

Meeting: Safety, Sustainability and

Human Resources Panel

Date: Wednesday 13 September 2023

Time: 10:30am

**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, email: JamesVarley@TfL.gov.uk.

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

Howard Carter, General Counsel
Tuesday 5 September 2023

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 13 September 2023

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 May 2023 (Pages 1 - 8)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 24 May 2023 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 12)

General Counsel

The Panel is asked to note the updated actions list.

5 Safety, Health and Environment Report - Quarter 1 2023/24 (Pages 13 - 48)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Road Safety - 20mph in London (Pages 49 - 60)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 Corporate Environment Plan - Operations (Pages 61 - 66)

Chief Operating Officer

The Panel is asked to note the paper.

8 Initiative to Promote Women in the Bus and Coach Industry Update
(Pages 67 - 88)

Chief Operating Officer

The Panel is asked to note the paper.

9 Our Colleague Quarterly Report (Pages 89 - 98)

Chief People Officer

The Panel is asked to note the report.

10 Leadership Development at Transport for London (Pages 99 - 106)

Chief People Officer

The Panel is asked to note the paper.

11 Safety, Health and Environment Assurance Report (Pages 107 - 118)

Director of Risk and Assurance

The Panel is asked to note the report.

12 Members' Suggestions for Future Discussion Items (Pages 119 - 122)

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.

13 Any Other business the Chair Considers Urgent

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

14 Date of Next Meeting

Wednesday 15 November 2023 at 10.30am

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.30am, Wednesday 24 May 2023**

Members

Kay Carberry CBE (Chair of Meeting)
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye

Executive Committee

Howard Carter	General Counsel
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Interim Chief People Officer

Staff

Katherine Adams	GLA Business Partner, Procurement and Commercial (for Minute 27/05/23)
Christina Calderato	Director of Transport Strategy and Policy
Kerri Cheek	Senior Bus Safety Development Manager
Louise Cheeseman	Director of Bus
Stuart Coates	Commercial Manager, Procurement and Commercial (for Minute 27/05/23)
Sam Longman	Head of Corporate Environment (for Minute 29/05/23)
Andrew Morsley	Director of Operational Planning
Patricia Obinna	Interim Director of Diversity and Inclusion
Stuart Reid	Head of Insights and Direction
Raj Sachdeva	Director of Finance
Mike Shirbon	Head of Quality, Safety and Security Assurance
Shamus Kenny	Head of Secretariat

17/05/23 Appointment of a Chair of the Meeting, Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Dr Lynn Sloman MBE (Chair), Dr Nina Skorpuska CBE (Vice Chair) and Bronwen Handyside. The meeting was quorate.

In the absence of both the Chair and the Vice Chair, the Committee appointed Kay Carberry CBE as the Chair for the meeting.

Glynn Barton, Chief Operating Officer was also unable to attend the meeting and was represented by Andrew Morsley.

The Chair welcomed everyone to the meeting. The meeting was also being webcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

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 the appropriate member of the Executive Committee after the meeting.

The Panel agreed to alter the order of the agenda. The minutes of the meeting reflect the agenda order for each item.

18/05/23 Declarations of Interests

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

19/05/23 Minutes of the Meeting of the Panel held on 22 February 2023

The minutes of the meeting of the Panel held on 22 February 2023 were approved as a correct record and the Chair was authorised to sign them.

20/05/23 Matters Arising and Actions List

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

The Panel noted the updated actions list.

21/05/23 Safety, Health and Environment Report – Quarter 4 2022/23

Lilli Matson introduced the report, which provided key information and trends reported in Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023). Members noted and welcomed the improved report format.

The Office of Rail and Road prosecution of the driver of the tram that overturned at Sandilands, Croydon on 9 November 2016, was currently taking place. TfL and the operator had pleaded guilty to the charges of health and safety breaches. Staff current and former, were giving evidence and were being given appropriate support.

Performance against the Scorecard for Quarter 4 showed targets had been achieved for people killed or seriously injured in road traffic collisions, people killed or seriously injured in road traffic collisions in or by a London bus and customer injuries. Workforce injuries were slightly above target. Activities were taking place to address this and interventions have already taken place. The Panel welcomed the continued performance from the Capital Directorate.

The Department for Transport was due to issue the national road safety figures and TfL would release the corresponding 2022 data for London. It was noted that the long-term trend for road casualties in London was trending downwards but not on target, reductions in injuries to children and vehicle occupants had seen improvements, and progress was

needed in walking, cycling and motorcycle performance. While, overall, the Vision Zero Action Plan was an effective tool, the actions were being kept under review to ensure they were being effective and were the right interventions. The Inequalities in Road Danger in London report was also being used to inform this work.

On 5 May 2023, an incident had occurred at Clapham Common station, which resulted in some passengers evacuating the train through breaking carriage windows and climbing out. This was the result of reports of an acrid burning smell from the train and was subsequently understood to be a substance interacting with the hot underside of the train. The situation was understandably upsetting for passengers and a review of the incident was taking place.

Workplace violence and aggression had been increasing. There was evidence that the increase was partly due to better reporting but also customer behaviour which had, in some cases, changed following the coronavirus pandemic related lockdowns in the previous years. There was also some correlation between the increase and an increase in fare evasion and this was being addressed through revenue protection and enforcement activities. Communication and messaging of the unacceptability of violence and aggression would take place with customers. Members supported the zero-tolerance approach that TfL was taking.

On environment and sustainability, activities were underway to support the introduction of the London-wide Ultra Low Emission Zone on 29 August 2023. The Power Purchase Agreement had moved to the next stage of procurement and the Climate Change Adaptation Plan had been launched.

The Safer Streets 20mph zones were continuing to be introduced across London. The zones have a positive impact on pedestrian casualty rates and data on benefits realisation would be used to help promote further roll out in London's boroughs.

The Panel noted the report.

22/05/23 Bus Safety Programme Update

Louise Cheeseman and Kerri Cheek introduced the paper, which provided an update on the progress of the delivery of the Bus Safety Programme and the roll out of the Bus Safety Standard.

The Bus Safety Standard was being rolled out against the published roadmap. At the end of April 2023, 1,009 new buses met the standard, approximately 11 per cent of London's bus fleet. 1,204 buses had been retrofitted with Intelligent Speed Assistance technology. It was expected that 50 per cent of the fleet would have the technology by the end of 2024. Acoustic Vehicle Alerting Systems had been a requirement on new quiet-running buses since the launch of the Bus Safety Standard, with 869 systems fitted to the end of April 2023.

The Bus Safety Strategy was nearing completion and would be shared with Members. The strategy was a collaborative piece of work, with involvement of the bus industry, suppliers, manufacturers and operators. It was driving wider changes in the industry as a whole, and an aspiration of the safety features becoming standard fitment on vehicles.

The Bus Safety Standard also helped identify areas which would drive the targets of the Vision Zero programme.

Improvements in safety from the introduction of the standard would be seen over time. New challenges were emerging, such as the usage of e-scooters and monitoring would take place to see if adaptations needed to be made to take into account new risks.

Work was taking place to look at customer and driver behaviours and how changes would enhance safety. For example, a review was taking place of bus stops adjacent to segregated cycle lanes and how warnings to passengers and cyclists could reduce incidents. Behaviour change was also being considered in terms of reductions in slips, trips and falls in buses, which had seen increases during the coronavirus pandemic as customers were less likely to hold onto handrails or have contact with surfaces.

In response to a request from Members, the Panel would receive the Bus Safety Strategy following publication. **[Action: Louise Cheeseman]**

The Panel noted the paper.

23/05/23 Initiative to Promote Women in the Bus and Coach Industry

Louise Cheeseman introduced the paper, which provided an outline of a new initiative, to be called 'Women in Bus and Coach', led by TfL's Bus Operations Directorate to encourage and support more women into the bus and coach industry in London and across the country.

The initiative was to address factors that acted as a barrier to entry into all parts of the industry, including management and technical positions. Barriers included vehicle cab ergonomics, the standard of facilities and working patterns and rostering. Changes to these and other factors would make a career in the bus and coach sector more attractive to women.

Members welcomed the work, which would make the industry more representative and address the shortage of drivers.

The Panel noted the paper.

24/05/23 Action on Inclusion Update

Patricia Obinna introduced the paper, which provided an update on the development of the colleague section of TfL's Action on Inclusion Strategy; Creating an Inclusive Workforce document. The document had been informed through engagement with staff, including over 500 listening sessions, and through informal discussions with the Board and the Mayor and his team.

The colleague section of Action on Inclusion would be launched in June 2023 and was the vehicle to deliver the Mayor's Transport Strategy relating to TfL becoming a more inclusive employer. A communication plan was being developed, which would address the challenges of briefing operational colleagues.

The document was also being shared with other parts of the Greater London Authority Group and TfL would reach out to others, such as the Metropolitan Police Service, to learn from their experiences. As a seven-year strategy, it would continue to evolve to meet its 2030 targets.

Regular updates would be provided to the Panel on progress against its measurable targets, with an annual update to the Board.

The Panel noted the paper.

25/05/23 Human Resources Quarterly Report

Fiona Brunskill presented the update on key activities across the Chief People Officer Directorate for the period February to May 2023.

The recent Human Resources Conference enabled 300 colleagues to meet together for the launch of the Colleague Strategy, which was being discussed later in the agenda.

Senior manager representation was now a Scorecard measure, with significant work taking place to ensure it was achievable and that appropriate interventions could be introduced if targets were not achieved.

A leaver survey had been introduced earlier in the year and an update would be provided to the Panel once a suitable dataset had been developed. **[Action: Fiona Brunskill]**

The identification of critical and hard to fill roles had been aligned with the action planning cycle, which would take place after end of year performance reviews in May and June 2023. Members suggested forging closer links with universities and educational establishments to enhance TfL's ability to recruit for the necessary skills, and could involve input into the design of courses that would address specific needs of TfL. **[Action: Fiona Brunskill / Karen Wallbridge]**

A review of policies was underway, which would lead to principle-based policies and procedures. There would be less reliance on detailed, prescriptive rules that were long, rigid and complex. Leadership training was a key part of enabling principle-based policies to be successfully implemented.

The Panel noted the report.

26/05/23 Our Emerging Colleague Strategy

Fiona Brunskill introduced the item, which outlined proposals to make TfL a great place to work for everyone to thrive, so that it would attract, retain and develop people with the skills to achieve its goals.

The Colleague Strategy focused on three key themes: creating a culture of inclusion across TfL; an attractive and fair employee offer; and supporting everyone to achieve their work ambitions.

The Colleague roadmap set out the stages of delivery of the strategy, with activities undertaken by the Leadership Team and the wider staff population.

The Panel acknowledged the ongoing need to ensure staff attendance in office locations was maintained as recent research had identified the benefits of staff having informal social relationships with colleagues.

The Panel noted the paper.

27/05/23 Responsible Procurement

Katherine Adams introduced the paper, which presented the draft Modern Slavery Statement 2022/23 and activities undertaken in the 2022/23 financial year (1 April 2022 to 31 March 2023).

In the year, the campaign to invite medium- and high-risk suppliers to complete the Cabinet Office Modern Slavery Assessment Tool had resulted in an 80 per cent completion rate, an increase from 50 per cent last year. Two modern slavery due diligence workshops had also taken place.

Working with Electronics Watch, progress continued to be made on the Low-Emission Vehicle Programme.

As requested by Members, the draft Modern Slavery Statement also included more details on TfL's responsibilities in property development and as a landlord. TfL's property company, TTL Properties Limited, had formed a compliance team to manage and visit TfL tenants across the estate and the staff were trained to identify signs of modern slavery and to report suspected incidents and to engage with tenants so that they also understood modern slavery issues.

The draft Modern Slavery Statement would be presented to the Board for approval at its meeting in July 2023. The cover paper would identify differences between the existing and proposed statements. **[Action: Katherine Adams]**

The Panel noted the paper.

28/05/23 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 (ER1) – 'Inability to deliver safety objectives and obligations', Enterprise Risk 3 (ER3) – 'Environment including climate adaptation' based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team. Information was also provided on Enterprise Risk 6 (ER6) – 'Deterioration of operational performance' and Enterprise Risk 4 (ER4) – 'Significant security incident' as they correlated to ER1.

A total of 31 second line QSSA audits were delivered in Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023), taking the total to 89 per cent of the annual plan for 2022/23.

The audit of Management of Civil Engineering Deep Tube Project Asset Data for New Assets was concluded as 'poorly controlled' in Quarter 4 and had an agreed and tracked action plan in place.

There had been a significant improvement in the management of actions in 2022/23. At the end of Quarter 4 there were 35 overdue actions out of 92, with only six more than 100 days overdue.

The Panel noted the paper.

29/05/23 Enterprise Risk Update – Environment including Climate Adaptation (ER3)

Sam Longman introduced the paper and related supplementary information on Part 2 of the agenda, which provided an overview of the management of risk in relation to TfL failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations.

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

30/05/23 Members' Suggestions for Future Agenda Discussions

Howard Carter presented the proposed forward plan for 2023/24.

The Panel noted the forward plan.

31/05/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

32/05/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 13 September 2023 at 10.30am.

33/05/23 Exclusion of Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the item on: Enterprise Risk Update – Environment including Climate Adaptation (ER3).

The meeting closed at 12.30pm.

Chair: _____

Date: _____

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Date: 13 September 2023

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 to this report:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Panel

Contact Officer: Howard Carter, General Counsel
Email: HowardCarter@tfl.gov.uk

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Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 13 September 2023)

Actions from the meeting held on 24 May 2023

Minute No.	Description	Action By	Target Date	Status/note
22/05/23	Bus Safety Programme Update: Bus Safety Strategy Update The Panel would receive the Bus Safety Strategy following publication.	Louise Cheeseman	24 August 2023	Completed. Document sent to Members.
25/05/23 (1)	Human Resources Quarterly Report: Leaver Survey An update on the leaver survey would be provided to the Panel once a suitable dataset had been developed.	Fiona Brunskill	May 2024	Update to be provided in spring 2024.
25/05/23 (2)	Human Resources Quarterly Report: Working Educational Establishments Members suggested forging closer links with universities and educational establishments to enhance TfL's ability to recruit for the necessary skills.	Fiona Brunskill	September 2023	Completed. Update included in the Our Colleague Quarterly Report on the agenda for this meeting.
26/05/23	Responsible Procurement: Modern Slavery and Human Trafficking Statement The draft would be presented to the Board and the changes from the previous year would be highlighted.	Katherine Adams	25 July 2023	Completed. Report considered, updates supported, and statement approved for publication by the Board.

There were no outstanding actions from previous meetings.

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Date: 13 September 2023

**Item: Safety, Health and Environment Report – Quarter 1
2023/24**

This paper will be considered in public

1 Purpose

- 1.1 This paper summarises key information reported in the first Quarterly Safety, Health and Environment (SHE) report for the 2023/24 financial year.
- 1.2 Quarter 1 (Q1) covers the dates 1 April 2023 to 24 June 2023. 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 Q1 report

Scorecard

Measure	Unit	Q1 Target	Q1 Actual
People killed or seriously injured in road traffic collisions	Killed or seriously injured people	865	942
People killed or seriously injured in road traffic collisions in or by a London Bus	Killed or seriously injured people	56	73
Customers killed or seriously injured	Killed or seriously injured customers	48	46
Workforce all injuries	Killed or seriously injured colleagues	4	4

- 3.1 In our Casualties in Greater London 2022 report¹ we detailed that from 2023 onwards progress against the 2030 interim targets will be measured using a new 2010-14 baseline which is more stretching than the former 2005-09 baseline.
- 3.2 The report shows that our safety scorecard measures of number of people killed or seriously injured on the roads and number of people killed or seriously injured on or by a London bus have been met for Q1 2023/24.
- 3.3 Four customers were seriously injured this quarter, which was in line with the scorecard target. Sadly, 46 customers either lost their lives or were seriously injured. This represents a slight improvement against the scorecard target of 48. Our thoughts remain with the families of the victims.

4 Safety

Road safety performance

- 4.1 In Q1, there were 942 deaths or seriously injured in road traffic collisions. While this was a reduction in deaths or seriously injured (942) compared to Q1 last year 2022/23 (983), we missed our scorecard target for deaths or seriously injured on London's roads.

Safe Streets

- 4.2 The 44th Safer Junction programme scheme at the York Road roundabout in Wandsworth was completed in early May 2023, delivering safety improvements for motorcycle users. Construction on the Holloway Road / Drayton Park junction started in late April 2023 and will deliver safety improvements for pedestrians, with new and improved crossings due for completion in spring 2024.

Safe Vehicles

- 4.3 The Direct Vision Standard was introduced and implemented to help save lives and prevent life-changing injuries. Since then, we have issued more than 259,683 permits. Over 155,379 of these were issued for zero-star rated heavy goods vehicles that have now had safe systems fitted, addressing blind spots and warning other road users of the danger. Through DVS we have delivered a 75% reduction in fatal collisions where vision was a contributory factor. We have now published the next set of requirements under the progressive tightening of the safe system standard, to take effect from October 2024.

Bus Safety Strategy

- 4.4 We have developed a new Bus Safety Strategy. This strategy focuses on the continued rollout of the Bus Safety Standard, with new safety technologies and features being installed both on new buses and existing vehicles through our retrofit programmes. We currently have 3,577 vehicles fitted with ISA.

Public Transport

¹ <https://content.tfl.gov.uk/casualties-in-greater-london-2022.pdf>

- 4.5 During Q1 we had no reportable fatalities on our network. However, the metric does not include deliberate acts. Sadly, 59 customers were seriously injured across the TfL public transport network in Q1. Of these, 39 serious injuries were due to slips, trips and falls.

Safety, Health and Environment Management System (SHEMS)

- 4.6 On 1 June 2023 we reached a milestone when we launched SHEMS. During the launch period, the new site had near 45,000 hits and more than 2,500 new users, the feedback from colleagues has been very positive.

Capital

- 4.7 There were 10 injuries reported during Q 1, eight less than reported in Quarter 4 2022/23. As such, the long-term trend of workforce injuries in Capital continues to decline as we work towards our zero harm ambitions.

5 Security

Work-related Violence and Aggression (WVA)

- 5.1 During Q1, there were 2,467 incidents of WVA reported across all modes. This is an increase of 64 reported incidents compared to the same period last year. Fare evasion and ticket disputes continue to be the most common trigger for WVA accounting for 47 per cent of all incidents, this is a similar level to Quarter 4 2022/23.

6 Health

Sickness and absence

- 6.1 In Q1 2023/24, COVID-19 remained the top cause of short-term absence, at 31 per cent. This is significantly lower than the 42 per cent reported in Quarter 4 2022/23.
- 6.2 The TfL Wellbeing Technicians have been conducting health checks. Recently, at Acton Depot around 120 colleagues benefited from the initiative, including those working night shifts (27.4 per cent of participants were shift workers, with an additional 16.4 per cent working only at night).

7 Environment

Meeting our Carbon Literacy targets

- 7.1 We closed out Q1 having mobilised nearly 10 coordinators and 60 volunteer trainers to work together to train 3,000 colleagues by the end of 2023/24 in Carbon Literacy.

London-wide Ultra Low Emission Zone (ULEZ)

7.2 The ULEZ expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air. The Mayor launched a £160m scrappage scheme on 30 January 2023 to support low income and disabled Londoners, small businesses and charities in the run up to ULEZ expansion.

List of appendices to this report:

Appendix 1: Safety, Health and Environmental Performance – Quarter 1 2023/24

List of Background Papers:

None

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

Safety, Health and Environment Quarterly report

Quarter 1 2023/24

13 September 2023



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Safety, Health and Environment Quarterly Report

Introduction and Executive Summary

This Safety, Health and Environment (SHE) Quarterly Report summarises our performance in Quarter 1 of 2023/24; identifies strategic trends; and describes progress in delivering our strategic SHE programmes. The data referenced covers the period from 1 April 2023 to 24 June 2023, unless specified.

On Wednesday 9 November 2016, a tram overturned and derailed as it approached the Sandilands stop in Croydon. Seven people lost their lives that morning and 62 people were injured, 19 of them seriously.

At the end of July, we were sentenced to a fine of £10m under the Health and Safety at Work, etc Act 1974 in connection with the Sandilands tram crash. We will never forget those who died, nor those who were hurt and impacted by this incredibly tragic accident. Prior to the sentencing we issued an apology in court to the victims and their families and TfL's Commissioner and Chief Safety, Health and Environment Officer were in court for sentencing to hear from people who were injured and the families of those who died and the devastating impact the accident had – we will always be truly sorry for what happened.

We are determined that no such event should ever happen again on any of our services and are acutely aware of the suffering that resulted. Following the crash we have made extensive improvements to make the tram network safer for everyone. We are now in the process of reviewing the Judge's sentencing remarks and identifying the additional actions required in light of the

judgment and the evidence considered by the court. This includes some immediate actions that are already in hand as well as consideration of systemic factors that the Judge concluded contributed to the crash. More details will be shared with the panel at a future meeting.

In Quarter 1, we did not meet our targets for people killed or seriously injured in road traffic collisions on our roads or by buses. The data behind these scores is explained in the safety section of this report.

In May 2023 we published our report into road casualties in 2022 on London's roads. There has been significant progress made against the Mayor's Transport Strategy (MTS) baseline of 2005-09, with the number of people killed and seriously injured on London's roads reduced overall by 38 per cent against this baseline.

The number of children killed or seriously injured in 2022 was 63 per cent lower than the baseline, and the number of people killed on London's roads in 2022 was one of the lowest years on record, (noting that 2020 and 2021 were heavily affected by coronavirus pandemic restrictions and changes to travel patterns). However, we did not achieve the MTS target of a 65 per cent reduction in killed or seriously injured casualties on London's roads by 2022, and urgent action is needed to achieve our ambitious Vision Zero goal of eliminating death and serious injury from the transport network by 2041.

In our Casualties in Greater London 2022 report (Appendix D) we detailed that from 2023 onwards progress against the 2030 interim targets will be measured using a new 2010-14 baseline.

In June, a Prevention of Future Deaths report was issued by the Coroner to the Office of Rail and Road (ORR) and the Department of

Transport (DfT) following the inquest into the death of Christian Tuvi.

Work-related violence and aggression (WVA) towards our people and those of our operators and contractors continues to be at unacceptable levels. During Quarter 1, there were 2,467 incidents of WVA reported across all modes. This is an increase of 64 reported incidents compared to the same period in 2022/23. Fare evasion continues to be the most common trigger for WVA accounting for 47 per cent of all incidents this quarter.

Our Occupational Health team continues to run events aimed at giving staff the tools to better look after their overall health. In April we launched a third cohort of our Reset Health programme which is aimed at reversing conditions of diabetes/prediabetes and overweight/obesity. Further information on the progress of this programme will be detailed in future reports.

We continue to respond to the climate emergency and implement our wider Corporate Environment Plan. In response to continuing levels of illegal air pollution we have continued work in this quarter to rapidly expand the Ultra Low Emission Zone to the whole of Greater London.

London reached a major milestone with more than 1,000 zero emission buses. London has the largest zero emission bus fleet in western Europe with more than one in nine buses now zero emission. Our buses have the lowest CO₂ emissions per passenger kilometres compared to other global cities. We are on track to have a fully zero-emission fleet by 2034 and this could be accelerated to 2030 with Government funding. Converting London's bus fleet to zero-emission by 2034 will save an estimated 4.8m tonnes of carbon or an estimated 5.5m tonnes of carbon by 2030.

Mayor's Transport Strategy and Scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the MTS. This includes increasing the attractiveness of public transport and making cycling and walking safer, easier and more convenient.

One of the central policies of the MTS is Vision Zero, aiming to eradicate all loss of life and serious injury from London's streets by 2041. We are also striving to achieve Vision Zero on our public transport network and amongst our workforce.

Figure 1: Quarter 1 2023/24 Scorecard

Measure	Unit	Q1 Target	Q1 Actual
People killed or seriously injured in road traffic collisions	Killed or seriously injured people	865	942
People killed or seriously injured in road traffic collisions in or by a London Bus	Killed or seriously injured people	56	73
Customers killed or seriously injured	Killed or seriously injured customers	48	46
Workforce all injuries	Killed or seriously injured colleagues	4	4

The table above sets out the relevant annual scorecard metrics, accompanying targets and actual performance.

Safety



Road safety performance

In Quarter 1, 23 people were killed on London's roads, with a further 919 seriously injured, totalling 942 people killed or seriously injured in this period. This was a reduction in those killed or seriously injured (942) compared to Quarter 1 last year

2022/23 (983), with notable reductions in pedal cycle (242 in Q1, 2023/24 compared to 314 in Q1 2022/23) and motorcycle casualties (187 in Q1 2023/24 compared to 229 in Q1 2022/23).

Approximately 79 per cent of people killed or seriously injured were people walking, cycling or riding a motorcycle. Figure 1 shows that during Quarter 1 we missed our scorecard target for people killed or seriously injured on London's roads, Q1 target of 865 compared to actual casualty figures of 942.

The Q1 target of 865 represented the trajectory required to meet the 2030 MTS target of a reduction of 70 per cent against the 2010-14 baseline (see Appendix D of the 2022 Casualties in Greater London report¹).

In line with our Vision Zero Action Plan, we have continued to implement interventions to improve street safety under the Safe System pillars of speeds, streets, vehicles, behaviour and post-collision response.

Safe Speeds

Over 142km of the TfL Road Network now has a 20mph speed limit. The remainder of the programme to lower limits on a total of 220km of our roads has been accelerated to bring forward the delivery programme from three years to two.

We have recently installed new raised pedestrian crossings on the A10 Great Cambridge Road in Enfield, to complement the recent introduction of a new 30mph speed limit, a reduction from 40mph.

Construction works are also underway at six sites across Westminster to install raised pedestrian crossings and speed tables. Two of the six sites are complete, at Vauxhall Bridge Road by Chapter Street and St Johns Wood Road by Pavillion Apartments, with

¹ <https://content.tfl.gov.uk/casualties-in-greater-london-2022.pdf>

the remainder to be completed over summer 2023, subject to co-ordination of utility and highway works.

A further 65km of our roads is scheduled to have a new 20mph speed limit introduced by the end of this calendar year, at locations in Bromley, Croydon, Greenwich, Lewisham, Southwark, Lambeth, Wandsworth and RB Kensington and Chelsea, as well as a new 30mph speed limit on A4180 Ruislip Road in Ealing (reduced from 40mph). These projects are in detailed design.

The remainder of the programme is scheduled for delivery by March 2024, at locations in Wandsworth, Richmond, Merton, Sutton, Hounslow and Enfield. To align with a Healthy Streets project on Albert Road in Newham, a new project has been initiated to introduce a new 20mph speed limit in and approaching the north and south Woolwich Ferry terminals. These projects are approaching the end of concept design.

Safe Streets

The 44th Safer Junction programme scheme at the York Road roundabout in Wandsworth was completed in early May 2023, delivering safety improvements for motorcycle users. Construction on the Holloway Road / Drayton Park junction started in late April 2023 and will deliver safety improvements for pedestrians, with new and improved crossings due for completion in spring 2024.

We are continuing with design and outcome planning work on the remaining junctions, and we are committed to public engagement on potential changes to 10 further Safer Junctions by the end of 2024.

A consultation was launched on 24 April asking people to have their say on newly unveiled plans to transform Catford town centre, reducing road danger and making it easier and safer for people walking, cycling and using the bus in Catford.

Safe Vehicles

Direct Vision Standard

Since the introduction of the Direct Vision Standard (DVS), implemented to help save lives and prevent life-changing injuries, we have issued more than 259,683 permits. Over 155,379 of these were issued for zero-star rated heavy goods vehicles (HGV) that have now had safe systems fitted, addressing blind spots and warning other road users of the danger.

The [consultation](#) on the next phase of the DVS scheme launched on 14 February and concluded on 3 April.

After considering all of the responses received and the issues raised, we made a number of modifications to our proposals. London Councils' Transport and Environment Committee (which is the decision-making authority for the HGV Safety Permit Scheme) approved our recommendations at its 8 June 2023 meeting, allowing the next phase of implementation to begin.

E-scooter rental trial in London

London's e-scooter rental trial celebrated its second anniversary in June 2023. The largest trial running nationally, it has 10 participating boroughs, a fleet of approximately 5,000 vehicles to hire and a network of more than 600 parking bays. The trial has focused on safety throughout, with operators supporting Vision Zero.

Since launching, more than 2.5 million journeys have been made, covering more than 6.46 million kilometres, and recently published data from the first 18 months of the trial showed that fewer than 0.001 per cent of trips resulted in serious injury. There were no fatalities and 22 serious injuries reported by operators over this period.

Rental e-scooters are the only way to legally ride an e-scooter on public roads or in other

public places. The DfT's updated guidance allows local authority rental e-scooter trials to continue until 31 May 2024. In response to this, we launched a competitive procurement for operators to run the next phase of the London trial.

Contracts with current e-scooter operators Dott, Lime and TIER were temporarily extended to continue the trial to enable the procurement for the next phase to be completed. The extension follows the recent Government announcement of plans to create a new vehicle category in legislation for low-speed zero-emission vehicles, which would include e-scooters. Continuing the trial of rental services will ensure we continue to learn about e-scooters and the role they can play in London's transport. The safety requirements for vehicles in the trial exceed the requirements set by the DfT and will continue to be considerably more robust than those for the most common private e-scooters.

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.

In April – May 2023, the MPS dealt with:

- 138,531 road traffic offences through enforcement action² (95 per cent of all road traffic enforcement action taken by the MPS was for priority offences)³;
- 124,388 speeding offences (including 95 per cent through safety cameras, four per cent through mobile safety cameras, one per cent through

roadside enforcement). We are working towards having the capacity to enforce up to one million speeding offences by 2024/25.

These traffic enforcement results are provisional and subject to change as more offences are processed.

Marketing and Education

Demand and attendance on both our motorcycle safety training courses remains strong. Between Period 1 and Period 2 of 2023/24, 286 riders have completed 1-2-1 Motorcycle Skills and 160 riders have completed Beyond Compulsory Basic Training (CBT) which is aimed specifically at those who ride for work. Since the inception of our motorcycle courses, 5,000 individuals have been trained across the two courses. Information on all our motorcycle training courses can be found here.

Motorcyclists Compulsory Basic Training

People riding low-powered motorcycles of up to 125cc account for the majority of seriously injured people and a large proportion of those killed in motorcycle collisions in London. These small bikes can be ridden on a CBT licence. We collaborated with Motorcycle Industry Association, the National Motorcyclists Council, other transport authorities and road safety charities to call on the Government to consider making changes to CBT for motorcycles to reduce danger on roads in a letter to the Secretary of State for Transport.

We sent this letter on 18 July 2023 to encourage Government to make improvements to CBT in line with the consultation that took place in 2016, which

² 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. headcam or dashcam footage).

³ 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.

DfT issued a response to in 2017 suggesting a range of improvements. These have, so far, not been implemented.

In December 2022 Government announced the creation of the Motorcycle Strategic Focus Group, which is managed by DfT and the Driver and Vehicle Standards Agency, and considers a range of issues affecting motorcyclists in the context of wider policy. One of the areas of focus for this group is road safety strategies. As such we hope that this letter will provide an opportunity to encourage Government to act on this matter. Additionally, the development of the letter has helped shape a powerful and productive partnership with the other organisations who are signatories on this issue.

Post Collision Learning

Since the publication of the '[Inequalities in road danger in London \(2017-2021\)](#)' report we have been engaging with London borough councils that have shown the highest rates for casualty location and casualty rate. This engagement brings together both local and strategic knowledge to assist in further investigating why certain locations and Londoners are at higher risk of being killed or seriously injured and will support action-planning.

Bus Safety Strategy

We have developed a new Bus Safety Strategy, to be published in September, which brings together existing and new actions across the Safe System pillars to reduce casualties on the bus network.

The strategy includes the continued rollout of the Bus Safety Standard, with new safety technologies and features being installed both on new buses and existing vehicles through our retrofit programmes. We now have over 1,000 buses which meet the current Standard, and we are undertaking research and development work to identify

new safety measures for inclusion in the Standard beyond 2024.

The strategy brings together the breadth of collaborative working across the London bus industry to improve safety and demonstrates how the industry is pulling together to achieve Vision Zero for the London bus network.

We have put together an extensive programme concentrating on driver health, wellbeing and fatigue management, and continue to develop and deliver new initiatives in this area in collaboration with our bus operators. We continue to focus on innovation and recently launched our latest Innovation Challenge, with a focus on reducing on-board bus customer injuries. We will work with product suppliers to trial and evaluate a range of safety solutions over the coming months.

Public transport performance

We had no reportable fatalities on our network in Quarter 1. However, the metric does not include deliberate acts.

We are saddened to report that 59 customers were seriously injured across our public transport network in Quarter 1. Thirty-nine of these serious injuries were due to slips, trips and falls – of these, 24 occurred on London Underground and 17 happened on buses as passengers were alighting or lost balance when brakes were applied. Four customers incurred serious injuries at the platform-train interface and a further three customers sustained a serious injury while travelling on escalators.

Overall incidents are lower this quarter than in Quarter 4 2022/23.

Major incident details as below:

We take every incident on our network very seriously.

We would like to highlight one serious incident that occurred in Quarter 1:

On 8 June, the wheelchair of a passenger, who arrived at the bus stop as the bus was preparing to depart, became caught on the rear wheel arch of the bus as it left the bus stop. The wheelchair user and their chair remained upright, and the driver brought the bus to a safe stop without any serious injuries.

The replacement of wing mirrors with camera monitoring systems, already fitted to over 970 vehicles as part of the Bus Safety Standard, will help reduce blind spots and provide enhanced visibility for our bus drivers, particularly in poor weather and lighting conditions, and reduce the likelihood of similar future incidents.

SHE Management System

A major milestone was reached on 1 June 2023 when we completed a three-year project to update and completely overhaul our SHE management system. Managing safety, health and environmental risks is at the heart of everything that we all do. This is why we have created the new management system: to provide a place for all things relating to SHE, where colleagues can access digital content to help them better understand what they must do to comply with our instructions and guidance and enable them to access the tools they need to do this.

Over the launch period, the new site had around 45,000 hits and more than 2,500 new users, and feedback from colleagues has been very positive. The new management system is now fit for purpose and gives us a firm foundation on which we can continuously improve our performance.

SHE Culture

A strong SHE culture is a key element of managing SHE risks. We have developed and piloted a SHE Culture Maturity Model and

process for measurement and improvement planning. In Quarter 1, we began a programme of rolling this out to target areas within the business. An overview of this programme will be brought to the Panel meeting in November 2023.

Slips, Trips and Falls

Slips, trips and fall incidents represent a long-standing issue across our network and the wider public transport industry.

In response to this continuing challenge, the next Bus Safety Innovation Challenge will be focused on innovative solutions to reduce bus customer injuries as a result of slips, trips and falls. In preparation for this, we have carried out a review of CCTV data around slip, trip and fall incidents to gain deeper understanding of why these incidents happen.

In addition, we have been working in partnership with the global market research agency 2CV on a research project into customer behaviours, environmental, social and personal factors that may affect safety outcomes. Insights from this work will be used in engagement with innovators to develop trial solutions which aim to address some of the issues we have identified.

On London Underground, slip, trip and fall incidents are common on escalators. To address this, the Escalator Safety Steering Group took the decision to produce a programme of Quick Win Solutions at the top 10 stations for slip, trip and fall incidents on escalators following workshops at these stations. The programme is being reviewed and a plan will be developed for rollout. These include initiatives such as reducing visual distraction to ensure that safety messages on location specific issues 'cut through' and are more noticeable to customers, ensuring station colleagues are deployed in specific areas of stations (where

possible) to encourage vulnerable customers and customers carrying luggage to use lifts rather than stairs / escalators.

Intoxication

We know from past years that intoxication-related incidents spike across London Underground throughout June and July. Due to the good weather in the early summer, we brought our planned summer intoxication strategy forward.

This campaign includes a refreshed customer information campaign, with bespoke London Underground intoxication posters as well as additional whiteboard posters for events, reinforcing the messages around carrying open containers of alcohol. We have also briefed station colleagues on incident hot spots, intoxication-related insights from previous years as well as reinforced messages on the use of body-worn cameras, incident reporting and our process for interacting with vulnerable customers.

Platform-Train-Interface

The Platform-Train-Interface (PTI) is a key point of risk in passenger journeys. We have begun a collaboration with the Rail Standards Safety Board (RSSB) and the wider rail network to tackle this issue. In addition, we recently completed the Line Operations PTI plan for London Underground, however it is yet to be ratified (there will be a full network PTI group meeting on 13 September to discuss this). The focus will be on ensuring effective action planning and tracking is in place, and on raising station colleague and train operator awareness of the PTI risk and their role in managing it.

Fatigue Management Programme

Pilot Studies

We have been continuing to develop a program to better support our night workers, part of our wider fatigue management activity. The programme will provide shift

workers with education and advice on how to manage fatigue through physical installations and engagement sessions. We are planning to pilot the approach across different bus stations, maintenance depots and office control centres in 2023/24. Subject to this pilot and evaluation being successful, we will consider rolling the interventions out further.

Fatigue Management Education

As part of our ongoing proactive approach to managing fatigue and its impacts on our colleagues, we have developed a fatigue and shift work awareness guide specifically for the families and friends of our colleagues. This has been produced to help them support their family member or friend in understanding and managing their rest periods to help reduce the potential consequences of fatigue. We are working to ensure this is issued as standard to all new colleagues during their onboarding process and will be hosted on our website. Additionally, through our internal communications, this guide is being made available to all colleagues.

Capital

Capital includes activity under the Chief Capital Officer as well as maintenance activity for which the Chief Operating Officer is responsible. In Quarter 1, our Capital teams worked a combined total of 1.9 million hours; a decrease of 0.7 million hours from the previous quarter.

Quarterly performance

In Quarter 1, there were two incidents which reached the over seven days absence threshold and as such were reported under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). As a result, the RIDDOR accident frequency rate for the Capital area has risen from 0.07 to 0.1 at the end of Quarter 1. During the same period there were three lost time injuries (LTIs) reported, which are

injuries which cause an employee to be absent for one or more shift. Although this represents a reduction on Quarter 4 2022/23, the frequency rate remains stable due to the relative increase in the number of LTIs reported during the second half of 2022/23.

In total, there were 10 injuries reported during Quarter 1, eight less than reported during the previous quarter. As such, the long-term trend of workforce injuries in Capital continues to decline as we work towards our zero harm ambitions.

Significant incidents and near misses

In addition to recorded injuries, we also capture and review incidents that could have resulted in harm. This quarter, they included:

Piccadilly Line Upgrade: A person operating a drill struck a high voltage cable in a duct within a tunnel wall. Fortunately, there was no injury, as the cable was not 'live' at the time. This incident is the subject of an ongoing investigation so that lessons are learnt and shared in our organisation and with our suppliers.

Four Lines Modernisation: The new communications-based train control system continues to have a very good level of reliability in service. The software defects previously reported continue to be managed. Mitigations have been put in place to support Service Controllers, and plans have progressed for revisions in the software to rectify the problems. The ORR continues to be informed of progress with this.

Capital Safety, Health and Environment Improvement Plan

The Capital Safety, Health and Environment Improvement Plan has delivered two significant projects this quarter.

Firstly, our engineering and asset strategy teams have focused on educating our teams on environmental impacts and how to

effectively reduce these. A specific outcome of this improvement is for us to have a consistent approach to carbon baselining, meaning the amount of carbon dioxide we emit before any activity to reduce these, and the reduction of emissions across new projects. Topics covered so far include carbon management and reduction, green infrastructure, biodiversity and insights into climate adaptation and flooding.

Secondly, an interactive focus to bring SHE issues to life on site, titled the LEGO campaign, or Learn, Engage, Get Out has launched. Following educational and practical sessions in May, the months of June and July were our Get Out months, where we encouraged as many of our capital and engineering people to get out to site, particularly where their roles are normally more office based. Our aim is to improve engagement with the people who are delivering our capital projects, show them we are supporting them and for us all to take the opportunity to learn and improve.

Christian Tuvi inquest

On 18 September 2019, one of our contractor colleagues, Christian Tuvi, died as a result of injuries sustained while working at Waterloo Underground station. Mr Tuvi's death was a tragedy, and our thoughts remain with his family and friends. We have been in regular contact with Mr Tuvi's family since his death to offer support.

The inquest into Mr Tuvi's death took place in June 2023 at Southwark Coroner's Court before a jury. London Underground was one of the Interested Parties in the inquest, and a representative of London Underground gave evidence at the inquest. London Underground's suppliers and the ORR also gave evidence. The jury concluded that Mr Tuvi died of an accident and gave a narrative of the circumstances of his death.

The coroner issued a Prevention of Future Deaths report to the ORR and DfT concerning the provision of training to our contractor's operatives to inch moving walkways and escalators. This issue has now been resolved with KONE the principal contractor. We continue to focus on improving safety and will implement new safety measures which will keep our colleagues and contractors safe.

Security



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.

Volume of WVA incidents in Quarter 1

During Quarter 1, there were 2,467 incidents of WVA reported across all modes. This is an increase of 64 reported incidents compared to the same period last year.

In Quarter 1, there were 1,186 incidents of WVA reported by staff working on London Underground (48 per cent of all reported incidents), 1,019 incidents of WVA reported on the bus network (41 per cent of all reported incidents) and 262 incidents reported by staff from all other modes (on-street, Elizabeth Line, London Overground, DLR and London Trams).

Police recorded work-related violence with injury (VWI) offences

Between June 2022 to May 2023 there were 152 VWI offences reported to the police on the bus network; a similar level to the number of VWI offences reported in the previous 12 months (145 offences). On rail modes (London Underground, London Overground, DLR, Elizabeth line and London Trams) there were 74 VWI offences reported to the police; equally a similar level to the previous 12 months (71 offences).

Solved rate for WVA offences investigated by the police

Between December 2021 to November 2022 (figures are reported six months in arrears to allow time for progression through the criminal justice process) the solved rate for violence and public order recorded offences was 14 per cent – five per cent lower than the previous 12-month period. The lower solved

rate is a result of a combination of factors: an increase in reported WVA offences increasing demand on investigative resources; an increase in public order offences where fewer evidential opportunities exist; and a decline in victims wanting to participate in the criminal justice process, particularly bus drivers. We have a programme of engagement with bus operators underway to improve bus drivers' confidence to report and support police investigations. We are doing more to increase the uptake of body worn video which is particularly important for verbal assaults due to the audio recording. Increasing the solved rate continues to be an area of focus.

Solved rates were higher for violence offences (17 per cent) compared with public order offences (11 per cent). The solved rate varies by mode with a solved rate of 15 per cent for London Underground and 13 per cent for bus-related offences and all other rail modes.

Staff willing to support police investigations

The percentage of staff willing to support a police investigation was 66 per cent for violence and public order recorded offences, down from 71 per cent compared to the previous 12-month period. There are many reasons that victims choose not to support an investigation including their confidence in the judicial system and the likelihood of a successful outcome. We are working with our police partners to better understand the reasons so we can address them and support our colleagues through the judicial process.

Insight into WVA triggers

In Quarter 1, 404 of the reported WVA incidents were classified as physical assaults. This compares to 365 physical assaults reported in the same quarter last year and represents a 10.6 per cent increase.

Fare evasion and ticket disputes continue to be the most common trigger for WVA accounting for 47 per cent of all incidents, this is a similar level to Quarter 4 2022/23.

There has been an increase of 13 per cent in the proportion of reported WVA incidents that were triggered by customer anti-social or aggressive behaviour, between Quarter 1 2022/23 and Quarter 1 2023/24. There has also been a rise of three per cent in the proportion of reported WVA incidents where the perpetrator is believed to have been intoxicated, from 190 in Quarter 1 2022/23 (eight per cent) to 268 in Quarter 1 2023/24 (11 per cent).

Progress against the WVA action plan

Our WVA Strategy set out our commitments to our people and key activity we will undertake to eliminate WVA and support those who experience it.

In 2019, we introduced Transport Support & Enforcement Operations Officers (TSEOs) to support our frontline colleagues as part of our WVA Strategy. They play a key role in tackling WVA by dealing with anti-social behaviour and enforcing TfL byelaws. In May, following a review of their working practices, TSEOs began to work across the entire London Underground station footprint including on platforms and in ticket halls, either side of the gateline. Since working on this in Quarter 1, our TSEOs have made 600 interventions for gateline offences and reported 300 offences for prosecution.

In total in Quarter 1, our TSEOs carried out over 1,900 station/network visits, dealing with over 3,200 non-compliant individuals. Of these, 572 individuals refused to comply and were denied entry or to travel and 350 individuals were removed from our services for their antisocial behaviour. Officers reported 660 individuals for prosecution.

Significant Prosecutions in Quarter 1

Harrow-on-the-Hill Underground station

In May 2023, a London Underground colleague was viciously assaulted at Harrow-on-the-Hill Underground station. The suspect was arrested and pleaded guilty to grievous bodily harm, sentencing has now been adjourned to the end of October.

Pimlico station

On 22 October 2022, a colleague approached a man who was seen on CCTV to be smoking and littering at Pimlico station. The man became aggressive, slapped the colleague in the chest and the face. Through CCTV images and body worn video evidence the man was arrested. He was sentenced on 8 June 2023 to a community order and to pay compensation and costs totalling £364.

North Greenwich bus station

On 2 July 2022 at North Greenwich bus station a member of revenue staff was verbally abused. The case was heard at Bexley Magistrates' Court on 26 June 2023. Having originally entered a plea of not guilty, on the day of the trial, the defendant changed his plea to guilty, also making the request to the court to not be present while the body worn video footage of his actions was played. He was sentenced to pay costs, a fine and victim compensation totalling £1,200.

White City station

On 10 October 2022 at White City station a customer service supervisor was assaulted. The incident was witnessed by three of the victim's colleagues on duty at the time. All involved attended Westminster Magistrates' Court on 19 June 2023 supported by the WVA team and the British Transport Police staff assaults unit. The defendant pleaded guilty to the assault and was sentenced to six weeks in prison.

Health



Sickness absence

Mental health and musculoskeletal absence remain the main reason for long term absence. Covid-19 is the main reason for short term absence. This is the case in general across the UK.

Figure 11 of the annex to this document provides an in-depth view of the related data.

Reset Health

Following the success of the previous cohorts of employees who joined the Reset Health programme which aims to reverse the conditions of diabetes/prediabetes and overweight/obesity we launched a third cohort in April. Through the generosity of the Staff Welfare Fund (Transport Benevolent Fund) we were able to offer 100 places for our employees. The response was overwhelming so much so that Reset Health quickly contacted their charity partners who were able to offer a further 100 free places.

Even at this early stage of the 12-month programme it is exciting to report that some employees with Type 2 diabetes have already been able to reduce the amount of medication which they require to control their condition.

The team at Reset Health also identified a number of employees who may have sleep apnoea. This is an underdiagnosed condition which is associated with an increased risk of safety related incidences. Through our Medical Assistance Programme, we will be able to help this group to get timely investigations and treatment.

Well@TfL

Our Wellbeing Technicians have been conducting health checks most recently at

Acton Depot where in total, approximately 120 colleagues benefited from the initiative, including those working night shifts (27.4 per cent of participants were shift workers, with an additional 16.4 per cent working only at night). Of those who took part in the checks, around 20 per cent were smokers, with nine per cent using e-cigarettes and vaping. This is higher than the UK estimate of 14.1 per cent (ONS, 2019), although in line with the estimated number of smokers amongst people in routine and manual occupations (23.4 per cent) (ONS, 2019). In response we are working with members of the Greater London Authority (GLA) public health team to develop a clear smoking cessation pathway which we can offer to interested colleagues.

Nearly 41 per cent of those tested were referred to their GP as a result of one of their test results. This really demonstrates the benefit of these checks, and our wellbeing technicians will follow with this group in the next few months to see if they were able to see their GP and resolve the health issues. Early treatment and lifestyle changes for undiagnosed conditions will in the long run lead to improvements in health.

The Well@TfL bus and the technicians are now moving on to other sites and information will be available on our SharePoint site.

Occupational Health IT System

On March 31 2023, we signed a contract with Meddbase for provision of a new IT software solution for the Occupational Health (OH) department. This will help us to work more efficiently in order to support TfL and the GLA with sickness absence, safety critical medicals and health surveillance. It will also enable us to provide better data to help us understand health issues facing employees and to respond with evidence-based support. The proposed 'Go Live' date is October 2023.

Occupational Health Building Move

The OH department will be moving from its current location at 200 Buckingham Palace Road to a self-contained building in Borough High Street. This will provide the OH team with a newly purpose built location.

Collaboration between the assigned contractors and various design teams have taken place to ensure the building meets the sustainability and wellness aspirations of TfL. Through additional work with the Design Council, the OH department have managed to secure a supplementary grant to help enhance the overall look and feel of the building ensuring that sustainable materials are used as far as possible.

Environment



One step further towards 100% renewable energy by 2030

Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net zero by 2030.

We had an encouraging response to the standard Selection Questionnaire, and this has allowed for the competitive process to progress to the Invitation to Tender stage.

The next major milestone is the initial outcome of the tender evaluations which is scheduled for September, with contract signature still on track for early 2024.

This tender encourages the market to increase the volume of renewable energy supplying the national grid.

LED upgrades across our network

We are replacing traditional lights across our network with LED lighting.

More than half of lights in bus shelters have been converted to LED. The new lighting uses around 57 per cent less energy, while providing 10 per cent brighter light, making the shelters less expensive to operate while making them more welcoming and safer for everyone across the network.

LEDs use much less energy and do not need to be replaced as frequently, meaning they consume less carbon in energy, materials and maintenance and are therefore cheaper to run. They are a slightly brighter, clearer light offering improved visibility and greater safety for everyone on the network.

We have replaced fluorescent tubes with brighter LED tubes at more than a quarter of Tube stations, which uses half the energy to

run, resulting in a 60 per cent carbon reduction. The fluorescent tubes last 15,000 hours whereas our new LED tubes last 100,000 hours – saving on maintenance.

We have recently upgraded Neasden depot with approximately 500 LED lights. The new LED lights will last seven to eight years compared to the old fluorescents, which typically only last one year.

Introduction of the new DLR (B23) trains

Two new DLR replacement B23 trains have been delivered, coupled and commissioned at Beckton depot. Next year, we will carry out testing to secure regulatory approval so they can enter passenger service. We are also able to confirm that we will be receiving 11 additional trains to supplement the original order of 43 trains. This means a total of 54 new trains are planned to be introduced from 2024, with the full fleet installed by 2026.

The new trains feature a walk-through design, latest audio and visual real time travel information, air conditioning and mobile device charge points. In addition, the new trains have a 20 per cent greater capacity than the existing trains but being only seven per cent heavier, giving lower energy consumption per passenger. The trains also have improved accessibility with a variety of seating types, large spaces for wheelchairs/ mobility scooters, and helpful lighting to indicate open/closed doors.

When all 54 new trains are introduced by 2026 it will help boost overall capacity by more than 60 per cent.

Delivering our Electric Vehicle Infrastructure strategy

In May, we awarded Zest a contract to roll out 39 new electric vehicle charging bays across 24 locations in south and southwest London by the end of 2024 including outer London boroughs such as Sutton and

Bromley. The charging infrastructure will be placed in parking bays near key routes used for essential road journeys typically made by high mileage, commercial users – including taxis and freight.

Meeting our Carbon Literacy targets

We closed out Quarter 1 having mobilised nearly 10 coordinators and 60 volunteer trainers to work together to train 3,000 colleagues by the end of 2023/24 in Carbon Literacy. Since summer 2022, we have trained nearly 1,000 colleagues and remain confident we will achieve our target.

Our Carbon Literacy course is peer to peer led accredited training which raises awareness about carbon and our opportunity as TfL and as individuals to drive down our carbon emissions to help mitigate and adapt to climate change.

Increasing Green Infrastructure and Biodiversity in London

Following successful trials across north London, we have now delivered an additional 74,000 square metres of wildflower verges this spring. This takes the total of wildflower verges across our road network to almost 130,000 square metres, equivalent to 18 football pitches. The programme is a key part of our forthcoming Green Infrastructure and Biodiversity Plan, which will set out how London's transport authority will respond to the ecological crisis.

As well as increasing biodiversity on roadside verges, we are also working to implement new Sustainable Drainage Systems (SuDS) across London, with a particular focus on SuDS that include green infrastructure, such as rain gardens. The MTS includes a target to deliver an effective surface area of 50,000 square metres to first drain into SuDS features rather than conventional drains and sewers. We are committing to delivering 5,000 square metres of catchment a year along our road network as part of this target.

We also planted over 400 trees in 2022/23, meeting the MTS target of one per cent year-on-year increase in trees across our road network.

Delivering our Climate Change Adaptation Plan

Our first mandatory submission under the Taskforce on Climate-related Financial Disclosures will be included in our Annual Report. We are also preparing for our fourth Adaptation Reporting power submission to Department for Environment, Food & Rural Affairs next year.

In line with our Climate Change Adaptation Plan, we have continued to engage with key third-party stakeholders on climate change adaptation. For example, we helped develop the RSSB's Adaptation Maturity Matrix for the rail sector, as well as inform the design of a future new Adaptation Handbook for the transport sector.

We have also prioritised funding for several key projects that will deliver SuDS, to help us meet our Adaptation Plan commitment of 5,000sqm of catchment draining into SuDS each year.

London-wide Ultra Low Emission Zone (ULEZ)

The ULEZ was expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air. This included installation of signage and enforcement camera infrastructure to support the expansion.

The Mayor launched a £110m scrappage scheme on 30 January 2023 to support low income and disabled Londoners, small businesses and charities in the run up to ULEZ expansion. Since then, criteria have been expanded first to Londoners on child benefit and now to all Londoners with a non-compliant car or motorcycle as well as small businesses. Small businesses and charities can now scrap or retrofit up to three vehicles each and payment levels for van and minibus scrappage have increased by £2000 to

£5,000 and £7,000 respectively, and retrofit by £1,000 to £6,000. The payments for those replacing vans or minibuses with electric versions have also increased. Wheelchair Accessible Vehicle scrappage payments have also doubled from £5,000 to £10,000. These changes have been supported by the Mayor committing an additional £50m to the scrappage scheme, taking the total funds to £160m.

There is also a new grace period of up to six months for London based sole traders, businesses and charities who have ordered compliant vehicles but have been informed that delivery will be after 29 August. There will also be a grace period of up to three months for those who have booked a retrofit appointment for a non-compliant light van or minibus before that date.

Managing Tube dust safely

We have been working for many years to reduce Tube dust, and will continue to do so.

We continue to assess and grade our Tube network and prioritise locations for cleaning. In addition to our cleaning regime, we are also enhancing our collection of data to further inform our work. Our monitoring has shown that dust levels on the Tube remain well below limits set by the HSE, and further monitoring – carried out by an independent company – will be published later this year. From this spring, track cleaning supervisors also started carrying out air quality monitoring from within the train operator's cab every two months).

We have commissioned academic studies by independent researchers from Imperial College London to better understand any health impacts of Tube dust on our colleagues and customers. We will share any intermediate and final study results as they become available, and expect the first of these studies to be published later this year.

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Safety, Health and Environment Quarterly report

Quarter 1 2022/23

Data Annex

Safety

Roads

For casualty numbers for people killed or seriously injured on London's roads (including by mode) please see the published TfL road danger reduction [dashboard](#). The dashboard can be filtered for different time ranges to get historic numbers as well as more recent data. Please see the [FAQ guidance](#) for help with using and understanding the dashboard.

Figure 1: Scorecard measure: Deaths and Serious Injuries (KSIs) in road traffic collisions (per million journeys)

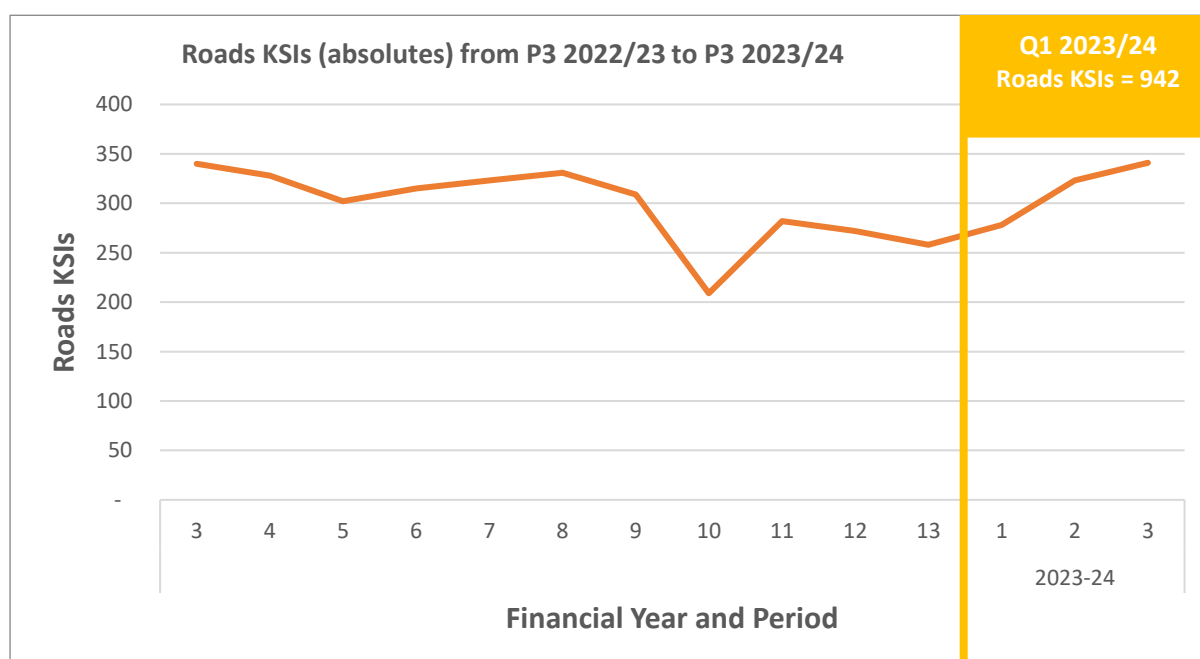
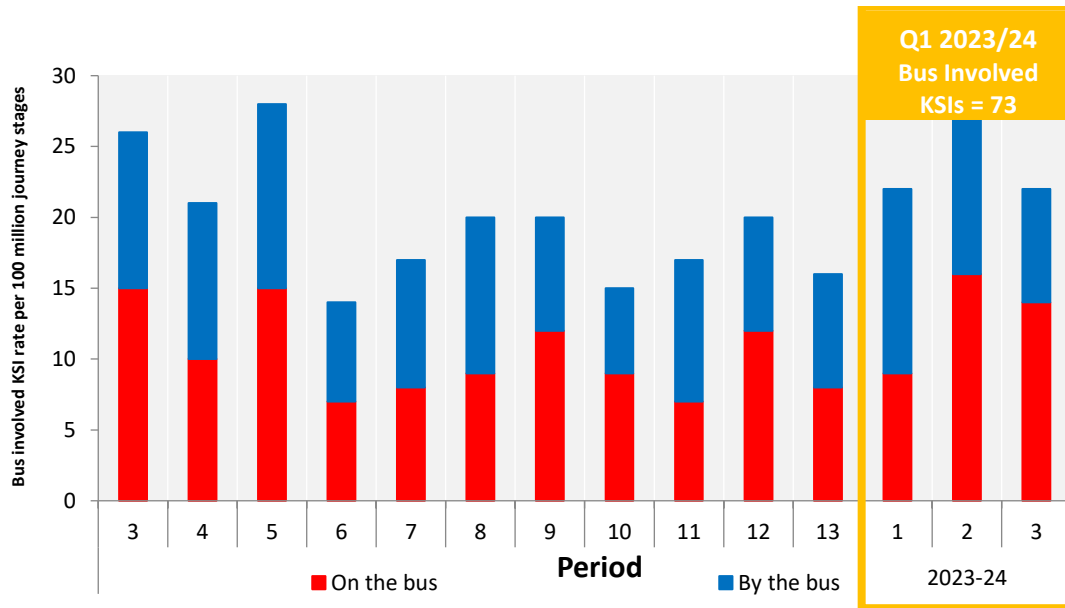


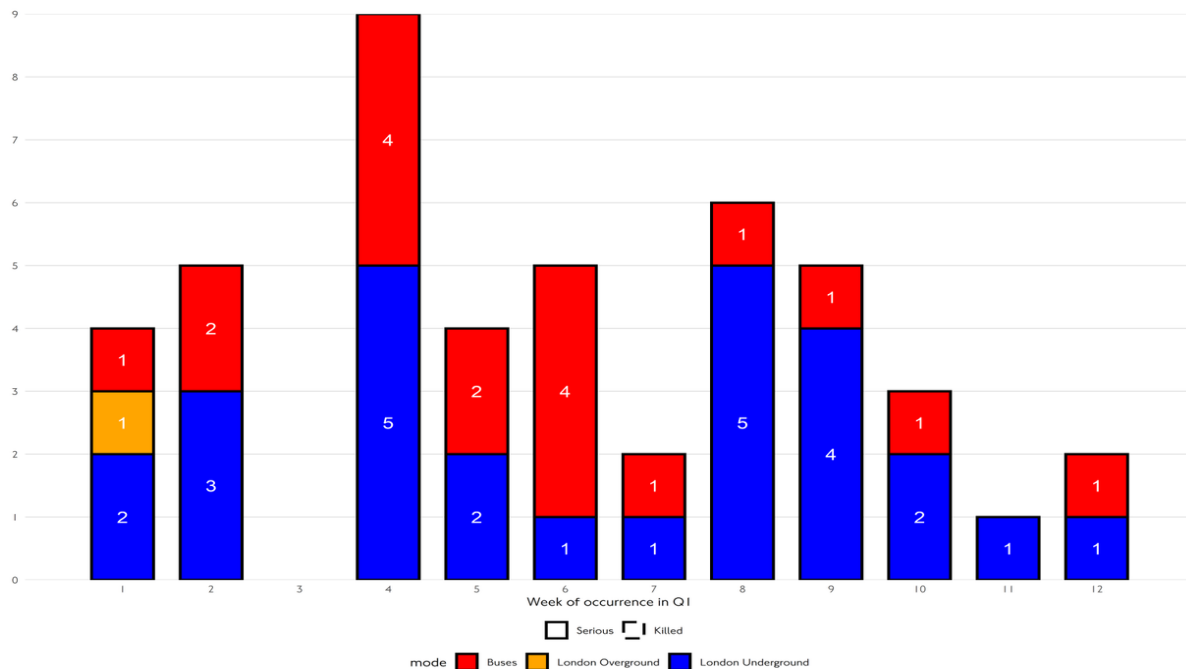
Figure 2: Scorecard measure: Rates of fatal or serious injury experienced by people in collision with buses



Public Transport

Figure 3: Customers and workforce killed or seriously injured per week in Quarter 1 (by mode) (source: IE2 and IRIS, date pulled from system: 06/07/2023)

Customer:



Workforce:

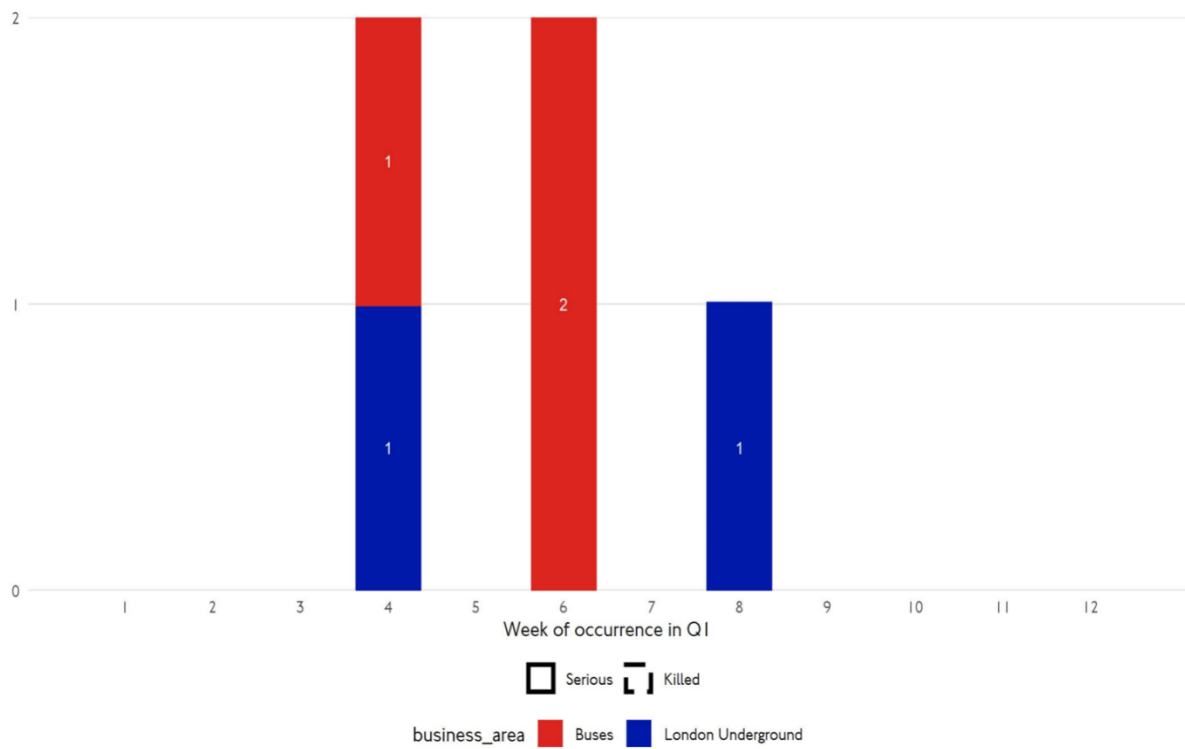
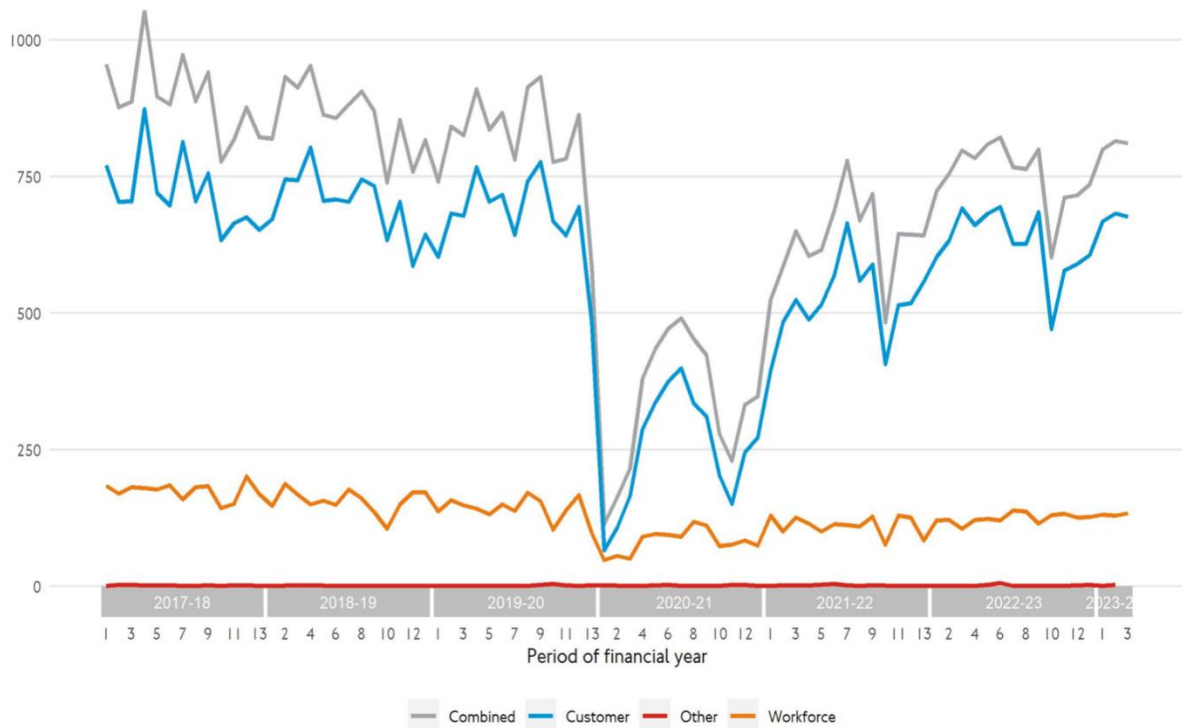


Figure 4: Customer and workforce injury numbers per period since 2017-18 (total)



Capital

Figure 5: RIDDOR accident frequency rate (per 100,000 hours worked)

(source: IE2, date pulled from system: 06/07/2023)

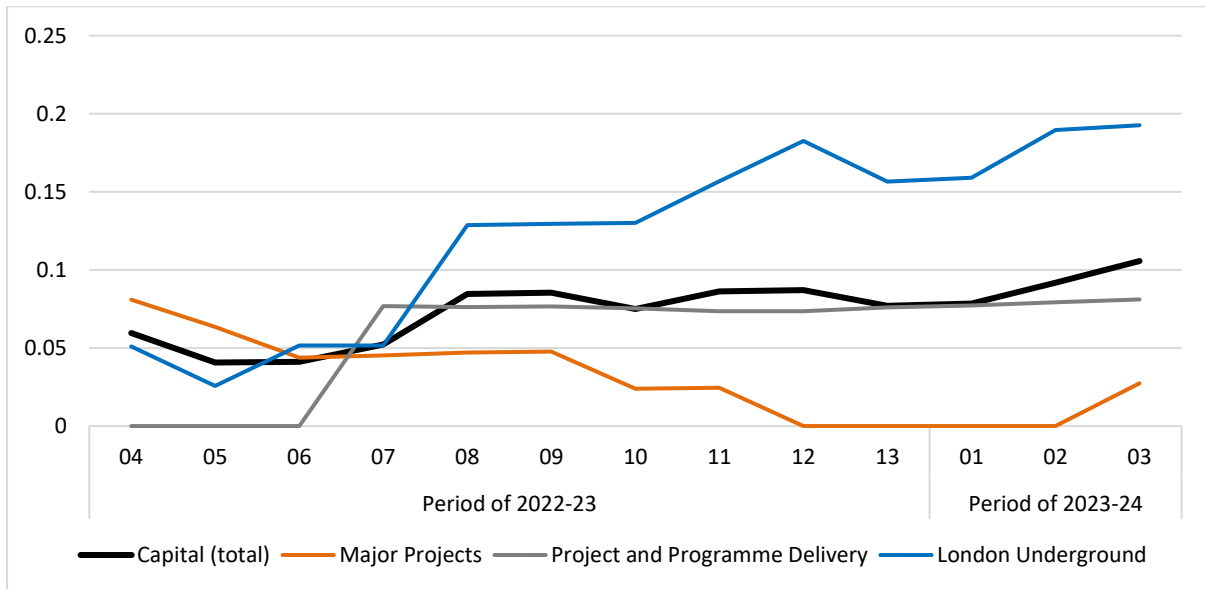


Figure 6: Lost time injury frequency rate (per 100,000 hours worked)

(source: IE2, date pulled from system: 06/07/2023)

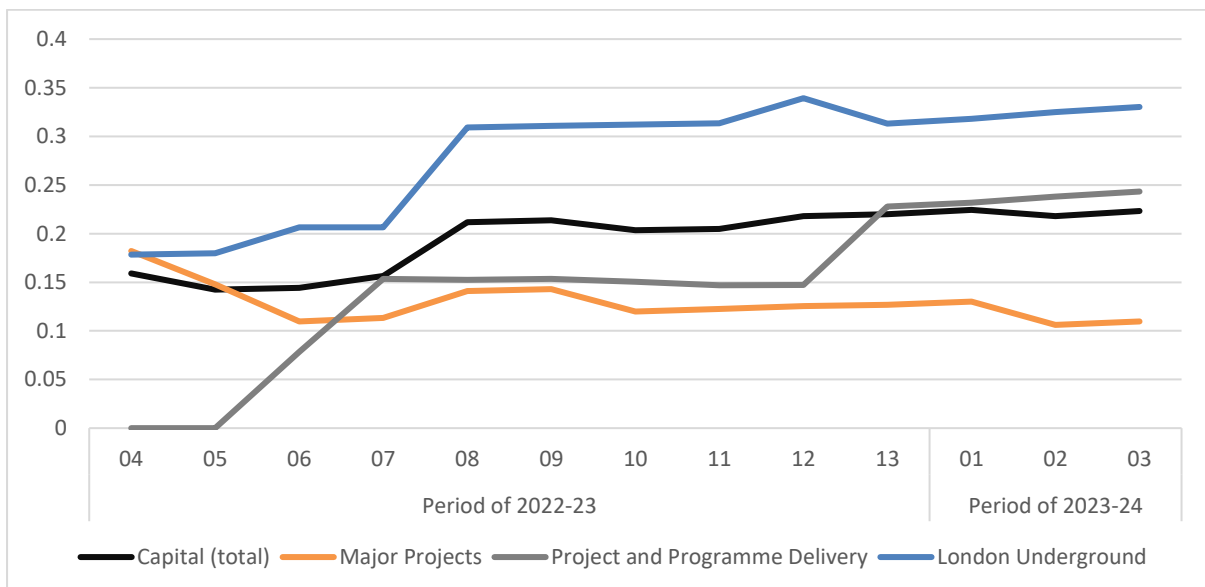
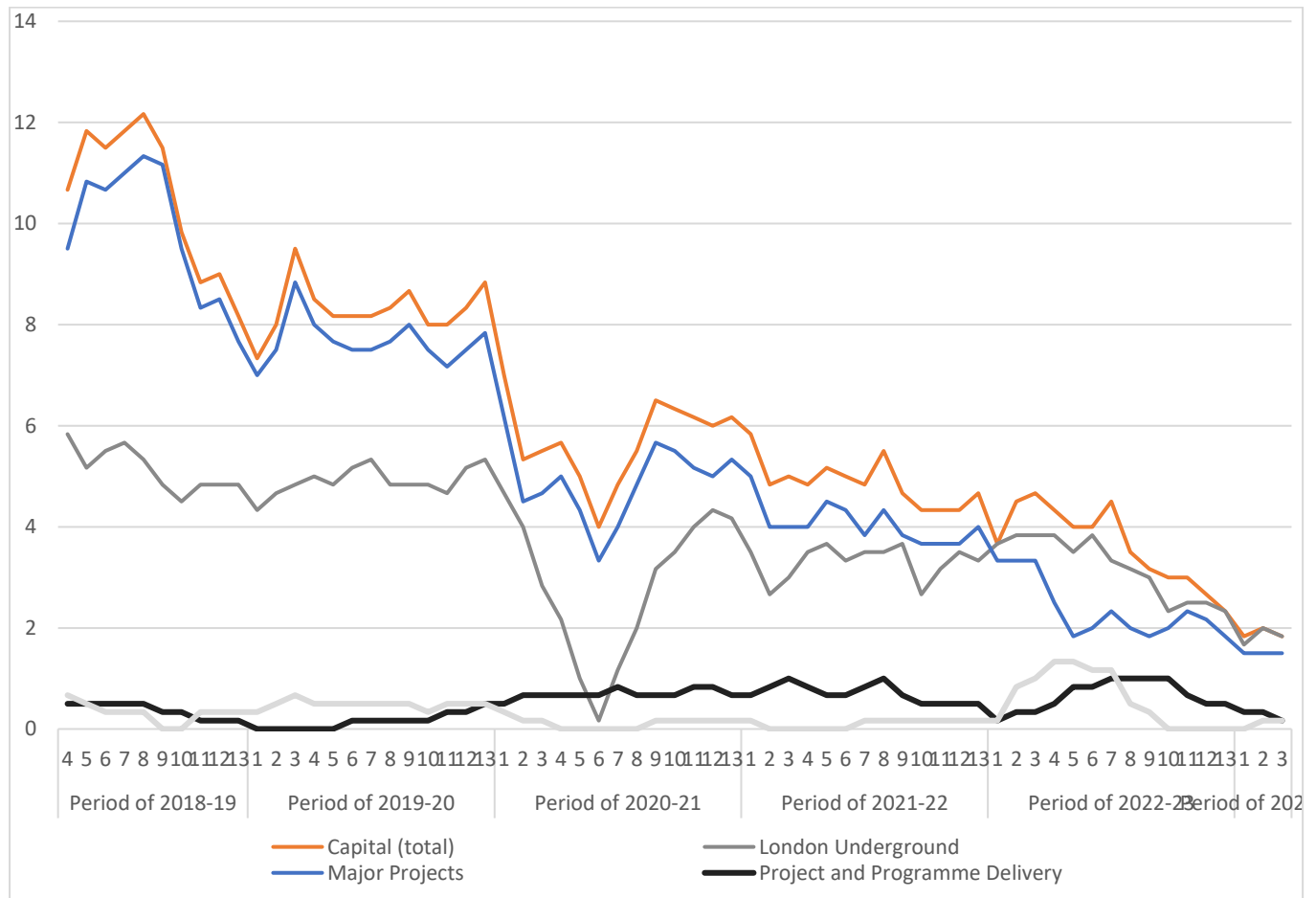


Figure 7: Total Capital workforce injuries (six-period average since 2018/19)

(source: IE2, date pulled from system: 06/07/2023)



Security

Figure 8: Police recorded work-related violence with injury offence from April 2020 to May 2023

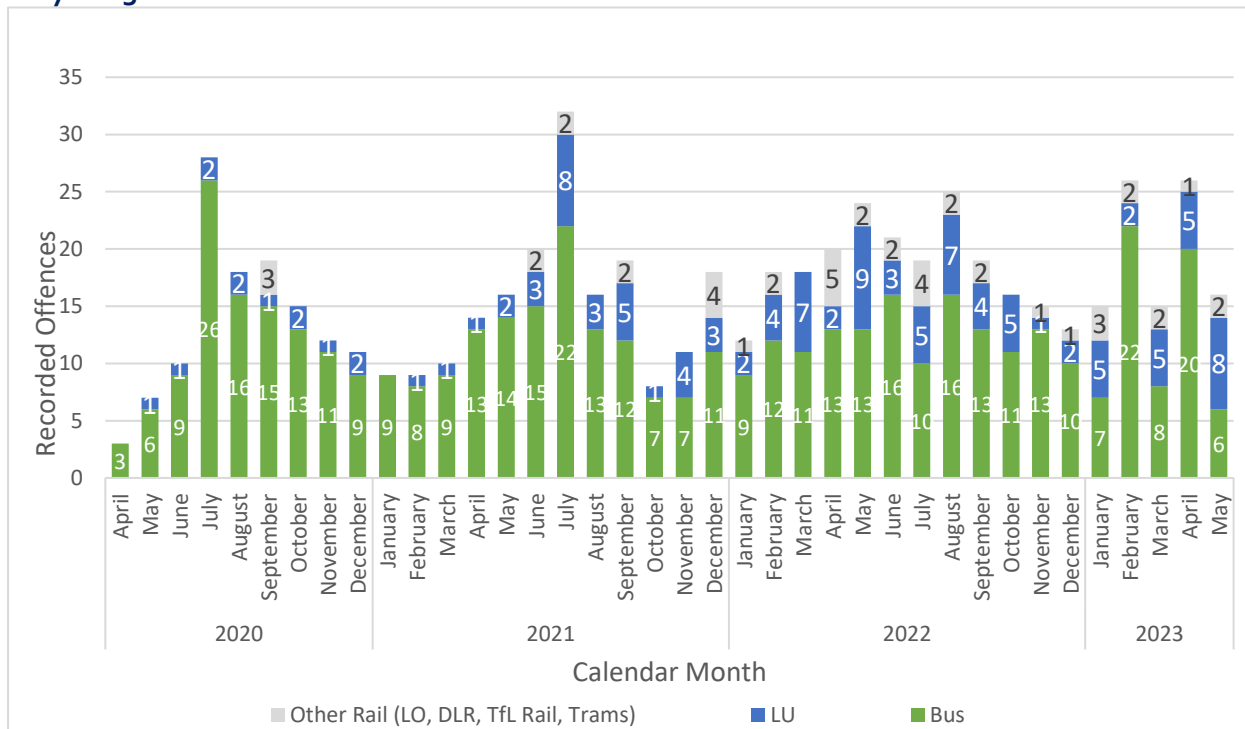


Figure 9: Solved rate for WVA offences investigated by the police from April 2020 to November 2022

(Please note: This is done 6 months in arrears to allow for criminal investigations to progress).

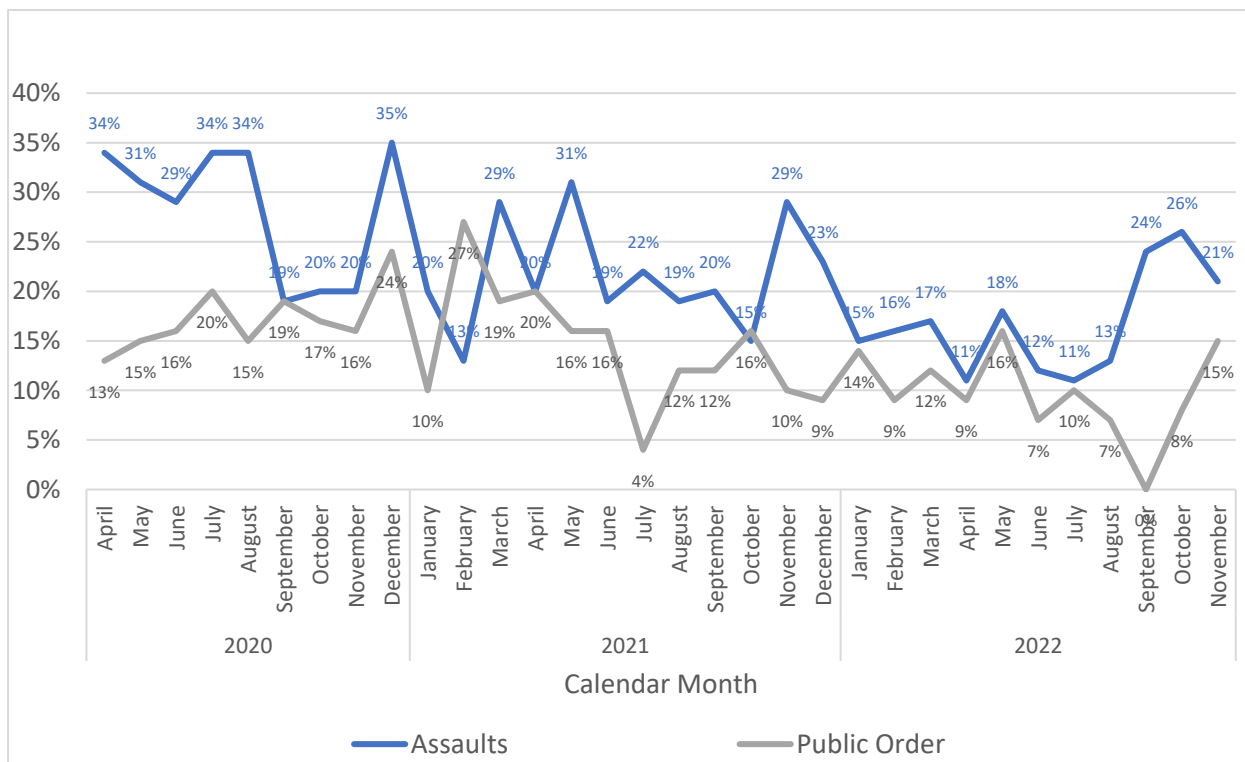
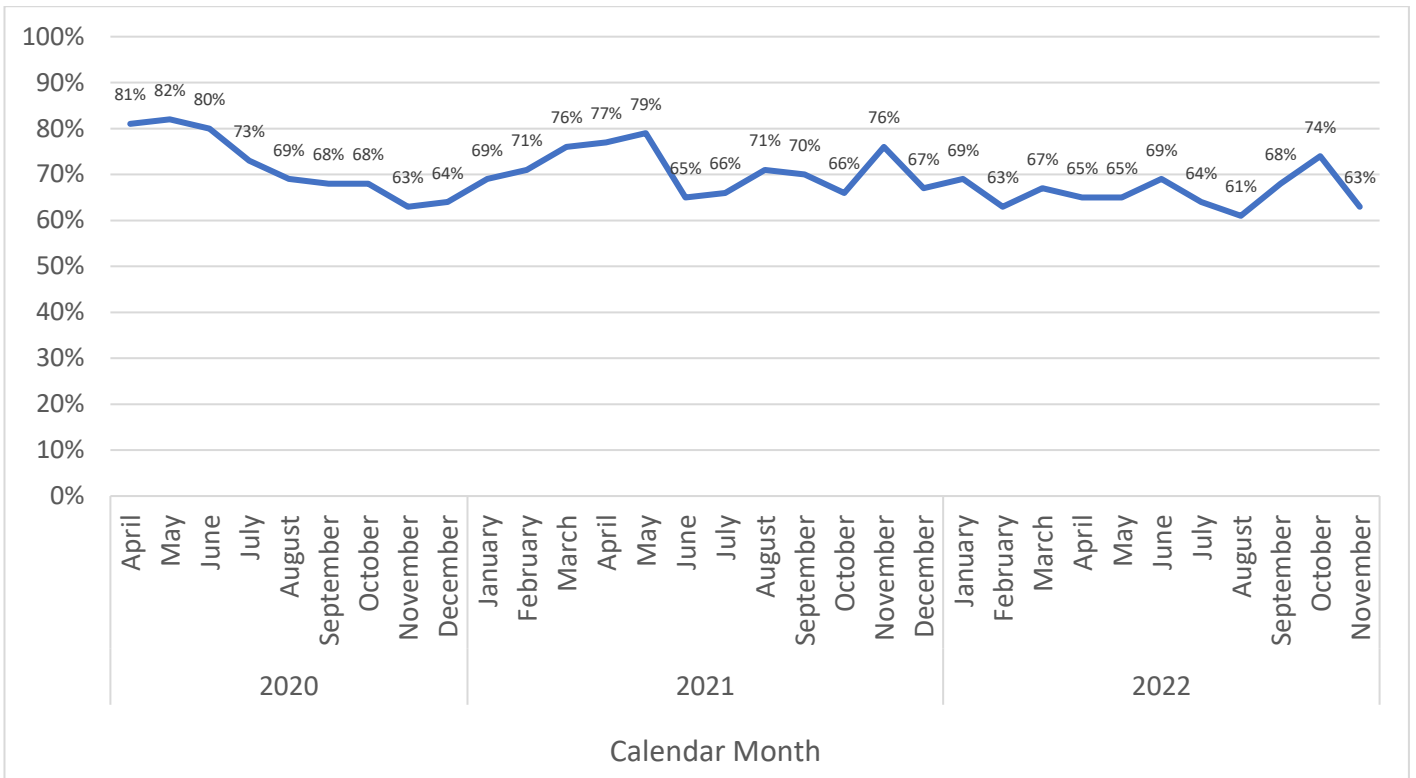
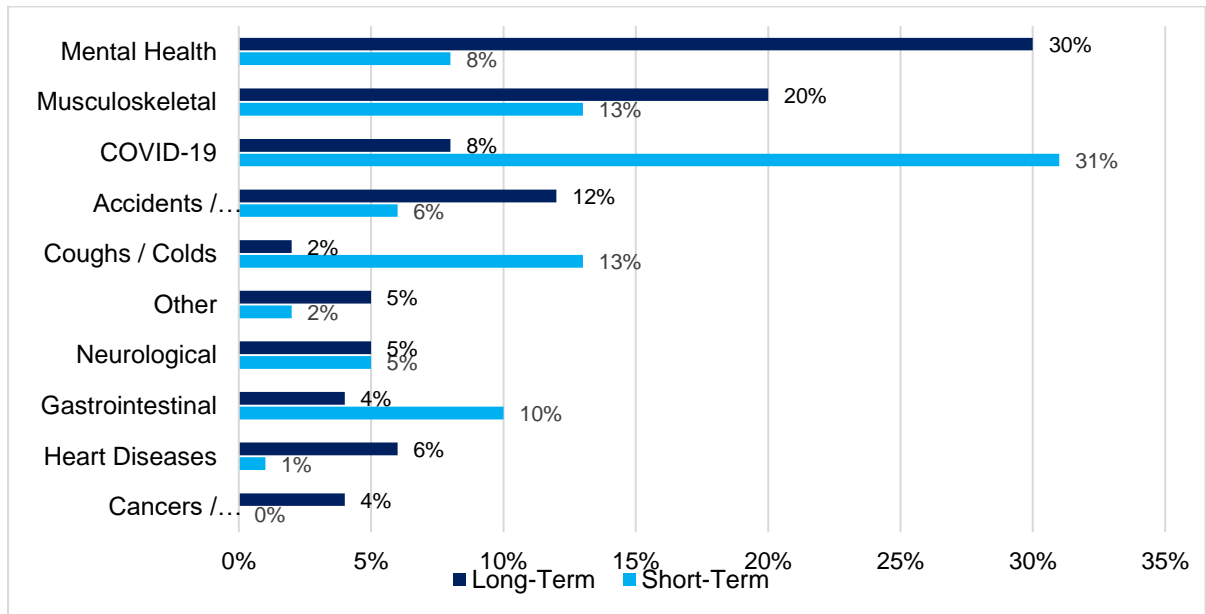


Figure 10: Percentage of Staff Willing to Support from April 2020 to November 2022 (all violence and public order offences)



Health

Figure 11: Top causes of long- and short-term absence in Quarter 1 2023/24



Environment

Figure 12: Electricity consumption – provisional – Quarter 1 2022/23 (Gigawatt hours)

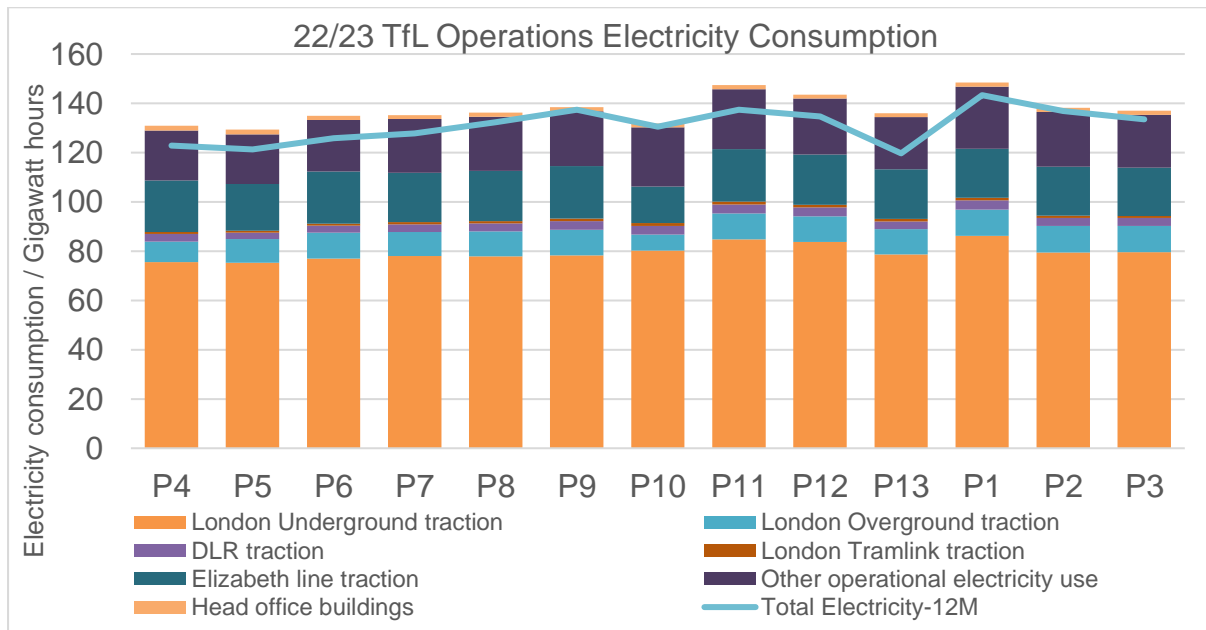
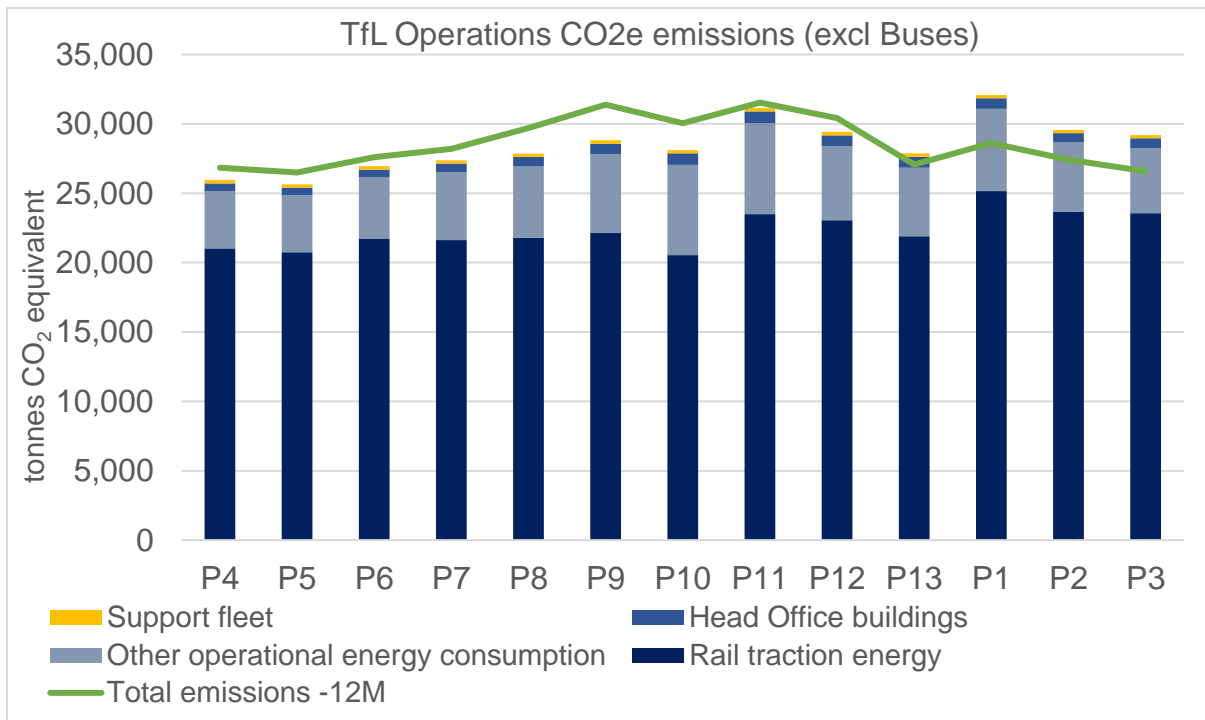


Figure 13: CO2 Emissions – provisional – Quarter 1 2023/24 (Gigawatt hours)



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Safety Sustainability and Human Resource Panel

Date: 13 September 2023



Item: Road Safety – 20mph in London

This paper will be considered in public

1 Summary

- 1.1 This paper explains how 20mph is proven to deliver safety benefits and is a core part of Vision Zero. Reducing speed limits where appropriate across London is one of the key ways we can achieve our 2041 target. It also improves the quality of life for residents, enhances communities and will especially benefit demographic groups within London who are at higher risk of injury. Not every road is suitable for 20mph, but our evidence led methodology has informed how and where we have prioritised our lowering speed limits programme.
- 1.2 The paper highlights the success of delivery of new 20mph on the TfL Road Network and engagement with boroughs to deliver 20mph on their roads, all supported by enforcement, behaviour change and marketing. It explains our recent behaviour change and marketing campaign approaches.
- 1.3 The paper highlights the current challenges to delivery of 20mph and the challenge of policy consistency across London.

2 Recommendation

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

3 Background

- 3.1 Our goal, as set out in the Mayor's Transport Strategy (MTS), is to eliminate all deaths and serious injuries on the transport network, including road collisions, by 2041. We have an interim target to achieve a 70 per cent reduction in people being killed or seriously injured by 2030, based on 2010-2014 levels. No death on London's roads is acceptable or inevitable. Road collisions, while they are unintended, are the result of choices made by individuals, organisations and society.
- 3.2 Lowering speeds and implementing lower 20mph limits is a crucial part of our Vision Zero approach in London. This is based on the well-established Safe System approach to reducing risk; in which reducing speeds is a key enabling activity. This paper responds to the request from the Board for an update on London's approach and progress to lowering speeds and implementing 20mph limits.
- 3.3 Evidence is set out in this paper on the benefits of lowering speeds and the rollout of the programme on our roads and borough policy. It also sets out how we coordinate and provide data and marketing tools, provide funding for 20mph and advocate for safer speeds to local and National Government.

4 Progress to reducing injuries on London's roads resulting from excessive speed

Evidence that supports action to manage vehicle speeds

- 4.1 The severity of injury from a collision increases disproportionately as vehicle speed increases. If a person walking is hit by a vehicle travelling at 30mph they are five times more likely to be killed or seriously injured than if they were hit at 20mph.
- 4.2 As well as influencing the severity of a collision, the speed at which people are driving or riding impacts the likelihood of a collision occurring in the first place. The faster a person is driving, the less time they have to react to avoid a collision. Based on a typical reaction time of 0.67 seconds, a car travelling at 20mph would be able to stop three car lengths sooner than a car travelling at 30mph¹. This is why 20mph is widely regarded as a safe speed on roads with possible conflicts between motor vehicles and pedestrians, cyclists or other vulnerable road users. This view is backed by a number of international bodies, including the Organisation for Economic Cooperation² and Development and the World Health Organization³.
- 4.3 Lowering traffic speeds where vehicles and people are likely to mix reduces the likelihood and severity of collisions. It also makes our streets less dominated by motor vehicles, more attractive for walking and cycling and reduces noise, pollution and carbon emissions. These align with other MTS goals.
- 4.4 Given the nature of past implementation of 20mph speed limits in London (localised, incremental) it is hard to evaluate any one borough scheme. However, academic consensus suggests that a fall in average speeds of 1mph has been shown to result in a fall in collision rates of approximately six per cent on urban main roads and residential roads with low mean speeds⁴.
- 4.5 A Department for Transport (DfT) study⁵ of 20mph limits across the UK found average speeds fell by up to 2.7mph in Bristol after the new speed limit was introduced, leading to estimated annual prevention of five fatalities, six serious injuries and 160 slight injuries, totalling £15.3m worth of casualty savings per year. In context, the size and population of Bristol is roughly equivalent to the London Borough of Bromley.
- 4.6 Reducing speeds can also improve the quality of life for residents and enhance communities⁶. Reducing speed increases physical activity and makes our streets feel safer – particularly for children. Noise pollution can reduce because of lower speeds, and community cohesion has been shown to increase⁷. Lowering speeds in an urban environment has been found to have no net negative impact on exhaust emissions, and resulted in clear benefits to driving style and associated particulate emissions⁸.
- 4.7 Our recent report⁹ into the inequalities of road risk showed that deprivation, gender, age and mode of transport all have a significant impact on the risk of being killed or

¹ Department for Transport, Rule 126, The Highway Code, 2015. www.gov.uk/browse/driving/highway-coderoad-safety

² <https://www.itf-oecd.org/sites/default/files/docs/speed-crash-risk.pdf>

³ <https://www.who.int/news/item/22-03-2021-campaign-launched-to-make-30-km-h-streets-the-norm-for-cities-worldwide>

⁴ Steer Davies Gleave, Research into the impacts of 20mph speed limits and zones, SDG: London, 2014

⁵ Department for Transport. 20mph research study - process and impact evaluation: headline report, DfT, 2018

⁶ Go slow: an umbrella review of the effects of 20 mph zones and limits on health and health inequalities. Cairns et al (2011)

⁷ <https://content.tfl.gov.uk/speed-emissions-and-health.pdf>

⁸ An evaluation of the estimated impacts on vehicle emissions of a 20mph speed restriction in central London

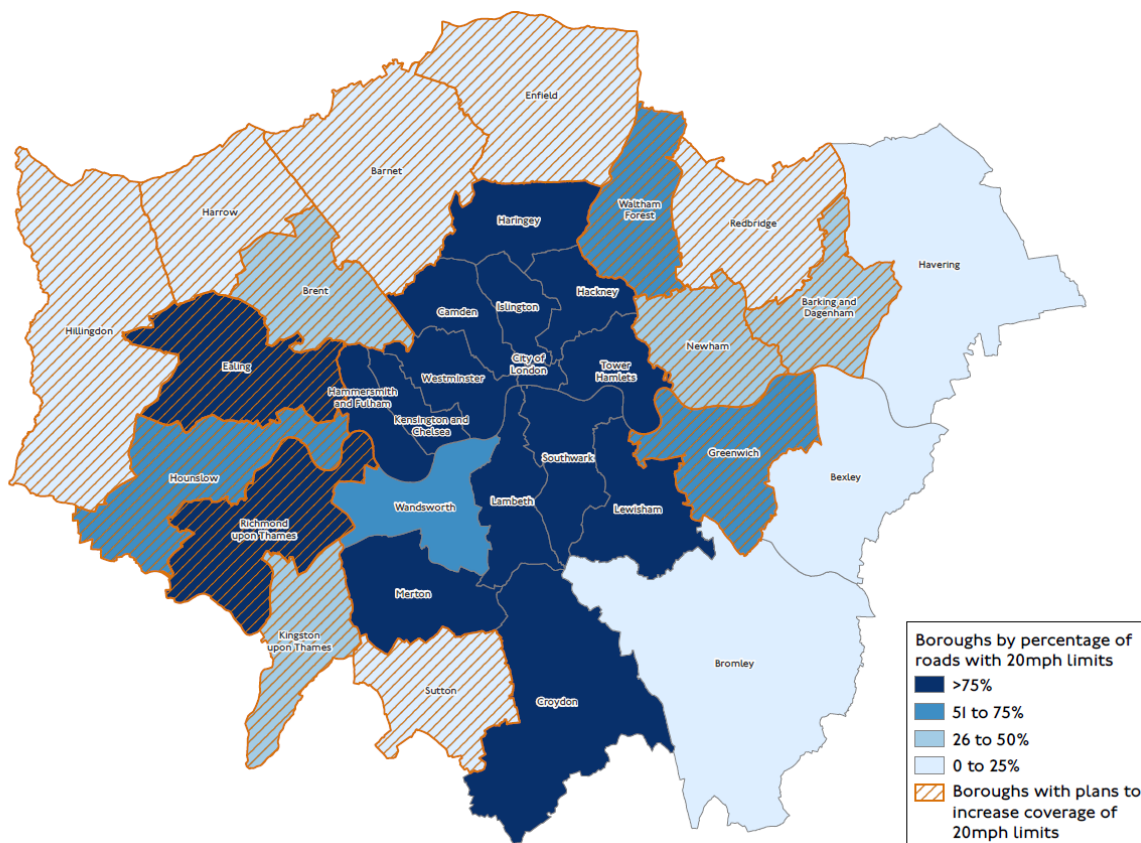
⁹ <https://content.tfl.gov.uk/inequalities-in-road-danger-in-london-2017-2021.pdf>

seriously injured in a collision. By making sure our roads have safer speeds, and by reducing killed or serious injuries (KSIs) linked to excess speed, we will benefit groups of people with a higher risk of injury.

Speed limits in London

- 4.8 Currently, 51 per cent of all London's roads have a 20mph speed limit. This can be further broken down by 52 per cent of borough roads and 16 per cent of the TfL Road Network.
- 4.9 There are 15 boroughs where over 75 per cent of their roads have a 20mph limit, mostly located in inner London. There are 20 boroughs (including the City of London) which have stated their intention to introduce 20mph limits across all non strategic roads. A significant number are expanding 20mph limits in their Local Implementation Plan (LIP) bids (see Figure 1 below). Taken as a whole, this means that London will continue to see an expansion in 20mph roads, particularly in the outer boroughs. A detailed breakdown of coverage of 20mph in boroughs, split by our roads and borough roads is set out in Appendix 1.

Figure 1: Boroughs by percentage of roads with 20mph limits



- 4.10 We have refocused engagement with boroughs with low coverage of 20mph, proactively making the case at officer level, supported by local evidence and stakeholders at City Hall at Borough Cabinet level. In 2023 there was a step change in the number of 20mph bids as part of the 2023 LIP process, and more boroughs committing to default 20mph.

Speed limits on the TfL Road Network

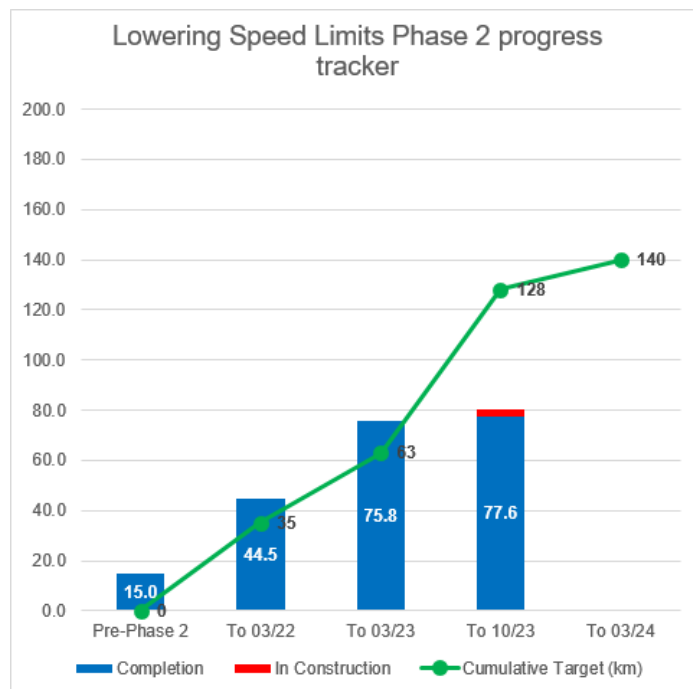
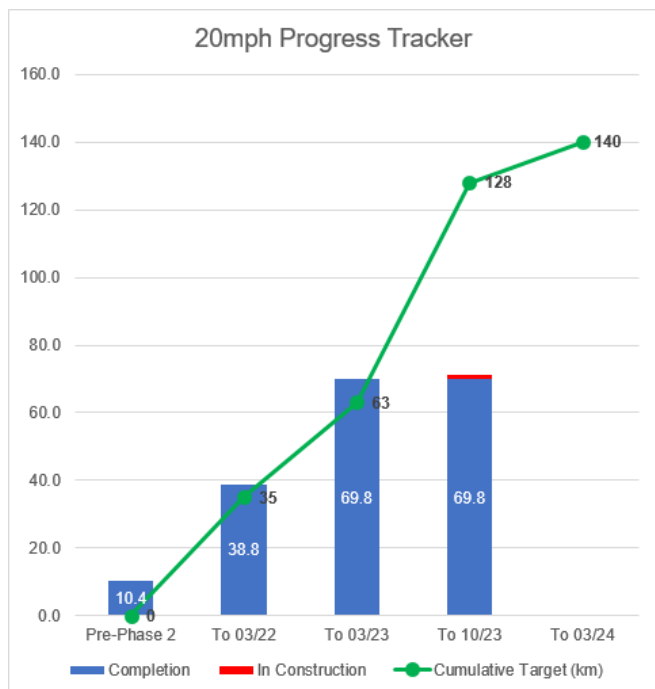
- 4.11 As of September 2023, 16 per cent of our roads have a 20mph speed limit. By the end of 2024, this proportion will increase slightly as a result of our Lowering Speeds Limits

Programme, meaning that inner London boroughs such as Islington will have nearly all borough and our managed roads with a 20mph limit.

- 4.12 Not every road is suitable for 20mph. On our roads, analysis was undertaken to understand roads which were most appropriate for 20mph and lower speed limits. The TfL Road Network was plotted against each segment's function of moving vehicles vs its function of a place and pedestrian movement – see Appendix 2. A methodology considering potential harm, the anticipated function of the road and the predicted volume of active travel was balanced against our network management duties to form our current Lowering Speed Limits Programme (Vision Zero Action Plan Action 1, 2018).
- 4.13 Due to current average speeds, it is unlikely that the lowering of speed limits from 30mph to 20mph will change existing journey times during the day. During off-peak periods, including overnight, there may be a slight increase in journey times, however research into the impacts of 20mph by Steer Davies Gleave¹⁰ suggests that introducing 20mph speed limits has a negligible impact on journey times, given that overall journey times are largely dictated by junction delays and not vehicle speeds.
- 4.14 The methodology for the Lowering Speed Limits Programme identified and considered the following considerations to our existing network:
- (a) Road danger – accounting for the likelihood of killed or seriously injured collisions;
 - (b) Aspirational strategic function – accounting for the future balance between place, walking and cycling movement versus that of people and goods in motorised vehicles;
 - (c) Validating the initial locations – highlighting key future network plans, and sections connecting high priority areas;
 - (d) Assess operational challenges – identifying locations where compliance with a lowered speed limit may affect bus operations, network management and scale of intervention required; and
 - (e) Identifying a range of options using different data thresholds to address different levels of ambition.
- 4.15 As part of this plan, in 2020 we lowered speed limits in central London on 9km of our roads and are working to lower speeds on a further 140km of our roads by May 2024 in inner and outer London. By 2024 220km of our roads will have a 20mph speed limit, more than quadrupling the length of 20mph limit since the start of 2020. A map of this programme is set out in Appendix 3.
- 4.16 Our progress is shown below towards a cumulative target of reducing speeds across the TfL Road Network (see Figure 2 and 3 below). We are currently ahead of our delivery target across the programme.

¹⁰ <https://www.roadsafetyknowledgecentre.org.uk/downloads/20mph-reportv1.0-FINAL.pdf>

Figure 2 and Figure 3: 20mph progress tracker and the Lowering Speed Limits Programme Phase 2 progress tracker (40, 30 and 20mph which forms our 140km of additional lowered speed limit target)



4.17 Interim monitoring post implementation of 20mph in central London found a 36 per cent reduction in collisions involving vulnerable road users and a 25 per cent decrease in collisions resulting in death or serious injury since the introduction of the lower speed limits¹¹.

Our approach to ensuring successful compliance: behaviour change and enforcement

4.18 More than 90 per cent of collisions on London’s roads are linked to unsafe behaviours and 87 per cent of Londoners believe that collisions on the road are inevitable. Our behaviour change campaigns aim to change drivers’ speeding habits. Research shows that the emotional impact of our advertising performed above industry average.

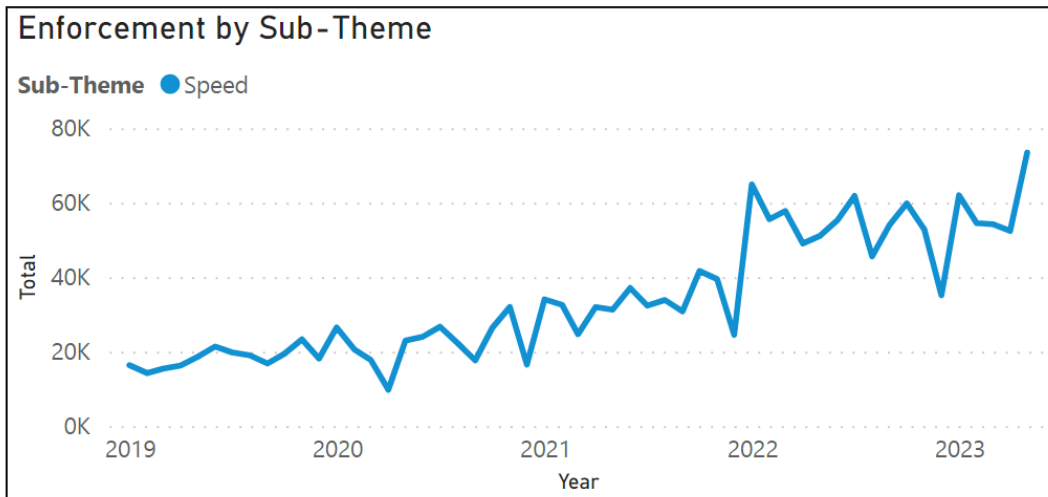
4.19 In July 2023 we launched a marketing campaign highlighting the rollout of lower speed limits and explaining the rationale and benefits. In September 2023 targeted behavioural marketing will challenge ‘complacent speeders’ who believe that exceeding the limit by a few miles an hour is acceptable.

4.20 Enforcement has a critical role in enforcing legal speed limits. Speed enforcement in London is led by the police using a combination of on-street officers, fixed-site and mobile cameras and mobile speed enforcement vans. Most speed enforcement is through mobile and fixed cameras.

4.21 We have been working with the Metropolitan Police Service (MPS) to increase the level of police enforcement to tackle speeding and the harm it causes. In 2022/23, over 600,000 offences were captured (see Figure 4 below). By 2024/25 we will have significantly enhanced police capacity to enforce up to one million offences per year.

¹¹ <https://tfl.gov.uk/corporate/safety-and-security/road-safety/safe-speeds>

Figure 4: Enforcement captured through speed cameras from 2019 to present



- 4.22 Community Roadwatch and Junior Roadwatch schemes allow residents to work side-by-side with local police teams, using speed detection equipment to identify speeding vehicles in their communities. Warning letters are issued to speeding drivers and the data informs future police action and deployments. A fifth of Londoners are aware of Community Roadwatch, and more than half of those think it is effective, rising to almost three quarters among those who have children in the household.
- 4.23 Despite a rise in enforcement, there are concerns compliance continues to be poor in some areas. In 2022 the London Borough of Wandsworth piloted civil speed enforcement cameras on roads with a 20mph limit where residents often complain about speeding. The pilot scheme issued Penalty Charge Notices to offenders, with no points added to their licences. This pilot scheme was deemed unlawful by the DfT, and the trial suspended. At present there is no lawful method of civil speed enforcement. We continue to maintain active dialogue with London Councils and key boroughs.

Challenges

- 4.24 Introducing 20mph speed limits can face a range of stakeholder and technical challenges. While both our own studies and those of the the DfT show that 20mph is popular among the public, with support increasing after implementation, there can be local resistance to changes on the road network.
- 4.25 The DfT, MPS and academic literature suggest that roads need to 'look and feel' like the speed limit that are set so road speeds are 'self-enforcing'. There is more we can do to investigate a London approach for strategic roads that 'look and feel' 20mph, given that physical measures on high capacity roads can be expensive and complex to deliver.

5 How we are supporting boroughs and leading London's 20mph approach

- 5.1 Boroughs control 95 per cent of London's roads and are key to achieving Vision Zero. A consistent speed policy enhances compliance and ensures equity, with all Londoners benefiting from reduced road risk no matter where they live.
- 5.2 Key to influencing boroughs is the Local Implementation Plan (LIP) process, which enables the boroughs to deliver the Mayor's Transport Strategy on their roads. We support this with direct political and officer level engagement, providing technical

guidance and assisting them with the development and delivery of their LIPs. Additionally, we take on a pivotal role in implementing changes on our own roads, and advocate for policy change through engagement with Government. Through this approach, we lead the charge towards a safer and more sustainable transportation system.

- 5.3 To achieve Vision Zero it is vital for each borough to have an equivalent Vision Zero Action programme to ours, placing safe speeds at its core. Boroughs are uniquely able to mobilise schools, health agencies, transport and the local community to bring about cultural change in the local area to support and complement the introduction of safer speeds.
- 5.4 We continuously engage with boroughs on matters related to road safety and support national campaigns such as road safety week. In September we are hosting a Vision Zero summit to celebrate five years since the launch of our Action Plan.

Funding

- 5.5 We fund boroughs through the LIP process, and recently provided £2.45m to fund expansion of 20mph in many outer London boroughs in 2023/24. Future LIP bidding guidance could put more emphasis on expanding 20mph, particularly in boroughs with less coverage.
- 5.6 Looking beyond 2024, we need to make sure that we have a continued safer speed programme. Some roads on the TfL Road Network which were not prioritised during our Phase 1 and Phase 2 safer speed programme nonetheless carry risk that can be addressed through an expanded programme.
- 5.7 As more boroughs aim to introduce 20mph across all of their roads, future phases of the lowering speeds programme should aim to address consistency issues in certain areas of London and consider future borough plans for reducing all of their roads to a default 20mph limit.

Data dashboards and toolkits

- 5.8 We publish interactive dashboards that let members of the public, including borough officers, explore the location and details of published collisions in London, and enforcement outputs from action taken by the police against traffic offences committed in London. To support their use, we have provided training to over 200 councillors and officers. This is in addition to our annual road safety data factsheet, which tracks London's progress against our Vision Zero targets and highlights speed related collisions.
- 5.9 We are facilitating the exchange of insights and experiences among boroughs' experience of 20mph rollout. Different approaches to planning, delivery and analysis means best practice is continuously being shared. This is in addition to the Lower speed toolkit that we launched in 2019¹² which provides guidance on street design to support 20mph.
- 5.10 We have recently updated a London-wide digital speed map on Surface Playbook and are looking at ways to make combined collisions data sets accessible to the public.

¹² <https://actionvisionzero.org/wp-content/uploads/2019/09/tfl-lowerspeedstoolkitsep19.pdf>

Campaign/Marketing toolkits

- 5.11 This year, we are launching two flexible marketing campaigns to encourage safer speeds and behaviours. These campaigns can be customised by boroughs and stakeholders to suit their local requirements, ensuring a uniform approach to speed reduction across London under our guidance. Through shared assets, our collaborative strategy involves distributing marketing materials and toolkits to Vision Zero stakeholders and boroughs, promoting wider adoption of road safety messages, and allowing for personalisation within boroughs' social media or publicity networks.
- 5.12 Through our stakeholder engagement teams we bring together a broad range of stakeholders interested in safer speeds. In future, there is an opportunity to broaden the coalition of voices including the NHS, local schools and community groups to form a powerful voice to support change.

Policy

- 5.13 We have actively discussed the importance of lower, safer speed limits with national government, London Assembly members and MPs. We will continue to advocate for a default 20mph speed limit in urban areas, similar to Wales and will renew our ask to Government to introduce the General Safety Regulations in full, which would mandate a form of Intelligent Speed Assistance on all new vehicles, similar to the technology introduced as part of our Bus Safety Standard and recently introduced on our fleet vehicles.

List of appendices to this report:

Appendix 1: The proportion of roads with 20mph on the TfL Road Network and boroughs, by London Borough

Appendix 2: Framework for the TfL Road Network Lowering Speed Programme

Appendix 3: Map of the Prioritised Lowering Speeds Programme on the TfL Road Network

List of Background Papers:

None

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

Appendix 1

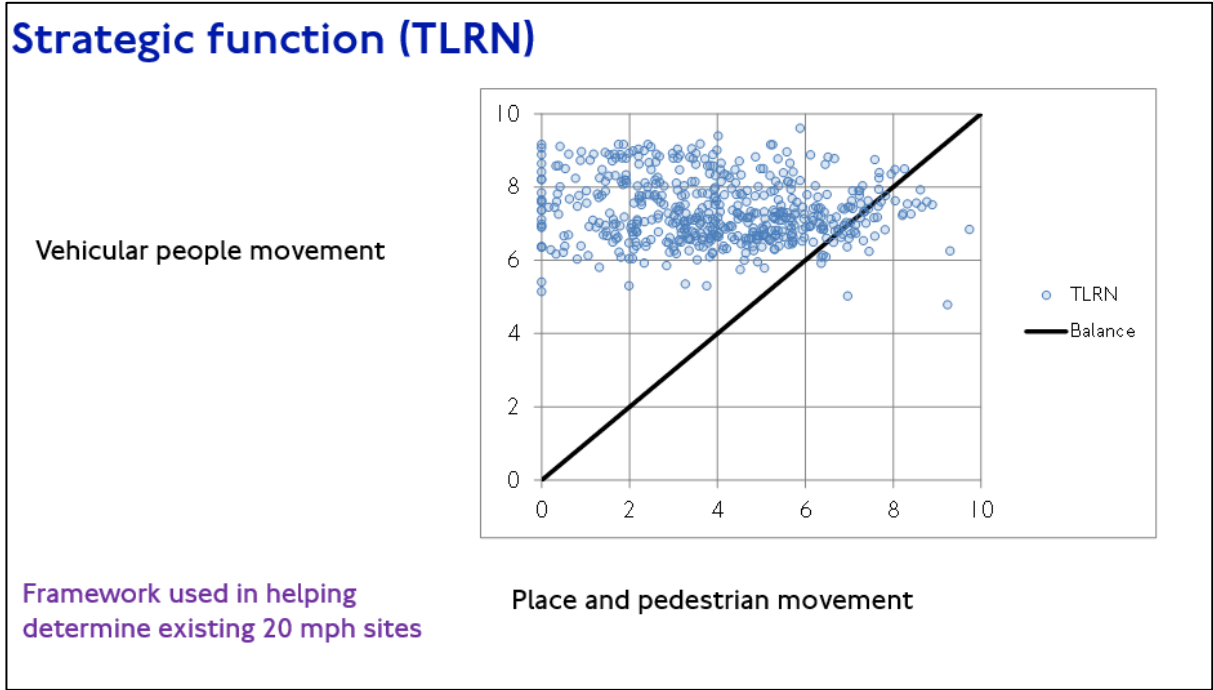
Proportion of roads with 20mph on the TfL Road Network and boroughs, by London borough

Borough	2023	2023	2023
	% 20mph TLRN	% 20mph Boro	% 20mph All Roads*
Barking and Dagenham	0.0	27.4	26.4
Barnet	0.0	4.9	4.6
Bexley	0.0	9.6	9.4
Brent	0.0	45.1	44.1
Bromley	0.0	4.9	4.8
Camden	90.7	100.0	95.9
City of London	100.0	100.0	100.0
Croydon	7.7	82.3	79.5
Ealing	0.0	88.2	83.8
Enfield	0.0	21.1	20.2
Greenwich	0.0	62.0	57.2
Hackney	81.0	100.0	96.3
Hammersmith and Fulham	0.0	81.2	77.6
Haringey	50.9	93.8	92.3
Harrow	0.0	24.9	24.9
Havering	0.0	9.9	9.4
Hillingdon	0.0	8.0	7.7
Hounslow	0.0	59.8	53.9
Islington	93.7	100.0	97.9
Kensington and Chelsea	3.5	100.0	91.0
Kingston Upon Thames	0.0	42.7	39.7
Lambeth	23.3	100.0	84.0
Lewisham	17.6	100.0	90.7
Merton	1.8	97.8	93.9
Newham	0.0	40.9	38.7
Redbridge	0.0	14.8	13.9
Richmond Upon Thames	0.6	100.0	91.5
Southwark	44.6	100.0	92.8
Sutton	0.0	25.5	24.4
Tower Hamlets	37.2	100.0	86.7
Waltham Forest	0.0	77.8	75.0
Wandsworth	11.9	80.8	74.5
Westminster	85.3	100.0	97.4
TOTAL	16.0	52.7	50.8

*Roads that have speed limits

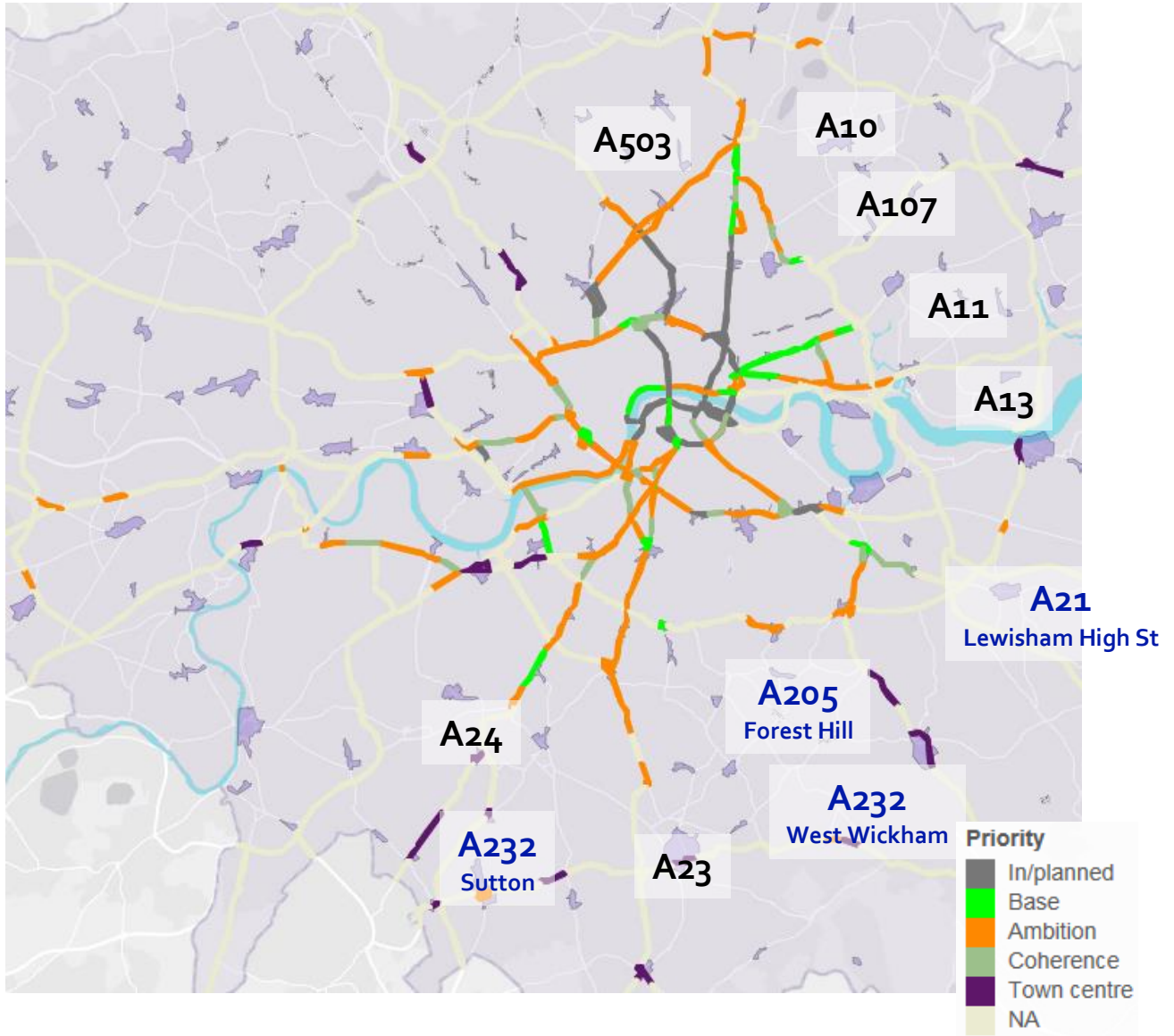
Appendix 2

Lowering Speed Programme – Highlighting the framework used to start determining roads suitable for 20mph



Appendix 3

Prioritised Lowering Speeds Programme on the TfL Road Network map – Map of the programme



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Date: 13 September 2023

Item: TfL Corporate Environment Plan - Operations

This paper will be considered in public

1 Summary

- 1.1 In September 2021, we published our first ever Sustainability Report and Corporate Environment Plan (CEP), in order to outline our approach to sustainability and the environment to our customers, colleagues and suppliers.
- 1.2 The Sustainability Report is structured around the three pillars of sustainability (society, environment and economy) and the CEP provides more detail on our plans and ambitions for the environment pillar.
- 1.3 This paper provides an update on how the key themes within our CEP are continuing to be embedded by the TfL Operations team.

2 Recommendation

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

3 Implementation of the Corporate Environment Plan in TfL Operations

Our Approach

- 3.1 TfL Operations is responsible for the customer facing operations of our network, maintenance and asset renewal across numerous asset groups and networks, security and revenue protection. This update will focus on the environmental improvements and related business changes on which Operations colleagues are leading. Further updates relating to investments pipelines, construction and engineering led technical change will be made in the future.
- 3.2 The TfL Operations team are playing an active role in the implementation of CEP through mobilising delivery of investment activity to decarbonise our operations, build resilience to climate change and develop green infrastructure.
- 3.3 Over the past two years, TfL Operations' senior leadership has established environmental priorities at the heart of its decision making through the incorporation of carbon targets across our scorecards and ensuring that progress on key green milestones is monitored by the Operations leadership team. During the course of 2023/24, an Operations Environment Plan is being developed to ensure that the priorities of the CEP are translated into day-to-

day environmental performance alongside investment in our infrastructure and assets.

Engaging Our People

- 3.4 **Carbon Literacy:** Within TfL Operations, our focus is on activating the leadership community with plans underway to train our 260 senior managers and other key roles during this financial year.
- 3.5 **Sustainability training:** As part of a wider TfL programme, our Directors and senior managers will be participating in sustainability training following a successful training intervention with the Executive team in December 2022.
- 3.6 **Environment Leads:** Each directorate has a nominated Environment Lead, who are now working collaboratively to ensure that delivery milestones are being progressed and colleagues at all levels are engaged in the challenge.

Decarbonisation

- 3.7 **Zero emission TfL buses:** 1,150 zero emission buses are now operating on the network, which equates to over 13 per cent of our 8,700 fleet. This is helping to cut our reliance on diesel, cut harmful emissions in the capital and reduce CO₂. We are on track to deliver 1,400 zero emission buses by spring 2024. The longer-term target is for the full fleet to be zero emission by 2034 at the latest, but with appropriate funding and infrastructure enablers we want to bring this forward to 2030.
- 3.8 The current zero emission bus fleet also includes 20 double-deck zero emission hydrogen fuel-cell buses, launched in June 2021. The technology helps to reduce emissions and ensures our buses emit nothing except water vapour from their propulsion systems.
- 3.9 **Bus shelters, street lighting and traffic signals:** 80 per cent of lights in London bus shelters now have Light Emitting Diode (LED) lighting. Our analysis shows that new lighting uses around 57 per cent less energy, while offering 10 per cent brighter lighting, making shelters more welcoming and improving safety for customers especially at night. We expect to complete the conversion of all bus shelters to LED lighting including the advertising panels by the end of March 2024. Once completed the LED lights and advertising panels will save TfL at least £1.5m and reduce carbon by more than 1,000 tonnes of CO₂e annually.
- 3.10 Two-thirds of our traffic signals are already LED and 53 per cent of our street lighting are LED as of the start of 2023/24. £9.2m of Green Financing Facility funding will be used to accelerate the delivery of LED street lighting. This will bring the total number of LED street lighting up to 70 per by April 2025.
- 3.11 **Building decarbonisation:** We have secured funding through Phase 3B of the Public Sector Decarbonisation Scheme (PSDS) to deliver a low carbon depot project at Therapia Lane Tramlink Depot (Croydon). A project team has been mobilised and work is underway to meet the delivery completion date of March 2025. We are currently working with the Greater London Authority's

(GLA) Programme Delivery Unit to assess the viability of sites for a PSDS Phase 3C grant funding application this autumn. We are also commencing work to install additional solar panels on our Cable Car terminals.

- 3.12 **Lighting and systems:** The existing small station program has installed LED lighting at over 100 stations across the network. Building on this existing progress to roll out LED lighting, we plan to use £18m of Green Finance Facility funding to guarantee the continued delivery, reaching 100 per cent of small stations by 2032, saving an additional 28,000 tonnes of CO_{2e} in seven years and an additional 7,300 tonnes of CO_{2e} annually upon completion. Additional work is being completed to scope the remaining larger stations, with a view to potentially including a second application to roll out LEDs to 100 per cent of all stations by 2032.
- 3.13 The ongoing midlife refurbishment of the Central line fleet will enable the adoption of LED lighting in saloon cars.
- 3.14 **Energy management:** Our station operations have reinstated energy consumption reporting through a PowerBI dashboard. This will enable a network of Sustainability Champions to monitor usage at a local level and drive local behaviour change, as well as informing the case for infrastructure improvements.
- 3.15 **Electric vehicles and charging points:** We are now planning for the phased removal of all internal combustion engine powered vehicles from the large support vehicles fleet. This also includes reviewing how we use and store road vehicles to enable the differing needs of charging and maintaining electric vehicles at this scale to be met.
- 3.16 The Acton Depot redevelopment will incorporate 52 charging points for electric vehicles and we will convert at least 50 combustion engine vehicles to be battery powered.

Climate Adaptation and Resilience

- 3.17 Operations are contributing to strategic work streams addressing adaptation project pipeline development; studies of climate impact risk; engineering standards reviews; and cross industry working. As part of the development of our Operations Environment Plan, we will determine the best way to incorporate the outcomes of these strategic activities into our investments, change activity and day to day operations.
- 3.18 **Sustainable Drainage Systems (SuDS):** SuDS, like raingardens and green roofs, are a way of reducing and/or slowing the flow of water into our overwhelmed drainage systems, and so help reduce the risk of surface water flooding. They can also deliver a wide range of other benefits, such as supporting biodiversity and improving visual amenity. A project pipeline is in development to meet the Adaptation Plan target of an additional 5,000 square metres catchment draining into SuDS per year. Projects draining in excess of 20,000 square metres into SuDS have been identified. These include Old Street and Tolworth roundabouts, which are scheduled to be completed by the end of this calendar year and will drain 7,970 square metres into SuDS.

- 3.19 **Planning for extreme weather events:** We have robust adverse weather plans and emergency procedures that help us prepare for and recover quickly from extreme weather events. In addition to the 54321 Weather Plan, we undertake seasonal maintenance specifically designed to improve the resilience of our assets, such as regular cleaning of gullies (drains), enhanced temperature monitoring of critical assets, and targeted vegetation management in preparation for leaf fall season. We work closely with our multiagency partners within London Resilience, sharing best practice and offering mutual aid when needed. An internal assessment of our severe weather plans is currently underway. We will use the results to improve the plans consistency and accessibility.

Green Infrastructure and Biodiversity

- 3.20 **Defining the tree canopy cover and green cover baselines:** Innovative modelling and data science techniques have been used to understand the current percentage of our estate that is covered by tree canopy, as well as the percentage that is vegetated. We are working to enhance the modelling so that we can more accurately assess change over time using aerial imagery freely available to the public sector.
- 3.21 **Wildflower verges on the road network:** After successful trials at six pilot sites, we are adding 74,000 square metres of wildflower verges since spring 2023. Combined with the existing converted wildflower verges of 55,000 square metres, this will create a total area of 130,000 square metres or equivalent to 18 football pitches. Wildflower verges encourage biodiversity, supporting pollinators such as bees and butterflies. New locations include Gants Hill roundabout in Redbridge, Clockhouse roundabout in Feltham and on the A21 Sevenoaks Road (Green Street Green) in Bromley. We aim to convert 50 per cent of viable verge by the end of 2024.
- 3.22 **Tree planting:** We remain on track to meet the target of a one per cent year-on-year increase in street tree numbers between 2016 and 2025. We have planted over 400 trees in 2022/23. This exceeds the TfL Road Network tree planting target and delivers the one per cent year-on-year increase in street tree numbers between 2016 and 2025.
- 3.23 **Reduced pesticides:** We are committed to showing leadership in reducing the use of pesticides in line with the Mayor's London Environment Strategy. We have already reduced the use of pesticides on the road network by 70-80 per cent over the last three years (by aligning with the application frequency used on London Underground (LU)) and will continue to minimise our use where operationally and financially possible. Several trials are running over the summer 2023 growing season in different environments; including diluting pesticide products below manufacturers' recommended mix ratios and trialling more natural alternatives.

Air Quality on the London Underground

- 3.24 We have a three-pillar strategic approach to address Tube dust through monitoring, research and cleaning innovation.

- 3.25 **Monitoring:** We have implemented annual monitoring at 24 locations across the network. Air quality monitoring from within the train saloon was introduced in March 2023 and is now conducted every two months to inform cleaning.
- 3.26 **Research:** Strong progress is being made with two commissioned research projects by independent researchers at Imperial College London. These projects are examining sickness absence in LU working exposed to Tube tunnel dust and an epidemiological study related to Station Staff, Train Operators and similar staff groups.
- 3.27 **Cleaning:** The Tube cleaning budget has been increased from £1.5 to £2m per year. Cleaning is targeted at priority locations with at least 130km being cleaned, equating to 40 per cent of the total network of 330km of tunnels.
- 3.28 **Communications:** We have a proactive communications strategy. In April 2023 the media observed the innovative cleaning measures we have in place. In addition, a new permanent position will be appointed this September to work across TfL and GLA on corporate air quality, with a particular focus on Tube dust.

Noise on the London Underground

Reducing noise on the Tube remains a priority for us. We continue to monitor noise levels on the network closely.

- 3.29 **Rail grinding:** Rail grinding is currently our principal means of addressing Tube noise. We also continue to carry out other targeted interventions to reduce noise including removing redundant rail joints, maintaining points and crossings and re-ballasting track, where appropriate to the location.
- 3.30 **Engineering solutions:** We are also investigating alternative engineering solutions to manage Tube noise. For example, we have been trialling the replacement of Pandrol Vanguard track fastenings, which impact in-carriage noise, with alternative engineering solutions.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Andrew Morsley, Director of Operational Planning
Email: andrew.morsley@tube.tfl.gov.uk

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Date: 13 September 2023

Item: Initiative to Promote Women in the Bus and Coach Industry Update

This paper will be considered in public.

1 Summary

- 1.1 This paper provides an update on the [Women in Bus and Coach](#) initiative being led by our Bus Operations directorate. The aim of the group is to encourage more women into the bus and coach industry and provide support in line with similar groups such as Women in Transport, Women in Rail and Women in Maritime.

2 Recommendation

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

3 Background

- 3.1 We want to encourage and support more women to work in the bus industry at every level, from drivers and mechanics to engineers and managers. Unlike in UK rail and aviation, there was not previously a comparable national cross-industry network for supporting and promoting women's participation in the bus and coach industry.
- 3.2 The current workforce of the bus industry does not reflect the community it serves. Data shows that in 2020/21 only around 16 per cent of bus and coach drivers were female, and across a sample of four London bus operators in 2020, around 10 per cent of the total staff were female. In comparison, more than half of bus passengers in London are female. Having a workforce that better represents passengers can help identify and address barriers to an inclusive bus service.
- 3.3 Building upon our commitments in the Bus Action Plan - including our new Bus Safety Strategy - attracting more women into the bus industry will also help to address the severe workforce shortage, improving the quality of service to customers. It will also ease the pressure on frontline staff, contributing to improved health and wellbeing.
- 3.4 The lack of women working in the industry can be considered a barrier itself, contributing to a perception that it is not a valid career choice for women. We must challenge and change this perception.

4 Women in Bus and Coach

- 4.1 We commissioned a scoping study in 2022 to explore the current challenges facing the bus and coach industry, the challenges facing women who work in the industry, the wider benefits of improving the gender balance of the workforce, and best practice in promoting this. The outcome of this research and detailed discussions with women drawn from across the bus and coach industries and wider transport industry was that positive action was not only needed but would be enthusiastically welcomed. This document was included in our first briefing.
- 4.2 Our Bus Operations directorate is helping to establish an independent, free-to access [‘Women in Bus and Coach’](#) network to help encourage and support more women to work in the bus industry at every level, focused on making changes from the ground up. Looking at change such as cab design, uniforms and rostering.
- 4.3 A Steering Group, chaired by Louise Cheeseman, Director of Bus, has been established, drawing on high-level expertise from across the bus and coach industries nationally. We are pleased to have the support of senior figures including our Sponsor, Lord Peter Hendy CBE.
- 4.4 A London regional launch and networking event took place on 28 June 2023. At this event people from across the bus and coach industry, from bus operator MDs to frontline staff came together to discuss change. Then took action by making commitments to act, for example providing free period products in all female bathrooms. Ninety commitments were made, of which over 40 directly related to London. Commitments from senior attendees are attached in Appendix 1.. All London MDs and Louise Cheeseman signed our London charter, attached in Appendix 2. To further discussions on the day, we unveiled our video on [Women in the front line](#), in which the women featured who work in the industry outlined some important changes that are needed.
- 4.5 A London Regional working group has been established following the launch event. This group will enable us to focus on ensuring these 40 commitments are carried out, while running other programmes and projects to make the industry better for our colleagues.
- 4.6 Four other groups are focussing on barriers to entry (research), communications and engagement, sponsorship (to make the organisation self-funded) and the national charter.
- 4.7 The London Regional launch will be followed by a national summit on 8 November 2023 in Birmingham, where we will launch our national charter, introduce the group to further national industry colleagues and look to obtain additional commitments to drive our industry forward.
- 4.8 In addition, there will be a Parliamentary launch on 20 November 2023. Senior dignitaries, MPs and industry experts will be in attendance. A Women in Bus and Coach wrapped bus will also be at the event. This will be a great

opportunity to gain support for the initiative and what we hope to achieve. A working group is being established in the lead-up to this event.

5 Summary

- 5.1 [‘Women in Bus and Coach’](#) has moved forward in strides in the last few months, and will continue to do so in our lead up to the National Summit and Parliamentary launch in November.
- 5.2 There are many recruitment and retention challenges facing the bus and coach industry in the UK, including London. TfL is taking positive steps to help overcome these challenges and to eliminate barriers facing women joining and remaining in the industry.
- 5.3 We are steadily becoming the industry group we want to be, supporting change and leading conversations on core issues. These include cab design, uniforms and rostering.
- 5.4 We are focused on delivering our Bus Action Plan and this initiative will help us to achieve a workforce that better represents passengers and that can help identify and address barriers to achieving an inclusive bus service.

List of appendices to this report:

Appendix 1 - London Regional launch: Senior staff Commitments

Appendix 2 - Women in Bus and Coach: London Charter (2023)

Appendix 3 – Photographs from the London Regional Launch

List of Background Papers:

None

Contact Officer: Louise Cheeseman, Director of Bus
Email: LouiseCheeseman@tfl.gov.uk

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Women in Bus and Coach:
commitment pledge

I commit to: Be a mentor and support colleagues from Women in the Bus and Coach sector

Signed: Andy Lord

Date: 28.06.23

Organisation: Commissioner, Transport for London

Women in Bus and Coach: commitment pledge



I commit to: Recruiting six summer bus & coach interns every year

Signed: Andy Lord

Date: 28.06.23

Organisation: Commissioner, Transport for London

Women in Bus and Coach: commitment pledge



I commit to: Provide free sanitary products in all women's toilets across Abellio facilities

Signed: Jon Eardley

Date: 28.06.23

Organisation: Managing Director, Abellio

Women in Bus and Coach: commitment pledge



I commit to: Put women and their needs front and foremost in our organisation and deliver meaningful change whenever possible

Signed: Paul Sainthouse

Date: 28.06.23

Organisation: Dawson Group Bus & Coach

Women in Bus and Coach: commitment pledge



I commit to: Promoting the voice and interests of women passengers and staff in the public transport world

Signed: Peter, Lord Snape

Date: 03.07.23

Organisation: House of Lords

Women in Bus and Coach: commitment pledge



I commit to: Helping bring in more female apprentices (engineering) into the industry

Signed: Sumeer Rawal

Date: 28.06.23

Organisation: Engineering Director, Arriva London

Women in Bus and Coach: commitment pledge



I commit to: Helping to eradicate period poverty by providing easy access to products

Signed: Abellio

Date: 28.06.23

Organisation: Abellio

Women in Bus and Coach: commitment pledge



I commit to: All toilet facilities used by Bus and Coach staff meet women's needs

Signed: Louise Cheeseman

Date: 28.06.23

Organisation: Director of Buses, Transport for London

Women in Bus and Coach: commitment pledge



I commit to: Providing mentoring opportunities. For example, Nigel Wood, COO, has committed to provide mentorship to three women in our business to support their career progression. The three individuals include two Operations Managers and a controller

Organisation: RATP

Date: 28.06.23

Women in Bus and Coach: commitment pledge



I commit to: Be delighted to mentor a woman colleague

Signed: David Cutts

Date: 28.06.23

Organisation: Managing Director, Go Ahead London

Women in Bus and Coach: commitment pledge



I commit to: Personally mentor women in [the] business

Signed: James Thorpe

Date: 28.06.23

Organisation: Uno

Women in Bus and Coach: commitment pledge



I commit to: Launch a mentor programme for women from all backgrounds to reach their full potential, ensuring real diversity at all levels of the industry

Signed: Jon Eardley

Date: 28.06.23

Organisation: Managing Director, Abellio London

Women in Bus and Coach: commitment pledge



I commit to: A focus to improve facilities for women within the workplace, those within our control in our garages and also those within the TfL bus network. Our initial focus will be on bathroom facilities

Organisation: RATP

Date: 28.06.23

Women in Bus and Coach: commitment pledge



I commit to: Mentoring, supporting and encouraging the development of women in technical roles

Signed: Laura Tofts

Date: 28.06.23

Organisation: Alexander Dennis

Appendix 2

Women in Bus and Coach

London Region Charter

This document sets out the charter for the London Region Women in Bus and Coach network. Members commit to supporting and delivering the network's vision, mission and goals.

Our Vision

A bus and coach profession that embraces gender equality and provides dignity, respect and fairness for all.

Our Mission

Build, Unite and Support Women in the bus and coach profession to improve representation, retention, and opportunities for women.

Overview

The Women in Bus and Coach London Region Charter represents the commitment by the London bus and coach profession to making tangible improvements to gender equality and representation across all levels of the profession including recruitment, retention and access to career progression.

It provides common values and goals for individuals and organisations to align in their shared pursuit of improvements for women and encourages compassion in all instances.

Our Goals

- Setting, reviewing, and publishing targets for women in all roles throughout our bus and coach profession
- Providing access to networking, learning and development opportunities
- Challenging industry policies and practices that do not adequately support women's needs
- Identifying and encouraging role models to provide coaching and mentoring opportunities, including among allies to foster a more inclusive culture
- Promoting and celebrating the role of women in bus and coach through both internal and external engagement
- Sponsoring and supporting annual awards to showcase best practice and champion women and allies throughout the industry
- Fostering a profession where women can gain opportunities to progress their careers by working in partnership with other organisations to share ideas, knowledge, and learning
- Standing in solidarity to protect one another's wellbeing and welfare

In signing this Charter, the signatories, on behalf of their organisations, are committing to supporting and delivering this Charter.

Signatories:





Date: 13 September 2023

Item: Our Colleague 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 activities across the Chief People Office for the period June to September 2023.
- 1.2 The report has a changed name to reflect the broader work activities that take place across the Chief People Office, including our change portfolio.
- 1.3 This also provides a clear line of sight between the activities included within these reports and our Colleague Strategy.

2 Recommendation

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

List of appendices to this report:

Appendix 1 – Our Colleague Quarterly Report

List of Background Papers:

None

Contact Officer: Fiona Brunskill – Interim Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

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Our Colleague Quarterly Report

June - September 2023



Our Colleague Quarterly Report

June to September 2023

Introduction

Our Colleague Quarterly Report provides an overview of the work taking place to make Transport for London (TfL) a great place to work for everyone.

The report will provide an update on our longer-term approach to people activity, and how we will ensure that TfL is able to attract and retain talent, while also improving the wellbeing of our colleagues. The report will also cover updates and achievements since the previous Panel meeting held in May 2023.

The format of this report will provide an update on

1. Our Colleague Strategy
2. Creating a culture of inclusion
 - a. Action on Inclusion – Inclusion Matters
 - b. Deep Dive
 - c. Senior Representation
3. Supporting everyone to achieve their work ambitions
 - a. Leadership
 - b. Building Skills for the Future
 - c. Working alongside higher education
 - d. Critical Roles and Succession Planning
 - e. Steps into Work
4. An attractive and fair employee offer
 - a. Our Approach to Reward
 - b. Our Employee Value Proposition
5. Our TfL Programme



Our Colleague Strategy

Launching Our Colleague Strategy

Our Colleague Strategy was successfully launched on 5 July 2023. This sets out our goals between now and 2030, recognising where we are now and what we will do to make this a great place to work for everyone.

For TfL to be a strong, green heartbeat for London, this comes from colleagues feeling supported at work. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever their role and wherever they are in their career.

Alongside our trade unions and Colleague Network Groups, we will design and implement progressive and transparent policies and processes, that better meet the needs of our colleagues.

Our Colleague Roadmap sets out the initiatives and activities that will take place across the Chief People Office (CPO) over the next year. Updates on the progress of these initiatives are included within this report.

We will also be launching this year's Viewpoint colleague survey on 25 September, to run until 20 October. We will schedule an update on the results with Board Members once these are available.

Creating a culture of inclusion

Action on Inclusion – Inclusion Matters

Our new long-term, diversity and inclusion strategy – Action on Inclusion launched in June; it sets out how we can create a truly inclusive organisation by 2030.

An organisation where everyone feels a sense of belonging and can bring their 'authentic self' to work. While diversity has always been an important focus at TfL, we are moving towards an inclusion focused approach to positively impact our organisation for our colleagues and customers. We are focused on creating an equitable, high-performing workplace where people from all backgrounds can get the support they need to thrive and grow.

We are currently in the process of delivering our course "Inclusion Matters" and are in receipt of the wire frame from T3 who are designing the course. Filming has also taken place, which involved colleagues from across our organisation sharing their own experiences and insights of inclusion/exclusion and microaggressions in the workplace. We are looking for a soft launch with executive colleagues prior to the course being launched on our internal eLearning platform on 18 September 2023.



Deep Dive

Following a successful pilot of the Action on Inclusion Deep Dive, we are rolling these out to the rest of the business. The Deep Dive sessions are mandatory for all Band 5 and above colleagues to attend. It provides them with an overview of our new strategy, the key themes and the importance and role of allyship. It also utilises real life examples to TfL of microaggressions, banter and/or discrimination, allowing colleagues the opportunity to learn from each other and understand the appropriate steps to intervene/call out unacceptable behaviour.

The session also introduces forum theatre to create an immersive experience for colleagues to understand in greater detail the role of an ally. We have received extremely positive feedback from colleagues who have attended and the sign up rates have progressively improved for the remaining sessions.

Representation at Senior Levels

Diversity without an inclusive culture is not sustainable in the longer term, as diverse talent will leave the organisation if we are not a truly inclusive place to work.

However, to best represent London, it is important that TfL represents Londoners at every level of the organisation. This is key to making sure that there is diversity of thought in decision making which in turn will make TfL a more inclusive place to work.

A Senior Leadership Representation metric has been added to the TfL Scorecard for 2023/24. This is a measure of the percentage of colleagues at senior manager and above, who have declared they identify as one or more of the following:

- Black, Asian or minority ethnic
- women
- disability
- lesbian, gay or bisexual (LGB) or
- a minority faith or belief.

We are currently using a Red Amber Green (RAG) rating to measure senior representation, with the current RAG statuses showing that we are very close to our target for Black, Asian and minority ethnic, women, disability and faith. Data shows that we are currently meeting our target for representation for LGB, however all targets can move on a periodic basis and flux throughout the year, so we are looking at ways on how to maintain this.

Our ambition is to halve the difference in representation between our current senior colleagues and the economically active population of London for five protected characteristics between 2023/24 and 2030.



Supporting everyone to achieve their work ambitions

Leadership Development

Progress in building a strong culture in good people leadership has been strengthened with our pilot sponsorship programme, “Getting Ready for Senior Leadership” for 17 of our senior leaders.

Launched at the beginning of this year we are seeing very positive engagement from both participants and sponsoring Directors. Participants have gained practical benefits of using TfL’s 360 tool to identify their personal development plans, which has also been actively supported by their individual sponsors.

In addition to the pilot group, we have also offered development options to those who applied, met the benchmark, but due to high volumes of interest did not gain a place on the pilot. Following the success of the programme we are now planning the focus and scalability of the programme for further cohorts.

We completed the selection of our next cohort of seven Emerging Leaders from graduates and higher/degree level apprentices who have completed their schemes. They will now take on stretching People Leader placements alongside a one-year modular based learning

programme aligned to Our People Leader Framework.

A stand-alone update on leadership development is included elsewhere on the agenda for this meeting.

Building Skills for the Future

Our Strategic Workforce Planning tool has been trialed and tested within the CPO community and will be launched to our people leaders within the coming months.

Critical and hard to fill roles have been identified across the business with work underway to analyse these in more detail, including understanding the future skills requirements of these roles.

The information gathered helped inform our demand of 326 graduate, apprenticeship and internship schemes for 2024 as a talent pipeline intervention for the roles identified.

On Monday 11 September we welcomed over 270 graduates, apprentices and interns. This is our largest intake of graduates, apprentices and interns to date, following the completion of 77 assessment centers with over 1,000 candidates in attendance.

A summary of the demographic data of this year’s intake will be provided at the next Panel meeting in November.



Working alongside Higher Education

At the last Panel meeting in May, Members suggested forging closer links with universities and educational establishments to enhance TfL's ability to recruit for the necessary skills.

Karen Wallbridge, Head of Talent sits on the London South Bank University (LSBU) Employer Advisory Panel to help inform curriculum design.

In July we attended the Festival of Apprenticeships supported by LSBU and the careers event at the new London Southbank Technical College.

Our targeted approach to schools' outreach and university engagement supports diverse talent pipelines into our early careers' pathways and social mobility.

We are currently planning our next cycle of engagement with universities through academic partnerships within the business related and specific relevant skill disciplines through our early careers work.

Critical Roles and Succession Planning

We have had robust discussions within TfL around the identification of our critical and hard to fill roles. We continue to analyse the information shared and ensure we have a full understanding of the future skills requirements of these roles. The information has also been cross referenced against our demand for our graduate, apprenticeship and internship schemes for 2024 ensuring we have a pipeline for the roles identified.

Succession plans for the critical and hard to fill roles will be in place by the end of October 2023.

Steps into Work

On 7 July, we celebrated the graduation of our Steps into Work students' class of 2023, as the 21 graduating students were joined by their parents, carers and friends at our Endeavour Square office.

Commissioner Andy Lord, Chief People Officer Fiona Brunskill, and Board Members Ben Story and Anne McMeel attended. We were also joined by our programme delivery partner, Shaw Trust, placement hosts from across TfL and the Greater London Authority. Aaron Thompson shared his experience of life post-programme and the support he received to help him secure a Customer Service Assistant role at TfL.

One of this year's alumni has already been appointed as Customer Service Assistant for London Overground and we will continue to support the cohort until July 2024 to progress into employment.

Seventy per cent of the previous Steps into Work cohort have progressed into employment including positions in the London Transport Museum, London Underground (LU) Customer Services and externally in logistics and retail. The remaining 30 per cent are continuing to be supported until December 2023.



An attractive and fair employee offer

Our Approach to Reward - Job Families Development – Non-Operations

A first iteration of mapping to job family, function and discipline was successfully completed by senior leadership working with our CPO Business Partners team in June 2023. TfL roles have been mapped to 20 TfL Non-Ops Job Families and circa 140 Job Disciplines that are defined within those families.

Work continues to resolve known issues and further refinement of this mapping will be undertaken in our next round of business engagement.

The initial Non-Ops Job Family pay ranges have been developed using 2022-23 Willis Towers Watson benchmarking data - these will be updated with 2023-24 data when this is published later in the year.

An Impact Modelling Dashboard for Non-Ops has been created. Modelling focuses on the cost and diversity impact of job families pay ranges if they are implemented in the way currently designed.

Job Families Development – Operations

The first round of job family mapping completed within Operational areas to 11 Operations specific job families but this will require greater definition.

Work completed to separate out notional base pay from unsocial working allowances in LU pay - this will facilitate a like for like comparison of LU pay (both internally and externally) as well as potentially having a practical application in any future approach to pay.

While substantive benchmarking data for the LU Operation has already been gathered we are also working with an external consultancy to strengthen our rail industry pay data to match a broad range of LU roles – TfL has established a forum of the main train operating companies for this purpose.

We have engaged the support of a delivery partner to help us establish a renewed set of principles and philosophy for how we utilise performance based reward in future. This work is also looking at the specific design of TfL's current performance award arrangements.

Governance

The project team are undertaking a review of progress and findings within the project's governance structure which will be discussed at our Executive Committee later this month.

Following this round of governance and the decisions that are taken as part of it, more detailed planning will be undertaken for developing the reward strategy through to implementation; including plans for trade union and further business consultation.



Our Employee Value Proposition

Defining, refreshing, and publishing our employee value proposition (EVP) is a key enabler of our Colleague Strategy and a roadmap deliverable.

To deliver this, we are currently reviewing the material we use to attract people into our organisation and how we articulate our employee offer. Our offer needs to tell an authentic and aspirational story of the experience of working here.

That story will help us create a brand for recruitment, focusing on our vision and purpose and what it means to work for TfL: An organisation with a rich history and an exciting future, that lives a values driven culture, providing great service for London, and is actively tackling the climate emergency.

Our EVP will also positively set out what people can gain from their time working here – our development journey, our benefits offer, working in an inclusive workplace environment.

We aim to refresh the current ‘careers’ page on the external TfL website, with our refreshed EVP material, by the beginning of 2024. We also aim to use our existing social media channels to further promote our EVP.

Our TfL Programme

Our TfL Programme

Work continues across the Our TfL Programme (OTP) to progress initiatives through the change lifecycle, with several initiatives now into the detailed design phase.

Alongside this, the programme has undergone an extensive exercise to prioritise and sequence our initiatives across the pan-TfL landscape to ensure the delivery of financial and non-financial benefits are both maximised and balanced against the capacity of the business. This work forms the basis for an updated OTP roadmap that is currently being developed with a greater focus on ensuring we are contributing to TfL’s overall financial requirements.

The programme has also been looking at how we can adapt our structure and governance to support enhanced collaboration and enable the effective delivery of initiatives across the value chain. An adapted structure has now been agreed and work is underway to put this in place.

We are looking to arrange a session with Board Members to run through the wider change landscape in more detail in the near future.



Safety, Sustainability and Human Resources Panel

Date: 13 September 2023

Item: Leadership Development at Transport for London

This paper will be considered in public

1 Summary

1.1 This paper provides an update on the approach taken to developing our people leaders and aspiring people leaders, which seeks to build a strong culture of good people leadership, a key deliverable in our Colleague Strategy.

2 Recommendation

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

3 Background

3.1 In November 2022, we presented an update to the Panel outlining our leadership development to date and next steps.

3.2 Our People Leaders Framework and subsequent development self-assessment tool was launched in February 2023, outlining the five key expectations of our people leaders.

3.3 Our refreshed approach to leadership development has been designed to help deliver two of the three pillars in our Colleague Strategy; supporting everyone to achieve their work ambitions and creating an inclusive culture.

3.4 These initiatives will further embed our Vision and Values.

4 Why this is important to us

4.1 We are aware of how leadership development is changing, moving away from top-down programmes to more self-directed and experiential. We therefore need to provide our people leaders and aspiring people leaders with development opportunities that are personalised and appropriate to where they are in their leadership journey.

4.2 Our leadership pathways outline a clear narrative for our people leaders to progress their careers and achieve their work ambitions aiding attraction and retention, while supporting others to achieve theirs.

4.3 Embedded in each pathway are skills development opportunities that support cultural and behaviour change. Our people leaders are key to taking our colleagues on our journey to a sustainable, green future and make TfL an inclusive, great place to work where everyone can thrive.

5 Our Pathways

- 5.1 There are five key pathways by which we will create meaningful leadership development options, inclusive of all levels and experiences of people leadership to date:

People Leader Foundation

A refreshed leadership development hub setting out the basis of learning for all people leaders and aspiring people leaders. This will be the point of reference for content and self-guided development modules no matter where our colleagues are on their leadership journey and will support them to strengthen their leadership capability based on a self-led assessment approach.

First People Leader Role

We will support colleagues and new starters seeking their first people leadership role through stretching development programmes underpinned by Our People Leaders Framework.

Mid-Level Leadership

Making up our largest people leader population, continued development of our mid-level people leaders is fundamental to achieve a great place to work. We will introduce initiatives to support those aspiring to move into senior leadership.

Senior Level Leadership

Building on our Senior Leadership Strengths, we want to ensure our programmes and interventions continue to drive success for our senior leaders and their teams from the top down.

Executive Leadership

This pathway is designed to support our Chief Officers to ensure we are continuing to make strategic impact on being the strong green heartbeat for London.

6 Next Steps

- 6.1 Our refreshed approach to leadership development is underway. We will continue to analyse data from critical skills, objectives setting and Viewpoint, our annual colleague survey, to inform design, development and roll out of current and future leadership development initiatives.

List of appendices to this report:

Appendix 1 – Leadership Development at TfL

List of Background Papers:

Leadership Development at Transport for London, Safety, Sustainability and Human Resources Panel, 16 November 2022

Contact Officer: Karen Wallbridge, Head of Talent
Email: KarenWallbridge@tfl.gov.uk

Appendix 1: Leadership Development at Transport for London

Date of Panel meeting: 13
September 2023

Paper owner: Karen Wallbridge

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CONTEXT AND OBJECTIVES

Building a strong culture of good people leadership across our organisation is key in supporting everyone to achieve their work ambitions and creating an inclusive culture, two priorities of our Colleague Strategy.

We need to provide our people leaders and aspiring people leaders with development opportunities that are personalised and appropriate to where they are in their leadership journey. We are aware of how leadership development is changing, moving away from top-down programmes to more self-directed and experiential.

Lack of development opportunities is also a key theme we received via last year's Viewpoint colleague survey which this will help address from a leadership development perspective.

SUMMARY

- Leadership interventions to date – slide 2
- Leadership development to 2025: our People Leadership pathways – slide 3
- Overview of Our People Leader Foundation – slide 4
- Next steps and timeline – slide 5
- Appendix – Our People Leaders Framework – slide 6

ACTION

- This pack will provide an update on our Leadership Development Approach.
- We ask the Panel to note TfL's approach to Leadership Development.



Leadership interventions to date

We have several successful initiatives for our people leaders and aspiring people leaders to support them in their people leadership journey.

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Launched Our People Leaders

Setting out what it means to be a people leader to deliver our strategic priorities

Our People Leader Welcome

Half day induction event to welcome newly recruited and newly promoted people leaders

Senior Leadership Strengths

The key attributes needed of senior leaders

Ops 'Leading Customer Service programme'

Targeted programme for operational people leaders

Director Group Coaching

Group peer to peer coaching for Directors

Leadership and Management Stay Learning Site

Comprehensive repository of resources to support self-directed learning

Getting Ready for Senior Leadership

Our Sponsorship Pilot Programme aimed at preparing senior leaders for Director roles

Action on Inclusion (Aoi) Senior Leader Briefings

Setting out accountability for role modelling allyship and driving positive changes to deliver on Aoi's actions and ambitions

Development Masterclasses

Deep dive sessions with the business on specific development topics, including targeted leadership development sessions

Emerging Leaders

Accelerated Graduate development programme pipelined from graduate and L5+ apprenticeship schemes, aimed at supporting them to roll off to midlevel leadership positions

Sustainability Awareness Programme

Training for senior leaders to facilitate sustainability discussions and embed leading on the sustainability agenda

Management Graduate and Apprentice Schemes

General Management, Safety, Health and Environment Management and Project Management Schemes

Leadership development to 2025: our People Leadership pathways

Our programme aims to bring a clear pathway to leadership development and progression.

Building on the recently launched Our People Leaders Framework, it will enable our people leaders and aspiring people leaders to access the relevant tools and interventions appropriate to their readiness.

Making development easy, accessible and targeted based on colleague needs and aspirations means we can develop a strong culture of good leadership, and create a pipeline of talented, caring, inclusive leaders.

The initiatives noted are examples of in flight / proposed programmes, aligned to each leadership pathway.

Examples of 'stretch / move' initiatives
Examples of 'strengthen' initiatives



Supporting our Chief Officers to ensure we are continuing to make strategic impact on being the strong green heartbeat for London

- Examples: I:I Coaching / Senior Leadership Strengths

Building on our Senior Leadership Strengths, we want to ensure our programmes continue to drive success for our senior leaders and their teams from the top down

- Examples: Director Group Coaching / Sponsorship programme for Senior Leaders to Director positions / Succession planning

Continued development of our mid-level people leaders is fundamental to achieve a great place to work, including supporting those aspiring to move into senior leadership

- Examples: Group Coaching / Mid-Level Leadership Development programme / Leadership upskilling apprenticeship

We will support colleagues and new starters in their first people leadership role, with initiatives to support development of fundamental leadership skills

- Examples: People Leader Welcome Induction / Financial and Commercial Management suite / Mentoring / Secondments

Employee led development hub, setting out targeted leadership development for all, no matter where leaders are on their leadership development journey

People Leader Foundation: Development for all people leaders and aspiring people leaders

Our refreshed Leadership Development hub will include:

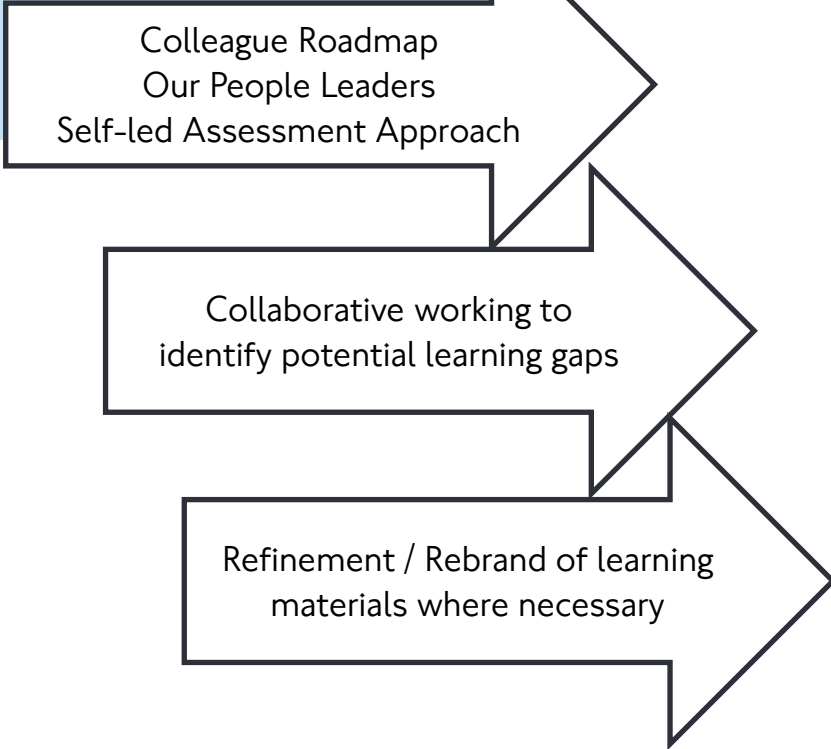
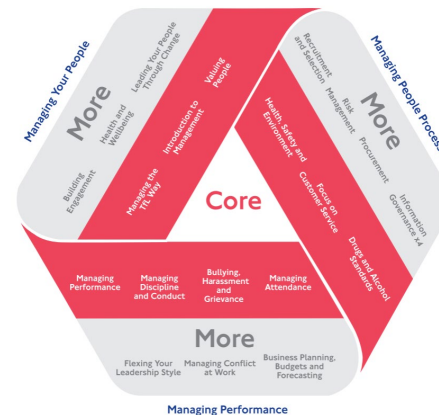
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Series of self-guided development modules and 'How to' guides

- Our People Leader intro webinars and workshops, courses
- Inspirational library of videos and readings

Managing Essentials

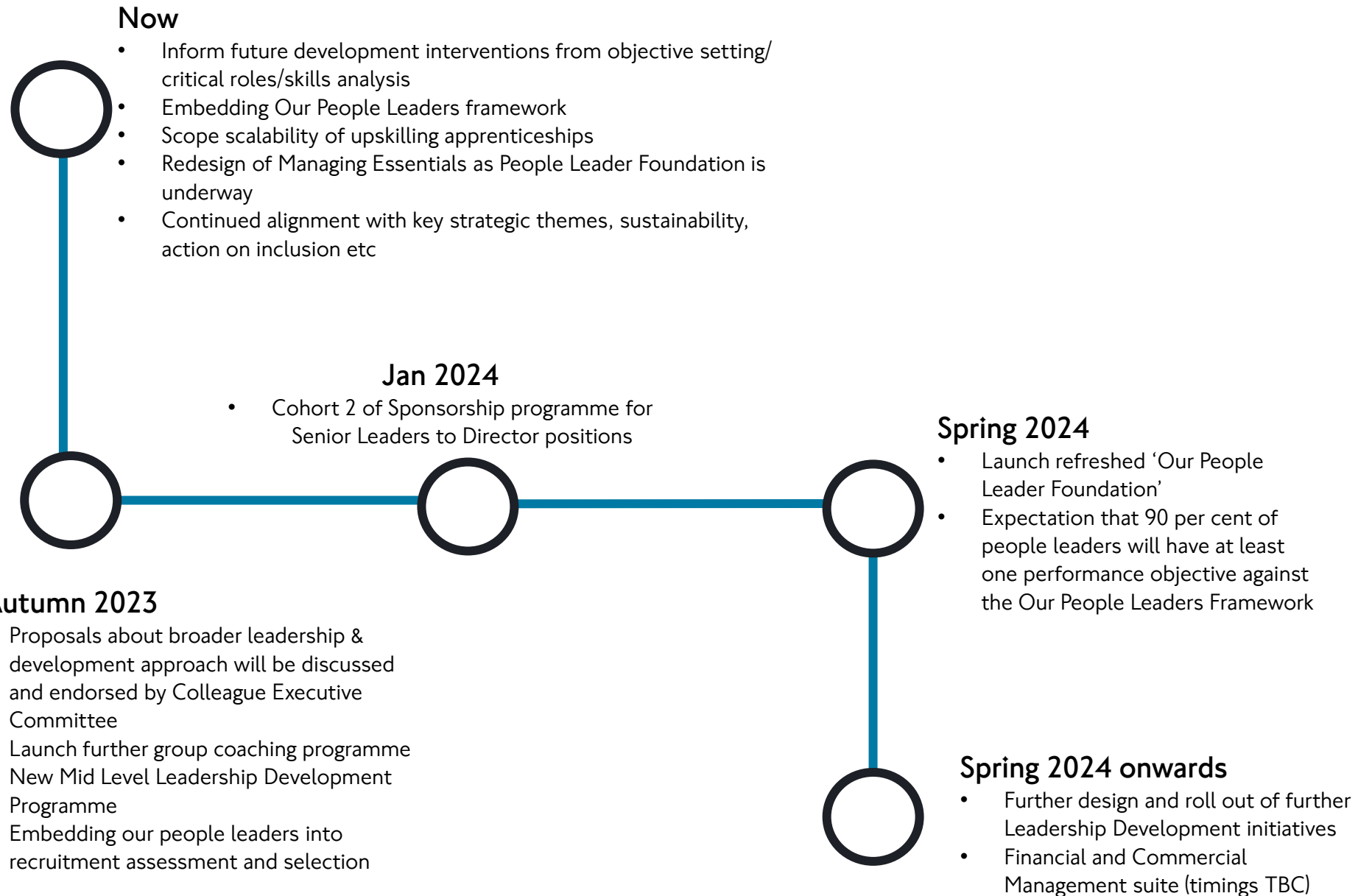
- 8 years old – Need for change
- Rigid structure of **Core & More**
- Expectation for managers to complete



Our People Leader Foundation for Learning

- People leader centric
- Foundation for learning
- Self-led development with guiding pathways
- Self-assessment
- Fluid and evolving
- Reference for development
- Supports learning in the flow of work
- Aligns to TfL learning and development approach

Leadership Development Approach Timeline



Appendix – Our People Leaders Framework

Connects the team's purpose with delivering TfL's Vision and Values

- Shows the team how their work contributes to delivering TfL's vision and priorities
- Communicates key information clearly and openly so that colleagues can understand and contribute
- Listens and answers questions to ensure colleagues feel understood and that their views are valued
- Role models our values. Supports and celebrates our colleagues to do the same

Drives and inspires good performance

- Agrees and regularly reviews key objectives and priorities for all team member using myJourney
- Builds trust with colleagues, empowering them to deliver and providing support when needed
- Prioritises regular and meaningful check-in conversations on contributions and wellbeing. Recognises successes and continually provides high quality feedback
- Responds to performance concerns and wellbeing matters promptly with care and honesty

Creates a caring, inclusive, sustainable and safe working environment

- Is genuinely interested in colleagues; who they are and the support they need to contribute
- Ensures everyone feels included and encourages contributions from all
- Creates an environment where colleagues can raise concerns, sets an expectation that everyone is treated with dignity and respect, and does not tolerate behavior that is discriminatory
- Priorities and inspires a safe and healthy workplace and provides focus for improving the environmental impact of our services

Collaborates and supports others to achieve

- Spends time with their team and is available to their colleagues when they need them
- Involves colleagues in key decision making
- Creates a team that works well together for the benefit of their customers
- Expects great working partnerships between colleagues, suppliers, contractors, and customer representatives

Continuously develops and adapts to improve (service, team, self)

- Is open and transparent when implementing change and positively represents TfL management
- Creates an environment where we are constantly innovating and learning to improve effectiveness and efficiency
- Demonstrates support for the continual development of all team members
- Continuously develops their self-awareness and skills as a people leader

Safety, Sustainability and Human Resources Panel

Date: 13 September 2023

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 (ER1) – ‘Inability to deliver safety objectives and obligations’, Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’ based on second line of defence audit work by the Quality, Safety and Security Assurance (QSSA) team and third line of defence work by the Internal Audit team. Information is also provided on Enterprise Risk 6 (ER6) – ‘Deterioration of operational performance’ and Enterprise Risk 4 (ER4) – ‘Significant security incident’ as they correlate to ER1.
- 1.2 As of Quarter 1 of 2023/24 (1 April to 24 June 2023) (Q1) all QSSA audits have been planned and recorded against the applicable management system. It is too early for analysis of results, but the audit planning stage has identified historical gaps in assurance and resulted in more comprehensive audits that address whole management system procedures. There have been fewer audits of the Safety, Health and Environment (SHE) management system in Q1 than is typical. This will change in later quarters following the launch of the revised SHE management system in Q1.
- 1.3 The number of audit actions that are over 100 days overdue continues to reduce, along with the number of deadlines that have been extended which are both positive indicators.
- 1.4 Appendix 1 provides a list of applicable audits undertaken in Q1. 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.
- 1.5 Performance data is provided on progress against the audit plan, audit ratings, rating trends by Enterprise Risk and business unit, and progress against actions, with comparisons provided across the last two years.

2 Recommendation

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

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, ER3, ER4 and ER6.

3.2 The audit plan for Q1 and Quarter 2 (25 June to 16 September 2023) (Q2) was finalised in March 2023 in consultation with the 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 owner, risk owner or a TfL assurance team. The audit plan is reviewed every six months to provide greater flexibility and an agile approach to meet changing business demands.

4 Work of Note this Quarter

4.1 There have been no changes of note to the causes, controls or ratings of ER1, ER3, ER4 and ER6 in Q1.

4.2 Internal Audit have one audit in progress on 'Climate Adaptation – Risk Assessments'. There were no ER1 Internal Audit reports issued in Q1.

4.3 A total of 18 second line QSSA audits were delivered in Q1, taking the total to 30 per cent of the Q1 and Q2 plan for 2023/24 (see Appendix 1 for the full detail of audits completed in Q1).

4.4 The following consultancy and management review assignments were completed by the QSSA team in Q1. In all cases the reports to the accountable teams provided recommendations for further action:

(a) **Security Governance and Culture Maturity:**

The QSSA team was requested to provide consultancy services on the continuation and development of security governance and culture maturity at TfL. Overall, the report concluded that there is evidence of the maturing of TfL security governance and culture. The report provided recommended actions that will assist with TfL's work to improve security culture and governance. Many of the recommended actions address either the revision of materials or the communication of new strategies and alignment across the TfL security teams. Other actions will identify where other scope items could be expanded to reflect or seek good practice from organisations such as the Department for Transport.

(b) **TfL Health Surveillance:**

The revised TfL SHE management system content was reviewed against legal requirements and was found to be accurate with a few detailed, technical requirements to be added. A sample of SHE and Operational colleagues were interviewed to obtain views on ease of use of the health surveillance content and communications. The feedback identified opportunities to refine the content and its communication, to aid understanding and implementation.

- (c) **Medical Fitness in Buses:**
TfL Buses requested a series of audits of TfL bus operators to identify any common issues regarding legal and contractual compliance. A range of performance was noted with common issues noted on alignment of local Driver Medical Standards Policies to the TfL contract requirements, which specifies that 10 per cent of bus drivers require drug and alcohol testing rather than 10 per cent of all employees and consistent application of pre-employment medical screening and seeking employer references. Thematic issues are being addressed by TfL Buses with the operators.

4.5 Five audits were concluded as 'requires improvement', all have agreed and tracked action plans in place:

- (a) **Projects Asbestos Management:** Project Managers were aware of the TfL asbestos procedures. However, where external Principal Contractors were appointed, the requirements of the procedure were less clear. Some aspects of the procedures required updating to clarify training requirements and specifying additional reviews.
- (b) **London Underground (LU) Track Welding:** There were numerous non-conformances with the track welding processes although, in isolation, none were considered to be a significant failure of control. Findings included updating and maintaining databases, welding performance management, competence, equipment calibration and quality records.
- (c) **TfL Estates Management Health Safety and Environment Compliance:** The audit focused on the follow up of actions implemented after the audit conducted in 2021 (ref 21 732). The head office compliance e-log book has been successfully deployed to improve the record keeping for Water System Risk Assessment. However, there are weaknesses in the deputising arrangements within the TfL Estates Management team and the planned inspection checklist.
- (d) **LU Asset Performance, Nuisance, Noise and Vibration Management:** Aspects of the management system were found to be not understood or not complied with and in need of clarification as part of the wider review and update of the management system.
- (e) **Payment Card Industry Data Security Standard (PCI DSS) Compliance Audit: CPAY Revenue Inspection Devices (RIDs):** Cardholder data is processed by the RIDs in a secure and compliant manner however, the Service Provider had not supplied all necessary details for the RIDs which constituted a non-compliance. The missing information was subsequently provided, achieving compliance and closing the issue.

4.6 Four audits were concluded as 'adequately controlled' along with six Integrated Systems audits which are not rated as they cover multiple subjects and risks.

4.7 The breakdown of the audits completed in Q1 by risk is as follows:

- (a) 11 audits were completed against ER1: six of which were Integrated Systems audits of LU which are not rated;

- (b) one audit was undertaken against ER3.
- (c) two audits were completed against ER4 (one of which was a PCI DSS compliance audit); and
- (d) four audits were completed against ER6 in Q1

5 Cancelled and Deferred Work

5.1 There were no audits cancelled or deferred in Q1.

6 Performance and Trends

6.1 There were 98 QSSA audits issued in the last four quarters (Quarter 2 of 2022/23 to Q1 2023/24), an increase from 84 issued in the previous four quarters. The distribution of audits by Enterprise Risk and Chief Officer is generally consistent across the last two years. The breakdown of these audits is as follows.

- (a) 57 audits against risk ER1 (this includes 30 Integrated Systems audits covered in (b) below);
- (b) 30 Integrated Systems audits (assessing LU operational and maintenance teams' compliance with a range of management system requirements including SHE, competence and finance);
- (c) five audits against risk ER3 (in previous years ER3 audits have been included in ER1);
- (d) 13 audits of TfL asset quality and compliance with internal or industry standards against ER6; and
- (e) 23 audits against ER4 comprising of 20 PCI DSS compliance audits and three audits against TfL standards or legislation.

6.2 The audits in the last four quarters were concluded as eight 'well controlled', 30 'adequately controlled', 18 'requires improvement' and seven 'poorly controlled'. Each of the audit conclusions has increased by four audits with the exception of 'adequately controlled' which has reduced by four audits. Overall, this shows a slight increase in adverse audit conclusions compared with the previous four quarters. The increased number of competence management system audits has led to an increase in 'requires improvement' and 'poorly controlled' conclusions (this has been raised and actioned with the Skills and Development team). In the past 12 months there have been two environmental risk assessment audits concluded as 'poorly controlled' and three payment card industry audits concluded as 'requires improvement' which have increased the number of adverse audit conclusions compared with previous results.

6.3 Individual audit findings with actions are codified to allow for greater trend analysis (see Graph one below). The most commonly occurring findings relate to non-compliances with TfL management systems, industry standards or legal requirements, this is consistent with the nature of our assurance work at the second line of defence. These non-compliances predominately manifest as ‘missing/incomplete records’ or ‘ineffective procedures’ which are both primary sources of evidence for an auditor. This theme was highlighted as a business issue in the 2022/23 TfL Annual Audit Opinion submitted to the Audit and Assurance Committee in June 2023. Incomplete and insufficient competence and training records were the third most common finding in 2022/23 which reflects the increased assurance in the area this year following initial findings last year. There are minor changes to the ranking of categories when comparing ‘well/adequately controlled’ audits with ‘requires improvement/poorly controlled’ audits, with missing asset data, risk assessment and monitoring featuring more in the latter group. Audit findings of this nature represent a higher risk and are therefore more likely to result in a ‘poorly controlled’ or ‘requires improvement’ conclusion.

Graph 1: QSSA Audit Findings Q2 2021/22 - Q1 2022/23
Quality, Safety and Security Assurance Findings Categories



6.4 Work continues to improve the management of actions, particularly overdue actions with management teams and the Chief Officers. There has been a significant improvement in the management of actions in 2022/23. At the end of Q1 there were 26 overdue actions out of 113, with 11 more than 100 days overdue. This compares with 56 overdue out of 105, with 25 over 100 days overdue for the same time as last year. The number of actions closed on time steadily increased in the past six months from 28 to 35 per cent (25 to 46 actions), there has been a decrease in the number of actions extended from 24 to 19 per cent (21 to 10 actions).

7 SHE Directorate Assurance Update

- 7.1 In Q1, configuration of the pan-TfL digital assurance tool (iAuditor) was started for the last two business areas. This follows on from the tool being made available in the second tranche of business areas in Quarter 4 of 2022/23.
- 7.2 Following the completion of the new SHE management system, SHE has started creating digital SHE assurance checks that will cover all topics across the management system, starting with the workplace and customer risk topics.
- 7.3 For every topic in the SHE management system, a digital assurance check will be available which allows local managers to check their compliance with the requirements for that SHE topic. Digital checks will also be available to SHE Business Partners which will enable SHE to carry out assurance checks across the business. This will enhance the second line of defence for TfL and enable SHE to better carry out its primary role to advise, support and hold the business to account.
- 7.4 The SHE assurance data captured will be visible to key stakeholders and used to improve oversight of the assurance activity taking place and to provide the opportunity to identify any patterns of faults or non-compliance.
- 7.5 SHE is currently configuring iAuditor for the following business areas:
- (a) Network Management and Resilience; and
 - (b) Asset Performance and Delivery.
- 7.6 In Q2 the focus will be to embed the system in these areas and optimise how it is used. SHE will work closely with the individual business areas to ensure SHE assurance data is being gathered and used effectively within the SHE risk management process.

List of appendices:

Appendix 1: QSSA Audits Completed in Q1 against ER1, ER3, ER4 and ER6

Appendix 2: QSSA Audit Data

List of Background Papers:

None

Contact: Mike Shirbon, Head of Quality, Safety and Security Assurance
Email: Mike.shirbon@tube.tfl.gov.uk

Appendix 1 – Quality, Safety and Security Assurance Audits Completed in Quarter 1 of 2023/24

ER1 Inability to deliver safety objectives and obligations

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Rail & Sponsored Services	22 769	London Overground change management - fleet	To provide assurance that the revised London Overground change assurance process has been successfully implemented and is operating effectively for fleet changes.	Adequately Controlled	The change process for fleet (Rolling stock classes 378 and 710) and depot changes were reviewed, the technical content of each change is adequately managed and controlled. Five medium priority issues were raised.
Chief Capital Officer	22 761	Projects Asbestos Management	To assess compliance with the Asbestos Regulations and TfL's standard	Requires Improvement	There was good awareness amongst Project Managers of the internal asbestos procedures. However, where non-TfL/external Principal Contractors were appointed, the requirements of the procedure were unclear. In addition, some aspects of the procedures required improvement to clarify training requirements, include additional reviews and asbestos related electrical work
Asset Performance Delivery	22 783	TfL Estates Management Health Safety and Environment Compliance	To provide assurance that actions from the previous Poorly Controlled audit have been embedded and effective in addressing the issues identified	Requires Improvement	Project Managers were aware of the internal asbestos procedures. However, where external Principal Contractors were appointed, the requirements of the procedure were less clear. Some aspects of the procedures required updating to clarify training requirements and specifying additional reviews. Eight medium priority and one low priority finding were raised.
Pan TfL	22 793	TfL Health Surveillance	To review the revised management system content for legal compliance, how it has been communicated and ease of use for local management teams. Also, to review the effectiveness of monitoring and assurance systems.	Memo	The revised TfL Safety Health and Environment management system content was reviewed against legal requirements and was found to be accurate with a few detailed, technical requirements to be added. A sample of SHE and Operational colleagues were interviewed to obtain views on ease of use of the health surveillance content and communications. The feedback identified opportunities to refine the content and its communication, to aid understanding and implementation.

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Buses	22 773	Medical Fitness Management in Buses	Assess whether the bus operating companies are adequately managing fitness for work as per contract requirements.	Memo	TfL Buses requested a series of audits of TfL bus operators regarding legal and contractual compliance. A range of performance was noted with common issues of alignment of local Driver Medical Standards Policies to the TfL contract, compliance with 10 per cent driver drug and alcohol testing and consistent use of references and medical screening.

Integrated Systems Audits

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Customer Operations - LU	22 802	London Underground (LU) Arnos Grove Train Crew Depot Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	40% Conformance, 14 Green (compliant), one Amber (minor non-compliance), 20 Red (major non-compliance)
Customer Operations - LU	22 737	LU Elephant & Castle Train Crew Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	52% Conformance, 17 Green, 1 Amber, 15 Red
Customer Operations - LU	23 730	LU Shepherds Bush Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	69% Conformance, 31 Green, 3 Amber, 14 Red
Customer Operations - LU	23 731	LU Swiss Cottage Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	76% Conformance, 42 Green, 0 Amber, 13 Red
Customer Operations - LU	23 738	West Ruislip Traincrew Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	75% Conformance, 24 Green, 1 Amber, 7 Red
Customer Operations - LU	23 729	LU Heathrow Area Integrated Systems Audit	To provide assurance that key requirements contained	Not Rated	71% Conformance, 41 Green, 0 Amber, 17 Red

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
			in the management system are being met		

ER3 Environment including climate adaptation

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Delivery (APD)	22 795	LU APD Nuisance noise and vibration management	To provide assurance that management systems requirements for identifying and managing TfL's impact regards noise and vibration are complied with and ensure legal compliance	Requires Improvement	Aspects of the management system were found to be not understood/complied with and in need of clarification as part of the wider review and update of the management system

ER4 Significant security incident

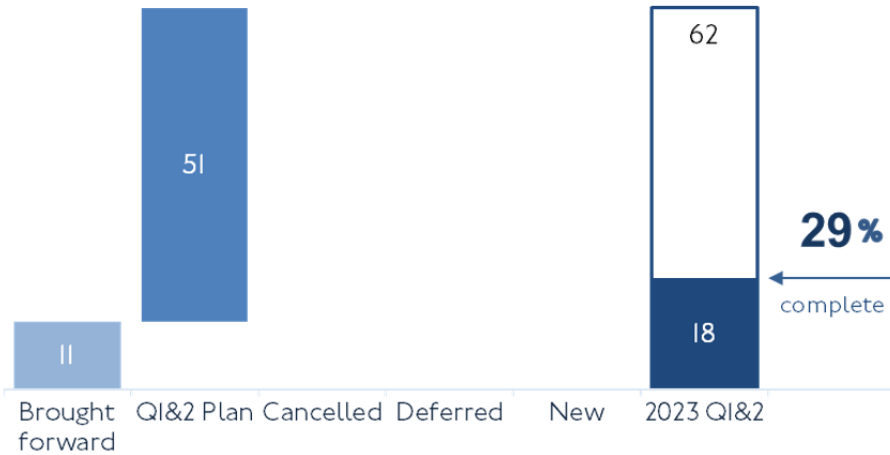
Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Pan TfL	22 790	Consultancy: Security Governance and culture maturity	To provide consultancy services to assess the security maturity progress from 'developing' to 'competent' spanning culture, policies, procedures, leadership and governance	Memo	The Quality, Safety and Security Assurance team were asked to provide consultancy services on how to continue the development of security culture maturity at TfL. The report provided recommended actions that should assist with the development of TfL's work to improve security culture. Many of the recommended actions address either; the revision of materials or strategies for communication of the new strategies and alignment across the TfL security teams. Other actions identify where other scope items could be expanded to reflect or seek good practice from organisation like the Department for Transport

Pan Tfl	23 747	Payment Card Industry Data Security Standards (PCI DSS) Compliance Audit: Revenue Inspection Devices (RIDs)	To seek assurance that the RIDs are operating in compliance with the PCI DSS v.3.2.1 and additionally Tfl's contractual obligations to its Acquiring Banks	Requires Improvement	Cardholder data is processed by the RIDs in a secure and compliant manner however, the Service Provider had not supplied the necessary security configuration documentation details for the RIDs which is a non-compliance. The missing information was subsequently provided, achieving compliance.
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ER6 Deterioration of operational performance

Directorate	Ref.	Audit Title	Objective	Conclusion	Summary of Findings
Asset Performance Directorate	22 782	LU Track Welding	To provide assurance that the welding team are compliant with the engineering standards and in conformance with the technical requirements of aluminothermic and conductor rail arc-welding.	Requires Improvement	There were numerous non-conformances with the track welding processes although, in isolation, none were considered to be a significant failure of control. Findings included: updating and maintaining databases, welding performance management, competence, equipment calibration and quality records
Rail & Sponsored Services	23 701	Docklands Light Railway (DLR) Electrical & Mechanical Asset Management	To assess Keolis Amey Docklands' management of Electrical and Mechanical Assets in accordance with its franchise obligations	Adequately Controlled	Keolis Amey Dockland's management of the Electrical and Mechanical asset maintenance activities is mostly being undertaken and recorded in Metro Maximo in accordance with the franchise obligations. Two medium priority issues were raised regarding the absence of a competence management system and no recorded quality systems audits
Rail & Sponsored Services	23 702	DLR High Voltage & Traction Current Power Asset Management	To assess Keolis Amey Docklands' management of Power Assets in accordance with its franchise obligations	Adequately Controlled	Keolis Amey Dockland's management of the Power Assets maintenance activities is mostly being undertaken and recorded in Metro Maximo in accordance with the franchise obligations. Three medium priority issues were raised regarding documentation and the absence of a competence management system (although competence was evidenced)
Engineering and Asset Strategy	23 709	LU Signals Design Office Procedural Compliance	To test compliance with procedures covering signalling design, document control and modifications	Adequately Controlled	The process for signalling design was generally under control, although there were some issues identified

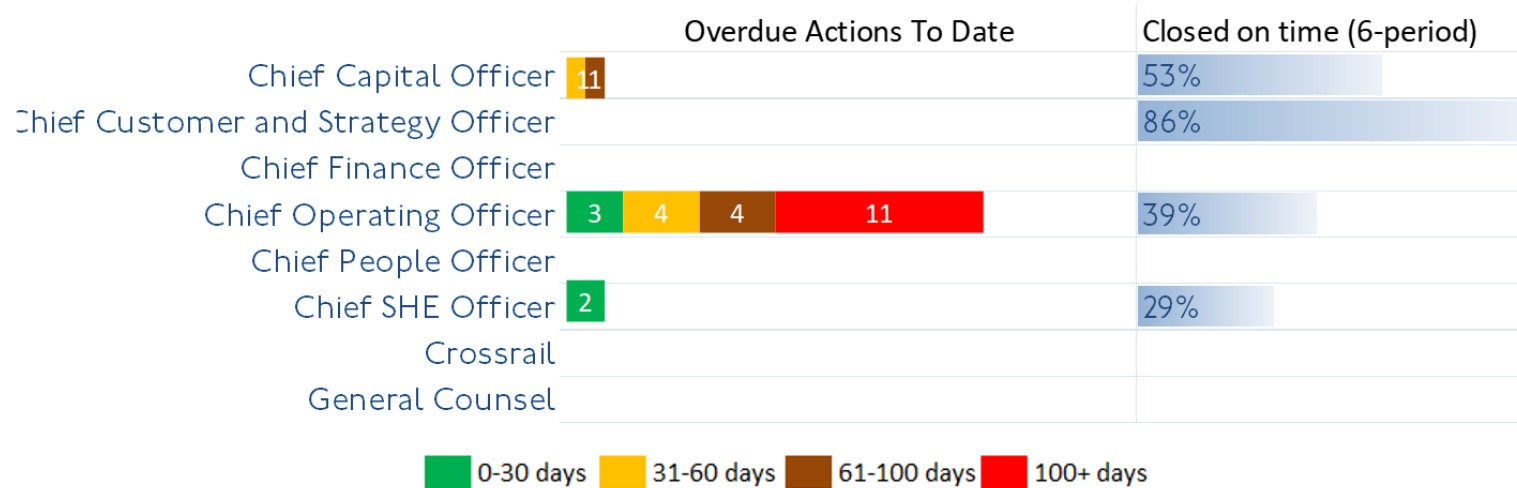
Audit Progress against Q1 & 2 2023/24 Plan



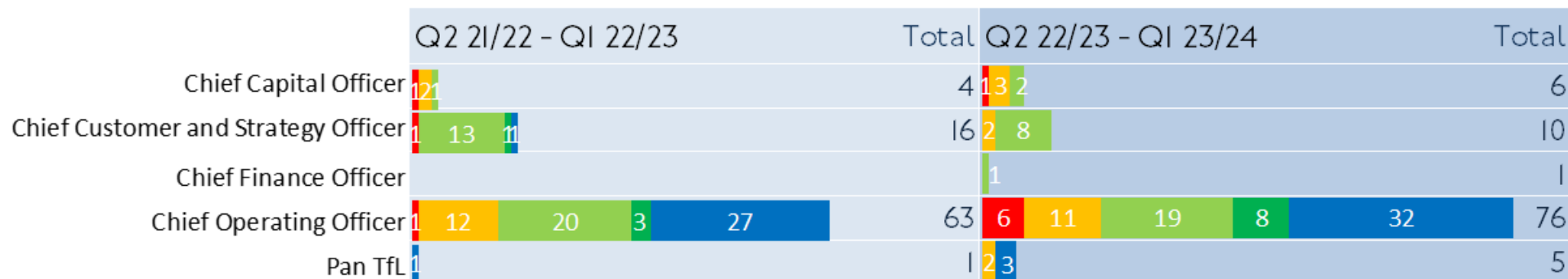
Open Audit Actions - Overall Tfl Performance (6-Period trend)

Measure	No.	%	6-period rolling trend	Count	Status
No. Actions Closed on time	46	35%		26	Overdue
No. Actions Extended	10	19%		113	Open

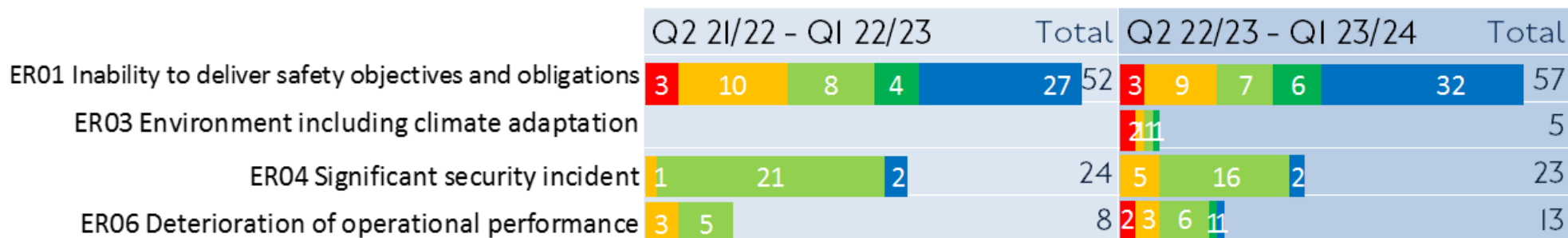
Action Management - Overdue Action by Directorate by Overdue Days



Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)



Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)



Date: 13 September 2023

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

Contact Officer: Howard Carter, General Counsel

Email: HowardCarter@tfl.gov.uk

Safety, Sustainability and Human Resources Panel Forward Planner 2023/24

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), CCO (Chief Capital Officer), COO (Chief Operating Officer), CPO (Chief People Officer), CSHEO (Chief Safety, Health and Environment Officer), D (Director), Director of Risk and Assurance (DRA)

Standing items to each meeting		
Safety, Health and Environment Quarterly Report	CSHEO	Standing item
Our Colleague Quarterly Report	CPO	Standing item
Safety, Health and Environment Assurance Report	DRA	Standing item

15 November 2023		
Programme to Strengthen Safety, Health and Environment Culture	CSHEO	To note
Vision Zero Road Risk Annual Update	CSHEO	To note
Green Infrastructure and Biodiversity	CSHEO	To note
Incident Informed Risk Management [title tbc]	CSHEO	To note
Corporate Environment Plan – Capital	CSHEO	To note
Workplace Violence and Aggression (including underlying causes)	COO	To note
Approach to Reward	CPO	To note
Our Employee Value Proposition	CPO	To note
Enterprise Risk Update – Inability to Deliver Safety Objectives and Obligations (ER1)	CSHEO	Standing item
Tram Overturning at Sandilands, Croydon on 9 November 2016 – Lessons Learnt (title tbc)	COO and CSHEO	To note

21 February 2024		
Road Risk – Infrastructure	CSHEO	To note
Capital Safety Strategy	CSHEO	To note
Ultra Low Emission Zone Update	CSHEO	To note
Adaptation Update	CSHEO	To note
Health and Wellbeing Strategy	CPO	To note
Approach to Talent	CPO	To note
Enterprise Risk Update – Attraction, Retention, Wellbeing and Health of our Employees (ER2)	CPO	Standing item

To be scheduled:

SHE Annual Report: Benchmarking

It was recommended that TfL benchmark its environmental targets for construction and engineering decarbonisation, biodiversity and recycling against the wider industry and consider how it could narrow or close that gap.