,665	64%	66%	63%	47%	70%	74%	76%	61%	55%
Prefer not to say	1,828	47%	49%	48%	29%	53%	58%	57%	44%	35%












What our LGBT+ Colleagues told us

Feedback from the OUTbound Staff Network Group

- Trans and Non-binary colleagues are much less engaged, and this is backed up by feedback and insight shared in their listening sessions;
- OUTbound is hopeful that upcoming initiatives to coincide with the launch of TfL's new Trans and Nonbinary Guidance will improve this, and they are working with colleagues from within this community specifically
- OUTbound is keen to promote the new pronoun badges (shortly to be available as part of uniform) and pronouns on emails. This is rarely adopted by senior colleagues and this needs to be improved
- OUTbound and the D&I Workforce Team have a clear programme of activities for 2022/23 to provide opportunities for colleagues to connect, be supported and raise awareness.
- Operational colleagues struggle to feel engaged, due to barriers to them accessing events, Yammer, emails etc – they have a different experience to Head Office Colleagues”

Performing 5% points or more higher than Transport For London
Performing 5% points or lower than Transport For London

	Number of responses									
Transport For London	14,868	61%	63%	60%	43%	67%	71%	72%	57%	51%
Sexual orientation										
Asexual	153	60%	64%	58%	42%	66%	68%	71%	57%	50%
Bisexual	292	55%	58%	52%	37%	59%	66%	68%	51%	45%
Gay/Lesbian	542	57%	61%	58%	40%	60%	65%	68%	54%	49%
Heterosexual	11,271	64%	65%	63%	46%	70%	73%	76%	60%	54%
Other	91	52%	54%	56%	36%	53%	60%	62%	50%	43%
Prefer not to say	2,210	49%	51%	49%	31%	55%	60%	59%	45%	37%



How we are responding to feedback from Disabled colleagues

Disability Roadmap

Committed to a comprehensive review of our policy, guidance and process to ensure information is up to date and improvements are made where needed so that disabled colleagues and key stakeholders supporting those colleagues continue to be supported in the best way possible.

Reasonable Adjustments process

Gathering feedback from key stakeholders on where further improvements could be made to our reasonable adjustments process and guidance which also includes our Reasonable Adjustments e-form/Health Passport to ensure information remains up to date and continues to meet the needs of our disabled colleagues.

The Adjustments Group (TAG)

Restarted TAG which is a group of key internal stakeholders that provides a forum across TfL for sharing of information, strategy, policy and performance of the provision of reasonable and workplace adjustments and supports colleagues and line managers with relevant advice and guidance.

External partnerships

Renewed our membership with the Business Disability Forum who provide practical, evidence based solutions and are supporting us with reviewing our disability and reasonable adjustments policy and process. They provide a specialist advice line service to our people on reasonable adjustments and supported the redesign of our online recruitment systems and Disability Recruitment Charter.

Disability Confident

We are a Disability Confident employer (Level 2) and offer guaranteed assessments to candidates who apply via the scheme where the minimum criteria for skills, knowledge and experience has been met. We are being supported by the Business Disability Forum to achieve Disability Confident Leader (Level 3) status to further demonstrate our commitment towards the scheme.

Raising Awareness

Rolled out Disability Discrimination and Reasonable Adjustments awareness sessions to update key stakeholders on the law around disability discrimination and reasonable adjustments with a focus on neurodiversity. This also provided an opportunity for different business areas to share best practice and learn where to seek assistance.



How we are responding to feedback from Disabled colleagues

Access to Work

Established a working relationship with the Department of Work & Pensions (DWP) for advice and guidance on reasonable adjustments and the Access to Work provision and to keep up to date with key policy changes such as the Blended Support Offer which provides support for both the home and office environment for reasonable adjustments. Arranged Access to Work awareness sessions for key internal stakeholders who are involved with supporting colleagues with reasonable and workplace adjustments.

Disability Awareness Training

Reviewing our training provisions on Disability and will be rolling out a new Disability Awareness training package for our people which will also focus on Neurodiversity, Mental Health and Reasonable Adjustments.

Published our first Disability Pay Gap Report

In March we published our first Disability Pay Gap Report, to sit alongside our existing Gender and Ethnicity reports. This is a key step in helping us identify and understand some of the issues faced by disabled colleagues.

Pay Gap Action Plan

Set out a new four year action plan that sets out how we will increase representation of disabled colleagues across the organisation with each action directly or indirectly contributing towards narrowing the pay gap.

Diversity & Inclusion Taskforces

Committed to establishing local Diversity & Inclusion Taskforces across the business who will be responsible for interpreting dashboard data and implementing localised action plans to ensure colleagues are not discriminated against and that they have equal access to opportunities.



|| How we are responding to feedback from LGBT+ Colleagues

Trans & Non-Binary Guidance delivered

Published new guidance for line managers on creating inclusive workplaces for Trans and Non-Binary employees which provides useful information to our line managers, and other colleagues, to make sure that they have the right information, knowledge and skills to help support colleagues who identify as Trans or Non-Binary and/or for those who are transitioning. With this new resource, we aim to help colleagues navigate a clear path through some of the cultural, legal and technical steps to ensure that at least our working environments are truly inclusive.

Conversations Cards delivered

We have also launched a series of conversation cards to help colleagues consider some of the challenges that may require support. These resources are for colleagues, line managers and allies to raise awareness and understanding, so that we can create a workplace where all our colleagues can authentically be themselves at work and be respected and valued as individuals.

SAP Changes for Trans & Non Binary colleagues

One of the important issues that Trans or Non-Binary employees have highlighted is being able to change their details on formal and informal employment records. The information that individuals might want to change includes their name, their gender and prefixes. We have made changes to SAP which mean that colleagues can update their title on SAP in personal information. They can also update their personal information to reflect their gender identity. We have simplified the process to update a colleagues' name, in most cases without the need for further documentation. In addition, we have improved name badges so that they include pronouns and these will be available to order shortly

Diversity & Inclusion Taskforces

Committed to establishing local Diversity & Inclusion Taskforces across the business who will be responsible for interpreting dashboard data and implementing localised action plans to ensure colleagues are not discriminated against and that they have equal access to opportunities.

Encouraging the use of pronouns in Email Signatures

Similarly, all colleagues are encouraged to add their preferred pronouns to their email signatures, removing any potential confusion and promoting confidence when addressing a colleague.

Rollout of Say My Name functionality on Email Signatures

Colleagues are now able to record their name as an audio clip and attach it to their email signatures, allowing other colleagues to use and pronounce their names accurately.



Marcia Williams

Director – Diversity, Inclusion & Talent | Human Resources

She/her



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Date: 29 June 2022

Item: Enterprise Risk Update - Attraction, Retention, and Wellbeing of Our Employees (ER2)

This paper will be considered in public

1 Summary

- 1.1 We are currently facing significant challenges to our ability to attract and retain critical skills. Failure to attract and retain a skilled and engaged workforce represents a strategic risk to delivery and our ability to meet the current and emerging priorities of the organisation.
- 1.2 In November 2021, the Executive Committee agreed to retitle and reposition Enterprise Risk ER2 to reflect the current focus on critical skills while retaining our existing focus on wellbeing. The new Enterprise Risk is titled “Inability to attract or retain the skills, knowledge and experience required to deliver our organisational priorities and maintain an engaged workforce where employee wellbeing is prioritised”. For reporting purposes this is shortened to “Attraction, retention and wellbeing of our employees”.
- 1.3 The repositioned risk was reviewed by the Executive Committee in May 2022 and endorsed the preventative and reactive controls and actions described in the paper. The Executive Committee agreed the status of this risk is “requires improvement”.

2 Recommendation

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

3 Background and causes

- 3.1 Our continuing ability to attract and retain employees is impacted by several internal and external factors, some of which are not fully in our control. The varying and cyclical nature of some of these factors has meant there have always been periods where it becomes harder to recruit and retain staff, and periods where that pressure eases. Therefore, there is no single “event” that will cause the risk to materialise, nor is there a way of eliminating the risk entirely. Effective management of the risk is, and will continue to be, an ongoing focus for the organisation and is led by programmes of work by the Human Resources, SHE, and local management teams.
- 3.2 The number of voluntary leavers across all roles and grades rose by 86% during the last financial year. A level of turnover and voluntary exit is normal in every organisation and some of our employees will always seek opportunities outside of TfL. Changing trends in the nature of employment mean fewer employees now

expect or seek 'a job for life' in a single organisation and are increasingly preferencing the acquisition of skills and experience within shorter role tenures. While we are focused on retaining key individuals in the business wherever we can, part of how we effectively manage our retention risk is how we retain key skills and knowledge in the organisation, where individual employees may choose to move on.

3.3 The causes of this risk have been agreed by the HR Leadership team and colleagues in the Risk and Assurance Directorate and endorsed by the Executive Committee. They are also detailed in the accompanying risk template.

(a) We are becoming less competitive in the external market

We are competing for talent in a buoyant employment market. As the economy now enters recovery, businesses are beginning to grow once again and are looking for people to sustain that growth. Employees, whether in or out of work, have more options and this has created an unprecedented number of job vacancies. This has created a 'candidate's market', resulting in rising salary expectations and greater competition. Consequently, it has become more difficult to secure preferred candidates. Our financial challenges may result in pressures on our ability to meet pay expectations and the need to continue to operate recruitment controls.

(b) Rising cost of living

Inflation, rising energy costs and the recent increase in National Insurance contributions have a direct impact on take home pay and the disposable income of employees. This may lead to increased salary expectations that we are constrained in our ability to meet. Employees with in-demand skill and experience sets may choose to leave for higher packages elsewhere.

(c) Perceptions of pay unfairness

Recent Viewpoint surveys have indicated our people increasingly feel they aren't being rewarded appropriately for the contribution they make. Perceived unfairness in recent pay settlements between those covered by the London Underground pay deal and the rest of TfL may heighten dissatisfaction with pay and may become a driver for employees to leave the organisation or encourage a competitive internal market for talent.

(d) Pressure of workload

Pressure of workload has been reported as a driver for people choosing to leave in recent months. The last two years have delivered unprecedented challenges for our City, our organisation, and our people. The increased workload pressures associated with responding to the pandemic, supporting funding discussions and keeping London moving as the economy reopens can, if not managed effectively, lead to higher levels of workplace stress, increased levels of sickness absence and job dissatisfaction.

(e) Our skills profile becomes misaligned with our skills requirement

Future business priorities and Mayoral commitments, such as achieving carbon neutrality, are likely to require a different set of skills and expertise than currently held within our workforce. Digitalisation of the workplace will influence the size and skill base of our workforce. Greater agility and the ability to multi skill is likely to be a feature of the skills profile of the workforce in the future. If the roles we are recruiting for do not provide a match to the skills held by external applicants, we may find it difficult to attract the 'brightest and best' to TfL.

(f) TfL is perceived as a less attractive employer

We have committed to TfL being a great place to work for everyone to thrive. If our people do not see and experience that in practice, they may choose to leave. Uncertainty about the future of our pension offering is prompting some longer serving employees to opt to take retirement. We do not currently use a TfL-wide 'employee value proposition' that articulates what prospective employees can expect from a career here.

(g) Age Profile

We are a mature workforce. Most of our employees are 45 years old or older. One in five employees is likely to retire during the next decade. Without a plan to effectively replace or mitigate the loss of key skills and institutional knowledge as this cohort of employees exit the business, there will be significant resource gaps, negatively impacting our ability to deliver business objectives.

(h) Line manager relationships

The relationship between an employee and their line manager is a key driver of employee engagement. If this relationship is not effective it can be a contributory factor to voluntary exit. Successive Viewpoint surveys have told us that building levels of trust in managers and senior leadership needs to be a priority.

(i) Lack of management information

We do not currently have comprehensive, centrally held data on different types of leaver and the reason why they are choosing to leave employment.

(j) Lead times to recruit

Current contractual notice periods (4 weeks or 12 weeks for senior staff) are not sufficient to complete the recruitment process prior to an individual leaving the organisation. This can lead to a risk to delivery and increased pressure on other employees.

(k) Organisational change

Any future organisational change may prompt individuals to seek alternative employment and/or accept voluntary severance if available. This risk is exacerbated if not managed in a way where employees feel they have a stake in change, or if we don't take action to ensure our people are kept informed and reassured.

(l) Impact of Brexit / changes to immigration rules

In the event that recruiting specific skill sets from overseas becomes necessary and is more costly and administratively complex, or the UK begins to be viewed as a less attractive place to live and work by workers currently based overseas, this may affect our ability to attract those employees in the future.

4 How we control this risk

4.1 We continue to drive strong alignment between management of this risk and our core delivery and support to the business in how we manage, support and develop our people. We deliver a range of 'business as usual' policies and processes, permanently in place, that help the organisation control our attraction and retention risk. These are described briefly below. From a risk management perspective, controls are viewed as distinct from the actions detailed in section 5 of this paper, which are strategic, targeted initiatives within our colleague roadmap that will mitigate the risk.

- (a) **Talent Management** – We have a suite of programmes and tools to support our employees develop and progress their career. These include readiness and conversation matters.
- (b) **Reward Management** – We continue to operate a robust and appropriate external salary benchmarking process which allows us to assess the extent our own pay levels are consistent with the external market. Where appropriate, we have begun to develop specific market led responses to reward in areas where we are experiencing acute attraction and retention challenges.
- (c) **Graduate and Apprentice Schemes** – Our graduate and apprentice schemes are an important part of how we meet future resourcing requirements. Our schemes carry a strong brand in the industry, as well as being highly regarded internally. In areas with skills shortages and critical skills, graduates and apprentices enable diverse talent pipelines to help fill these gaps as well as delivering skills needed for the future, two to six years out.
- (d) **Recruitment and Induction** – Onboarding and induction programmes promote our employment offer to new joiners.
- (e) **Learning and Development Offer** – Learning and Development opportunities that support employees to grow their careers.

- (f) **Annual employee survey and action planning** – Activities and initiatives arising from the findings and trends arising from the annual Viewpoint survey.
- (g) **Wellbeing Interventions** – Occupational Health teams deliver a series of initiatives and programmes providing employees with access to mental and physical wellbeing support.
- (h) **Band 5 Exit Interviews** – Exit interviews held with all Band 5 and above leavers.
- (i) **Annual People Planning Activity** – Annual people planning is designed to prioritise activity that effectively mitigates, and controls people risk in local business areas.

5 Mitigation Plan

5.1 The emerging TfL Colleague strategy will set out our high-level ambitions and articulates how we will deliver our purpose through our people. In conjunction, a refreshed colleague roadmap will be developed outlining a programme of work prioritising how we attract and retain staff and enhances the employee experience of working here.

(a) Reward Strategy

How we structure and set pay, manage ongoing pay progression and differences and disparities in pay across TfL are a key concern of our people. Our current one-size-fits-all broadband pay structure can no longer keep up with the external market movement for key skills including IT Development and Engineering. This represents a risk to our ability to continue to attract and retain talent in these areas. We are beginning to address this and employee perception of unfairness by delivering short-, medium- and longer-term changes to how we approach pay management. This includes revising our pay frameworks to better align to market rates for key skills, and to introduce in role salary progression – something we haven't offered for many years. Our emerging Reward strategy, which will be delivered over the next 18 months, will support the attraction and retention of key skills, and consider how we can adopt a more segmented approach to reward, focusing on rewarding talent with skills critical to our future success and structuring our pay and reward offer accordingly.

(b) Defining our Employee Value Proposition

Work to establish a TfL employee value proposition is currently being scoped. This work will articulate 'Why should I come and work here (and stay), rather than somewhere else?', building our employer brand and articulating the offer we can make to people to build their career with us. This will be an important tool for recruitment and for articulating what people can get out of a career with us if they are considering leaving. At a time when we may be constricted in being able to offer salaries at the top of the market, having a clear employee offer is vital to being able to continue to attract and retain people with the skills and talent we need.

Initial analysis indicates that elements of our current offer are becoming less attractive as what prospective employees are seeking from an employer continues to evolve post-pandemic. Reviewing and refreshing our employee offer will be a priority activity over the next 12 months.

(c) Embedding the Readiness Model for talent

Last year we successfully launched the readiness model for talent. End of year performance conversations now include an employee led assessment of whether someone, needs to strengthen further in their current role, is ready to stretch, or is now ready for the next move in their career. Over the next 12 months, we will begin to use the outcomes of readiness reviews and career conversations to align with our resourcing strategy. Matching the aspirations of our people with the skills and capability we will need in the future is how we provide career paths and retain key talent. Being able to offer career pathways as an outcome from readiness conversations can help employees commit to their future career with us and feel we are making a commitment back to them in return.

(d) Strategic Workforce Planning

Strategic workforce planning activity will help us to map out what is required in terms of our people by aligning our resourcing strategy with our business strategy. Activity will include working with the business to identify future skills requirements. This a key activity to mitigate our risk – particularly in regard to our future skills requirement and the age profile of our workforce. The development of workforce plans will help the business identify future skills requirements and put in place resourcing strategies to meet them.

(e) Critical role identification and succession planning

The identification of critical roles and establishing robust succession plans that are future focused, diverse, inclusive, and transparent, is an important mitigation to our ability to respond to the loss key individuals and the risks heightened by an aging workforce. We define critical as those roles that are essential to us being able to provide a service, are safety critical/legally required, or have a role in setting business strategy. Following a successful pilot in the Technology & Data (T&D) Directorate we are now ready to work with other areas of the business to identify critical roles and build succession plans beyond the current role holders to mitigate loss of knowledge and skills. We will extend the use of critical role identification and succession planning across the business over the next 12 months, prioritising areas experiencing skill shortages or challenges in being able to recruit from the external market.

(f) Aligning our Graduate and Apprenticeship schemes to future resource need

Our graduate and apprenticeship schemes are an important part of how we meet future resourcing requirements. Our schemes carry a strong brand in the industry, as well as being highly regarded internally. In areas with immediate skills shortages and critical skills, graduates and apprentices

enable diverse talent pipelines to help fill these gaps as well as delivering skills needed for the future. We are actively establishing new apprentice schemes to meet future skills needs. We have recently introduced a new scheme in T&D, and we will align outputs from critical role identification and longer-term workforce planning to inform this approach. We are also looking at ways we can use the apprenticeship levy to develop current employees and diversify our skill base.

(g) Action on Inclusion

Action on Inclusion will be published later this year and will set out our approach for delivering our equality objectives and achieving our vision for a more inclusive, diverse, equal organisation for our employees. A workforce that is more representative of the city we serve will help us meet our skills requirements. Ensuring our workplaces are inclusive, safe environments is central to our employee offer.

(h) Learning and Development Strategy

Our emerging L&D Strategy will seek to ensure our learning offer to employees integrates with our talent strategy and helps develop skills and knowledge. We have an opportunity to link the objectives our L&D strategy to our future skills requirements and to support outcomes of readiness conversations.

(i) Wellbeing Strategy

Wellbeing is part of how we measure engagement and if we do not provide an environment where people can feel well, secure, and able to do their best work they may leave. We have introduced a new definition of employee wellbeing; “creating an environment that allows employees to flourish and achieve their full potential for the benefit of themselves and our organisation” and will be using this definition to drive health and wellbeing as an important part of our wider work on employee engagement.

(j) Knowledge transfer

By the end of 2022, we will incept a project to facilitate knowledge transfer from employees with key skills and knowledge / those preparing to retire. This will help mitigate loss of corporate memory/score skills and expertise.

6 Summary and Conclusions

- 6.1 This risk is driven by multiple factors, internal and external to the organisation. The organisation has limited control over some external drivers of risk.
- 6.2 This requires a comprehensive mitigation plan that addresses multiple and varied drivers of risk. Our approach to managing this risk is to ensure strong alignment between risk mitigation and our programme of work. Our emerging Colleague strategy and roadmap is focused on activities that will help mitigate risk and support the delivery of business objectives.

6.3 Several of the deliverables within the mitigation plan have been recently launched and/or will be delivered over the next 12-18 months. Therefore, the status for this risk has been agreed as “requires improvement”. The risk will be continued to be monitored internally within HR, and within the formal Enterprise Risk review schedule.

List of appendices to this report:

Appendix 1 – Presentation to TfL Executive Committee – May 2022

Appendix 2 –Risk Template (Exempt information)

A paper contains exempt supplemental information and is included on Part 2 of the agenda.

List of Background Papers:

None

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CONTEXT AND OBJECTIVES

- We are currently facing significant challenges to our ability to attract and retain critical skills. Failure to attract and retain a skilled and engaged workforce represents a strategic risk to delivery and our ability to meet the current and emerging priorities of the organisation.
- In November 2021, Exco agreed to retitle and reposition Enterprise Risk 02 to reflect the current focus on critical skills while retaining our current focus on wellbeing. The new Enterprise risk is titled “*Inability to attract or retain the skills, knowledge and experience required to deliver our organisational priorities and maintain an engaged workforce where employee wellbeing is prioritised*”
- The repositioned risk was reviewed by the Executive Committee in May 2022 and endorsed the preventative and reactive controls and actions described in the paper. The Executive Committee agreed the status of this risk is “requires improvement”.

SUMMARY

- This pack summarised the identified drivers of this risk, the current ‘business as usual’ controls we have in place and the specific mitigating actions we are taking or plan to take to mitigate the risk.
- Further detail is included in the accompanying ‘ paper and risk template

ACTION

The Committee is asked to NOTE the paper



Causes of Risk

Our ability to attract and retain employees is impacted by a number of internal and external factors, some of which are not fully in our control. These are listed on this slide.

There is no single “event” that will cause the risk to materialise, nor is there a way of eliminating the risk entirely. Effective management of the risk is led by programmes of work by the Human Resources, SHE, and local management teams.

- **We are becoming less competitive in the external market** – We are competing for talent in a buoyant employment market which is driving rising salary expectations. Our ability to respond has been limited by our existing reward structure, ongoing financial constraint and controls to recruitment.
- **Rising cost of living** – Cost of living pressures have a direct impact on take home pay and the disposable income of employees. This may lead to increased salary expectations that we are constrained in our ability to meet.
- **Perceptions of Pay Unfairness** – Recent Viewpoint surveys have indicated our people increasingly feel they aren't being rewarded appropriately for the contribution they make, particularly in comparison to other parts of the organisation.(e.g. disparity between pay settlements in London Underground compared with TfL)
- **Pressure of workload** – Pressure of workload has been reported as a recent driver for people choosing to leave .
- **Our skills profile becomes misaligned with our skills requirement** – Future business priorities and Mayoral commitments are likely to require a different set of the skills and expertise than currently held within our workforce.
- **TfL is perceived as a less attractive employer** – Uncertainty about the future may lead prospective employees not to consider TfL as an employer of choice.
- **Age profile** – One in five employees is likely to retire during the next decade. Without a plan to effectively to replace or mitigate the loss of key skills and knowledge, this will lead to resource gaps.
- **Line manager relationships** – The relationship between an employee and their line manager is a key driver of employee engagement. If this relationship is not effective it can be a contributory factor to voluntary exit.
- **Lack of management information** – We do not currently have detailed, centrally held data on different types of leaver and the reason why they are choosing the leave employment..
- **Lead times to recruit** – Current contractual notice periods are not sufficient to complete the recruitment process prior to an individual leaving the organisation. This can lead to a risk to delivery and increased pressure on employees.
- **Organisational change** – Any future organisational change may prompt individuals to seek alternative employment and/or accept voluntary severance if available..
- **Impact of Brexit / changes to immigration rules** – In the event that recruiting specific skill sets from overseas becomes more costly and administratively complex this may affect our ability to attract those employees in the future.

How We Control this risk

We continue to drive strong alignment between management of this risk and core delivery and support to the business in how we manage, support, and develop our people.

We deliver a range of 'business as usual' policies and processes, permanently in place, that help the organisation control this risk. Controls are distinct from the mitigating actions described on the following slide.

- **Talent Management** - We have a suite of programmes and tool to support our employees develop and progress their career. These include readiness and conversation matters.
- **Reward Management** - We continue to operate a robust and appropriate external salary benchmarking process which allows us to assess the extent our own pay levels are consistent with the external market. Where appropriate, we have begun to develop specific market led responses to reward in areas where we are experiencing acute attraction and retention challenges.
- **Graduate and Apprentice Schemes** - Our graduate and apprentice schemes are an important part of how we meet future resourcing requirements. Our schemes carry a strong brand in the industry, as well as being highly regarded internally. In areas with skills shortages and critical skills, graduates and apprentices enable diverse talent pipelines to help fill these gaps as well as delivering skills needed for the future, two to six years out.
- **Recruitment and Induction** - Onboarding and induction programmes promote our employment offer to new joiners.
- **Learning and Development Offer** - Learning and Development opportunities that support employees to grow their careers.
- **Annual employee survey and action planning** - Activities and initiatives arising from the findings and trends arising from the annual Viewpoint survey.
- **Wellbeing Interventions** - Occupational Health teams deliver a series of initiatives and programmes providing employees with access to mental and physical wellbeing support.
- **Band 5 Exit Interviews:** Exit interviews held with all Band 5 and above leavers.
- **Annual People Planning Activity** - Annual people planning is designed to prioritise activity that effectively mitigates, and controls people risk in local business areas.

Mitigation Plan

The emerging TfL Colleague strategy will set out our high-level ambitions and articulates how we will deliver our purpose through our people. In conjunction, a refresh colleague roadmap will be developed outlining key deliverables over the next 18 months.

These deliverables will be focused on mitigation of our people risk and form our mitigation plan, by ensuring that our programme of work is focused on how we attract and retain staff and enhances the employee experience of working here.

- **Reward Strategy** - Our emerging Reward strategy, which will be delivered over the next 18 months, will support the attraction and retention of key skills, and consider how we can adopt a more segmented approach to reward, focusing on rewarding talent with skills critical to our future success and structure our pay and reward offer accordingly.
- **Embedding the Readiness Model** - Over the next 12 months, we will begin to use the outcomes of readiness reviews and career conversations to align with our resourcing strategy. Matching the aspirations of our people with the skills and capability we will need in the future is how we provide career paths and retain key talent.
- **Strategic Workforce Planning** - Over the next 12 months Strategic workforce planning activity will help us to map out what is required in terms of our people by aligning our resourcing strategy with our business strategy. This a key activity to mitigate our risk – particularly in regard to our future skills requirement and the age profile of our workforce.
- **Critical role identification and succession planning** -The identification of critical roles and establishing robust succession plans is an important mitigation to our ability to respond to the loss key individuals and the risks heightened by an aging workforce. Following a successful pilot in T&D, we are now ready to roll out across the organisation.
- **Aligning our Graduate and Apprentice schemes to future resource need** - We are actively establishing new apprentice schemes to meet future skills needs.
- **Defining our Employee Value Proposition** - Work to establish a TfL employee value proposition is currently being scoped.
- **Action on Inclusion** - Action on Inclusion will be published later this year and will set out our approach for delivering our equality objectives and achieving our vision for a more inclusive, diverse, equal organisation for our employees.
- **Learning and Development Strategy** - Our emerging L&D Strategy will seek to ensure our learning offer to employees integrates with our talent strategy and helps develop skills and knowledge.
- **Wellbeing Strategy** - Our Wellbeing Strategy will prioritise interventions which allow employees to flourish and achieve their full potential for the benefit of themselves and their organisation. Wellbeing is part of how we measure engagement and if we do not provide an environment where people can feel well, secure, and able to do their best work they may leave.
- **Knowledge transfer** - By the end of 2022, we will incept a project to facilitate knowledge transfer from employees with key skills and knowledge / those preparing to retire. This will help mitigate loss of corporate memory/score skills and expertise.

- This risk is driven by multiple factors, internal and external to the organisation. The organisation has limited control over some external drivers of risk.
- This requires a comprehensive mitigation plan that addresses multiple and varied drivers of risk.
- Our approach to managing this risk is to ensure strong alignment between risk mitigation and our programme of work. Our emerging colleague strategy and roadmap is focused on activities that will help mitigate risk and support the delivery of business objectives.
- A number of the deliverables within in the mitigation plan have been recently launched and/or will be delivered over the next 12-18 months
- Therefore, the appropriate status for this risk has been agreed as ‘***requires improvement***’
- The risk will be continue to be monitored internally within HR, and within the formal enterprise risk review schedule.

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Date: 29 June 2022

Item: Enterprise Risk Update - Failure to prevent Safety, Health or Environment (SHE) incident / meet commitments (ER1)

This paper will be considered in public.

1 Summary

- 1.1 In June 2021 we provided an update on the status and control of the Safety Health and Environment (SHE) Enterprise Risk 'ER1'. Feedback from the Panel suggested that ER1 would benefit from a clearer, more specific interpretation to make it more relevant at business unit level through the risk cascade.
- 1.2 This paper is part of the annual review of ER1 and its aims are to provide an updated assessment and status of ER1, while taking on board the feedback from the Panel.
- 1.3 It also outlines the improvements to our approach to make ER1 clearer and enabling more focused and effective management of SHE risk at each business level through:
 - (a) amending the definition of ER1 to better reflect the profile of SHE risks;
 - (b) taking a prioritised view of our top SHE risks across the business; and
 - (c) enabling a clearer interpretation and cascade of SHE risks through the business.
- 1.5 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 report and the exempt supplemental information provided on Part 2 of the agenda.**

3 Current Status: ER1 Assessment of Risk

- 3.1 We provide updates on our Enterprise Risks at appropriate intervals. This ER1 update covers the period May 2021 to May 2022. The full assessment can be found in Appendix 1.

- 3.2 Progress has been made in managing ER1 over the last year, including:
- (a) development and update of strategies including the second Vision Zero Action Plan, Corporate Environment Plan, publication of our SHE Capital Delivery and Maintenance Strategy and adoption of a SHE Insights Framework;
 - (b) simplifying and making core SHE processes easier to use and apply through in-flight programmes to improve our SHE Culture, SHE Management System (SHEMS) and digitise our Assurance tools;
 - (c) supporting the health and wellbeing of our colleagues through fatigue management, health assessments and improvements to our approach to health surveillance; and
 - (d) ensuring we continue to protect and improve the environment with planning for climate adaptation, continuing work to reduce our carbon emissions and utilise cleaner energy and expanding London's Ultra-Low Emission Zone.
- 3.3 ER1 risk management is a complex and continual process. Many of our mitigations and processes are necessarily long term, continually being built upon and delivered over months and years.
- 3.4 Despite good progress, changes and events over the past year mean that the ER1 assessment remains as 'Requires Improvement'.
- (a) Our funding situation has meant the addition of 'financial constraints may limit options for managing and improving SHE outcomes' to the management of ER1. We will not compromise safety, but changes may be required to our approach as a result of uncertainties in our funding;
 - (b) We have been notified of further action in relation to enforcement from the Office of Road and Rail (ORR) and possible intention to enforce by the Health and Safety Executive (HSE);
 - (c) Road risk and climate related incidents, such as flooding, continue to affect our networks and we need to strengthen our controls and cross-organisation focus on both mitigation and adaptation; and
 - (d) We have added additional environmental risk consequences and seen an increase in overall quantified financial risk
- 3.5 The ending of pandemic restrictions has led to the pandemic risk amalgamated back into ER2 'Protecting the wellbeing of our colleagues'.

4 Managing SHE risk through ER1

- 4.1 TfL aims to maintain high standards of safety on our network in line with our legal obligations and to continually improve delivery of Safety, Health and Environment outcomes in line with commitments and ambitions in the Mayor's Transport Strategy (MTS) and our own Vision and Values (V&V).

- 4.2 More effectively identifying and efficiently managing SHE risks within existing frameworks has never been so important as we face a significantly constrained funding environment. It is essential that we move towards a more coordinated, Pan-TfL approach to risk management and work to common priorities in each step of our Value Chain.
- 4.3 Our new one-TfL operating model provides considerable opportunity for change and a more efficient and joined-up approach to ER1. We are working collaboratively pan-TfL and taking the following steps to:
- (a) **Ensure ER1 reflects our full aspiration for SHE performance.** We must focus the business on going beyond just preventing incidents towards a proactive approach in meeting our MTS and V&V roadmaps and commitments;
 - (b) **Identify our pan-TfL priority SHE risks and take a holistic view.** Identifying those specific topics of greatest concern pan-TfL enables us to articulate risk more clearly and efficiently direct activity towards those areas of risk that pose the greatest concern to mitigating ER1 and meeting SHE commitments; and
 - (c) **Improve the ER1 cascade ensuring SHE priorities are represented at each level.** This means each business area is working towards managing our priority SHE risks alongside local priorities that may be unique to or of relevance to their function. This also enables greater visibility and tracking of risk management actions taking place across the business to mitigate ER1.
- 4.4 Improving our definition of and pan-TfL oversight and coordination we can better assess overall SHE risk in a more efficient way. A joined-up approach enables us to identify where risks overlap and to monitor and review mitigative and proactive activity being carried out by each business area to manage ER1. We can also learn lessons from and identify and incorporate existing good practice across business areas and ensures that strategic risks are being managed in practice at operational level.
- 4.5 This paper considers ER1 within the current Enterprise Risk Framework. There are further proposals to evolve this framework including potential creation of a stand-alone climate change and adaptation risk, reflecting the urgent need to adapt to the increasing frequency and severity of climate events. Our proposed approach has been designed to adapt and align with any future ER1 changes.

5 Ensuring ER1 Reflects Full SHE Risk and Outcome Profile

- 5.1 We have roles as a transport operator and regulator, strategic authority, client, and employer. The MTS and our Vision & Values V&V objectives mean we must go beyond averting and reacting to SHE incidents and proactively drive improvement.
- 5.2 We must therefore deliver a range of SHE requirements, commitments, and outcomes to mitigate ER 1 including:
- (a) preventing SHE incidents and crises;

- (b) achieving and maintaining legal and regulatory compliance;
- (c) realising commitments and aspirations in the MTS; and
- (d) relivering our V&V Road Maps.

5.3 We have amended the description of ER1 to acknowledge this wider scope of our SHE risk profile and mitigating activities. In this way we are also better aligning risk with existing reporting on SHE outcomes measured in our Scorecards and V&V Roadmaps.

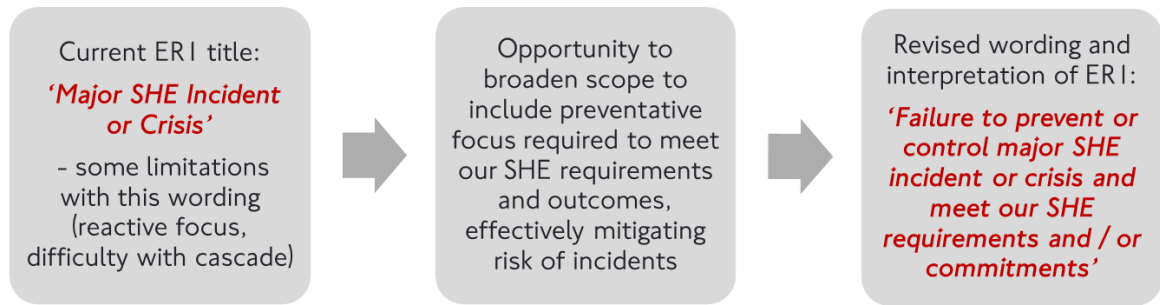


Figure 1: Revising ER1

Title	‘Failure to prevent SHE incident / meet commitments’
Description	‘Failure to; prevent or control major SHE incident and/or meet/comply with either applicable SHE regulations, SHE Commitments/Targets in the Mayor’s Transport Strategy and/or TfL’s own Visions and Values SHE ambitions and roadmap deliverables’

Table 1: Amended ER1 Title and Description

6 Prioritising SHE Risk Topics and Controls

6.1 Last year, the Panel noted that the high strategic-level nature of ER1 meant it was challenging for business areas to interpret SHE risk meaningfully and consistently.

Priority SHE Risk Topics

6.2 We have since identified a layer of priority SHE topics below ER1, summarised in Table 2, which the available evidence suggests are most likely to result in the ER1 risk being realised. Adding specific focus areas will help improve the interpretation of risk and focus of business activity.

Top Priority SHE Risks	Primarily Affects (outcomes)	Summary Rationale for Inclusion (see Diagnostic Table for further detail)
Asset Deterioration	S,H,E Law, MTS, V&V	This is a known risk under most future funding scenarios. ORR identified risk requiring particular management.
Road Risk (VRU)	S, E MTS, V&V	This is the single greatest form of harm that befalls Londoners whilst travelling
Slips Trips Falls	S MTS, V&V	Most common source of customer injury across a range of our services and workforce injury. Has many underlying factors
Passenger Transport Interface Boarding / Alighting	S MTS, V&V	Higher risk point in passenger journeys across a range of our services.
Track Access	S Law, V&V	Is an acknowledged risk area in TfL and the wider industry.
Fire	S Law	Is a low frequency but high consequence risk.
Fatigue	S,H Law, V&V	A known risk across capital, operations and non-operational roles.
Staff Mental Health	S,H V&V	The single greatest cause of absence with potential to be exacerbated by economic, social and organisational responses to Covid.
Health Surveillance	S,H Law, V&V	Requirement not currently undertaken, enforcement notice. Aim to expand ambition beyond compliance.
Workplace Violence & Aggression	S,H MTS, V&V	A known risk to the health and wellbeing of frontline staff.
Hazardous Materials & Hazardous Waste	S,H,E Law, MTS	A low frequency, high risk issue with significant regulatory scrutiny.
Climate Change / Extreme Weather / Adaptation	E,H, S MTS, V&V	A known issue with incompletely understood implications, increasing scrutiny from regulators due to potential impacts
Air Pollution	E,H Law, MTS, V&V	Continued illegal levels of air pollution in parts of London combined with air quality issues on some of our services.
Operational Communication	S Law, V&V	Known issue across operations; within TfL and with third party operators and organisations
Further SHE Risks kept under review within Business as Usual		

Table 2: Priority SHE Risks

6.3 These are not our only SHE risks topics but are the ones currently deemed to present the greatest risk to mitigating our revised definition of ER1 (incidents and outcomes). All other SHE risks continue to be managed within our ‘Business as Usual’ processes. Once priority SHE risks are assessed as adequately managed, they move to ‘Business as Usual’ and can be replaced by other priority SHE risks requiring attention as part of an ongoing cycle.

Priority SHE Risk Controls

6.4 We have also identified the key elements or controls that need to be in place to manage each of the Priority SHE Risks, summarised in Table 3. These are aligned with the internationally recognised ‘Plan, Do, Check, Act’ approach to risk management but have been adapted to better suit our complex operating model.

<p>Understanding our Risk – ‘Big Picture’ (Plan)</p> <ul style="list-style-type: none"> - Risk Identification & Assessment - Measures and Indicators
<p>Enabling effective management of risk (Do, Act)</p> <ul style="list-style-type: none"> - Governance (incl Reporting and tracking) - Management System, Process & Tools - Competence, Knowledge - Strategies, Information & Comms

Taking Action (Act, Check)

- | |
|---|
| <ul style="list-style-type: none">- Review & SHE Improvement Planning- Assurance |
|---|

Table 3: Key elements of risk management – our controls

6.5 This creates the opportunity carry out a diagnostic to review which key control elements are in place for each of our priority SHE risks and thereby create a targeted improvement plan as required.

6.6 For example, our programme of revision to the SHE Management System is tackling the priority SHE risks first in terms of added content. We know that our methods of collecting assurance data is dated, with some areas using paper-based records, and this control needs improvement. The insight from our diagnostic then supports the requirements and prioritisation for our Digital Assurance programme.

6.7 We can also embed the SHE priorities into existing processes, such as the templates used by the business to create SHE Improvement Plans, helping business areas articulate risks and take meaningful action towards ER1 and providing a clear connection between risk management in each part of the business and the aggregate corporate risk summarised in ER1.

7 Cascade

7.1 The revision to ER1's definition and inclusion of SHE priority risks enables clearer and more consistent interpretation through the business at Level 1 (Chief Officer), Level 2 (mode or Director) and below.

7.2 Risks to ER1 can be considered and interpreted in more specific terms relating to the business area's role, regulatory requirements, and their influence in reducing incidents and meeting MTS and V&V commitments.

7.3 Our 14 SHE Priority Risks are cascaded through the organisation to improve our holistic management of them. Each business area and supporting function considers the priority SHE risk topics within their area, assesses their performance and management of them to put in place appropriate control and improvement action to address issues and or drive improved performance. Measures put in place locally reflect the nature of the specific risk within that area, remit, and influence.

7.4 This does not prevent business areas from also focusing on priorities that are unique to them – Pan-TfL and specific modal priorities sit alongside each other. This way we achieve consistency whilst acknowledging the diverse nature of our roles and operations and the environments within which we work.

7.5 A pan-TfL approach and cascade are essential to mitigating and managing ER1 and SHE risk. We need to not only consider the nature of specific risk topics, but also how we are set up as a business to identify and manage the risk. Multiple different departments are required to play their parts in controlling the risk. For example, our Engineering department may design a physical flood control, our construction team is responsible for having it built and installed, our station staff

may have to operate it in an emergency and our maintenance teams need to ensure it remains fit for purpose. Alongside this, we need to make sure that every step in this process is done safely with no adverse effect on the environment and is delivered in compliance with the law, our standards, and strategic commitments.

- 7.6 This simplified example highlights why it is important to take a pan-TfL prioritised and coordinated SHE risk management framework, enabling a consistent cascade of risk across the organisation. This way we can identify overlaps and drive efficiency to mitigate ER1 and meet our SHE requirements, commitments, and outcomes.

8 Next steps

- 8.1 Due changes over the last year and a areas of concerns, ER1 remains assessed as 'Requires Improvement'.
- 8.2 However, lessons learned over the year and progress in the SHE department has led to several opportunities to be realised in revising our approach to the management of ER1 to more efficiently and effectively mitigate SHE risk and deliver our outcomes. We will be working this year to:
- (a) take advantage of the new one-TfL operating model to focus our efforts more efficiently on our priority SHE risks to mitigating ER1 and meeting outcomes;
 - (b) communicate the amended ER1 definition, and ensure priority SHE risks feeding into ER1 are appropriately reflected in L1, L2 and further cascade across and through the business; and
 - (c) encourage development and monitoring of business area SHE improvement plans that are aligned with and adopted this approach.
- 8.3 We will come back to the Panel at appropriate intervals to update on specific workstreams and progress.

List of appendices to this report:

Appendix 1 – Risk Template (Exempt information)

A paper contains exempt supplemental information and is included on Part 2 of the agenda.

List of Background Papers:

None

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Date: 29 June 2022

Item: Members' Suggestions for Future Agenda Discussions

This paper will be considered in public

1 Summary

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel these are the Health, Safety and Environment Quarterly Report and the Human Resources Quarterly Report.
 - (b) Regular items which are for review and approval or noting such as the Health, Safety and Environment Annual Report.
 - (c) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

4 Current Plan

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

List of appendices to this report:

Appendix 1: Safety, Sustainability and Human Resources Panel Plan.

List of Background Papers:

None

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Safety, Sustainability and Human Resources Panel Forward Planner 2022/23**Appendix 1**

Membership: Dr Lynn Sloman MBE (Chair), Dr Nina Skorupska CBE (Vice Chair), Kay Carberry CBE, Bronwen Handyside, Dr Mee Ling Ng OBE, Mark Phillips and Marie Pye.

Abbreviations: CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), COO (Chief Operating Officer), CPO (Chief People Officer), CSHEO (Chief Safety, Health and Environment Officer), D (Director), DIT (Diversity, Inclusion & Talent), DCP (Director, City Planning), Director of Risk and Assurance (DRA), CDD (Commercial Development Director)

14 September 2022		
Safety, Health and Environment Quarterly Report (to include resilience, assurance and compliance issues)	CSHEO	Standing item
Rail Accident Investigation Branch Update	CSHEO	To note
Bus Safety Update	COO	To note
Safety Risk Prioritisation	CSHEO	To note
Corporate Environment Plan Update	CSHEO	To note
Sustainable Development Framework Update	CSHEO	To note
Human Resources Quarterly Report	CPO	Standing item
Pay Gap Action Plan	CPO	To note
Safety, Health and Environment Assurance Report	DRA	Standing Item

16 November 2022		
Safety, Health and Environment Quarterly Report (to include resilience, assurance and compliance issues)	CSHEO	Standing item
Vision Zero Update	DCP	To note
Air Quality Update	DCP	To note
Human Resources Quarterly Report	CPO	Standing item
Safety, Health and Environment Assurance Report	DRA	Standing Item
Enterprise Risk Update - Inability to Support New Ways of Working (ER10)	CSHEO	To note

22 February 2023		
Safety, Health and Environment Quarterly Report (to include resilience, assurance and compliance issues)	CSHEO	Standing item
CIRAS Presentation	CSHEO	To note
Bus Driver Facility Improvements	COO	To note (6 monthly standing item)
Pan-TfL Fatigue Management Programme	CSHEO	To note
Climate Change Adaptation Update	CSHEO	To note
Responsible Procurement	CFO	To note
Human Resources Quarterly Report	CPO	Standing item
Safety, Health and Environment Assurance Report	DRA	Standing Item

To be scheduled

- Action on Inclusion
- Safety at Junctions Update
- Review of the Programme to Improve Safety for Women and Girls Travelling on the TfL Network
- Update on Tram Collision at Oaks Road, Croydon
- Report on Graduate and Apprentice Diversity

Regular items

- SHE Quarterly Report – standing item
- HR Quarterly Report – standing item
- SHE Assurance Report – standing item
- Bus Driver Facility Improvements (every 6 months)
- People Plan Update
- Review of CIRAS Report and Themes – annual
- Vision Zero
- Enterprise Risk Updates

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