

Agenda

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

Date: Wednesday 21 February 2024

Time: 10:30am

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

Members

Dr Lynn Sloman MBE (Chair)

Bronwen Handyside

Dr Mee Ling Ng OBE

Dr Nina Skorupska CBE (Vice-Chair)

Mark Phillips

Kay Carberry CBE

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).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf.

Further Information

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

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

Email: JamesVarley@TfL.gov.uk.

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email:

PressOffice@tfl.gov.uk

Andrea Clarke, Interim General Counsel

Tuesday 13 February 2024

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 21 February 2024

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 15 November 2023 (Pages 1 - 10)

Interim General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 15 November 2023 and authorise the Chair to sign them.

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

Interim General Counsel

The Panel is asked to note the updated actions list.

5 Approach to Talent (Pages 15 - 18)

Chief People Officer

The Panel is asked to note the paper.

6 Approach to Reward (Pages 19 - 28)

Chief People Officer

The Panel is asked to note the paper.

- 7 TfL's Green Infrastructure and Biodiversity** (Pages 29 - 34)
Chief Safety, Health and Environment Officer
The Panel is asked to note the paper.
- 8 Response to Youth Panel "Tomorrow's TfL" Report** (Pages 35 - 86)
Chief Safety, Health and Environment Officer
The Panel is asked to note the paper.
- 9 Our Colleague Quarterly Report** (Pages 87 - 96)
Chief People Officer
The Panel is asked to note the report.
- 10 Safety, Health and Environment Report - Quarter 3 2023/24** (Pages 97 - 140)
Chief Safety, Health and Environment Officer
The Panel is asked to note the report.
- 11 Risk and Assurance Report Quarter 3 2023/24** (Pages 141 - 152)
Director of Risk and Assurance
The Panel is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.
- 12 Members' Suggestions for Future Discussion Items** (Pages 153 - 158)
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

To be confirmed.

15 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 1 and 2 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following item of business.

Agenda Part 2

16 Risk and Assurance Report Quarter 3 2023/24 (Pages 159 - 166)

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

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 15 November 2023**

Members

Dr Lynn Sloman MBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye (via Teams) (from Minute 54/11/23)

Executive Committee

Andrea Clarke	Interim General Counsel
Stuart Harvey	Chief Capital Officer (for Minute 53/11/23)
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Chief People Officer

Staff

Louise Best	Head of Change (for Minute 55/11/23)
Griff Bromfield-Jenkins	Senior Safety Manager (for Minute 57/11/23)
Christina Calderato	Director of Transport Strategy and Policy
Louise Cheeseman	Director of Buses
Isabel Coman	Director of TfL Engineering Asset Strategy (for Minute 53/11/23)
Mark Davis	General Manager, Trams (for Minute 52/11/23)
Adi Gurtu	Senior Engineer, Environment and Sustainability Engineering (for Minute 53/11/23)
Siwan Hayward OBE	Director of Security, Policing and Enforcement (for Minute 58/11/23)
Lucy Hayward-Speight	Head of Transport Strategy and Planning (Environment) (for Minute 59/11/23)
Samiya Hirji	Commercial Manager (for Minute 60/11/23)
Lorraine Humphrey	Director of Audit and Assurance
Claire Lefort	Legal Manager
Mandy McGregor	Head of Policing and Community Safety (for Minute 58/11/23)
Stuart Reid	Head of Insights and Direction
Tim Rudin	Senior Responsible Supplier Skills Manager (for Minute 60/11/23)
Mike Shirbon	Head of Quality, Safety and Security Assurance
Karen Wallbridge	Head of Talent (for Minute 54/11/23)
Sue Riley	Secretariat Officer

48/11/23 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Marie Pye was attending the meeting via Teams and was able to participate in the discussion but did not count toward the quorum. The meeting was quorate.

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

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

This was Andrea Clarke's first meeting of the Panel since her appointment as interim General Counsel. Fiona Brunskill has also been permanently appointed as TfL's Chief People Officer. On behalf of the Panel, the Chair congratulated both Andrea and Fiona on their appointments.

This was the last meeting of the Panel for Louise Cheeseman, Director of Buses, who would retire at the start of 2024. Louise joined TfL in 2021 and had led on: efforts to build back demand for bus services, following the coronavirus pandemic; the launch of new Superloop services; the release of the Bus Action Plan and Bus Safety Strategy, the delivery of TfL's 1,000th electric bus; and the launch of the Women in Bus and Coach network. On behalf of the Panel, the Chair thanked Louise for her efforts and wished her a long and happy retirement.

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

The Chair informed the Panel that the order of the agenda would change at each meeting to allow the Safety, Sustainability and Human Resources aspects of the agenda to receive equal weighting. In addition, the quarterly reports would be taken at the end of the agenda to allow the Panel to focus on strategic discussions and deep dives.

49/11/23 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.

50/11/23 Minutes of the Meeting of the Panel held on 13 September 2023

The minutes of the meeting of the Panel held on 13 September 2023 were approved as a correct record and the Chair was authorised to sign them.

51/11/23 Matters Arising and Actions List

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

The Panel noted the updated actions list.

52/11/23 Safety Risk Management on TfL Services

Lilli Matson, Mark Davis and Stuart Reid introduced the paper, which summarised the lessons and action areas identified in the wake of Mr. Justice Fraser's remarks at the Sandilands tram overturning sentencing hearing on 27 July 2023. Since 2016, TfL had taken significant steps to further improve safety risk management across all its modes. In considering the Court's comments, and to continue to learn and improve, TfL had carried out a further exercise to identify any additional actions necessary to provide assurance to itself, the Board and external stakeholders that appropriate systemic controls were in place in the wider TfL business. This was an ongoing learning exercise that was being applied to all aspects of TfL and its Safety, Health and Environment Management System.

The paper summarised the recent improvements that had been made to underlying systems and capabilities around risk management. Six key themes had been drawn from the Judge's remarks: risk identification, assessment and management; governance; management of suppliers (in this case a concessionaire); safety culture; precursors and near-misses; and the design and maintenance of infrastructure. These themes had been used to guide action planning.

TfL had developed 23 actions in response. The focus was on strengthening strategic controls. Not all the actions were new but were being developed to bring greater levels of assurance to tools and processes that already existed. While many of the actions implemented immediately in the aftermath of the tragedy in November 2016 were specific to trams, lessons were being applied across the transport network.

Each action was sponsored by a Chief Officer and updates were provided through regular internal safety meetings. The Panel would also be updated on progress at a future meeting. **[Action: Lilli Matson]**

Assurance was provided through reporting on audit work and some programmes within TfL were also subject to external audit. TfL would review how best to enhance Board-level safety scrutiny and oversight of safety performance. This would be sponsored by TfL's General Counsel.

Several safety risk models in use within TfL were based around precursors and indicators and were used to inform decision making.

Feedback from customers and ensuring an easy-to-use system of reporting was recognised to be a key way of receiving information that could be joined up with internal reporting systems.

The Panel noted the paper.

53/11/23 Implementation of the Corporate Environment Plan – Capital

Stuart Harvey, Isabel Coman and Adi Gurtu introduced the paper, which provided an update on key metrics and ongoing progress against the Corporate Environment Plan (CEP) and Green Strategy, within the Capital directorate.

Capital had stepped up its commitments towards the green agenda and sustainability. A dedicated Environment and Sustainability Engineering team had been established to help accelerate the delivery of environmental improvement projects and grow functional capability.

Budget and financial arrangements were significant challenges going forward. This was being addressed by work to measure spend and to quantify the benefits derived in a consistent and accurate way. Capital was also seeking to capture the wider benefits that were delivered through programmes such as asset renewal.

The supply chain was acknowledged to be variable in terms of alignment and understanding with TfL's environmental objectives. Some elements of the supply chain had demonstrated good knowledge. Engagement was taking place to drive this forward as well as promoting the efficiency aspects that were derived from greening the supply chain.

'Green' metrics were included on the TfL and Capital Scorecards and were being introduced to other Scorecards and output measures were available. It was recognised that thought had to be given to ensuring a consistent approach was used to avoid any conflicting strategic goals.

The Panel noted the paper.

54/11/23 Developing Our Employee Value Proposition

Fiona Brunskill and Karen Wallbridge introduced the paper, which set out why development of the Employee Value Proposition (EVP) was a priority deliverable, the principles governing the development of the work, the timescales, and next steps.

The EVP was in the early stages of development and would help prospective employees connect with the TfL brand and understand how it felt to work for the organisation.

The EVP would articulate the offer in terms of: the chance to build a career – the career/professional development offer; the opportunity to work in a diverse and inclusive working environment; benefits – TfL had a strong benefits offer; and making a difference – the opportunity to make a real impact to London.

The Panel noted that employee experience varied across TfL and was broadly split along the lines of Head Office staff and front line and operational staff. There was a need for clear demarcation and communication of the differences between the roles and experiences. The EVP would be shared with contractors and concession operators to enable alignment where appropriate although it was recognised that there was a need to maintain separate identities in contracted operations.

TfL's Vision and Values needed to be embedded in the work and would also be communicated to external recruiters who worked with TfL.

The candidate experience was also being reviewed to ensure that regardless of outcome, candidates would have a consistent and positive experience.

The next stage of the EVP was to embed it into internal recruitment activity.

The Panel noted the paper.

55/11/23 TfL Change Landscape Update

Fiona Brunskill and Louise Best introduced the paper, which provided an update on the different change activity taking place across TfL.

Feedback from staff indicated that they felt that change could be better managed within TfL. To address this, discussion regarding change needed to be more open to help staff understand how different programmes worked together.

The London Underground (LU) Modernisation Programme comprised a suite of projects to meet strategic objectives and improve cost efficiency in the operations of LU.

Discussions had taken place with trade unions and agreements had been reviewed.

The Enterprise Resource Planning Programme looked at the suite of systems and associated processes that were used to run an organisation. This covered Finance, Human Resources, Procurement and, for TfL, deployment of operational employees. It was a significant undertaking that involved changes to the SAP system.

The Our TfL Programme covered the implementation of an efficient and effective operating model. This commenced in June 2022 and included the changes to the senior leadership structure and director structure. Work was now taking place to ensure all the work was aligned and people were working to the same standards and values. A robust governance process was in place to provide oversight of the 32 opportunities that had been prioritised.

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

56/11/23 Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1)

Lilli Matson and Stuart Reid introduced the paper, which outlined the improvements made in managing Enterprise Risk 1 – Inability to deliver safety objectives and obligations (ER1) in the last year including alignment with TfL's Strategy and clearer risk cascade, the current assessment of ER1, and next steps for continued improved management and mitigation of ER1.

Considerable progress had been made in delivering the plan to improve the management of ER1 over the last year. Overall, there was a need to continue to strengthen assurance. Improvements had been seen, but the performance targets were very ambitious. Resourcing also continued to be a challenge, particularly in terms of operational and capital funding.

The Panel remarked that it would be useful to consider mapping out the risk journey to get visibility of how TfL reaches its target area. Work was taking place about road risk and the transport network.

The Vision Zero goal for 2041 was challenging, and it was understood there was insufficient investment to achieve it. Work was underway to clarify the level of funding required to get back on track as the current funding agreement came to an end. In some instances, there were broad interventions that could be introduced through central government action.

There were mechanisms to build safety considerations into the decision making and the Business Plan.

Governance of risk was managed through Chief Officer's safety meetings, which were being aligned to the forward plan of this Panel.

ER1 was made up of two elements – the ability to maintain a safe network and a safe level of performance, and the capability to strategically improve it in line with targets.

The risk assessment conclusion was 'Requires Improvement', which related to its strategic nature and the ability to meet objectives that were very challenging. The existing safety performance was considered to be adequately managed. The safe carriage of passengers and management of the network were within tolerance for the risk. Robust processes were in place to define whether assets were safe to operate, and the update provided to the Panel related more to strategic activities. Key mitigations of ER1 had been identified and were being monitored to ensure they were appropriate.

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

57/11/23 Safety, Health, Wellbeing and Environment (SHE) Culture Programme

Lilli Matson and Griff Bromfield-Jenkins introduced the paper, which set out details and deliverables of the workstreams and key milestones in the Safety, Health, Wellbeing and Environment (SHE) Culture programme. It also provided an early indication of the level of TfL's SHE Culture maturity and outlined the next steps to build a baseline level of maturity.

The aim of the programme was to create an environment that would facilitate the continual strengthening of TfL's SHE Culture, which would lead to improved performance and outcomes. A core element of the programme was the SHE Culture Maturity Model, which provided a measure of culture through questioning colleagues on what they know, feel and do. The model had been piloted and applied to approximately 10 per cent of staff and was being implemented on a department-by-department basis to build a TfL-wide culture maturity baseline. Leadership and governance structures would be used to drive improvements. Work would also take place with suppliers to ensure appropriate cultures where in place.

It was noted that work on SHE Culture also had linkages to wider TfL culture and the Employee Value Proposition, which could be monitored and measured in staff engagement activities.

Consideration would be given to how the culture maturity assessment could be used to further inform the TfL Board on its oversight of SHE activities. **[Action: Lilli Matson]**

The Panel noted the paper.

58/11/23 Work-related Violence and Aggression

Siwan Hayward OBE and Mandy McGregor introduced the paper, which provided an overview of work-related violence and aggression (WVA) and an update on delivery of the WVA strategy and priorities for 2023/24.

In the last year, there were approximately 10,000 incidents of workplace violence and aggression reported: around 60 per cent being verbal abuse, 20 per cent threats and 20 per cent physical abuse, with one per cent resulting in serious injury.

Over 100 Transport Support and Enforcement Officers (TSEOs) had been recruited and trained to provide visible support to frontline colleagues and deal with the triggers of WVA across the network. TSEOs dealt with difficult and challenging customers and were trained to do this. Part of their role was to change behaviour from non-compliant to compliant, and this had been seen to be effective with only 10 per cent of cases resulting in customers being removed from the network.

The roll out of body worn video (BWV) cameras had received support from colleagues and trade unions. There had been a significant increase in staff using BWV cameras and technical support for the hardware was always available. Staff were also receiving de-escalation training, which had been initially prioritised around 25 hotspot WVA locations.

Initially, incidents of verbal abuse were not included in the data, but this had now changed. Around seven per cent of verbal abuse had a hate element, the majority of which was racist. Hate crime was a priority for TfL's police partners and resulted in accelerated investigations.

Time had been spent considering how the impact of interventions could be measured and WVA performance was included in scorecards for all modes. The focus was on prevention and reducing overall levels of WVA.

Future annual updates would include timelines for the introduction of initiatives and activities. **[Action: Siwan Hayward OBE]**

The Panel noted the paper.

59/11/23 Ultra Low Emission Zone Update

Lucy Hayward-Speight introduced the paper, which set out the key findings of the London-wide Ultra Low Emission Zone (ULEZ) first month report that had recently been published.

The ULEZ scrappage scheme was still live and was popular, with £121m committed from the £160m of funding available. Work had taken place to improve the turnaround times of the scheme and to provide clearer information to potential applicants.

Vehicles scheduled for scrapping were collected by authorised operators who would dismantle the vehicle for recycling and disposal. A certificate of destruction would be issued to the customer for submission to TfL for payment.

Air quality impacts were reported on a zonal basis and, following a request from the Panel, the ability to provide more detailed information on a more local basis would be investigated. **[Action: Lucy Hayward-Speight]**

The Panel noted the paper.

60/11/23 Responsible Procurement

Tim Rudin and Samiya Hirji introduced the paper, which provided an annual update on TfL's Responsible Procurement programme.

It was noted that 16.3 per cent of apprentices in the supply chain were female. TfL was working with suppliers and the wider transport industry to increase this figure. It was a challenge, and the key to delivering an increase was through collaborative working.

To reduce carbon in the supply chain, all bidders for contracts over £5m were required to provide organisational carbon reduction plans at the Selection Questionnaire stage to demonstrate their contribution towards London's ambition of being net zero carbon by 2030.

A minimum of 10 per cent of the total tender evaluation score would be allocated to responsible procurement and social value for all Greater London Authority Group contracts above the threshold for competitive procurement, as set out in the relevant procurement regulations contract. This weighting recognised bidders who would deliver community, environmental and local economic benefits that were relevant and proportionate to the subject matter of the contract. The 10 per cent threshold aligned with some public sector bodies, although some bodies set a higher threshold.

The Panel noted the paper.

61/11/23 Our Colleague Quarterly Report

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

Activities were taking place to address the proportion of females entering the apprenticeship scheme. The figure was 24 per cent for 2023, which was comparable to the overall TfL attraction rate. The Employee Value Proposition work would also consider this issue and look at the offer by other employers to see what factors were influencing job and career decisions.

Disability awareness workshops were underway, being held virtually and face to face, giving staff an opportunity to see and understand the challenges facing customers with disabilities. In response to a request, additional information on the workshops would be provided to the Panel. **[Action: Fiona Brunskill]**

The first review of critical and hard to fill roles had taken place and identified 250 unique roles. A succession planning exercise had concluded at the end of October to help ensure a talent pipeline was being developed. Succession planning was also underway for Chief Officer roles.

The Panel noted the report.

62/11/23 Safety, Health and Environment Report - Quarter 2 2023/24

Lilli Matson introduced the report, which provided key information and trends reported in Quarter 2 of 2023/24 (25 June to 16 September 2023).

The Panel welcomed the work taking place to develop a surface water flooding strategy.

The Panel noted the report.

63/11/23 Safety, Health and Environment Assurance Report

Mike Shirbon introduced the report, which provided an overview of the effectiveness of the risk controls for Enterprise Risk 1 (ER1) – ‘Inability to deliver safety objectives and obligations’ and Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’. 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.

The Trams On-Track Plant and Machines audit had been deferred as it was intended to verify if the actions from the 2022 audit had been effective. These actions had not been fully implemented and the Panel would receive confirmation as to whether any of the actions were safety critical. **[Action: Mike Shirbon]**

Actions arising from audits were agreed at management meetings and were tracked. Any overdue actions were subsequently reported to the meetings of the Audit and Assurance Committee.

The overdue actions reported to the previous meeting of the Panel related to operators using TfL’s infrastructure, including heritage train operators. One action had been closed since the previous meeting and a second was due to be closed shortly. Other actions pertaining to assurance from operators were underway.

It was confirmed that the Trams Incidents and Accidents Process Compliance audit findings related to documenting communication between parties. Some requirements of the procedure were not sufficiently evidenced and were the focus of the agreed actions which were likely to be closed out shortly.

The Panel noted the paper.

64/11/23 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the current forward plan for the Panel.

In response to a request from the Panel, an update on platform train interface risk would be added as part of a wider paper on risk in operations.

The Panel noted the forward plan.

65/11/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

66/11/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 21 February 2024 at 10.30am.

67/11/23 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: TfL Change Landscape Update; and Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1).

The meeting closed at 1.35pm.

Chair: _____

Date: _____

Date: 21 February 2024

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: Andrea Clarke, Interim General Counsel
Email: andreaclarke@tfl.gov.uk

[page left intentionally blank]

Safety, Sustainability and Human Resources Panel Actions List (to be reported to the meeting on 21 February 2024)

Actions from the meeting held on 15 November 2023

Minute No.	Description	Action By	Target Date	Status/note
52/11/23	Safety Risk Management on TfL Services The Panel would receive updates on progress against the action plan.	Lilli Matson	Summer 2024	An update will be provided at the next meeting of the Panel.
57/11/23	Safety, Health, Wellbeing and Environment (SHE) Culture Programme Consideration would be given to how the culture maturity assessment could be used to further inform the TfL Board on its oversight of SHE activities.	Lilli Matson	Summer 2024	An update will be provided in the next Safety, Health and Environment Culture paper to the Panel.
58/11/23	Work-related Violence and Aggression Future annual updates would include timelines for the introduction of initiatives and activities.	Siwan Hayward OBE	November 2024	Future reports will include timeline information.
59/11/23	Ultra Low Emission Zone (ULEZ) Update The ability to provide more detailed information on air quality impacts on a more local basis would be investigated.	Lucy Hayward-Speight	2025	Analysis takes place as part of the London Atmospheric Emissions Inventory which reports on air quality rather than the specific impact of ULEZ. Data for 2023 will be available at the end of 2024.
61/11/23	Our Colleague Quarterly Report Additional information on the Disability Awareness Workshops would be provided to the Panel.	Fiona Brunskill	21 February 2024	Completed. Information is provided in the Our Colleague Quarterly Report on the agenda for this meeting.

Minute No.	Description	Action By	Target Date	Status/note
63/11/23	<p>Safety, Health and Environment Assurance Report</p> <p>The Panel would receive confirmation as to whether any of the actions from the 2022 audit of Trams On-Track Plant and Machines were safety critical.</p>	Mike Shirbon	November 2023	Completed. An update was provided to Members on 24 November 2023.

There are no outstanding actions from previous meetings.

Date: 21 February 2024

Item: Approach to Talent

This paper will be considered in public.

1 Summary

- 1.1 Our Colleague Strategy sets out how we will achieve our ambition to be a great place to work for everyone to thrive. This way we can attract, retain, and develop people with the skills to move London forward safely, inclusively, and sustainably.
- 1.2 Our Talent Approach brings together six elements of coordinated activity designed to plan for the resources required in the future and to help everyone at TfL fulfil their work ambitions.
- 1.3 This paper will provide an overview of these six elements, before providing a more in-depth update on our Recruitment approach and Learning and Development (L&D) approach.

2 Recommendation

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

3 Our Talent Approach

- 3.1 This section provides a high-level overview of the six elements of our Talent Approach. One of these are currently in development and we will update the Panel on that in more detail in due course. Others such as Our People Leaders and Performance and Readiness approaches are already in place, and we continue to embed these further throughout the organisation.
 - (a) **Strategic Workforce Plan** - process we use to analyse and forecast talent and roles required informed by our people data and business strategy to determine the steps we need to take to meet our organisational current and future resourcing needs. *Currently in development.*
 - (b) **Recruitment approach** - Our vision through to 2030 on how we will attract, select, and hire colleagues whether via progression internally or through external recruitment. *For discussion today.*
 - (c) **Our People Leaders** - Our approach to building a strong culture of inclusive people leadership with clear levels of expectation and where all leaders support colleagues to achieve their work ambitions. *Currently embedding.*
 - (d) **Performance and Readiness** - An employee led approach where people leaders and colleagues have regular and open conversations about agreed

objectives, demonstration of vision and values, career aspirations and individual development plans. *Currently embedding.*

- (e) **Learning & Development approach** - Our vision on how we will create a learning culture that develops the skills we need through engaging, affordable, and evidence-based learning firmly aligned to business strategy. *For discussion today.*
- (f) **Succession Management** - Our proactive approach that provides a framework to retain critical skills and knowledge to meet our organisation current and future resourcing needs and to inform personal development plans. *Currently embedding.*

3.2 Each element will be data driven, identifying metrics to inform whether we are achieving our aims and ambitions.

4 Our Learning & Development approach

- 4.1 Our L&D approach outlines our vision on how we will create a learning culture that develops the skills we need to move London forward safely, inclusively, and sustainably. It forms one element that underpins supporting everyone to achieve their work ambitions.
- 4.2 Our aim is to create an engaging, affordable, and evidence-based approach, with learning firmly aligned to business strategy and skills development.
- 4.3 We recognise TfL needs to adapt to the changing world of work across economic, social, cultural, and technological dimensions. With that in mind the approach will be supported by short, medium, and long-term road map activities that will help us achieve against our ambitions.
- 4.4 The clear vision set out by our learning & development approach enabled by other aspects of our talent approach, is vital in creating the right learning culture to drive progress towards our vision of a strong green heartbeat for London.

5 Four Key Principles underpinning our L&D Approach

- 5.1 **Engagement, Personalised & Blended** - We will provide a blend of engaging accessible learning opportunities that meet the range of learning styles providing choice for our people relevant to role and career aspirations.
- 5.2 **Business Strategy Aligned** - We will ensure learning opportunities develop our people with the skills required to deliver our business strategy in the short, medium, and long term.
- 5.3 **Evidence Based** - We will continuously review and improve our learning and development solutions, based on market intelligence, best practice and data insights.
- 5.4 **Financially Sustainable** - We will create best value and affordable learning and development solutions, that can be appropriately resourced and are deliverable.

6 Our Recruitment Approach

- 6.1 Our recruitment approach outlines how we will attract, select, and hire colleagues whether via progression internally or through external recruitment and will be aligned with our organisation's strategic aims and ambitions.
- 6.2 Our Employer Value Proposition will be a key enabler of our Recruitment Approach and it has been aligned to support commitments of Action on Inclusion.
- 6.3 The approach is based on four principles and is supported by short, medium, and long-term road map activities like our L&D approach. These four principles are:
- (a) **Customer centric** - We will put our customers at the heart of our recruitment process creating a positive experience for candidates and hiring people leaders alike.
 - (b) **Evidence based** – We will be proactive with our recruitment solutions, based on market intelligence, best practice and data insights.
 - (c) **Inclusive** – We will continuously review and adapt our approach to attraction, selection and onboarding in line with our Action on Inclusion aims.
 - (d) **Sustainable** – We will create the best value and affordable recruitment solutions, enabling our net zero ambitions, whilst supporting communities in the city we serve to thrive.
- 6.4 We will adapt and update our road map activities to reflect any changing needs and priorities of the organisation, and in line with external market trends.

List of appendices to this report:

None.

List of Background Papers:

None.

Contact Officer: Karen Wallbridge, Head of Talent
Email: Karenwallbridge@TfL.gov.uk

Contact Officer: Fiona Brunskill, Chief People Officer
Email: Fionabrunskill@TfL.gov.uk

[page left intentionally blank]

Date: 21 February 2024

Item: Approach to Reward

This paper will be considered in public.

1 Summary

- 1.1 Ensuring TfL provide a fair and attractive employee offer is an integral part of our Colleague Strategy, where we need to balance fairness and affordability with meeting the competitive challenge of attracting and retaining talent.
- 1.2 In response to this challenge, we are reviewing our approach to pay management, with this paper introducing the Job Families concept and their benefits.
- 1.3 Appendix 1 sets out how the Job Families approach relates to the approach to reward.

2 Recommendation

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

3 Improving Pay Management at TfL

- 3.1 Pay Management is the collective term we use for pay structures, frameworks, processes and mechanisms that we use to set, manage and progress pay.
- 3.2 Feedback from our colleagues via Viewpoint and our trade unions, coupled with data analytics show that we have fundamental issues to address, including internal pay disparity, external market relativity and the increasing perception of unfairness from our colleagues.
- 3.3 Our aim is to make pay internally fair, competitive against external industry and markets; whilst ensuring it is financially sustainable for the long-term.

4 Job Families

- 4.1 One component of our Pay Management is the Job Family concept and is our current area of focus. Job Families are a group of roles with common features, such as output, skills, knowledge or experiences which are consistent across the organisation.
- 4.2 We have identified 20 Job Families across TfL and 12 across our Operational areas and are now in the process of mapping roles against these Job Families.
- 4.3 The benefits of a Job Family approach include:

- (a) A consistent approach to pay setting.
- (b) Reduced pay disparities over time.
- (c) A closer market alignment in base pay that strongly supports attraction and retention.
- (d) Pay becomes easier to segment and made more specific to the work being done.
- (e) Better control of costs.
- (f) Reduce the need for ad hoc arrangements.
- (g) Positive impact on our pay gaps.

List of appendices to this report:

Appendix 1 – Approach to Reward presentation.

List of Background Papers:

None.

Contact Officer: Peter Robinson, Head of Reward
Email: Peterrobinson@tfl.gov.uk

Contact Officer: Fiona Brunskill, Chief People Officer
Email: Fionabrunskill@tfl.gov.uk

Approach to Reward

Appendix 1

Safety, Sustainability and Human Resources Panel

Page 21

Wednesday 21 February 2024



Why do we need to change pay management?

Feedback from engagement with our people and our trade unions along with data and analytics concerning pay show that we have fundamental issues to address:

- Internal pay disparity
- External market relativity – both positive and negative to market

Ensuring we provide a fair and attractive employee offer is one of the three pillars of our Colleague Strategy

- Employee dissatisfaction and perception of unfairness (in particular between London Underground (LU) / TfL)
- The increasing struggle to attract and retain staff in some of our key business functions
- High pay in LU Operations and the issue of affordability
- TfL trade unions' views on wider pay management issues

Reward Strategy

Pay Management is the collective term we use for the pay structures, frameworks, processes and mechanisms that we use to set, manage and progress pay.

Our purpose is to make pay internally fair, competitive against external industry and markets; while ensuring it is financially sustainable for the long-term.

Improving Pay Management in TfL



Job Families – Pan-TfL



Corporate Affairs & Communications



Strategy & Planning



Data & Analytics



Accounting & Business Process



Financial Analysis & Tax



General Management & Administration



Commercial Management



Human Resources



Environment, Health & Safety



Tech & Data



Marketing & Business Development



Customer Support



City & Transport Planning



Project Management



Facilities Management



Property Management & Development



Procurement



Licensing & Regulation



Legal



Engineering

Job Families – Operations Specific



Enforcement



Maintenance



Incident Response



Logistics



Control Centres



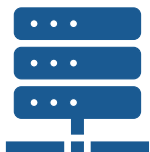
Manufacturing



Storage & Warehousing



Systems & Infrastructure



Customer Service



Built Environment Maintenance & Renewals



Drivers & Train Operators

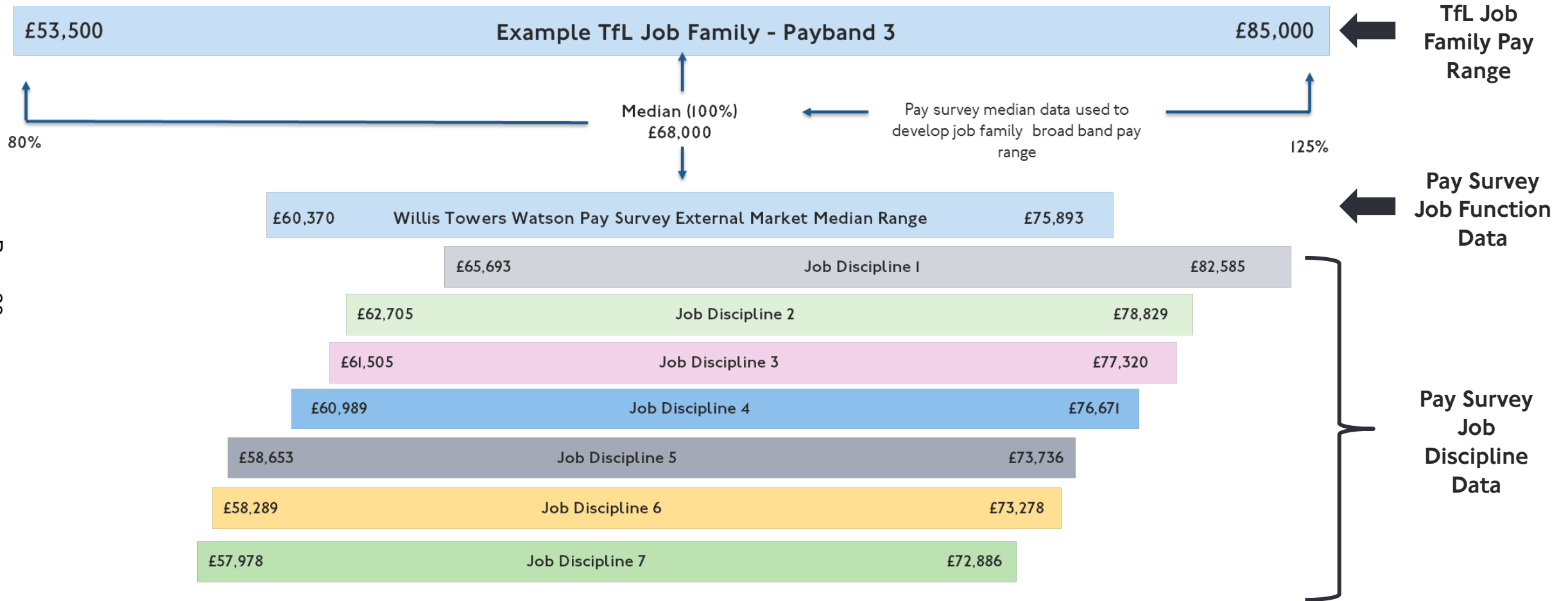


Operational Management

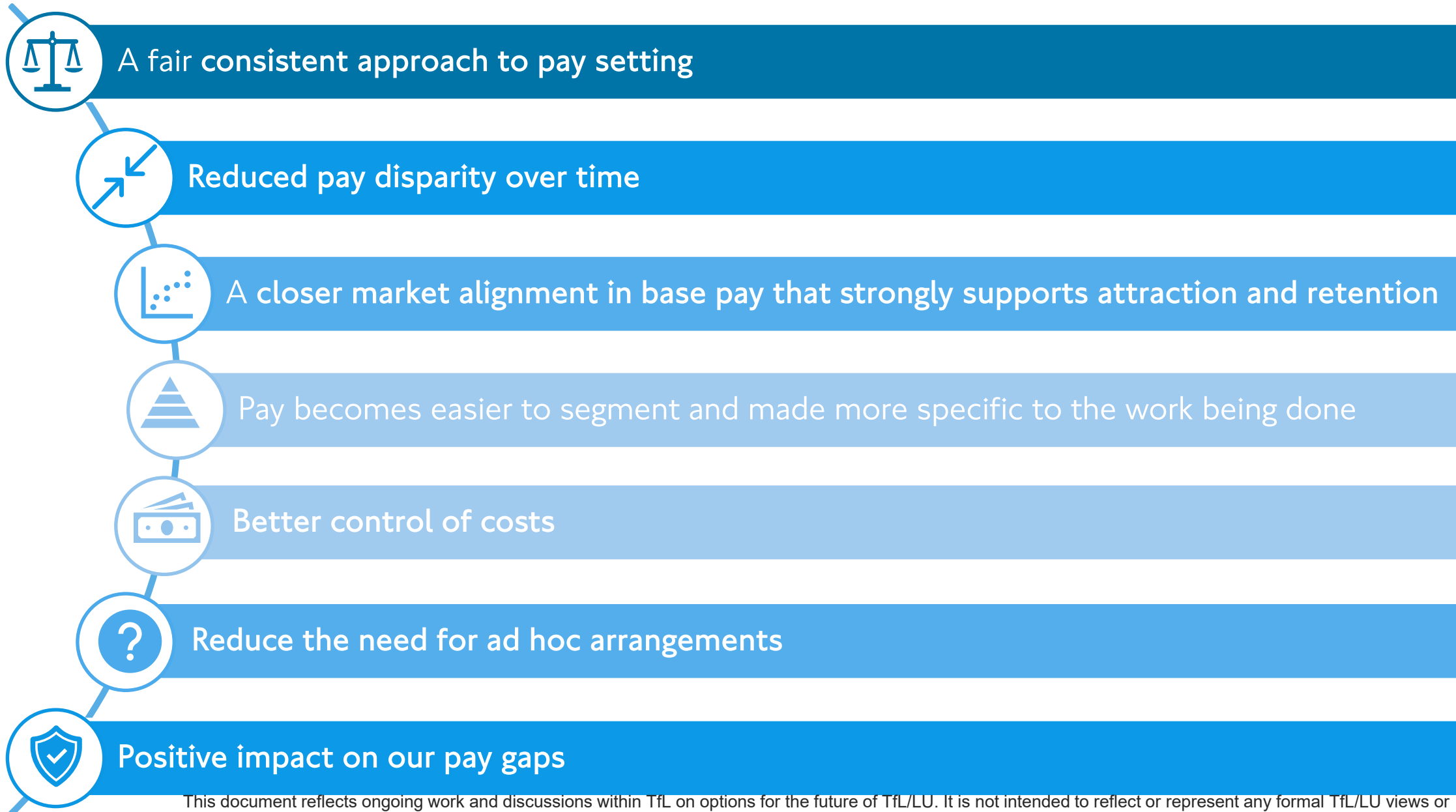
Page 25

- These are the initial job families identified within Operations
- Each job family potentially has a number of different disciplines defined within it
- Operations job families are subject to ongoing development work and refinement

Example Job Family (Non-Operational) - Payband 3



The benefits for TfL of a Job Families approach



Next Steps

- Complete pay talks for 2023 LU and TfL to understand current pay position – February / March
- TfL Executive Committee engagement on pay strategy and integration with delivery of Job Families – March
- Continued work on the technical build of Job Families – mapping roles, gathering benchmarking, defining pay ranges, analysing costs and impacts for both TfL and LU business areas – Ongoing
- TfL Executive Committee further engagement on Job Families proposals for TfL and LU – April
- Appropriate consultation and engagement with our Trade Unions – from May

Date: 21 February 2024

Item: TfL's Green Infrastructure and Biodiversity

This paper will be considered in public

1 Summary

- 1.1 This paper sets out TfL's strategic work on green infrastructure and biodiversity, including the legislative and policy context and the forthcoming publication of TfL's first organisation-wide Green Infrastructure and Biodiversity Plan.

2 Recommendation

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

3 TfL's Green Infrastructure and Biodiversity

- 3.1 TfL is one of the largest landowners in London. Approximately 30 per cent of our land is covered in vegetation that in turn supports more than 1,000 animal species. Many of the species found on our estate are legally protected, and large areas of our land are designated for their nature conservation value.
- 3.2 A conservative assessment found that our green infrastructure and biodiversity has a net present value of £328m. This comprises a wide range of benefits that accrue primarily to Londoners but also to TfL's staff, assets and operations. These include improved air quality, carbon sequestration, improved health and wellbeing, recreation opportunities and climate change adaptation (such as flood risk reduction).
- 3.3 Green infrastructure can also pose risks to our assets, operations and people, for example, through leaf fall on our tracks, or fallen branches on our pavements and roads. Our strong safety-focus means that we must sometimes cut back, or even remove, trees and other green infrastructure from our networks.
- 3.4 However, the scale and importance of our green infrastructure and biodiversity to London presents TfL with a unique opportunity to profoundly influence the way that London looks, sounds and feels for residents, visitors and workers. We can not only maintain a safe and reliable transport network but also help make London more attractive, more liveable, and better able to cope with future climate change.

4 Legislative and Policy Context

- 4.1 The UK has a long history of environmental legislation, much of which focuses on conserving our habitats and wildlife. Of particular note is the Environment Act

2021, which introduces a strengthened 'biodiversity duty' for public authorities¹, as well as mandatory 10 per cent Biodiversity Net Gain (BNG) for new developments going through the planning system.

- 4.2 The Mayor's Transport Strategy (MTS), despite being published three years prior to the Environment Act 2021, recognised the importance of green infrastructure and biodiversity. It included commitments on street tree planting, BNG, designated sites known as Sites of Importance for Nature Conservation, and Sustainable Drainage Systems (SuDS).
- 4.3 These commitments were incorporated into TfL's Corporate Environment Plan, which also set out in more detail what TfL aimed to achieve with regard to green infrastructure and biodiversity, as well as a series of commitments and high-level actions to meet those aims. These are reflected in the TfL Strategy, the corporate strategy for TfL which includes 'Green' (i.e. environment) as one of its five priorities.
- 4.4 TfL's current Adaptation Plan and forthcoming Green Infrastructure and Biodiversity Plan elaborate on the actions that different parts of TfL need to take to meet TfL's legal requirements and policy commitments.
- 4.5 At the same time, external reporting requirements are increasing. The Taskforce on Nature-related Financial Disclosures, which mirrors the Task Force on Climate-related Financial Disclosures, was released in September last year and is likely to become mandatory in the future.
- 4.6 We anticipate that increasing awareness of the scale and importance of the biodiversity crisis will result in increasing scrutiny and regulation.

5 Progress to Date

- 5.1 We have made some good progress on green infrastructure and biodiversity since the publication of the MTS. For example, we have:
 - (a) continued to meet the MTS street tree planting target – by one per cent every year between 2016 and 2025;
 - (b) developed a TfL SuDS target of an additional 5,000 m² per annum in our Adaptation Plan, which we are on track to meet;
 - (c) doubled the roll out of wildflower verges on our road network (with a total of 260,000 sqm planned by the end of 2024);
 - (d) reduced highways glyphosate use by 70 per cent since 2017; and
 - (e) created a biodiversity baseline map showing the various habitat types of our green estate.

¹ The biodiversity duty requires public authorities, such as TfL, to:

- consider what can be done to conserve and enhance biodiversity;
- agree policies and specific objectives based on that consideration;
- act to deliver those policies and achieve objectives.

- 5.2 Nevertheless, there is more work to do, for example on managing our designated sites more effectively, ensuring we meet our biodiversity net gain obligations as cost-effectively as possible, and improving our green infrastructure data.

6 TfL's New Green Infrastructure and Biodiversity Plan

- 6.1 With the forthcoming publication of the Green Infrastructure and Biodiversity Plan, TfL will have a solid foundation of actions to help us cost-effectively meet our legal requirements and policy commitments. The challenge will be to implement those actions and deliver those requirements and commitments.
- 6.2 This will be achieved by integrating green infrastructure and biodiversity into our:
- (a) leadership, governance and finance, with a particular focus on culture change through training, as well as much-needed data improvements;
 - (b) Capital and Operations activities to deliver not only on safety but also on our broader sustainability goals; and
 - (c) collaboration, communication and reporting to bring internal and external stakeholders, as well as the public, with us on this journey of change and improvement.

7 Focus on Biodiversity Net Gain

- 7.1 A good example of how a strategic approach can not only help TfL meet its green infrastructure and biodiversity legal requirements and policy commitments but also help TfL meet its financial sustainability goal is BNG.
- 7.2 The Environment Act 2021 requires a minimum 10 per cent net gain in biodiversity for new major projects in the planning system from 12 February 2024 and for small sites from April 2024. This requirement will be applicable to Nationally Significant Infrastructure Projects from November 2025. This is measured in 'biodiversity units' that are calculated using the Department for Environment, Food and Rural Affairs' biodiversity metric spreadsheet and depend on factors such as habitat area, distinctiveness and condition.
- 7.3 Places for London is already over-delivering on BNG through its Sustainable Development Framework. However, it will be challenging to meet this requirement on our operational estate, as many of the development projects required to improve London's public transport networks are on narrow corridors of land, which constrain the delivery of BNG on-site.
- 7.4 Where BNG cannot be delivered on-site, off-site compensation is permitted, either on the developer's own land, or on third-party land through the purchase of biodiversity units. If neither of these options is possible, the Government permits the purchase of statutory biodiversity credits, which are priced high to ensure they are only considered as a last resort.
- 7.5 A strategic approach involving the pre-emptive development of a TfL 'habitat bank' in advance of project need for biodiversity units would, over time, reduce the costs of compensating for biodiversity loss as a result of TfL development

projects. It could also generate surplus units that could be purchased by third-party developers.

- 7.6 As BNG becomes more established as a statutory requirement, it is likely that local planning authorities will require a greater than 10 per cent net gain to grant planning permission. A bank of already-created biodiversity units will, therefore, only become more important over time. This approach will, however, require important changes in the way that TfL manages projects, green infrastructure maintenance, and related data collection and storage.

8 Conclusion

- 8.1 To truly meet TfL's vision to be the strong, green heartbeat for London, green infrastructure and biodiversity considerations must be fully embedded in all relevant processes and decision-making. This will be a long process and, in some cases, will require fundamental changes to the way that we work. However, the benefits, for example, in terms of reduced risk and financial exposure and increased natural capital value, are significant.

List of appendices to this report:

Appendix 1 – Glossary

List of Background Papers:

Mayor's Transport Strategy
Corporate Environment Plan
TfL Green Strategy

Contact Officer: Katherine Drayson, Senior SHE Environment Manager
Email: katherinedrayson@tfl.gov.uk

Appendix 1 – Glossary

Biodiversity is the diversity of all living things, from species to genes to ecosystems.

Green infrastructure is the network of parks, green spaces, gardens, woodlands, rivers, green roofs, street planting, rail and road verges and wetlands that is planned, designed and managed to: promote healthier living; lessen the impacts of climate change; improve air quality and water quality; encourage walking and cycling; store carbon; and improve biodiversity and ecological resilience.

Natural capital is the set of environmental resources – including green space, air, water, wildlife – that provides services, such as flood protection or cleaner air, that benefit the wellbeing of Londoners and the city's economy. Like other forms of capital, such as human capital and goods and services, natural capital is a valuable asset that must be managed sustainably to maintain and improve these benefits.

[page left intentionally blank]

Date: 21 February 2024

Item: Response to Youth Panel “Tomorrow’s TfL” Report

This paper will be considered in public

1 Summary

- 1.1 The TfL Youth Panel recently completed a year-long exploration into the connections between environmental sustainability and equity, diversity and inclusion. They produced nine recommendations, which were published on our website as part of a full policy report, [Tomorrow's TfL: The Youth Panel's vision for the future](#), authored by the TfL Youth Panel and launched on 24 October 2023, which is included at Appendix 1.
- 1.2 This paper provides TfL’s response to the recommendations, including how we will continue to work with them to help make progress in future, building on our existing efforts and progress to date.
- 1.3 In response to a recommendation in the report, a representative from the Youth Panel now has a standing invite to attend and participate in meetings of the Panel.

2 Recommendation

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

3 Background

- 3.1 The TfL Youth Panel includes around 30 volunteers, aged 16 to 25, who regularly travel in London. They are TfL’s dedicated youth advisory panel and play an important role in helping create a transport network that works for them and other young people across our city. They help hold TfL to account and offer critical insights to inform our policies and projects.
- 3.2 Established in 2009, the TfL Youth Panel’s members have helped shape policies such as the Mayor’s Transport Strategy, Ultra Low Emission Zone , and TfL’s communications and consultation strategies, among many other initiatives. They also submit consultation responses, representing young Londoners, and take part in some of our campaigns.
- 3.3 Applications to join the TfL Youth Panel open on an annual basis, and are open to all 16-25 year olds who regularly travel in London. Candidates are invited to complete an online application, and those shortlisted will be invited to attend an interview.
- 3.4 Last year, the TfL Youth Panel explored the connections between environmental sustainability and equity, diversity and inclusion, with interviews, workshops, desktop research and [public hearings](#) all forming part of this.

- 3.5 To conclude this work, the TfL Youth Panel developed a set of nine policy recommendations for how TfL should improve the sustainability of our network and operations. These were published as part of a full policy report, *Tomorrow's TfL: The Youth Panel's vision for the future*, authored by the TfL Youth Panel and launched on 24 October 2023 at an event held at the London Transport Museum.
- 3.6 TfL, along with consultants, supported the TfL Youth Panel throughout their exploration. The consultants (Arcadis, Arup and Deloitte) provided time and resource (such as space and materials for workshops, refreshments and the production of the designed report) free of charge and they also sponsored the London Transport Museum event. Sian Berry (London Assembly Member) also supported the TfL Youth Panel during the public hearings. A number of experts and thought leaders gave their time to provide evidence at the public hearings as credited in the appended report.
- 3.7 TfL and the TfL Youth Panel are very grateful and thank everyone involved for the generosity and support kindly given to the exploration.

4 TfL Youth Panel Recommendations

- 4.1 The TfL Youth Panel's report sets out a range of independent recommendations to TfL, which have been informed by their inquiry into the topic. This is the first time the TfL Youth Panel has undertaken such an extensive piece of work and published an independent report. However, there is precedent from the youth panels of other organisations, such as the 2021 report published by the Youth Panel of the Independent Office for Police Conduct¹ and the 2020 report by the Youth Panel of the Northern Island Commission for Children and Young People².
- 4.2 The TfL Youth Panel views these bold and progressive recommendations for TfL as the start of a broader conversation among all Londoners, particularly their fellow young Londoners, so that everyone, irrespective of age or background, has a role to play in shaping transport in our city.
- 4.3 Their recommendations, which are discussed in turn in the next section of this paper, are grouped under four themes:
- (a) community outreach;
 - (b) inclusive decisions;
 - (c) embracing opportunity; and
 - (d) equitable futures.

5 TfL Response

- 5.1 We are grateful for the excellent and extensive work undertaken by the TfL Youth Panel over the last year and to all those that supported them, either by providing evidence or helping to facilitate the exploration work. Their report highlights important issues and evidence that are central to TfL's Vision of

¹ <https://www.policeconduct.gov.uk/publications/iopc-youth-panel-report-2021>

² <https://www.niccy.org/independent-review-of-education/>

being the strong green heartbeat for London and for progressing environmental and social sustainability.

- 5.2 We are interested in their forward-thinking, bold recommendations and we look forward to working with the TfL Youth Panel to help make progress in future, building on our existing efforts and progress to date. Our initial response to each recommendation is discussed in turn below.

Recommendation 1 - Approach to community engagement: TfL should improve its approach to developing place-based projects, by strengthening its early and ongoing community consultation and engagement

- 5.3 We are keen to innovate our approach to community engagement and grateful for the ideas and insight from the TfL Youth Panel. We are currently developing a new framework for community engagement that will focus our efforts on building greater community relationships, particularly with seldom heard communities, as well as developing new engagement approaches that involve communities and stakeholders at an earlier stage in scheme, policy and programme development.
- 5.4 In March 2023, a separate workshop was held with the TfL Youth Panel. Its objective was to listen and learn from young Londoners about how we can improve the way we engage and consult with a younger audience. The output from this previous workshop and the findings of this report will be used to help shape a programme of work in the short, medium, and long term to ensure that we are engaging, to the best of our abilities, with young Londoners. We would like to work further with the TfL Youth Panel to progress this programme of work and to continue to innovate in the future.
- 5.5 Our new [Equity in Motion](#) plan sets out how we will further improve the way we involve communities in decision making at the earliest possible stage and throughout the project lifecycle. We will ensure the TfL Youth Panel is involved in this work.
- 5.6 TfL engages with a range of pan-London and national organisations through a number of stakeholder forums, such as the Inclusive Transport Forum, Business Advisory Group and Healthy Streets Advisory Group. These forums offer regular opportunities for us to hear from and speak with expert organisations as we develop policy. We are reviewing the membership of established forums to proactively address where there are gaps in representation and intersectionality. We are also working with teams internally to identify more opportunities for early and ongoing engagement, and the role it can play in strengthening our decision making at TfL.
- 5.7 Places for London (when TfL Commercial Development) developed a Community Engagement Handbook and we have associated metrics and targets for our Property Development projects within the Sustainable Development Framework (SDF). Through the SDF, Places for London has been trialling co-design workshops with school students local to developments, ensuring seldom heard voices have an active role in the shaping of public realm around its sites. Places for London is increasingly rolling this out across our Asset Management projects too, and will be

establishing relevant, focused metrics which continue to improve the depth and breadth of our community engagement.

Recommendation 2 - Young Travel Ambassadors: TfL should establish and manage area-based Youth Travel Ambassadors across London

- 5.8 TfL has two programmes which are similar to the TfL Youth Panel's suggestion and are delivered through TfL's newly re-branded Travel for Life Pioneers programme that is delivered on TfL's behalf by the London Transport Museum. This programme is free and empowers secondary school aged children to be advocates for active, responsible and safe travel.
- 5.9 We currently have approximately 1,500 'Pioneer Ambassadors' across 150 secondary schools in London. The 150 secondary schools engaged in the accreditation programme appoint a working group of students whose job is to deliver activities that promote active, safe and sustainable travel options to peers and parents within the school.
- 5.10 There is also the option for each school to then set tasks and objectives relevant to their school environment and develop a plan to deliver it over six weeks. The tasks usually cover how everyone travels to school, air quality and/or road safety around the school. Approximately 30 schools per year take part in the challenge.
- 5.11 TfL is working to improve the feedback loop with TfL Pioneer Ambassadors and from January 2024 new activities are available to schools via the new [Travel for Life website](#).

Recommendation 3 - Citizens' Assembly: TfL should create a standing Citizens' Assembly to improve its approach to proposals for sustainability issues that can be addressed by, or are impacting, TfL

- 5.12 We are supportive of increasing representative participation on helping shape TfL and London's transport system. TfL regularly takes part in a number of Citizens' Assemblies commissioned by boroughs, and we are open to considering the role that a Citizen's Assembly or other engagement forum could play in helping the Mayor and TfL tackle the challenges in achieving our goals, as part of our wider approach to community engagement.

Recommendation 4 - Young Londoner representation on TfL Board meetings: There should be TfL Youth Panel representation at TfL Board, Committee and Panel meetings

- 5.13 We have been working with the TfL Youth Panel to agree and implement an approach to their representation at this Panel and the Customer Service and Operational Performance Panel. It is our view that these two Panels would benefit most from increased direct involvement of young Londoners.
- 5.14 We have agreed that each Panel will be attended by a separate TfL Youth Panel member, who will each participate for a period of one year and then pass to another. These members are selected through a process involving an expression of interest and two further TfL Youth Panel members will act as reserves for meetings when the primary representatives cannot attend.

- 5.15 The representatives will receive the meeting papers at the same time as TfL Board Members and will work with all TfL Youth Panel members to review the papers and formulate questions they wish to put to TfL officers.
- 5.16 The TfL Youth Panel members have been provided with support and training from TfL about how the Panels operate and how to effectively utilise them. TfL also commits to undertaking a more comprehensive review every year as part of the agreed annual refresh of TfL Youth Panel member representation at both Panels.

Recommendation 5 - Diversity of delivery: TfL should ensure and evidence that all investment decisions consider equity, diversity and inclusion, and environmental sustainability

- 5.17 TfL agrees with this shared ambition to improve TfL capability and maturity in this area. We already undertake Equality Impact Assessments as part of our Integrated Impact Assessment process for significant policy, programme, and project development. We are also subject to the Public Sector Equality Duty which applies to everything we do.
- 5.18 We continually work to improve our evidence and insight to inform impact assessment and business planning and embed sustainability at the heart of everything we do. For example, the TfL corporate strategy has five priorities of customer, colleague, safety and security, finance and green, which strongly align with the ‘three pillars of sustainability’ (society, environment and economy).
- 5.19 The Mayor’s suite of strategies have sustainable development principles at their centre and form the essential integrated approach required. For example, the Mayor’s Transport Strategy’s central themes are health, environment and the economy which align with the Mayor’s Health Inequalities, London Environment and Economic Development strategies.
- 5.20 This integrated approach has been cascaded into TfL’s own plan for progressing mayoral policy and can be seen in the TfL Strategy, Corporate Environment Plan, Action on Inclusion and the recently published Equity in Motion, for example.
- 5.21 However, we acknowledge that there is opportunity to do more, and we will continue to work with the TfL Youth Panel and others to improve our approach.

Recommendation 6 - Opening land and buildings to communities: TfL should support communities to make more use of its underutilised land and buildings

- 5.22 As one of the world’s largest integrated transport authority, with a huge asset base and operations woven throughout London, this creates significant opportunity to improve Londoners lives, protect the environment and deliver social benefit through the way we deliver our projects, asset management and operations.
- 5.23 Our approach to transport and land use is founded on sustainable development, and while a transport scheme, for example, might have a primary objective of improving transport provision, the creation of places for

people and protection and improvement of the environment is core to our design philosophy.

- 5.24 A good example of TfL opening land and buildings to community use is community gardening. TfL works with a variety of partners on community gardens. Some include local community groups – like our gardens at Ruislip and Northwood Hills. Other community gardens involve groups like Energy Gardens and the Bee Friendly Trust, both of which have gardens on London Underground and Overground stations.
- 5.25 TfL's goal is to try to add gardens on different parts of the network each year for people to enjoy. There are 20 community gardens on the Tube network, with more on the Overground network. These are in addition to the gardens maintained by our staff, which are also entered into our annual 'In Bloom' gardening competition.
- 5.26 Places for London, which is delivering new homes, commercial space as well as maintaining our existing commercial estate, has a dedicated metric in its SDF to support the provision of opportunities for short-term uses of vacant or underutilised spaces across our property development projects. We are considering a more coordinated approach to optimising the use of our existing commercial property portfolio as well, responding to local needs, for both community and meanwhile uses. We already have some current examples of community and meanwhile uses within our existing estate, including Camden Collective, Hackney Depot, and E5 Baby & Children Bank.
- 5.27 TfL welcomes ideas from communities and stakeholders on how we can best utilise our estate for community benefit and will support and explore ideas where we have capacity to do so. As acknowledged in the TfL Youth Panel report, there may be safety and security issues, as well as operational issues, depending on proposals, that would need to be taken into account.

Recommendation 7 - Communications: TfL should enhance and diversify its approach to communications across platforms to improve the targeting of different audiences and the inclusion of sustainability issues

- 5.28 We continuously monitor and evolve our approach to communications and expect to invest more next financial year on social media. Our advertising tracking shows that 16–24-year-old Londoners score either equal to or slightly higher than the general population on key metrics such as recognising TfL advertising, agreement that the advertising they have seen makes them feel TfL cares about its customers, to use public transport more and to cycle or walk more.
- 5.29 Regarding sustainability messaging, this same campaign tracking also shows that more and more Londoners agree that TfL is doing a good job of making London greener and more sustainable. In October 2023 just over half of those recognising TfL's advertising agree; just over a third strongly agree that TfL is working to make life in London better for the future.
- 5.30 Over the coming months and years we are committed to increasing these figures and plan to continue investing in TfL's new 'Purpose' marketing campaign, which aligns with our purpose to move London forward safely, sustainably and inclusively. It communicates our plan to make sustainable

transport in London better for everyone by highlighting the improvements we have already made to the network and our cycling infrastructure, the improvements we are making today, and our plans for the future.

- 5.31 Research commissioned by TfL shows that sustainability is not a factor that influences mode choice (at the point of decision making), but it does feature retrospectively as one of the benefits of having chosen to use public transport and active travel. Therefore, TfL's story is not about a business going green, but a green business getting better for its customers.
- 5.32 We demonstrate that we care about our customers by communicating at a pan-London and local level, how we are making the network safer, healthier and more inclusive for our customers. We do this via multiple channels, including a dedicated hub on the TfL website with more detail and links to further information.

Recommendation 8 - Barriers to inclusive sustainable travel: TfL should publish a review on how it will do more to reduce the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds

- 5.33 On 2 February 2024 we published Equity in Motion, our new customer plan to help create a fairer, more accessible, and inclusive transport network for everyone. The plan takes an evidence-based approach, focusing on those who experience the most acute barriers and inequalities. It commits to more than 80 new and ambitious actions to further build on TfL's and the Mayor's ongoing efforts to create a fairer London, enabling more people to travel safely, inclusively and sustainably.
- 5.34 The wide-ranging commitments in the plan cover key areas for improvements around keeping customers safe, accessible travel, understanding customers, affordable travel, inclusive information and connecting Londoners. Several actions will be delivered this year, while others will be implemented by 2030, subject to Government funding.

Recommendation 9 - Climate Change Impacts: TfL should identify and target interventions to reduce inequalities between different communities in relation to impacts of flooding and extreme heat risk across London's transport network and TfL estate

- 5.35 Our Climate Change Adaptation Plan sets out the actions we will take to adapt to climate change. Due to the disproportional impacts across social-economic groups, adapting to climate change will have equality benefits. Our forthcoming Green Infrastructure and Biodiversity Plan will specifically address the importance of using data to help target improvements in green infrastructure and green infrastructure access to reduce inequalities.
- 5.36 Equity in Motion acknowledges the importance of creating an environmentally sustainable and inclusive transport network to support London meeting its environmental targets around creating a low-carbon, nature-rich city that is resilient and well adapted to climate change.
- 5.37 This includes ensuring equity is a guiding principle in our existing plans so we can ensure we are maximizing the positive impact of our investment. The plan

makes commitments around ensuring climate change adaptation measures across our network and estate do not create additional barriers or inequalities. It also sets an action to identify the impact of extreme weather events on different transport users and neighbouring communities and develop interventions to support those most severely affected.

6 Next Steps

- 6.1 We will continue to work with the TfL Youth Panel through our regular meetings and engagement to help make progress in future, building on our existing efforts and progress to date. We will update SSHP at future meetings on further developments.
- 6.2 The approach taken by the TfL Youth Panel to this work is an inspiration. We would be pleased to seek to support them again if they wish to undertake a similar in-depth exploration into key issues affecting TfL or wider society and the environment.

List of appendices to this report:

Appendix 1 - [Tomorrow's TfL: The Youth Panel's vision for the future](#)

List of Background Papers:

None

Contact Officer: Sam Longman, Head of Sustainability and Corporate Environment

Email: samlongman@tfl.gov.uk

Tomorrow's TfL: The Youth Panel's vision for the future

Recommendations following the TfL Youth Panel Exploration into the intersection of equity, diversity and inclusion with environmental sustainability.

October 2023



Supported by



Page 43



Contents

1	Executive summary	2
2	Background	4
3	Community Outreach	13
4	Inclusive decisions	21
5	Embracing opportunity	30
6	Equitable futures	36
7	Conclusions	41
8	Acknowledgements	42



1

Executive Summary

1 Executive summary

Exploration Recommendations

Transport for London (TfL) is as a leading force in sustainable development, focusing on walking, cycling, and public transport, as well as having a large sustainable property development portfolio. TfL already has a strong commitment to creating a sustainable, equitable and just society, but given its scale and standing there is still significant potential for it to do more.

Over the last year, we, the TfL Youth Panel, undertook an in-depth exploration into the

intersection of equity, diversity and inclusion with environmental sustainability, through interviews, workshops, discussions and desktop research.

Our preliminary findings led to further enquiries, culminating in [public hearings](#) with experts from various sectors at London's City Hall in 2022. After thorough analysis and deliberation, we formulated a set of recommendations, presented in this report, grouped under four themes:

Community outreach

- 1. Approach to community engagement:** TfL should improve its approach to developing place-based projects, by strengthening its early and ongoing community consultation and engagement.
- 2. Young Travel Ambassadors:** TfL should establish and manage area-based Youth Travel Ambassadors across London.

Inclusive decisions

- 3. Citizens' Assembly:** TfL should create a standing Citizens' Assembly to improve its approach to proposals for sustainability issues that can be addressed by or are impacting TfL.
- 4. Representation at TfL board meetings:** There should be TfL Youth Panel representation at TfL Board meetings, committees, and panels.
- 5. Diversity of delivery:** TfL should ensure and evidence that all investment decisions consider Equity, Diversity & Inclusion and Environmental Sustainability.

Embracing opportunity

- 6. Opening land and buildings to communities:** TfL should support communities to make more use of its underutilised land and buildings.
- 7. Communications:** TfL should enhance and diversify its approach to communications across platforms to improve the targeting of wider audiences and the inclusion of sustainability issues.

Equitable futures

- 8. Barriers to inclusive sustainable travel:** TfL should publish its plans on how it will do more to reduce the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds.
- 9. Climate change impacts:** TfL should identify and target interventions to reduce inequalities between different communities in relation to impacts of flooding and extreme heat risk across London's transport network and the TfL estate.

Who are the TfL Youth Panel?

We are a dedicated advisory panel of young people between the ages of 16-25 who travel in London and are passionate about improving transport.

We act as a voice for young people within TfL, holding TfL to account and offering critical insights about what does and doesn't work for young people. Nearly a third of Londoners under 25 years old. We work with TfL teams to propose ambitious solutions to transport issues, and support, inspire, and advocate for young people to have a stake in London's future.

In the last year, we have worked with TfL teams on policies such as ULEZ, Superloop and the Central London Bus Review, as well as communications strategies such as TfL's public consultation and social media approach.

Our governance structure and priorities revolve around three core values: Safety, Inclusion, and Sustainability, mirroring TfL's Vision and Values. Find out more here: tfl.gov.uk/youthpanel

Sustainability Exploration 2022-23

For the last 12 months, we have carried out an exploration into the intersection between the fields of Environmental Sustainability and Equity, Diversity and Inclusion.

The exploration involved interviews and public hearings with experts and thought leaders across these areas, including leading research bodies, consultancies, private and public sector bodies and non-profit organisations. From our preliminary research and workshops, we gained a foundational insight into the exploration topic. This led us to compile a list of questions, aiming to delve deeper and broaden our perspectives on the subjects.

We then invited a diverse range of witnesses (see the acknowledgements of this report) to public hearings held at London's City Hall at the end of 2022. You can watch the full recordings of these public hearings here:

<https://madeby.tfl.gov.uk/2022/11/28/tfl-youth-panel-exploration/>

Having carefully reviewed the insights from the hearings and complemented them with additional research, we compiled an extensive list of potential recommendations. We then prioritised these suggestions, grouping them into coherent themes, leading to the final set of recommendations that we are presenting in this report.

Our primary aim with this exploration was to drive tangible and lasting change. We see this report as the beginning of a broader conversation among all Londoners, with a specific emphasis on engaging the younger generation. We want to make clear that everyone, irrespective of age or background, has a role to play in shaping our city. It's essential that our voices, especially those of the younger populace, are acknowledged and factored into decision-making processes. We believe that together, we have the power and agency to shape the future we wish to see.

Next Steps

We envisage this report as the start of a wider dialogue among Londoners and we hope it will energise discussion and result in positive impact. It is imperative that all voices, particularly the young, influence the city's decision-making, as we collectively shape our desired future. We look forward to receiving TfL's response to our recommendations.



2 Background

The Future We Choose

While human progress over the past two centuries has led to remarkable advancements in technology, medicine, and overall quality of life, it has come with a significant caveat: the benefits have not been uniformly distributed across the global population and it has come at the cost of significant degradation of the natural environment.

The rapid industrialisation, urbanisation, and globalisation that propelled humanity forward have simultaneously resulted in deforestation, loss of biodiversity, pollution of air and waterways, and the exacerbation of climate change. This paradoxical relationship underscores the need for sustainable development that harmonises human advancement with ecological preservation.

Environmental Decline



Climate Change

The global average temperature for **July 2023** was the hottest month since records have been kept and **likely the hottest in 120,000 years**.

(Source: [World Meteorological Organisation](#) and [Scientific America](#))

Biodiversity loss

Populations of mammals, birds, fish, amphibians, and reptiles have **declined by 68% on average since 1970**. The UN's IPBES stated in 2019 that approximately **one million species are currently at risk of extinction**.

(Source: [The World Wildlife Fund Living Planet Report 2020](#) and [Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services](#))



Extraction and waste

Between **1972 and 2021**, global virgin material extraction rose from **29 billion to 101 billion tonnes a year** and expected to rise to between 170 and 184 billion tonnes per year by 2050. The **reuse of materials is also declining**, from **9.1% in 2018 to only 7.2% in 2023**.

(Source: [Circularity Gap Report 2023](#))

Pollution

The total mass of plastics on the planet is now over **twice the mass of all living mammals**, and roughly 80% of all plastics ever produced remain in the environment.

(Source: [Stockholm Resilience Centre](#))



Air quality

Air pollution accounts for an estimated **7 million premature deaths globally** every year. In 2019, **99% of the world population** was living in places where the WHO's strictest 2021 air quality guideline levels were not met.

(Source: [UN Environment Programme](#))

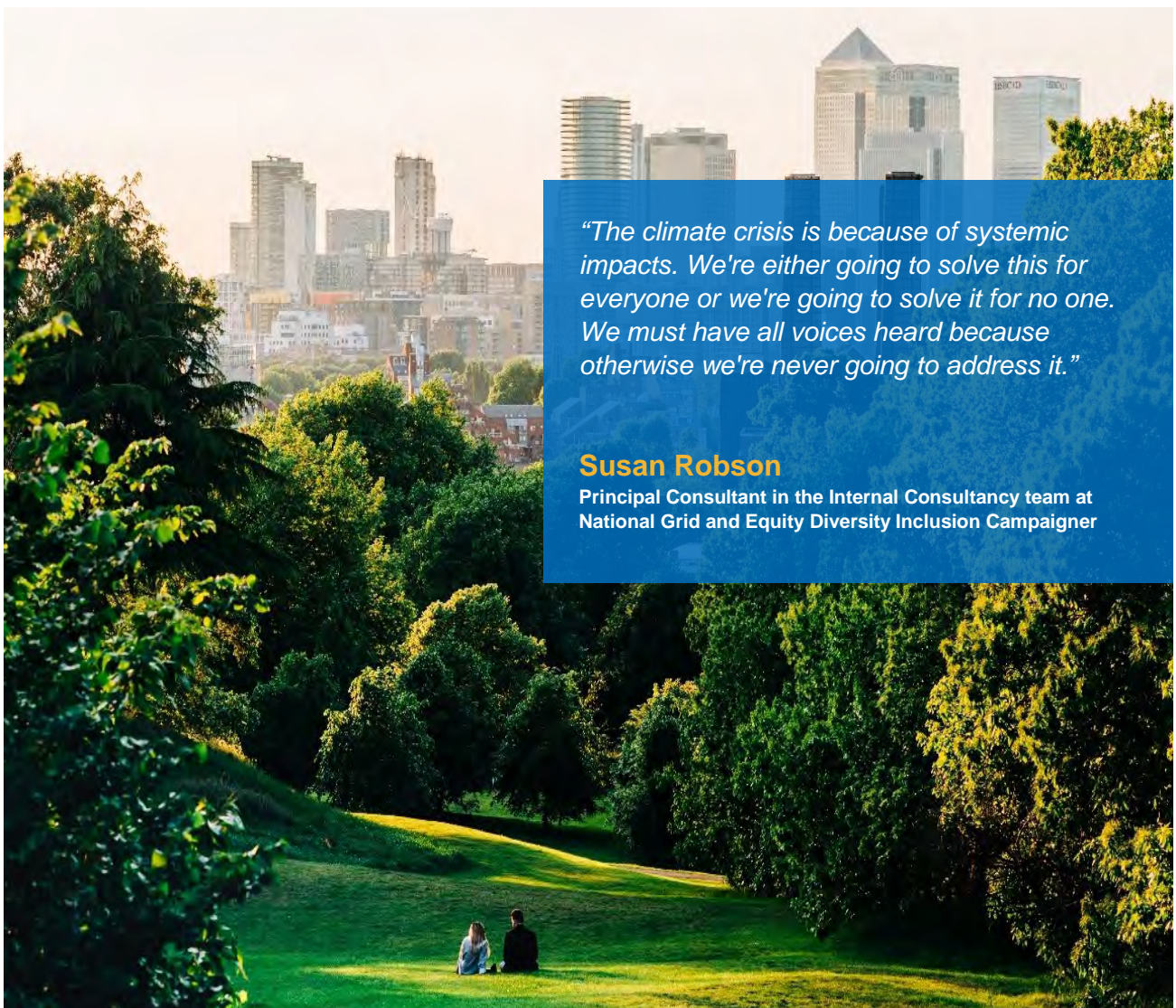
BACKGROUND

Environmental decline and pollution, while universally detrimental, disproportionately affect certain populations and often exacerbate existing societal inequities. Vulnerable groups, such as low-income communities, indigenous peoples, and minorities, frequently bear the brunt of environmental hazards due to their location, limited resources, or systemic marginalisation.

Whether it is exposure to pollutants, the frontline effects of climate change, or diminished access to clean resources, certain communities often face heightened risks whilst being relatively less able to mitigate or adapt to them. Recognising and addressing these disproportionate impacts is essential not only for environmental justice but

also for the broader pursuit of global equity and sustainability.

The impacts of climate change, deforestation, and biodiversity loss are evident in rising food insecurity, elevated health risks from vector-borne diseases and heat stress, and increased frequency and severity of natural disasters. These environmental pressures are hampering economic growth, especially in lower-income countries, where they often lead to forced migrations and jeopardise social stability. As our natural environment deteriorates, people's health and wellbeing are being affected and communities are being uprooted every day, underscoring the urgency for sustainable solutions to protect our future.



“The climate crisis is because of systemic impacts. We're either going to solve this for everyone or we're going to solve it for no one. We must have all voices heard because otherwise we're never going to address it.”

Susan Robson

Principal Consultant in the Internal Consultancy team at National Grid and Equity Diversity Inclusion Campaigner

Explainer: What is Sustainability?

Sustainability refers to the principle of meeting present needs without compromising the ability of future generations to meet their own needs. It encompasses three main pillars: economic, environmental, and social. By properly considering all these pillars together, societies can achieve long-term ecological balance, resource conservation, and social equity. In essence, sustainability seeks a harmonious coexistence between humans and nature for the indefinite future.

Disproportionate Impacts



Gender

Women and girls are more vulnerable to the impacts of climate change. **Unchecked, climate change will push up to 130 million people into poverty** over the next 10 years and **women make up an estimated 80 % of people displaced by climate change.**

(Source: [The World Bank](#) and [Gender Climate Tracker](#))

Income

Air pollution affects 94% of the global population, with **80% in low-to-middle-income countries.** 716 million **poor individuals face unsafe PM2.5 levels.** In outer London, just 29% of residents in areas with the lowest NO2 concentrations come from a Black Asian and minority ethnic background, while this figure stands at 44% in inner London.

(Source: [Rentschler, Jun; Leonova, Nadia. 2022. Air Pollution & Poverty](#) and [Air Pollution & Inequalities in London - Update 2023](#))



Mental Health

Levels of eco-anxiety (defined as a chronic fear of environmental doom) are growing, particularly among children and young people. A survey by UNICEF found that **69 percent of young people aged 9 to 18 across 14 countries are worried about how climate change will affect their lives.**

(Source: [United Nations Children's Fund](#))

Ethnicity

The average proportion of people of colour in high-risk neighbourhoods for heat is 28% compared to a national average in English neighbourhoods of 9.5%. In London, **Black, Asian and minority ethnic populations of more than 50 per cent are more likely to face the highest climate risk,** including flooding, exposure to toxic air, heat risk and limited access to green space.

(Source: [Friends of the Earth](#) and [Bloomberg Associates](#))



Disability

Disabled people are **likely to experience the effects of climate change more acutely** compared to those without disabilities. Disabled people are also more adversely affected by climate change because a disproportionate number live in poverty.

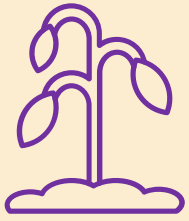
(Source: [Friends of the Earth](#) and [Bloomberg Associates](#))

Explainer: What is EDI?

Equity, diversity, and inclusion, often abbreviated as EDI, are fundamental principles aimed at promoting fairness, valuing differences, and ensuring everyone has an equal opportunity to participate and prosper.

- **Equity** refers to ensuring fairness and justice in processes, systems, and opportunities, recognising that different individuals may require different levels of support to achieve similar outcomes.
- **Diversity** celebrates the variety of backgrounds, experiences, and perspectives within a community or organisation, encompassing ethnicity, gender, age, socio-economic background, religion, abilities, and more.
- **Inclusion** is about creating environments in which everyone feels valued, respected, and able to fully participate, ensuring that every individual's voice is heard and considered.

— Reversal of Human Progress —



Decline in Food Security

The shifting climate is impacting agricultural productivity, with **increases in droughts, floods, and temperature variations reducing crop yields** in particular regions. As stated by the UN's Food and Agriculture Organisation (FAO), after a prolonged decrease, **global hunger seems to be rising again**, with climatic variability being a primary factor.

(Source: [UN's Food and Agriculture Organisation](#))

Increased Health Risks

The World Health Organisation (WHO) predicts that between 2030 and 2050, climate **change will result in an estimated 250,000 additional deaths annually** due to malnutrition, malaria, diarrhoea, and heat stress. Alterations in climate can further aggravate the spread of vector-borne illnesses.

(Source: [World Health Organisation](#))



Economic Contraction

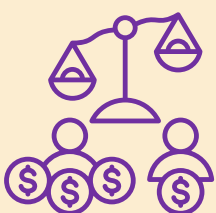
Persisting unmitigated global warming could result in a **23% decline in GDP per capita by 2100 worldwide**. According to the Stern Review, the annual cost of tackling climate change would be about 1% of global GDP (later revised to 2% in 2008), while the cost of not tackling it would be equivalent to **losing at least 5% of global GDP each year, now and forever**. **Global GDP could decline by 2.7% per year by 2050 due to land-use change and terrestrial biodiversity loss alone.**

(Source: [Nature Journal](#) and [UK Economics climate change stern review](#) and [Economics of biodiversity Dasgupta review](#))

Migration and Displacement

As per the Internal Displacement Monitoring Centre (IDMC), solely **in 2019, weather-induced hazards, such as storms, floods, and droughts, displaced approximately 24 million individuals**. Climate-driven migration is becoming a pressing issue, with rising sea levels and a heightened frequency of extreme weather events endangering numerous communities.

(Source: [International Displacement Monitoring Centre](#))



Wealth inequality

Wealth and income inequality are worsening, particularly in higher-income countries like the United States and Europe. This matters because the wealthy tend to hold the power and therefore control distribution of limited resources, resulting in increased health and social problems. According to a report by Oxfam, the **richest 1% captured 54% of new global wealth over the past decade, but this has accelerated to 63% in the past two years.**

(Source: [APA. Piketty, T. Capital in the twenty-first century 2017](#) and [Oxfam](#) and [Wilkinson & Pickett 2009](#))

Navigating The Path Ahead

The multifaceted challenges we face today - from the climate and ecological crises to rising social injustices and the emergence of authoritarian tendencies - can indeed cast a daunting shadow on our collective future. The constant stream of alarming headlines, statistics, and images can lead many to experience feelings of overwhelming anxiety. Worse yet, these concerns can cultivate profound sentiments of moral injury and can be a catalyst for depression, particularly when individuals grapple with their role, or perceived lack of it, in the face of such monumental issues.

“Being in a situation where you have a feeling of high responsibility and low control can be very stressful. Where young people can see that things need to be done and if they feel they're not being done, evidence from other contexts tells us that these are the sorts of circumstances that can lead to increased stress.”

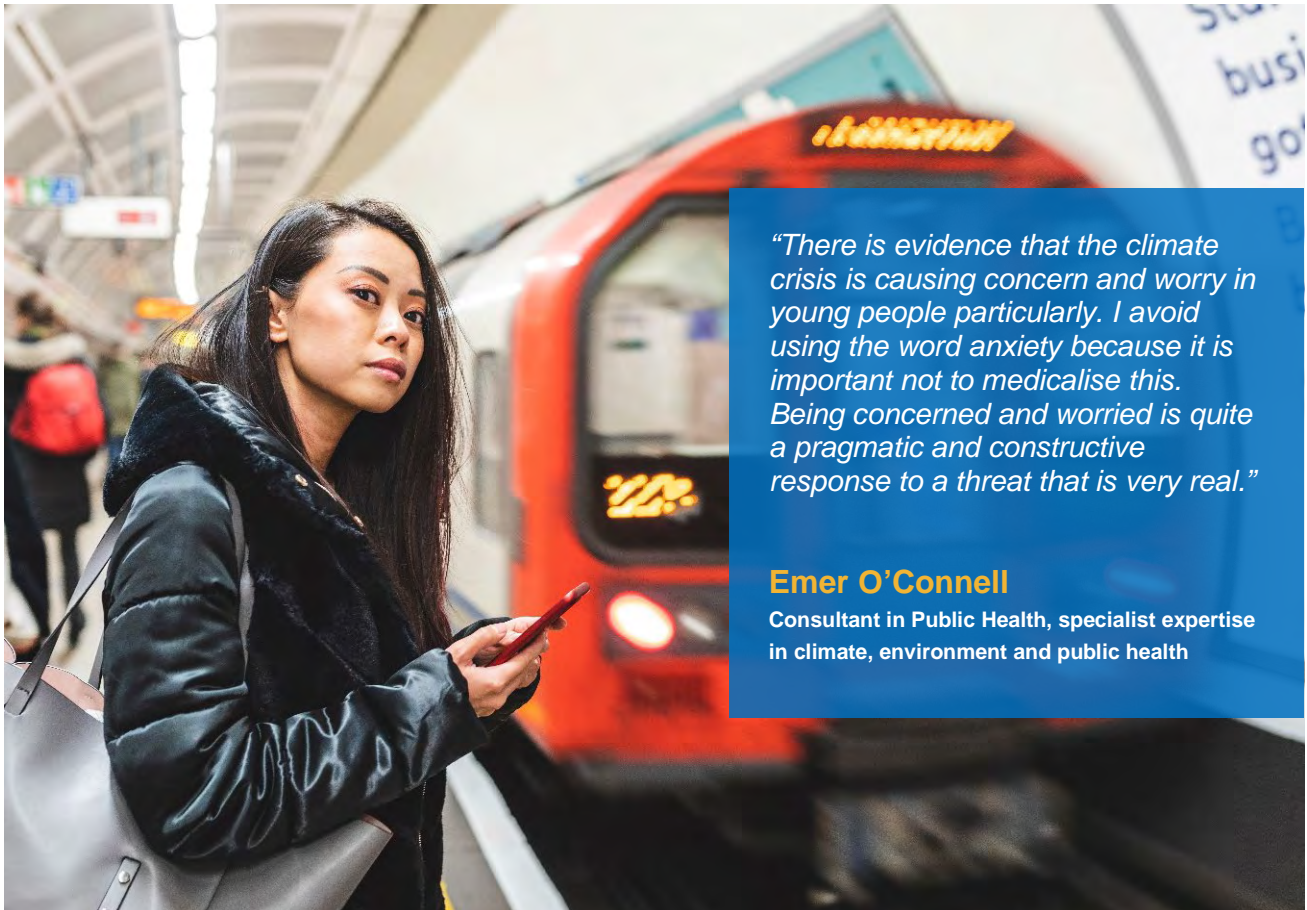
Emer O’Connell

Consultant in Public Health, specialist expertise in climate, environment, and public health

Yet, it's crucial to harness a positive mindset amidst the gloom and channel our energies proactively. Firstly, let's consider the broader picture. Unlike other potential global catastrophes – such as pandemics, world wars, or even the catastrophic potential of an asteroid impact – we have an in-depth understanding of climate change. Its mechanisms, the pace of its progression, and its impending impacts are no mysteries.

It is arguably one of the most researched and documented issues in contemporary history. Similarly, there's a burgeoning body of research delving deep into ecological, equity, diversity and inclusion issues. Notably, climate change serves as a unique unifier on the global stage; the United Nations Framework Convention on Climate Change (UNFCCC) is testament to this with 198 signatories, showcasing active participation from almost all countries in the world and exemplifying international cooperation.

Secondly, it is essential to perceive the push for sustainability not just as an unavoidable obligation but as a pivot towards a future where health, wellbeing, and the revitalisation of our natural world stand as humanity's guiding beacons. It is not merely about mitigating damage but also about envisioning and creating a world that thrives in harmony.



“There is evidence that the climate crisis is causing concern and worry in young people particularly. I avoid using the word anxiety because it is important not to medicalise this. Being concerned and worried is quite a pragmatic and constructive response to a threat that is very real.”

Emer O’Connell

Consultant in Public Health, specialist expertise in climate, environment and public health

Explainer: What is Moral Injury?

Moral injury in the context of climate change refers to the profound emotional and psychological distress felt by individuals who perceive themselves, their community, or their generation as complicit in the degradation of the environment, whether through action or inaction. Several factors can contribute to this sense of moral injury:

- **Witnessing Environmental Degradation:** Seeing the tangible impacts of climate change, such as the loss of natural habitats, species extinctions, or extreme weather events, can evoke feelings of guilt, shame, and helplessness.
- **Perceived Inaction:** Individuals may feel distressed if they believe that not enough is being done to combat climate change, be it on a personal, community, or governmental level.
- **Generational Guilt:** Younger generations might feel let down by older generations whom they view as having contributed more significantly to the problem without taking adequate corrective measures. Conversely, members of older generations may feel remorseful about the legacy they're leaving behind.
- **Complicity in Systems:** Even those who are passionate about environmental causes can feel conflicted if they engage in systems that contribute to climate change, such as using fossil fuels, eating intensively farmed meat, or producing waste.
- **Conflict with Others:** Challenging others about their environmental actions or advocating for climate action can lead to social tensions, causing individuals to question their approach or feel isolated.

The journey to sustainability also beckons the creative spirit that is deeply embedded within the human psyche. This transition is not about stringent restrictions but about imaginative innovation. It is about designing solutions, crafting narratives, and reimagining our relationship with the planet.

On that note, let us not forget that we are already amidst this transformative journey. For example, we are at the nascent stages of what promises to be a rapid acceleration in the adoption of low-carbon technology.

Capital investment, once entwined with carbon-intensive industries, is now progressively navigating towards climate-conscious endeavours. This is shown by the burgeoning green bond

market and major investment funds divesting from fossil fuels.

We must work to make the transformation happen as quickly as possible to avoid the very worst impacts of climate change.

However, as we embrace these advancements and implement new solutions, we must ensure that we avoid creating new challenges and worsening existing inequalities.

While the challenges ahead are undeniably immense, so too is the promise of a better tomorrow. By embracing the transition to sustainability with creativity, cooperation, and a sense of shared purpose, we can navigate our way to a brighter, more harmonious world for all.



“A motivating factor to keep me going is that if we want a better world, we must create it. We have to work hard for it and it is hard work, but it's worth doing. People want to help people and want to bring about change.”

Beth Howgate

Head of UK Influencing
at Save the children

Positive Transitions



Increasing electric vehicle sales

More than 10 million electric cars were sold worldwide in 2022 and sales are predicted to grow by another 35% in 2023 to reach 14 million. This explosive growth means electric cars' share of the overall car market has risen from around 4% in 2020 to 14% in 2022 and is set to increase further to 18% this year. (Source: IEA Annual Global Electric Vehicle Outlook)

2022  10 million EV sales

2023  14 million EV sales (forecast)

UK clean tech early-stage investment

£million

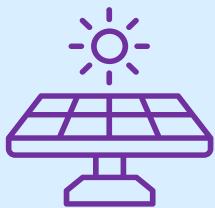


2017



2021

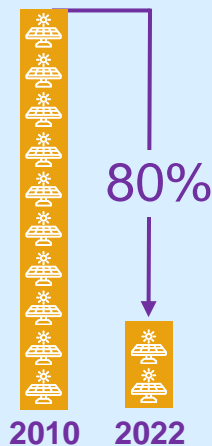
Early-stage investment in UK clean tech companies have risen from approximately £163 million in 2017 to approximately £420 million in 2021, an overall increase of 158%. (Source: UK Government)



Falling cost of solar generation

The price of solar power has fallen by over 80% since 2010. Solar PV generation increased by a record 270 TWh (up 26%) in 2022, reaching almost 1,300 TWh. It demonstrated the largest absolute generation growth of all renewable technologies in 2022, surpassing wind for the first time in history.

(Source: [World Economic Forum](#) and [IEA](#))



In recent years there has been a growth in direct democratic and deliberative democracies and evidence that democracies

with strong deliberative as well as strong direct democratic features perform better than other democracies

(Source: [Brigitte 2023](#) and [UCL](#))



“There is an ever-increasing section of our grants portfolio that is dedicated to sustainability issues such as helping organisations reach Net Zero or take various initiatives become carbon neutral.”

James Lee

Member of TfL's Independent Disability Advisory Group, Member of the London Partnership Board and Mayor's Design Advocate

BACKGROUND

TfL: A Sustainable Future Awaits

For TfL, the pivot towards sustainability is not merely a step forward; it represents a colossal opportunity. At its very essence, TfL's primary mandate is sustainable transport – encompassing walking, cycling, and public transport. This commitment already places TfL ahead of many industries and organisations, uniquely positioning it in the forefront of sustainable enterprises.

“There's a real shift to organisations becoming purpose driven. That's partly because it's the right thing to do for a lot of people and most people don't want to live in a society that leaves people behind.”

Susan Robson

Strategy Director, Women's Engineering Society and EDI campaigner

The implications of this sustainable ethos stretch far beyond operational advantages. As the global community grows more environmentally conscious, and the workforce expresses growing preference to align with purpose-driven organisations, TfL continues to uniquely appeal to both current and prospective employees.

Being one of the world's largest integrated transport authorities, TfL runs most of London's public transport operations on a £10 billion annual budget. Additionally, its expansive influence in London extends to property holdings; as the city's third-largest landowner and second-largest landlord, TfL boasts a substantial property and development portfolio. With over £6.5 billion spent through its global supply chains and a workforce of approximately 27,000 direct employees (and an indirectly employed workforce exceeding 100,000), TfL's scope is immense. For those driven by purpose, TfL provides an unparalleled platform. Its breadth and depth present a golden opportunity to effect palpable change, with sustainability at the forefront.

Yet, our exploration underscores an imperative: while TfL's strides towards sustainability are commendable, there remains an expansive terrain of untapped potential. The need to further this commitment is both evident and pressing. Through the recommendations outlined in this report, we are confident that TfL can turbocharge its journey towards a more sustainable future. In doing so, it will not only consolidate its position as a global leader in sustainable transport but will also ensure its continued relevance and desirability as an organisation for years to come.

Work with purpose

87%

of young people surveyed concerned (48%) or very concerned (39%) about climate change

> 50%

of employees, more likely to work for a company that provides resources & tools to become more sustainable

66%

of candidates want to work with organisations with values similar to their own

57%

of people aged 18 to 34 would prefer to work for an environmentally sustainable business

Source: [Right Management Insights](#) and [HR Review 2022](#), [Good Energy 2020](#) and [WSP / Savanta ComRes 2023](#)



3

Community Outreach

3 Community Outreach

Introduction

London, celebrated for its rich tapestry of cultures, histories, and backgrounds, demands a unique approach to community engagement. Given its diversity, a one-size-fits-all solution simply doesn't suffice. It is paramount that the voices of all sections of society are heard, ensuring that no community feels side-lined. This calls for an outreach approach that is not only inclusive but also intersectional. Intersectionality ensures that

the overlapping identities of London's residents, whether racial, gender-based, socio-economic, or otherwise, are recognised and considered in the decision-making process.

Ultimately, the goal is to foster a sense of collective ownership and belonging amongst London's residents. When people feel they've had an active role in shaping decisions, they are more likely to support and champion the resulting solutions, leading to a more harmonious and cohesive community in the long run.



Recommendation 1

Community engagement

TfL should improve its approach to developing place-based projects, by strengthening its early and ongoing community consultation and engagement.



It is imperative that TfL design transport solutions that cater not just to current users but also to those who presently stay away from the system. This requires a deep understanding of barriers that deter potential users from benefiting from public transport, walking and cycling and a comprehensive exploration of the reasons behind these obstacles.

From the outset, every TfL project should be infused with early and sustained community consultation and engagement. This ensures that the strategies and decisions adopted are not just representative but also inclusive and intersectional, resonating with London's diverse populace.

COMMUNITY OUTREACH

Details of Recommendation 1 - Community engagement

Allocating sufficient time for community engagement will allow TfL to gather feedback that accurately reflects London's diverse population. Through bespoke engagement strategies, they can involve groups that have historically been overlooked. The choice of medium, whether newspapers for older demographics or social media for younger ones, is vital. Moreover, materials should be versatile, offering options like large print, Braille, and multiple languages. Engagement methods should be varied, from virtual sessions to in-person meetings, and the timing should accommodate all schedules. Inclusivity, in both planning and delivery, remains paramount.

"It is important to learn from lived experience and talk to people to co-design and involve communities as part of the process. Not just as a tick box exercise, but all through the process – setting the brief, designing implementing, making sure that it's tested and refined. That needs to be part of the process and part of that evolution in order that we can identify and address the gaps that the codes and standards will inevitably have."

Mei-Yee Man Oram

Access and Inclusive Environments Lead, Arup

The primary goal is a holistic engagement approach. Utilising technology effectively is important, but ensuring that everyone, such as the less tech-savvy, is included is crucial. In-person venues should be universally accessible, from toilets to facilities for diverse gender identities. Engaging with individuals and larger community entities, like charities and schools, alongside ensuring the engagement team mirrors community diversity, will enrich the process, moving beyond mere tick-box exercises to genuine co-design.

TfL should prioritise transparency and inclusivity in its planning processes. Rather than presenting a pre-designed solution for public commentary, it would be more beneficial to source ideas and identify issues directly from the community. By doing so, TfL can harness the unique insights that come from the lived experiences of the community members, enabling the co-creation of intersectional solutions. This approach ensures

that improvements resonate deeply with the needs and aspirations of those who use the areas daily.

"You need to make sure the colleagues from your organisation that are engaging with the community also reflect that community as much as possible."

Melania Santoro

Director of Diversity, Equity, Inclusion & Belonging, Arcadis

TfL should delve into creative strategies that penetrate the heart of communities, harnessing elements of fun and enthusiasm. This would captivate individuals, making the process feel less like consultation and more like forging genuine relationships. By doing so, the foundation for trust is laid, fostering a collaborative spirit that is both engaging and enriching for all involved.

Engaging with young people requires proactive outreach. Merely organising an event doesn't guarantee their participation. Thoughtful planning is essential to determine the most effective promotional strategies to engage the city's younger populace. Events shouldn't be fleeting; they should aim to leave a lasting impact rather than momentarily appearing and vanishing. Local events, in particular, have the potential to attract a uniquely different audience.

"Local authorities sometimes fixate on specific responses in surveys, potentially missing the broader picture. Engaging directly with the public provides a more nuanced understanding, as people often wish to discuss matters beyond the survey's scope. Encouraging people to share their views while walking the streets can be as valuable as indoor discussions, even though it might be challenging to incorporate such feedback"

Ollie More

Senior Policy Officer for London, Sustrans

“Consider individuals as contributors with agency rather than merely transaction-focused consumers. Recognise that consultation isn't the same as active participation. Instead of proposing solutions and then seeking feedback, it's crucial to observe and understand what people are already doing. By understanding how individuals travel and their experiences with the transport system, organisations can learn directly from real-world actions. Engage directly with people throughout the process, appreciating that they might already have developed effective approaches within the given context.”

Jon Alexander

Director and co-founder of the New Citizenship Project



“The saddest thing we've got in our lives is the way in which we undervalue people and how we accidentally restrict what they can do. How do we create playgrounds for adults and make those spaces where people can come together and refine the passion the energy and the joy that they've got for what they want to do? For an event we delivered recently, we encouraged a local company to donate eight tonnes of sand and created a beach next to a train station. Lots of people of all ages turned up, it was remarkable. Local events and adapted infrastructure can draw in audiences, allowing people to connect in their area, allow for good discussions and bring together a community”

Robin Hutchinson MBE

Director of The Community Brain

COMMUNITY OUTREACH

Why we are making Recommendation 1 - Community engagement

Community engagement provides a clear understanding of stakeholder needs, making the decision-making process more informed. It aids in pinpointing the barriers and difficulties that users face, and accurately discerns their requirements and needs. Solutions rooted in real-world experiences invariably lead to enhanced outcomes.

When TfL plans future events, they must recognise that various event types attract distinct

demographics. There is a risk, depending on the subject matter, of repeatedly drawing the same attendees, which could stifle diversity of thought.

Moreover, by highlighting issues early in the design phase, it paves the way for significant time and cost savings. But perhaps the most significant benefit lies in relationship building. When the community feels involved and valued in the decision-making process, it fosters trust and credibility. This not only ensures their support for the present project but also establishes a foundation of trust for future endeavours.



“The death of any event is somebody coming around with a clipboard asking whether you’ve enjoyed it or not and running through a series of questions. People remember the fun events, not the worthy events, and the fun events draw different people out. In doing these events it will allow for discussions that you wouldn’t normally have.”

Robin Hutchinson MBE
Director of The Community Brain

Civic Participation varies across demographics

In a 2022 survey, **34% of respondents** said they had engaged in some form of **civic participation at least once in the last 12 months**.

When looking across demographics:

- Respondents who identified as **female were more likely to engage** in civic participation than those who identified as male (36% vs 32% respectively).
- Those **aged 75+ were less likely** to have engaged in civic participation (22%) than all other age groups (32 - 38%).
- Respondents identifying as being from an **Asian ethnic group were less likely** to have engaged in civic participation (29%) than those identifying from a white (35%) or mixed (41%) ethnic group.
- Those living in the **most deprived areas less likely** (27%) than those living in least deprived areas showed higher engagement (4th and 5th most deprived quintiles, both 37%).

Source [YouGov / Woodland Trust Survey](#)

COMMUNITY OUTREACH

Community engagement needs to be firmly embedded from the outset of the design process, and it is vital that sufficient funds and resources are allocated to ensure its efficacy. We understand that funding is finite, but we believe that with the right balance, the benefit and avoided cost of later corrective action, increased support and engagement can result in a positive impact on TfL finances.

It is beneficial for the entire project team, especially policymakers, to actively participate in stakeholder engagement sessions. This direct interaction not only allows them to gain first-hand insights from the community but also fosters a foundation of trust and rapport with these groups.

“Consultation is not participation. Even if you do it at every stage of a process, the nature of what we think of as consultation, is “we have figured out something, now let’s check”. If you flip the whole lens, then you look at what are people already doing in the world and how can our organisation learn from what they are doing.”

James Lee

Member of TfL's Independent Disability Advisory Group, Member of the London Partnership Board and Mayor's Design Advocate

Recommendation 2

Young Travel Ambassadors

TfL should establish and manage area-based Youth Travel Ambassadors across London.



TfL should create environments that encourage young people to explore London and open opportunities to access work, and recreational and educational opportunities in a sustainable manner. Increasing opportunities for younger users – ideally those aged 24 and under, aligning with

higher education age brackets – in the decision-making and planning processes of the TfL network, not only signals that their voices matter but also underscores the value of their contributions. Such inclusion ensures that devised strategies holistically cater to their unique needs.



“The number of women involved in the cleantech sector, whether it's in the areas of research and development, to whether it's in the areas of commercialisation is very low. Equality is really important of and by itself, but we will not deliver the level of creativity and innovation that we need unless we do more to close the gender gap.”

Ashok Sinha

CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission

COMMUNITY OUTREACH

Details of Recommendation 2 - Youth Travel Ambassadors

Youth Travel Ambassadors (YTA) programmes can be transformative initiatives, conceived to empower members of our youth to actively engage with and influence the travel dynamics of a city. Schemes tend to handpick young individuals, passionate about travel and the intricacies of urban mobility, and offers them a platform to voice their ideas, concerns, and visions for the future.

Through this ambassadorial role, these young advocates work closely with decision-makers to shape a transport system that is not only sustainable but also responsive to the diverse needs of all its users. YTA programmes recognise the importance of young perspectives in creating more inclusive and forward-thinking transport networks.

YTA programmes often focus on those aged 11 to 18. However, there are benefits too in setting up a similar program for young people in other age ranges - 19 to 25 – bringing in those who may be in higher education or further education such as degrees and apprenticeships. This is important, because the experiences of this older group will differ from those who are school-aged.

Any YTA initiative must be reflective of the population it serves. It's vital that these groups resonate with young individuals, accommodating the varied commitments they juggle, whether academic, occupational, or personal. Given that experiences can differ based on geographical locations, ambassadors should represent a broad spectrum of local areas as well as the social-demographic diversity, ensuring that the initiatives capture the essence and needs of the entire city.

Role of a Youth Travel Ambassador



Case Study: Kent County Council Youth Travel Ambassador Course

Youth Travel Ambassador (YTA) run by Kent County Councils is a peer led programme which aims out to engage students aged 11 to 18 in implementing road safety initiatives in their school community with the aim of reducing casualties amongst young people on Kent's roads.

This includes discussion around:

- ✓ Safer, confident, and happier travel
- ✓ Understanding what the problems are
- ✓ Exploring what the solutions can be
- ✓ Understanding the impact
- ✓ Starting the campaign



The programme aims to empower students to identify their own areas of interest and then guides them through the planning process. Schools that complete the programme and submit a brief, can also seek up to £250 to make their ideas become reality.

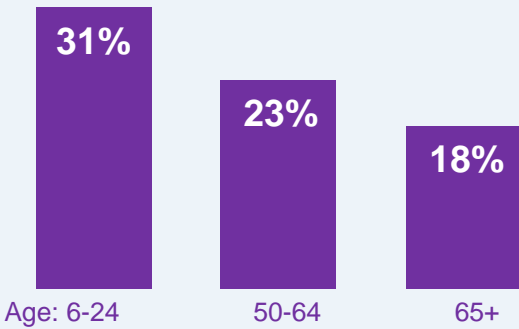
COMMUNITY OUTREACH

Why we are making Recommendation 2 - Youth Travel Ambassadors

Young individuals are deeply concerned and fervent about the ramifications of climate change, yet often lack the avenues to articulate their feelings. There is a pressing need for more platforms that facilitate their exploration and give them a voice on climate issues and solutions such as safe, affordable and sustainable transport.

Empowering the youth to voice their thoughts fosters community, inclusivity, and engagement, while also instilling a sense of stewardship for the world they are poised to inherit. By ensuring their voices are amplified, we not only tap into their innovative perspectives but also glean insights into the experiences of being young in London, which can profoundly shape TfL initiatives.

A higher percentage of younger people are 'very worried' about climate change:



Source: [YouGov / Woodland Trust Survey](#)

As well as incorporating the voices of young people into decision making, YTA initiatives also upskill and grow the confidence of young people throughout their wider communities (e.g., building relationships with local schools) – through the participation in campaigns and initiatives, communication with peers, and meeting and working with professionals in the transport industry.

Active travel for the school run instead of the car is vital for protecting young Londoners' health and wellbeing. A [University of Cambridge study](#) shows that children who regularly walk, cycle or scoot to school are less likely to be overweight or obese, a result consistent across neighbourhoods, ethnicities and socio-economic backgrounds.

Green jobs are occupied more by white men compared to jobs in all sectors

All sectors	Male (54%)	Female (46%)
Green jobs	Male (66%)	Female (34%)
All sectors	White (64%)	BAME* (36%)
Green jobs	White (70%)	BAME* (30%)

* Black, Asian, and Minority Ethnic

Source: [GLA Economics Labour Market Analysis](#)

A [University College London \(UCL\) study](#) found that active travel improves mental health over the life course, as the likelihood of young people having a mental health problem has [increased by 50 per cent over the last three years](#). Fewer cars also helps tackle the air pollution that leads to poor health outcomes and exacerbates conditions such as asthma, which affects nearly a [quarter of a million children in London](#).

Currently, the environmental and sustainability sector lacks adequate diversity. Engaging young individuals in programmes such as YTA can illuminate potential career paths in this realm. Ensuring an inclusive and diverse YTA programme can lay the foundation for a richer talent pool and enhanced diversity in the sector.

“There’s a lot of awareness among young people of the impacts that climate change will ultimately have on us and on the rest of the world. More can be done to harness the energy among young people who are very passionate about these issues.”

Anjali Raman-Middleton

Co-Founder of Choked Up





4

Inclusive Decisions

4 Inclusive decisions

Introduction

Modern life has created a sense that problems are for other people, organisations, companies, or institutions to fix. There is a tendency to see ourselves as simply ‘consumers’ of products and services, with our only agency being where we choose to spend our money or to complain (often

with an overwhelming sense of futility) when those products or services don’t meet our expectations.

There are alternatives to this story that exist today and have existed in the past, as well as more oppressive ones. The [New Citizen Project](#) articulate the concept of these stories in their ‘quickfire concepts’ table. We must be deliberative about which story we wish to help succeed.

New Citizen Project Quickfire Concepts

Subject	Consumer	Citizen
Dependent	Independent	Interdependent
To	For	With
Duty	Rights	Purpose
Obey	Demand	Participate
Receive	Choose	Create
Command	Serve	Facilitate
Print	Analogue	Digital
Hierarchy	Bureaucracy	Network
Subjective	Objective	Deliberative
Religious	Material	Spiritual

Source: [New Citizen Project](#)

The fundamental truth is that there is more that unites us than divides us and this is the basis of the citizen story put forward by the New Citizen Project. It is essential, especially in today's fragmented world, to recognise and celebrate these commonalities, for they serve as a powerful

reminder of our interconnectedness and the strength that lies in unity. Indeed, when we focus on what we have in common and include everyone in decision making, we pave the way for greater understanding, collaboration, and progress.



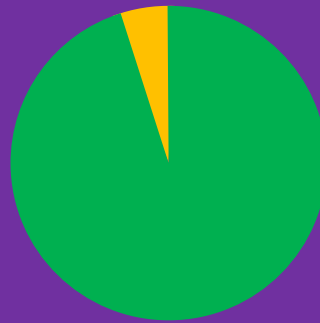
“We have a crisis of loneliness because we’re working from a story that says we’re independent isolated individuals. We have a crisis of inequality because we’re working from a story that says society is a ladder you climb and a competition. We have an ecological crisis because we’re working from a story that says we’re separate from nature and should take from it. We’re not going to be able to solve those problems from within the consumer story. We must step into the Citizen story.”

Jon Alexander
 Director and co-founder of the
 New Citizenship Project

More that unites us than divides us



Of over **60 countries** and **140,000 people surveyed** about their moral beliefs and attitudes including people's values surrounding equality



95% of responses given by **women were mirrored by men**



80% of responses of individuals from **one nation were mirrored by those from another**

Source: [Journal of Personality and Social Psychology](#)

Recommendation 3

Citizens' Assembly

TfL should create a standing Citizens' Assembly to improve its approach to proposals for sustainability issues that can be addressed by or are impacting TfL.



TfL should create spaces and frameworks that encourage broad and meaningful participation of Londoners in the creation of bold and progressive action for sustainability. One such approach, growing in popularity in the UK and internationally, is the creation of citizens' assemblies to consider difficult and complicated policy issues.

A citizens' assembly is a group of people, brought together to learn about and discuss an issue or issues and reach conclusions about what they think should happen. The assemblies enable decision-makers to understand people's informed and considered preferences on issues that are complex, controversial, moral, or constitutional.



"Young people are very much engaged with the impacts of climate change, we will be living with these impacts for the rest of our lives, and we recognise there is more that can be done, organisations could be doing more. Youth panels are really good way to engage young people, they give young people a platform within the organisation to have a voice at the table."

Anjali Raman-Middleton

Co-Founder of Choked Up

INCLUSIVE DECISIONS

Details of Recommendation 3 - Citizens' Assembly

Citizen's assemblies can be set up to consider a particular issue and drawn to a close after they have made their decisions, or they can be standing assemblies used to consider a series of issues over time. Governments, parliaments, and local authorities around the world are increasingly using citizens' assemblies in their work.

Citizens' assemblies have several key features including:

Who takes part:

Assembly members are representative of the wider population. For a standing citizens' assembly, this often involves new cohorts being selective for each topic to be deliberated.

The assembly process:

Assembly members go through a three-stage process of:

- 1 Learning
- 2 Discussion
- 3 Decision-making

The information provided:

The evidence presented to assembly members during the learning phase is balanced, accurate and comprehensive.

Independent facilitation:

The assembly is not facilitated by the organisation that commissioned the assembly.

Examples of Citizen Assemblies



The **UK Parliament** commissioned its first citizens' assembly, the Citizens' Assembly on **Social Care**, in 2018. ([Find out more](#))



Climate Assembly UK

THE PATH TO NET ZERO

Climate Assembly UK was the first UK-wide citizens assembly on **climate change**. It was commissioned by six House of Commons Select Committees and published its final report in September 2020. ([Find out more](#))

Greater Cambridge Citizens' Assembly On Congestion, **Air Quality** And Public Transport 2019. ([Find out more](#))



GREATER CAMBRIDGE PARTNERSHIP



Brussels Citizens' Assembly

The **Brussels** Citizens' Assembly is the first Brussels political institution made up entirely of citizens drawn

by lot. **Each semester, its members deliberate on subjects** falling within the competence of the Brussels region. ([Find out more](#))



PARIS

Paris became the first major European city to institutionalise a full-scale model of

deliberative democracy by creating a **standing citizen assembly** of 100 randomly selected by representative group of residents with a **budget of 100 million Euros** and the ability submit current affairs questions to the City Council in the same way that elected councillors can. ([Find out more](#))

London Borough of Kingston Citizen Assembly on **Air Quality** 2020. ([Find out more](#))



The **Camden Climate Citizen Panel** is made up of 15 people who live and work in Camden. It was set up to help review and advise on the progress of Camden's **Climate Action Plan**. The panel was created as a direct **recommendation of Camden's Citizens' Assembly** on the climate crisis. ([Find out more](#))

Why we are making Recommendation 3 - Citizens' Assembly

Like many organisations, TfL will face sustained and evolving challenges in the context of the deepening climate and ecological crises and need to accelerate progress on equity, diversity and inclusion within TfL, its supply chain, its customers, and wider London.

The creation of a TfL standing citizens' assembly would establish a space for measured, evidence-based, inclusive, and deliberative decision-making as it rises to the significant challenges ahead. The citizens' assembly should be independently facilitated and make recommendations for TfL, allowing challenging topics and bold solutions to be explored with more separation from the day-to-day politics of an organisation such as TfL.

We acknowledge that this presents challenges for TfL, given that it may be hard for it not to accept

the recommendations made by the citizens' assembly, particularly if it is clear all evidence and aspects of an issue has been properly explored and considered. As with other standing citizens' assemblies, it will be for TfL as the commissioning body, most likely via the TfL board, to set out a forward programme for issues to be deliberated by the assembly as part of a commissioning process. This at least retains some control, but ultimately that is the point of citizens' assemblies – to let go and give agency and a voice to those communities served by that organisation.

We also recognise that commissioning, employing an independent facilitator and providing evidence for the citizens' assembly will have resource implications. However, we strongly believe the benefits it will bring, helping to accelerate sustainability at TfL and for London more broadly, will ultimately support TfL's long-term financial sustainability.

The positive effects of Citizens' Assemblies

Time and space for real debate: The social, economic, and overall societal consequences of measures can be well thought through and discussed.



Building trust: Participants understand the work of politics better. They also come into contact with each other beyond information bubbles and echo chambers.

Signpost function: Politicians understand the population better and know exactly where the citizens can and want to go with concrete measures. Solutions with majority support become visible.



More than opinion polls: Citizens' assemblies enable more in-depth discussion of issues, expert knowledge, debate, and personal exchange.

Involvement of all: The phenomenon that certain social groups participate little in politics is reduced. This is ensured above all by the sortition procedure, but also by the payment of loss of earnings, support for childcare, care of relatives and translation.



Lobby control: The procedure is transparent and not very susceptible to lobby influence.

Valuing: The discussion is fair and fact-based. When people meet each other directly, hate speech and fake news hardly stand a chance.



Support: The results support parliaments and councils in decision-making processes.

Recommendation 4

Representation at TfL board meetings



There should be TfL Youth Panel representation at TfL Board meetings, committees, and panels.

The TfL board holds the executive to account for delivery of its Business Plan and operational and budgetary performance. They are central to setting the policies, strategies, budgets, and broader agenda for TfL and the subsequent outcomes for Londoners. The board comprises a diverse mix of professional experts from various fields. However, in 2023, the board exclusively comprises older people, meaning in terms of representing the age range of Londoners, it lacks diversity.

Details of Recommendation 4 – Representation at TfL Board meetings

The TfL Board meets on a quarterly basis and board members also sit on various panels and committees that help to scrutinise and guide TfL in everything it does. It could be too much to invite a young person to become a full TfL board member as this would place a lot of burden on one person, for example due to the required time commitment and potential interview selection process.

Instead, we propose that a place is made available for a TfL Youth Panel member to attend any public TfL board meetings, including wider panels and committees, and be able to ask questions of TfL colleagues present and the Mayor, as chair of the TfL board, to scrutinise in the same way full TfL board members can. As they would not be full Board members, they would not hold the power to vote on decisions.

“Inclusion of everyone’s voice is so important, because otherwise people in charge advance policies which are based on their own experiences and prejudices.”

Ashok Sinha
CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission

The TfL Youth Panel would work together ahead of meetings to formulate questions they wish to ask in response to published papers and would be able to rotate who attends, thereby reducing the burden on individuals and ensuring a level of attendance.

Why we are making Recommendation 4 – Representation at TfL Board meetings

Inclusive and diverse organisations consistently outperform their peers. They bring together a mix of people with various backgrounds and perspectives, inclusion ensures these diverse viewpoints are valued, heard, and leveraged. They are less likely to engage in groupthink and they foster more innovative and resilient environments that make faster decisions with better outcomes.

Young Londoners are a vital stakeholder in the city's present and future. 30% of Londoners are under 25 years old. They will be living with the consequences of current decisions for decades to come. It is only fair and logical that they have a say in the shaping of their future environment, infrastructure, economy, and society.

Including a TfL Youth Panel member at TfL board meetings will not only likely improve performance and progress toward strategic goals, but it will also send a strong signal about the type of organisation TfL is. It will demonstrate to existing and future young colleagues and customers that they are valued. This powerful engagement is essential for the success of TfL and London.

Organisations with inclusive cultures are:

- 8x** more likely to achieve better **business outcomes**
- 6x** more likely to be **innovative or agile**
- 3x** more likely to be **high performing**
- 2x** more likely to **meet financial targets**

Source: [Deloitte Review 2018: The diversity and inclusion revolution](#)

Recommendation 5

Diversity of delivery

TfL should ensure and evidence that all investment decisions consider Equity, Diversity & Inclusion and Environmental Sustainability.



Governments, businesses, and society generally need to get better at understanding quantifying the impact of their decisions in terms of the health and wellbeing of people and nature. There is still much to be done to prepare TfL for increased scrutiny and accountability for its decisions based on social and environmental outcomes. A commitment to improvement needs to permeate every level, influencing day-to-day decisions, especially with a broader range of environmental outcomes and the impacts on equity, diversity, and inclusion

Details of Recommendation 5 - Diversity of delivery

TfL already undertakes Integrated Impact Assessments (IIA), which include Equality Impact Assessment (EQIA) and Environmental Impact Assessments (EIA) for large infrastructure projects or significant policy interventions such as the Ultra-low Emission Zone (ULEZ). Indeed, in that regard, it arguably has a world leading ability to quantify the environmental, health and social-economic impacts of London-wide air quality policies.

“A common exercise with business cases is to carry out cost benefit analysis. Within that, EDI or wider social value is not well reflected in the assessment. However, the key question how to monetise social value so it can form part of the cost benefit analysis, and do we want to do that?”

Oscar Wong

Manager at Deloitte, London Mayor’s Young Professionals Panel and London Young Planner of the Year

The Mayor’s Transport Strategy outcomes are focused on social and environmental sustainability in relation to aspects such as reducing carbon emissions, reducing air pollution, making the network more accessible, increasing active travel and road safety. Many of these outcomes will improve equity and equality because of the existing disproportionate and unjust environmental and health inequalities across London’s diverse population.

“Transport plays such a pivotal role, one of the biggest interventions is to reduce air pollution exposure and target interventions where it is at its highest, particularly where there are vulnerable populations. Children are an important vulnerable population, if you are exposed to air pollution at a time when your lungs are developing, it can increase the likelihood of you have poorer lung health later in life. That impetus to act quickly in places where young people are exposed to high air population in London is important.”

Emer O’Connell

Consultant in Public Health, London Mayors Office

However, TfL should improve its ability to consistently quantify equity, diversity, and inclusion more directly as well as its ability to quantify more granular - and a broader range of - environmental outcomes. The measures should be developed so they can be applied to increasingly smaller investment decisions overtime. They should be quantified and evidence-based with tools to make this easy and standardised. The evidence and tools should be shared publicly to improve transparency about how decisions are made and allow other organisations to learn from TfL’s progress.

Why we are making Recommendation 5 - Diversity of delivery

There are no agreed consistent and robust metrics to measure equity, diversity and inclusion or environmental sustainability outcomes at an organisational or societal level. Furthermore, the most widely used and agreed proxy for measuring progress of nations (and the contribution of people, businesses, and organisations to it) is Gross Domestic Product (GDP), which has widely accepted flaws and can lead to perverse outcomes.

INCLUSIVE DECISIONS

GDP is essentially the value of goods and services exchanged within a nation's monetised economy in one year. However, as the economist Kate Raworth highlighted, GDP does not capture all essential activity, underlying assets or the distribution of goods, services and assets.

Kate puts forward three broad shifts needed to reach a concept of economic development that won't keep leading us into environmental and social crises:

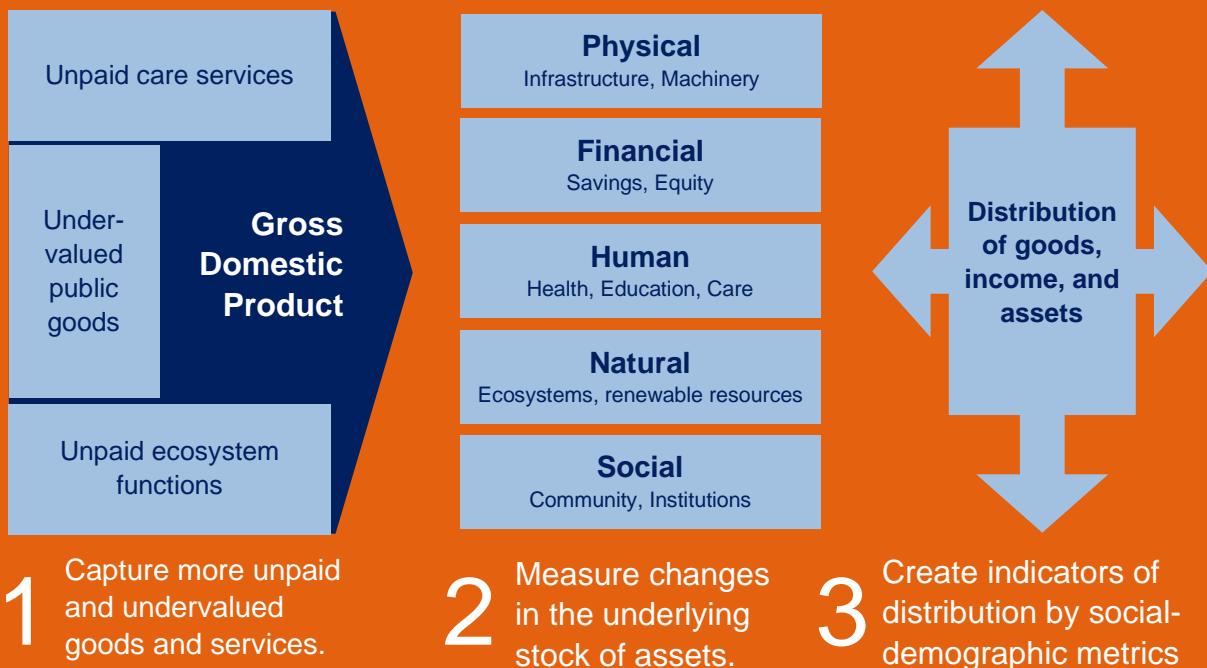
1. From monetised to un-monetised goods and services too: Take account of the value of goods

and services that contribute so much to wellbeing but that fall outside of the monetary economy.

2. From goods and services to underlying assets and debts: Measure changes in the underlying stock of assets, wealth, or capital from which all goods and services flow.

3. From averages and aggregates to distribution: Create data and indicators that reveal the distribution of goods, services, and assets, across households by income, gender, ethnicity, disability, health etc.

Better measures for better economic development



“Some say we should forget GDP and jump straight to measuring wellbeing. I agree wellbeing measures are needed, but the economic description of the world is never going to go away, so rather than push it to one side, we should try to improve it.”

Kate Raworth

(Economist and Senior Associate at Oxford University's Environmental Change Institute)



INCLUSIVE DECISIONS

Kate developed her proposed shifts in our economic development, into her famous visual framework for sustainable development, known as [Doughnut Economics](#), by combining the concept of planetary boundaries with the complementary concept of social boundaries.

It is important that TfL recognises the growing movement to improve the direct measure of social and environmental performance so that it can maintain its leadership role as a mature organisation with advanced data analysis, and decision and case making capability.

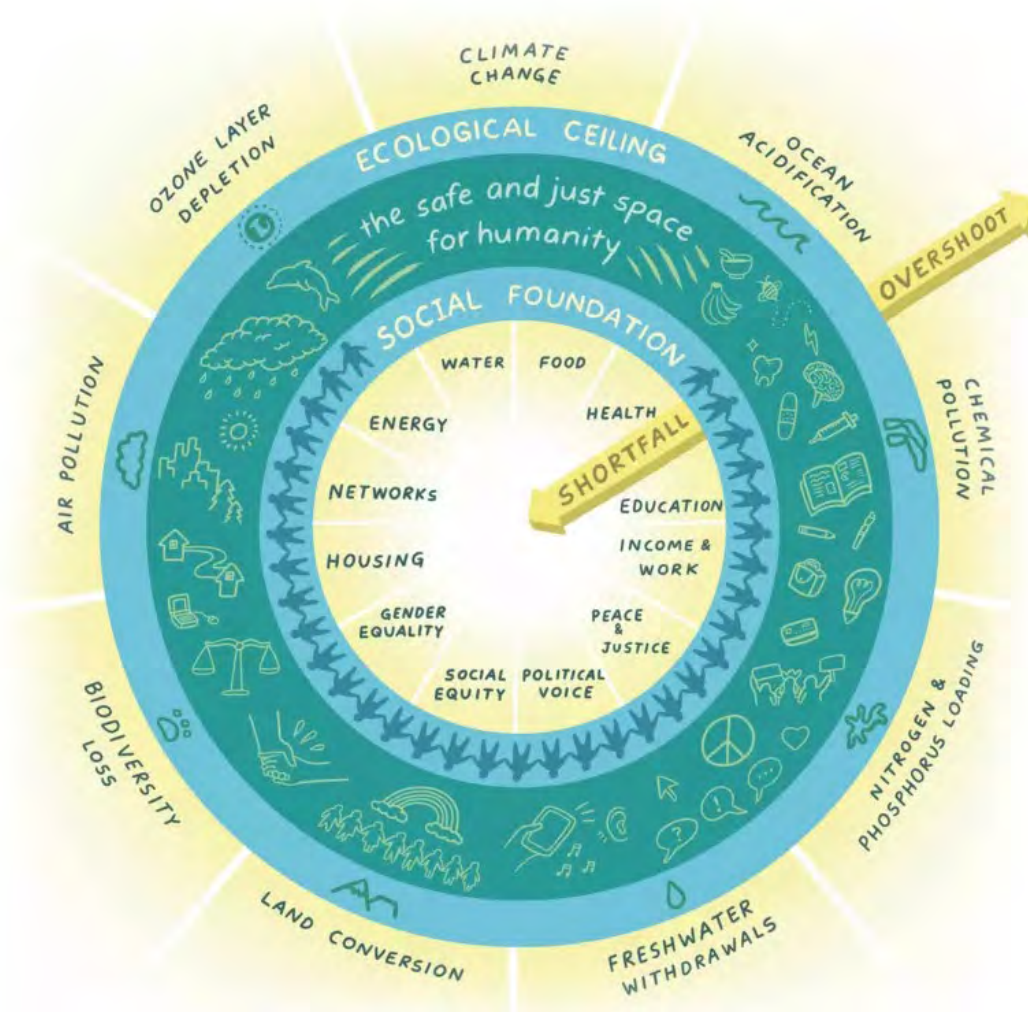
For example, Finland, Iceland, Scotland, Wales, and New Zealand are all members of the [Wellbeing Economy Governments partnership](#). The coalition aims to transform economies around the world to deliver shared wellbeing for people and the planet by 2040.

That means abandoning the idea that the percentage change in gross domestic product is a good indicator of progress, and instead reframing economic policy to deliver quality of life for all people in harmony with the environment.

In the UK, we are already seeing increased regulation to drive the improvement of consistent and robust measurement of outcomes beyond financial performance. For example, the [Taskforce on Climate Related Financial Disclosures](#) (TCFD) has been a significant step. The government has set out a roadmap for adopting TCFD as a legal reporting requirement. TfL voluntarily reported on TCFD in its [annual report](#) for the first-time in 2022, ahead of being legally required to do so.

The new sustainability standards created by the International Sustainability Standards Board (ISSB), builds on existing high-quality standards and frameworks, including the [Global Reporting Initiative](#) (GRI) and TCFD, and is creating a comprehensive sustainability reporting standard, which is [being adopted by the UK government](#).

Improving and quantifying social and environmental outcomes is crucial. Beyond its immediate impact progressing TfL strategic goals, by leveraging its extensive stakeholder networks and leadership position, there is an opportunity to disseminate knowledge, skills, and tools, aiding progress across the board.



Source: [Kate Raworth \(2017\)](#)



5

Embracing Opportunity

5 Embracing opportunity

Introduction

In today's world, the responsibility of large organisations extends beyond their primary focus. For giants like TfL, this means delving deeper, thinking creatively, and leveraging their substantial assets and reach to champion causes that resonate with the broader public good. To merely operate within the boundaries of one's core business is no longer sufficient or acceptable. Instead, pioneering sustainability strategies and promoting green initiatives should be an integral part of an organisation's ethos, particularly when its influence is as vast as TfL's.

However, the journey towards a more sustainable and equitable society is not linear, nor is it uniform. A city as diverse as London requires an equally varied set of solutions. Different communities, with their distinct needs and aspirations, will resonate with different approaches. Hence, the solutions put forth must be multifaceted, ensuring that they cater to the myriad shades of London's populace. It is not just about providing an equal platform or an equal starting point; it is about ensuring that everyone, irrespective of their background, has an equal chance to thrive.

Recommendation 6

Opening land and buildings

TfL should support communities to make more use of its underutilised land and buildings.



Every city has pockets of underused and underutilised land or buildings or worse distressed and decaying urban areas. These underused pockets weaken the city's image, liveability, and productivity. They are usually the result of changes in the urban growth and productivity patterns or poor management. TfL plays a significant and crucial role in thinking about the integration of land

use, built environment and transport simultaneously to maximise equity, diversity and inclusion, and environmental sustainability. As London's third largest landowner and second largest landlord, TfL has plenty of physical assets across London and there will be opportunities to open land and buildings to local communities for the greater good.

"There has been merging of public and private space with some of the clients that we're working with. There is more appetite and opportunity, with a nudge from government or local authorities, for providing some of that private development back to the community. The bleeding between private and public space is really positive and we're likely to see much more of it in the future.

Mei-Yee Man Oram

Access and Inclusive Environments
Lead, Arup



Details of Recommendation 6 - Opening land and buildings

Adaptive reuse involves repurposing existing buildings, sections of buildings, or land for different functions. This approach ranges from preserving architectural heritage to bringing vacant structures back to life with practical roles. Experts in real estate estimate that within the next decade, 90 per cent of buildings will undergo renovations for adaptive reuse.

TfL should undertake a public review of how its buildings and land are already being used to benefit the community, such as [the community gardens on the London Overground network](#). They should seek to understand how these emerged, what makes them successful, how the community and TfL benefit and what challenges might exist.

They should invite the public to propose other ideas for opening up more land and buildings for community benefit beyond TfL's core purpose of sustainable transport. They should develop and publish a strategy for realising more opportunities with a process for communities to put forward and agree access and use. All examples should be

monitored to allow for continual learning and adjustment with robust systems for ensuring health, safety and other legal requirements are met.

Why we are making Recommendation 6 - Opening land and buildings

Such initiatives empower the public and local communities to rejuvenate and reimagine unused spaces. By doing so, they can craft spaces that resonate with their desires and needs. This aligns with the government's push for development on brownfield sites and the creation of aesthetically pleasing structures that mirror local tastes. It presents a significant opportunity for TfL to help progress sustainability and build strong and resilient communities.

Under the radar there are already flourishing and transformative community initiatives to pool resources and create shared low-carbon energy, housing, and natural assets. These groups have shown that they can increase community wealth and create thriving places while addressing the climate crisis.

Case studies

- ✓ Social housing schemes such as the **Goodwin development in Hull**, which has renovated 60 abandoned houses to create affordable family eco homes that require little or no energy to heat or cool. The community has also brought a water recycling system into collective ownership, and the trust is **developing 40 more social homes**.
- ✓ Reclaiming derelict land such as the **Malls Mire woods on the south side of Glasgow**, formerly plagued by litter and fly-tipping. It has now been transformed into a thriving woodland and **community gardens** to grow vegetables and fruit, and hosts school clubs and holiday programmes.
- ✓ **Repair cafes** that are popping up around the country. **In Derbyshire alone there are 16** that offer a free meeting space, tools, and materials to help people make repairs to clothes, furniture, and electrical appliances, reducing their consumption of new products and therefore their emissions.
- ✓ Renewable energy projects such as the **Ambition Lawrence Weston community group**, based in an area of Bristol with high levels of fuel poverty. It is a partner in Bristol Energy Cooperative's local solar farm and is establishing its own community-owned renewable energy project with plans for a giant wind turbine that, once complete, will power 3,850 homes, saving 1,965 tonnes of CO2 and return a **profit to the community of between £50,000 and £400,000 a year**.
- ✓ **Energy Garden** supports communities to improve biodiversity and grow food around transport infrastructure, including across the **London Overground network**. Over the last seven years Energy Garden has secured funding to negotiate the legal permissions of multiple transport partners, fund staff to oversee development of gardens, run education programmes and buy the necessary materials and equipment for local people to build greener spaces.
- ✓ **The Community Brain**, started in 2010, is a community interest company that has worked with Kingston University since 2015. It works with local communities in the borough of Kingston upon Thames. Projects range from regeneration to culture aiming to liberate the potential of people and communities. It has a very simple **belief that everybody is brilliant** if they're given the help and support to be brilliant.

EMBRACING OPPORTUNITY

The Covid era reinforced people's connections to their localities. They grew to appreciate local businesses that extended their operating hours and displayed genuine concern for their clientele. Green spaces, public areas, heritage, and a deeper understanding of their surroundings gained immense significance. In this renewed context, TfL has much to learn from these shifting attitudes, offering a chance to further nurture this renewed sense of community and belonging. Authentic transformation occurs when individuals genuinely invest in and care for their surroundings.

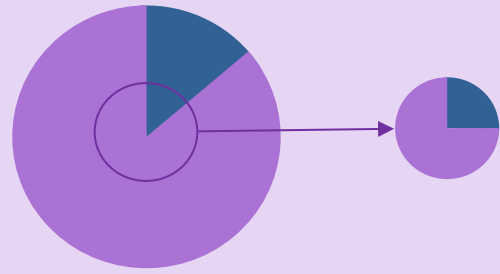


Three-quarters of people routinely say they would like to be more involved in their communities if the opportunity could be integrated within their busy lives.

Source: [Ipsos MORI](#)

Sustainability is rooted in locales, not just confined to abstract economic sectors. It is about the living, breathing spaces in which we reside, interact, and cultivate our communities. True sustainable living demands not just an environmental consciousness, but the time and space to engage

in activities that promote self-reliance and reduce dependence on vast, often opaque supply chains and siloed social and economic sectors.



14% of Greater London's surface area is **transport related** land and in central London, this proportion rises to **25%**

Source: [GLA](#)

TfL's vast array of stations and landholdings offer an unparalleled opportunity in this regard. These spaces, so integral to the daily routines of countless Londoners, can be reimagined as hubs for community participation and sustainable initiatives. Rather than merely being transit points, they can transform into vibrant centres where sustainability seamlessly integrates with commerce, leisure, and transport. As Londoners continually traverse these stations and transport related spaces, they can simultaneously engage in and benefit from initiatives that champion a greener and more community-oriented capital.

"In a Post-Covid world, where people are not going to commute as much, what happens if you begin to re-evaluate stations as places in their own right? What happens if they become destinations? You go to the station for a different sort of a journey, it offers opportunities for learning for start-up businesses, creative spaces, for bump spaces. Where's our new community going to bump into each other and just have those chats. There are 363 stations in London alone, but each of those stations in a neighbourhood can become what we'd call a chameleon station that reflect the colours and the richness of where it is."

Robin Hutchinson MBE
Director of The Community Brain



Recommendation 7

Communications

TfL should enhance and diversify its approach to communications across platforms to improve the targeting of different audiences and the inclusion of sustainability issues.



Now, more than ever, consumers are discerning about brand narratives and the inclusivity of their messages. Effectively engaging a diverse audience is a challenging endeavour, yet there are strategies to enhance the efficacy and allure of communications. TfL must diversify its communication strategies across various platforms to cater to its multifaceted audience.

For the younger demographic, social media stands out as a primary conduit. However, interaction shouldn't merely be symbolic; it should offer genuine avenues for individuals to effect change. Beyond merely reaching out to young audiences, the emphasis should be on encompassing diverse subsets within them. Realising these objectives on platforms like social media demands both resource commitment and expertise.



“Communication using social media can act as a bridge between the experts and specialists and the younger generation by translating some of the technical language to something simpler and more accessible”

Oscar Wong

Manager at Deloitte, London
Mayor's Young Professionals Panel
and London Young Planner of the Year.

Details of Recommendation 7 - Communications

TfL must diversify its communication strategies across various platforms to cater to its multifaceted audience, with a particular focus on the growing use of social media, such as TikTok.

Yet, merely having a presence on TikTok or other similar platforms is not sufficient. TfL must delve deeply into customer insights to harness the full potential of these platforms, ensuring they champion inclusivity, promote sustainable travel options, and actively solicit constructive feedback and innovative suggestions.

Embedding sustainability in all communications is pivotal not only to bolster engagement but also to

sculpt the collective discourse about the kind of society we aim to cultivate. TfL, with its considerable influence, must enhance its communication about the positive contributions it makes, affirming its position as a genuinely purpose-driven organisation.

However, it must be acknowledged that not every demographic has ready access to smartphones or real-time communication channels. While it is essential to enhance social media outreach, it is equally crucial to fortify traditional communication methods, ensuring comprehensive engagement with all intended audiences.

EMBRACING OPPORTUNITY

Why we are making Recommendation 7 - Communications

TikTok's influence in the UK continues to grow impressively. With its monthly active users standing at 9.2 million, projections indicate that TikTok has overtaken Snapchat, making it the third most favoured social network in the country. By 2026, it's anticipated that nearly one-third of the UK's populace, equating to over 21 million individuals, will be frequent TikTok users.

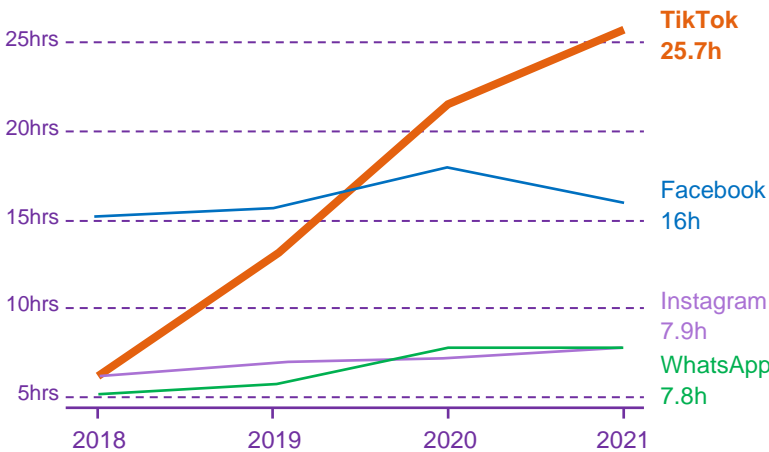
Notably, 25% of its user base is aged between 10 and 19. Moreover, between March and May, TikTok was among the most discussed brands on other social networks, such as Twitter, Facebook, and Instagram.

"We need to see more intergenerational conversations about climate change. There is a growing appreciation of the force of civil disobedience among young people. The main thing young people can do to act on climate change is to directly engage with politicians but also with grassroots campaigns and non-profits, from reposting them on social media to volunteering for them."

Anjali Raman-Middleton
Co-Founder of Choked Up

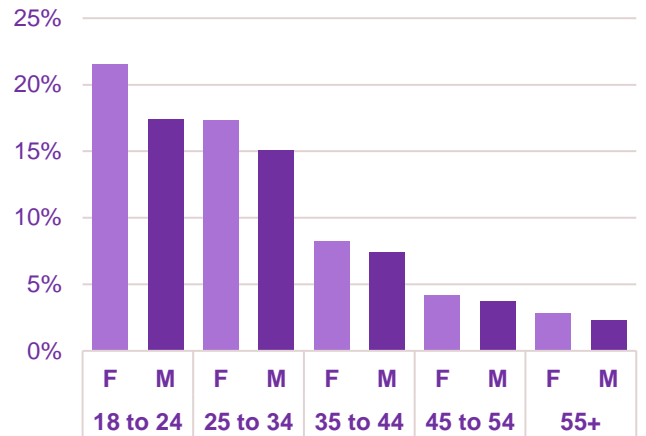
 **The rise of TikTok**

Average monthly hours spent per user



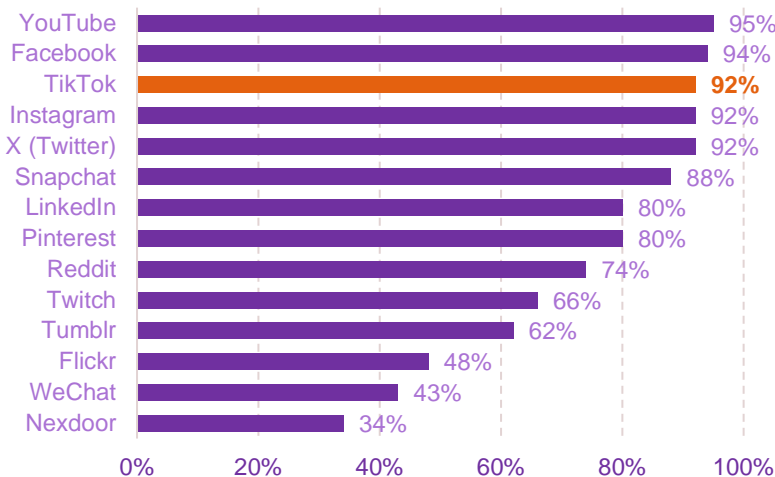
Source: [Digital Transformation World](#)

TikTok users in the UK by age & gender, 2023



Source: [Ecwid.com](#)

Leading social networks ranked by brand awareness in the United Kingdom in 2023



Source: [Statista.com](#)

TikTok quarterly users (billions)



Source: [Data.ai, CNBC, Company data](#)



6

Equitable Futures

6 Equitable futures

Introduction

Achieving a sustainable London is an ambition that hinges significantly on the transportation choices of Londoners. For this vision to be fully realised, sustainable transport options, like walking, cycling, or using public transport, must become the primary choice for every individual residing in or visiting the city.

This means our transportation systems and infrastructure must be tailored to cater to the wide-ranging needs of London's diverse population. From considering accessibility requirements to individuals hailing from varied socio-economic backgrounds, and from those speaking myriad languages to those identifying with a broad spectrum of sexualities or faiths – every Londoner's needs must be factored into the city's transportation planning and strategy.



Recommendation 8

Barriers to inclusive sustainable travel

TfL should publish its plans on how it will do more to reduce the barriers to sustainable travel, with a focus on ethnic minority groups, people with physical and mental health conditions, and those from deprived backgrounds.



Historically, transport networks and infrastructure have not been designed inclusively. Journey planning has tended to focus on connecting affluent areas of cities, with central business districts, and ensuring that people can get to work in city centres.

"Why have we assigned and allowed the car to become our God, not the way in which people navigate on foot, the way they cycle?"

Robin Hutchinson MBE
Director of The Community Brain

There is a legacy of historical systems that have been in place in urban environments. Since the late twentieth century, this has largely taken the form of car-dominated cities. Cars remain a symbol of privilege and designing to prioritise the use of cars therefore ignores the majority. The results of this are infrastructure systems that are unable to accommodate cyclists, pedestrians, and public transport users as well as they should (known as 'lock-in').

This issue is broader than car-centric planning. '[Splintering urbanism](#)' describes the way in which infrastructure in urban areas (including public transport networks) are increasingly concentrated along lines of economic prosperity, excluding places that fall in between.

Details of Recommendation 8 - Barriers to inclusive sustainable travel

For transport infrastructure to be truly inclusive, it must go further than just the vehicles and stations that are included in journeys. If a single element of a journey is inaccessible, then the whole journey becomes inaccessible. This is widely known as the 'whole journey chain' and includes every touch point from a person's starting point to their destination. It includes elements of infrastructure such as pavements, walkways, crossings, and even social interactions along the way.

Without getting this right, conversations around moving entirely to public and active modes of transport are made significantly more difficult

While the physical makeup of the built environment itself is fundamentally important to ensuring equitable access to all, equally important are the ways in which these spaces and services are managed within them. For example, the physical infrastructure of the London Underground could be accessibly designed, however if the service provided is unable to meet passenger volume demands, then overcrowding can make this service inaccessible. Furthermore, there may be passengers who require assistance attempting to use the service. If stations are unstaffed, this may present a key barrier to many people.

Changing people's attitudes to sustainable transport is also an important facet to promoting its uptake. For example, cyclists are typically thought to be young, affluent, white, men, with expensive bikes that travel quickly from A to B and who are usually commuting. Working to remove this social stigma and encourage cycling for everyone must be tackled by both the infrastructure that is

provided, and the messaging and information around cyclists and cycling.

To overcome the three barriers discussed above, steps should be taken to create inclusive, welcoming, and joyful spaces. Bringing nature into urban areas and reducing the numbers of cars on the roads are important steps towards achieving this.

Case study: This Girl Can

This Girl Can is an award-winning campaign by Sport England which aims to normalise getting active by reducing the fear of judgement. The campaign promotes an active lifestyle in a range of different activities and works with partners to overcome different issues. The campaign has helped more than 500,000 women and girls to become more physically active.



Source: <https://www.thisgirlcan.co.uk/>

Moving towards the use of technology as opposed to human contact (e.g., when buying tickets, entering stations etc.) is designed to increase efficiency for passengers, and keep costs down for transport operators. The negative consequence is that people requiring assistance, including accessibility requirements, face additional barriers to using sustainable public transport.

Looking forward, creating accessible and inclusive urban spaces is only going to become more important. The world of tomorrow must be designed to accommodate an aging population on the one hand, and an increasingly sustainability conscious younger population on the other.



"Inclusive design is not just about physical accessibility of the space and infrastructure, it's also about the management of services."

Melania Santoro
Director of Diversity, Equity, Inclusion & Belonging, Arcadis

EQUITABLE FUTURES

Why we are making Recommendation 8 - Barriers to inclusive sustainable travel

Well targeted sustainable travel interventions tackle all three strands of the sustainable development definition. Economically they provide access to jobs and opportunities and create linkages between economically active people and places.

“TfL gathers a lot of data about travel in London including in cycling. There is a pretty good reflection of London’s diversity when it comes to ethnicity and race in the demographics of those who are cycling. In relation to sex and gender, far fewer women – proportionally - are cycling. Cycling is not representative of London’s disabled population.”

Ashok Sinha

CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission

Socially they tackle issues of segregation, and allow for places to become transient, open and moved-between, and encourages the social interaction of people from different demographics with different lived experience. Environmentally, sustainable transport addresses one of the key environmental issues – transport pollution. It also seeks to reduce congestion, bring down journey times and make people healthier.

To increase the use of sustainable transport in London, it must be more inclusive, otherwise significant numbers of Londoners are being excluded from the opportunity to travel sustainably,

with the associated reduction in their environmental impact, improvement in health and access to jobs and services.

“It is important to include urban greenery and public space to encourage people to go out and meet other people. We need to have inclusive design and step free access as well for young and disabled people. We need step free public transport stations with audio information for those with sight impairment. We can’t assume everyone has a smartphone”

Mengqiu Cao

Senior Lecturer in Transport, Logistics and Urban Planning at the School of Architecture and Cities, University of Westminster

Proportion of disabled Londoners

% of all adults (16+) in London:

- have impaired mobility: **11%**
- use mobility aids: **5%**
- considered disabled under the equality act: **21%**

Source: [Life Opportunities Survey 2009 - 2011](#)

Case Study: Mini Hollands

The Mini Hollands scheme was explicitly aimed at outer London boroughs where residents are more car dependent. Investment has provided infrastructure changes including segregated cycle lanes, measures to reduce neighbourhood motor traffic, redesigned town centres, cycle hubs, pedestrian crossings, and new public spaces, alongside a range of programmes such as community cycle rides.

The scheme resulted in residents, living in areas of notable change, being 24% more likely to have cycled in the previous week and had walked or cycled for 41 minutes per week more than those where such improvements had not been made.

Source: <https://www.gov.uk/government/case-studies/london-mini-hollands>



Recommendation 9

Climate change impacts



TfL should identify and target interventions to reduce inequalities between different communities in relation to impacts of flooding and extreme heat risk across London’s transport network and the TfL estate.

The escalating threat of climate change is not just a global or national concern; its repercussions are felt at the city level too. As temperatures rise and weather patterns become less predictable, this brings about unique challenges for urban planning and transportation.

The effects of climate change will not be uniform across all communities, with some potentially

feeling its adverse impacts more acutely. In designing our transport strategies, we need to be acutely aware of these discrepancies. Our approaches should not just be about creating an inclusive transport system but must also ensure that our actions today help reduce and counteract the unequal impacts of climate change on our society tomorrow.



“Children have inherited a crisis not of their making. Data analysis indicates that children born in the year 2020 on average will experience nearly 7 times more heat waves, nearly 3 times more flooding, droughts, and crop failures and twice as many wildfires in their lifetimes compared to those born in 1960. The impacts of climate change on children are huge; children’s education can be disrupted as schools are affected by flooding and increases in crop failures are impacting children’s nutrition with lifelong implications.”

Beth Howgate
Head of UK Influencing at Save the children

Details of Recommendation 9 - Climate change impacts

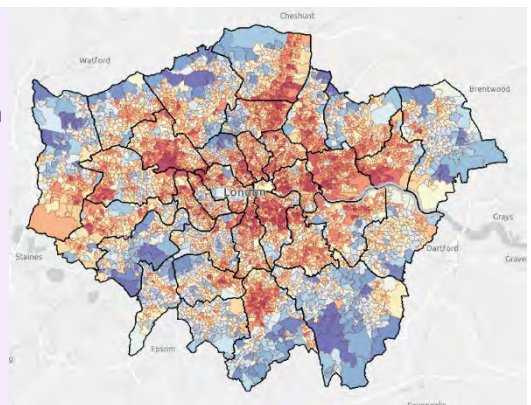
TfL must adapt its assets and services in a way that does not just reduce the overall risk and

burden of climate change impacts but target its investment in areas and toward groups that will be disproportionately impacted. It should make use of existing tools and develop new tools to target and test the impact of investment.

Case Study: London Climate Risk Map

The GLA have created an information tool designed to help with the delivery of equitable responses to climate change at the local level in London. Its focus is to assist the development of socially just responses to the impacts of extreme events, such as flooding and heatwaves, as well as supporting wider climate change adaptation. It also includes issues related to fuel poverty and carbon emissions.

Source: <https://data.london.gov.uk/dataset/climate-risk-mapping>



EQUITABLE FUTURES

One of the most effective actions TfL can take is to increase the amount of vegetation, particularly tree canopy cover, across London's transport network. [Tree canopy cools the land surface temperature of cities by up to 12°C.](#)

Increasing the level of tree cover from the European average of 14.9% to 30% can lower the temperature in cities by 4°C, which could reduce heat-related deaths by 39.5%, according to modelling of 93 European cities by an [international team of researchers](#).

Why we are making Recommendation 9 - Climate change impacts

Climate change, with its sweeping influence on various societal facets, tends to impact communities unevenly. In a city like London, known for its stark contrasts between affluence and deprivation, certain communities are at a higher risk of being disproportionately affected by climate shifts.

“Half of the children in London admitted to hospital with asthma came from minority ethnic backgrounds. People from these backgrounds are overexposed to air pollution and are suffering the worst consequences of climate change. People from minority ethnic backgrounds are exposed to 27% more air pollution and people living in deprived areas are exposed to 30% more air pollution.”

Anjali Raman-Middleton

Co-Founder of Choked Up

Climate change will present a greater challenge for young people than it will for older generations. Younger people will have to live with the consequences of the actions of current and past

generations, and the impacts will be far reaching and pervade all walks of life.

Poor air quality, potentially worsened by rising temperatures, might face a heightened risk for those in lower socio-economic groups. Limited access to healthcare combined with increasing instances of conditions like asthma and respiratory infections could compound the challenge for these communities.

Transport forms a crucial part of this discussion. The reliance of lower socio-economic groups on public transport means that any disruption, be it from flooding or heatwaves, could impede their access to workplaces, educational institutions, or essential services.

The capacity to adapt to these shifts is often determined by financial capability. Affluent communities or individuals might have the means to adapt or mitigate some of the impacts of climate change. This could range from moving to safer regions, renovating their homes for better insulation, or accessing superior healthcare. The less affluent, on the other hand, may find themselves without such options, leaving them exposed to the brunt of the changes.

Lastly, the disparity in information and education cannot be ignored. The privileged often have better access to crucial information about climate change and effective mitigation actions, allowing them to take appropriate measures. Those less privileged might not have the same level of access, leaving them ill-prepared for what is to come.

In essence, while the repercussions of climate change will touch all Londoners, the intensity will vary across socio-economic divides. Addressing these imbalances is crucial to ensure the city's residents are equipped to navigate the challenges of a changing climate.



“Canopy cover is important to protect against heat stress. There is a lack of Tree Equity, which means there is lower canopy cover, often in more disadvantaged areas, therefore the impact of heat is greater. Greener and leafier areas will be impacted less by heat.”

Ollie More

Senior Policy Officer for London, Sustrans

7 Conclusions

Embarking on this exploration has been a hugely enriching experience. The journey was both enlightening and invigorating, primarily due to the freedom we granted ourselves. This liberty allowed us to delve into various topics and concerns without any preconceived notions or limitations, which we felt empowering and rewarding.

Throughout the process, we have been fortunate to meet a diverse array of individuals and inspiring thinkers, forging new connections and relationships. These unplanned interactions led to profound discussions, enabling us to broaden our horizons and deepen our understanding of the intricate nature of issues at hand.

Approaching this task with an open mind was vital. Rather than starting with a defined set of problems we wished to address, we allowed the weight of evidence and the richness of dialogue to shape our path. This organic approach led us to uncover a plethora of innovative strategies and interventions already in play to combat pressing social and environmental challenges. These revelations further solidified our belief in the power

of collaborative and open exploration and the treasures it can unveil.

We acknowledge that implementing our set of recommendations will present challenges for TfL. The cost implications, both in terms of staff resources and direct financial outlay, are not to be overlooked, especially given TfL's role as a steward of critical public investment. Furthermore, there may be legal or regulatory considerations that could complicate the adoption of these proposals.

Nevertheless, we urge TfL to be audacious in its approach, exploring and trialling these new ideas wherever feasible. Our recommendations are not just about resolving current issues but are geared towards ensuring the long-term sustainability and effectiveness of TfL. By taking bold steps today, TfL can affirm its position as the forward-thinking, exceptional organisation that Londoners have come to know and rely upon.

Thank you for reading our report,

TfL Youth Panel, 2023.



8 Acknowledgements

We would like to thank colleagues from TfL, Arcadis, Arup and Deloitte for supporting our exploration on a pro-bono basis and for the excellent witnesses that gave their time and expertise to our public hearings, who are listed below. We also thank the London Assembly Transport Committee for their support via Chair Siân Berry AM, who helped guide us on our approach to hearings and helped us conduct both public sessions, along with GLA and TfL colleagues.



Melania Santoro

Director of Diversity, Equity, Inclusion & Belonging (DEIB), Inclusive Sustainability and Societal Impact, Arcadis



Siân Berry AM

Former chair of the London Assembly Transport Committee



Jon Alexander

Co-founder of New Citizen Project and Author



Beth Howgate

Head of UK Influencing at Save the Children



Robin Hutchinson

Director of The Community Brain



Dr Mengqiu Cao

Senior Lecturer in Transport, Logistics and Urban Planning at the School of Architecture and Cities, University of Westminster



Ashok Sinha

CEO of the London Cycling Campaign and Chair of the London Sustainable Development Commission



Ollie More

Senior Policy Officer for London, Sustrans (sustainable transport charity)



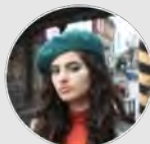
Mei-Yee Man Oram

Access and Inclusive Environments Lead, Arup



Susan Robson

Strategy Director, Women's Engineering Society and EDI campaigner



Anjali Raman-Middleton

Co-Founder of Choked Up, Clean air & climate activist, A-level student & Advocacy Academy Alumna



Oscar Wong

Manager at Deloitte, London Mayor's Young Professionals Panel and London Young Planner of the Year.



James Lee

Member of TfL's Independent Disability Advisory Group, Member of the London Partnership Board and Mayor's Design Advocate



Emer O'Connell

Consultant in Public Health (FFPH), specialist expertise in climate, environment and public health

This report was compiled by the TfL Youth panel, with pro bono support by Deloitte, ARUP and Arcadis. The analysis is for information only, these organisations (Deloitte, ARUP and Arcadis) and Transport for London, cannot be held responsible for your or third party's use and reliance placed on this information.

Date: 21 February 2024

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 November 2023 and February 2024.

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 – Chief People Officer
Email: FionaBrunskill@tfl.gov.uk

[page left intentionally blank]

Our Colleague Quarterly Report

November 2023 to February 2024

21 February 2024



Our Colleague Quarterly Report

November 2023 to February 2024

Introduction

Our Colleague Quarterly Report provides an overview of 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 meeting of the Panel in November 2023.

The format of this report will provide an update on:

1. Our Colleague Strategy
 - a. Updating our Colleague Roadmap
 - b. Our Scorecard Performance
2. Creating a culture of inclusion
 - a. Reasonable and Workplace Adjustments
 - b. Raising Disability Awareness
 - c. Our Pay Gap Reports 2023
 - d. Appointment of our new D&I Director
3. Supporting everyone to achieve their work ambitions
 - c. GLA Group Mentoring Hub
 - d. Building Skills for the Future
 - e. Graduate and Apprentice Intake 2024
 Employability Outreach - Activate
4. An Attractive and fair employee offer
 - a. London Underground Pay Discussions
 - b. Our Approach to Reward
5. Our TfL Programme



Our Colleague Strategy

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.

A healthy heartbeat 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.

Updating our Colleague Roadmap

Our Colleague Roadmap sets out the initiatives and activities that will take place across the Chief People Office (CPO) over each performance year and will be refreshed each year to ensure we meet any emerging challenges and listen to what our colleagues are telling us.

We are in the final stages of approving our updated Colleague Roadmap for 2024/25, which will outline the key activity and areas of focus for CPO in the next financial year. Our second Colleague Roadmap will place more emphasis on embedding existing activity and initiatives such as Action on Inclusion, and finalising delivery of activity already in progress such as our Approach to Reward.

Scorecard Performance

In line with the Quarterly Safety, Health and Environment Report and following the results from this year's Viewpoint colleague survey results, the colleague section of the TfL Scorecard is provided below:

Colleague Measure	P10		Annual Score	
	Target	Actual	Target	Year to date
Total Engagement	N/A		61 %	60%
Attendance	94.25%	93.49%	94.25%	93.86%
Senior Rep – Women	34.4%	34.5%	34.6%	34.5%
Senior Rep – BAME	19.2%	17.9%	18.5%	19.2%
Senior Rep – Disability	6.4%	5.7%	6.5%	5.7%
Senior Rep – Faith	12.2%	12.2%	12.2%	12.2%
Senior Rep - LGB	5.5%	5.8%	5.5%	5.8%



Creating a culture of inclusion

Reasonable and Workplace Adjustments

A multidisciplinary working group was set up and has been tasked with reimagining our current reasonable adjustment process. This process is where we can make either soft or physical interventions to how our colleagues work to help accommodate and make work easier for those colleagues with a disability.

Our disabled colleagues have told us they have lower engagement via our Viewpoint survey, and this is one of the key interventions we can make to help make their experience of working at TfL better.

An options paper was recently presented to Colleague Executive Committee sub-group which made a recommendation for centralised accountability to provide improved oversight, tracking and monitoring.

Following endorsement, the working group are now tasked with developing our new approach in more detail and we will return with further updates to the Panel as these progress.

We have approval for a centralised budget for adjustments which will be embedded for the new financial year. This will help to improve the experience of our disabled colleagues by ensuring a more consistent approach for how we support colleagues' requests for workplace adjustments,

ensuring that all colleagues have the support and tools needed to fulfil their work ambitions.

Raising Disability Awareness

We celebrated International Day of Persons with Disabilities on 3 December, by introducing our new Inclusion Matters – Disability e-learning course. This is required learning for all colleagues at TfL (for completion by 31 March 2025). We are currently working towards launching our first poster campaign to raise awareness of the importance of undertaking this training, with the assistance of colleagues from our Colleague Network Group for Disability.



This course is the result of a collaboration with Inclusion London, a unique organisation run by and for Deaf and disabled people across the city. We also used the valuable resources from Business Disability Forum and listened to the voices of the Greater London Authority's (GLA) and TfL's Colleague Network Groups for Disability.

The aim of the course is to help colleagues learn more about disability and create a workplace where everyone can



thrive at work. People leaders who attend this course will:

- learn the importance of understanding disability and the impact on employees;
- understand the organisation's legal requirements to support disabled employees;
- learn how to identify potential barriers for disabled employees;
- learn how to spot the signs they may need to discuss reasonable adjustments with an employee;
- learn how to apply the framework for determining what is reasonable and good practice when making adjustments for disabled employees;
- learn how to discuss key considerations when having sensitive conversations with disabled employees;
- learn how to discuss the importance of recording and reviewing adjustments; and
- know where to go for further information and support.

In November and December, we successfully delivered four pilots of our Disability Awareness workshops for people leaders and we have now incorporated the feedback from these workshops into the course materials.

The course is required learning for all of our people leaders and will enable them to lead our people more effectively, by giving them the knowledge, skills and confidence to improve our disabled colleagues' experience in the workplace by providing every people leader with access to

continual development that broadens their understanding of their people.

Our Pay Gap Reports 2023

Our combined Gender, Ethnicity and Disability 2023 pay gap report will be published on 23 February 2024.

Addressing our pay gaps is fundamental, both to treating everyone fairly, and to attract and retain a workforce as diverse as London.

This publication will also include our updated Pay Gap Action Plan. This action plan sets out the steps we will take to help reduce our pay gaps for women, Black, Asian and minority ethnic and disabled colleagues as referenced in our pay gap report. We will provide a more detailed update at the next meeting of the Panel.

Patricia Obinna appointed as our Director of Diversity and Inclusion

Following a competitive recruitment process, Patricia Obinna has been permanently appointed to the role of Director of Diversity and Inclusion. Patricia has held this director role on an interim basis since last March. During that time, she has taken our diversity and inclusion (D&I) agenda from strength to strength, including supporting the team to launch Action of Inclusion, our first pan-TfL inclusion strategy.

Patricia will continue to shape our D&I strategies and initiatives delivering solutions to address issues that colleagues



have highlighted, helping to drive a more inclusive culture, and embedding D&I in everything that we do. All of which will enable us to become an organisation with a diverse workforce that reflects the city that we serve and a culture where everyone feels respected and valued.

Supporting everyone to achieve their work ambitions

GLA Group Mentoring Hub

We are participating in the GLA Group Mentoring Programme which launched at the end of January, a joint venture with the other eight organisations in the GLA Group.

The Mentoring programme consists of a mentoring hub which allows colleagues to register and search for mentors within TfL and across the Group. The programme is also accompanied by learning and development resources, including e-learning, webinars, toolkits and guides, and Continuous Professional Development sessions for Mentors.

Several business areas across TfL have been engaged and expressed interest in participating when the platform launches, either to support existing, local mentoring schemes or in support of individual

development and share their diverse and extensive experience to benefit of other's professional and career development.

Building Skills for the Future

We have completed our succession planning exercise for our critical and hard to fill roles, which has allowed us to understand our areas of focus.

This exercise will continue to be refined, and encouragement for career conversations linking readiness and performance will be used to help embed the employee-led approach to succession planning.

Common skillsets have been captured across the business such as Green, Leadership, Digital (AI), Project Management, Stakeholder Management, Data Analysis. Work continues to refine this intelligence gathering to inform our Strategic Workforce Plan and Learning and Development offering.

The Strategic Resourcing Group which will work together to develop our Strategic Workforce Plan has a refreshed membership including business representation for green skills and met for the first time on 1 February. The Strategic Workforce Plans are set to be delivered in Quarter 3 of 2024/25.



Graduate, Apprentice and Intern Intake 2024

We have launched 106 Graduate roles, 25 Year in Industry and 12 Summer Internship roles in October having returned to an earlier recruitment cycle in line with traditional recruiting cycles pre-Covid to help support sustainable, inclusive talent pipelines into the organisation.

We are also launching 190 apprenticeship roles in February and aim to conclude assessment centres for these by May 2024.

We have engaged in approximately 50 events, varying from universities, schools and colleges and including Skills London, the largest careers event in London supported by the Mayor, to help promote our opportunities. This is in addition to the very successful internal Apprenticeship event held at our Endeavour Square and Palestra offices which attracted approximately 2,500 interested applicants.

Employability Outreach - Activate

Activate is a 12-week programme offering people with little to no work experience the opportunity to develop the personal and professional skills needed to enter employment.

It is all about building confidence and nurturing talent in individuals aged 19+ through training and active learning.

Activate is delivered in partnership with Lewisham College who work with us to design courses that meet the needs of the participants and their placement hosts.

Everyone involved will be equipped with the knowledge and skills needed to make the programme a success.

In December, a total of 13 placements were hosted by the Chief Operating Officer and the Chief Customer and Strategy Officer, and this has already resulted in three participants starting jobs within the same business areas. The team will continue to support the alumni to find suitable jobs for the next 12 months.

An attractive and fair employee offer

London Underground Pay Discussions

Proposed industrial action for the week beginning 7 January was suspended following discussions between the RMT and the Mayor. We will continue to meet with representatives of all trade unions to agree on the best way for this funding to be used to resolve the current dispute and ensuring we provide a fair, attractive but affordable pay offer for our London Underground (LU) colleagues.

Our Approach to Reward

Work continued throughout the autumn on the concept and design for a pan-TfL job families pay structure which was discussed at length with the Executive Committee at its Away Day on 14 December. General support for the principles underlying this approach was given by the Executive Committee but concerns around affordability for



implementation were discussed based on the indicative cost modelling undertaken at that point.

Since then, events surrounding the LU pay talks for 2023 have necessitated a temporary shift in focus. We need to resolve '2023 pay' matters for both LU and, in turn, TfL, so that these can be fully incorporated into updated cost modelling for job families.

In the meantime, our design work continues, and it remains our aspiration to be able to implement a new approach to pay management incorporating both job families and a redesigned approach to rewarding performance. Engagement will continue with the Executive Committee on the reward strategy work, but we anticipate it is unlikely to be before April 2024 for all matters concerning pay 2023 to have been resolved.

Our TfL Programme

Our TfL Programme

Over the past three months, we have successfully progressed our key initiatives and continued to embed our collaborative Value Chain ways of working as part of the Our TfL Programme (OTP). We remain focused on continuing to deliver at pace and putting our people and safety of operations at the heart of our transformation, with increased attention to sustainability and a focus on delivering both financial and non-financial benefits.

We are now in a key phase of delivery, with several items commencing implementation over the coming months. Our initiatives look at all layers of our operating model, including processes, governance and technology in addition to our people, to ensure that we are creating an efficient and effective TfL of the future which aligns with our colleague priorities to make TfL a great place to work.

As we progress through the programme, we remain committed to ensuring that our holistic transformation aligns with our strategic objectives including supporting financial sustainability, through ever greater integration of decision making and interrogation of benefits across our portfolio of change.



Date: 21 February 2024

Item: Safety, Health and Environment Report – Quarter 3 2023/24

This paper will be considered in public

1 Purpose

- 1.1 This paper summarises key information reported in the second Quarterly Safety, Health and Environment (SHE) report for the 2023/24 financial year.
- 1.2 Quarter 3 (Q3) covers the dates 17 September – 9 December 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 Q3 report

Scorecard

Measure	Q3 Target	Q3 Actual
People killed or seriously injured in road traffic collisions	851	914
People killed or seriously injured in road traffic collisions in or by a London Bus	54	63
Customers killed or seriously injured	45	50
Colleague killed or seriously injured	6	7

- 3.1 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 not been met for Q3 2023/24.

4 Safety

Road safety performance

- 4.1 In Q3, there were 914 people killed or seriously injured in road traffic collisions. While this was a decrease in those killed or seriously injured in Quarter

2 of 2023/24 (Q2) (970), we missed our scorecard target of 851 for people killed or seriously injured on London's roads.

- 4.2 We continue to strive for improvement although, we missed our colleague injury targets this quarter where the target was six killed or seriously injured colleagues, and the actual was seven. We also missed our targets for customers killed or seriously injured where the target was 45 and the actual was 50. We continue to implement interventions that are in accordance with our Vision Zero Action Plan, ensuring the reduction of road danger.

Safe Speeds

- 4.3 In Q3, the second phase of the programme is nearing completion, and we remain on track to implement a 20mph speed limit on 220km of our roads by May 2024. Currently, 215km of London's roads are subject to a 20mph speed limit.

Safe Streets

Safer Junctions

- 4.4 We have made improvements at 44 of the 73 most dangerous junctions that form this programme. Construction work continues on the Holloway Road/Drayton Park Safer Junction scheme, with the scheme on track to be completed in spring 2024.
- 4.5 Further design and survey work is continuing at pace on the Battersea Bridge Safer Junction scheme with construction due to start in mid-2024.

Safe Vehicles

Bus Safety Strategy

- 4.6 Since the launch of the Bus Safety Strategy more than 1,300 buses now meet the Bus Safety Standard, which itself has won the CITTI award for Road Safety and a prestigious Prince Michael International Road Safety Awards. In addition, the fourth bus safety innovation challenge has been launched and we are already considering submissions.
- 4.7 We have also begun fitting fatigue detection technology to 500 buses. This large-scale project will examine the profile of fatigue risk; for example, time of day, types of routes or geography.

Safe Behaviours

New Speed Behaviour Change Campaign

- 4.8 In September 2023, we launched a new road safety campaign to tackle speeding among pan-London drivers. The campaign aims to challenge socially accepted driving norms by reframing drivers' perception of what counts as speeding, particularly on 20/30mph roads. The multi-channel campaign was live across TV, radio, social media and roadside posters throughout October and November, with increased activity to support Road Safety Week between 19 to 25 November 2023 where the theme was speed.

Post Collision Learning

- 4.9 In November 2023, in collaboration with the Mayor's Office for Policing and Crime, we launched a new one-year pilot to improve support for victims of the most serious road collisions in London. The service, which enhances the accessibility

and quality of support available to victims and their families, is being delivered by charities Brake and RoadPeace.

Public Transport

- 4.10 While we continue to strive for improvement, in Q3 we tragically had two reportable fatalities on our public transport network which is the same as the number reported in Q2. There were no customer fatalities on our public transport network during Quarter 3 of 2022/23. Sadly, 48 customers were seriously injured across the TfL public transport network in Q3. Of these, 31 were serious injuries due to slips, trips and falls.

Colleagues seriously injured

- 4.11 The six colleagues who were seriously injured on our network during Q3 worked in different business areas and their injuries were sustained in a variety of different ways.

Fatalities involving a bus

- 4.12 During Q3, there were sadly three other pedestrian fatalities in collisions involving a bus. All fatalities occurred in November 2023. Our thoughts remain with the families and friends of those who died.

Capital

- 4.13 In total, there were eight injuries reported during Q3. The most prevalent incidents included slips, trips, falls and workplace violence directed towards colleagues by members of the public. This is two less than what was reported in Q2.

Significant incidents, updates and initiatives

- 4.14 The most significant incidents in TfL Capital in Q3 have been those relating to vandalism and work-related violence and aggression (WVA) directed towards both people and assets that perpetrators believe to be connected with the expanded Ultra Low Emission Zone (ULEZ).

Initiatives

- 4.14 In November 2023, the TfL Piccadilly Line Upgrade (PLU) client team for the Platform CCTV project were supported by SHE in arranging a collaborative event with TfL Construction and our supplier AD Comms Limited.
- 4.16 The Silvertown Tunnel project being delivered by Riverlinx won four awards at the New Civil Engineer Tunnelling Awards for 2023.
- 4.17 We are sorry to report that a sub-contractor working for one of our contractors was carrying out work at a bus stop on the A4020 Uxbridge Road near the junction of Greenford Road, when a car collided with the stop. Sadly, they passed away on the morning of 24 October. Our thoughts remain with their family and friends.

5 Significant incidents after Quarter 3

- 5.1 Since the end of Q3, very sadly, there have been seven further fatalities on our public transport network, all involving members of the public. These occurred at Walthamstow bus station, Piccadilly Circus, Stratford Underground station, on the bus network on A301 Waterloo Road, Hackney, Victoria bus station and most recently at Mile End station. Our thoughts remain with their families and friends.

- 5.2 Investigations are ongoing in relation to these incidents and we are supporting the relevant investigating authorities (Metropolitan Police Service, British Transport Police, Office of Rail and Road, Health & Safety Executive and the Rail Accident Investigation Branch) with their enquiries where relevant. We will continue to do all in our power to ensure that everyone can travel safely on our transport network. Overall learnings from these investigations will also be considered and brought to this Panel for future discussion.

6 Security

Work-related Violence and Aggression

- 6.1 WVA towards our people and those of our operators and contractors is unacceptable. Concerted action is underway to tackle it. Since September, we have mandated body worn video cameras for frontline colleagues and this came into full effect as of 31 January 2024.

Insight into WVA triggers

- 6.2 During Q3, there were 2,473 incidents of WVA reported across all modes. This is an increase of 36 reported incidents compared to Q2, and 278 more than Quarter 3 of 2022/23. Fare evasion and ticket disputes continue to be the most common trigger for WVA accounting for 46 per cent of all incidents.

7 Health

Sickness and absence

- 7.1 In Q3, the Occupational Health and Wellbeing team undertook a deep dive into sickness absence as a result of Musculoskeletal Disorders (MSDs) in the track team. So far this financial year, over 3,000 sick days have been taken in the track team as a result of MSDs with an average duration of absence of 31 days. Referrals to Occupational Health from track in relation to MSDs have been mainly due to back pain and lower limb problems.

New building

- 7.2 On 4 December 2023, the Occupational Health and Wellbeing team moved to a new location at 31 Borough High Street. The new design has many features of a "WELL building". The WELL building standard believes that buildings should be developed with people's health and wellness at the centre of design.

Well@TfL

- 7.3 The Health and Wellbeing checks continue to be a very popular initiative across TfL, with service being booked until the end of 2024. Based on the needs and risk factors identified in individual locations, the Wellbeing team is currently working on the development of targeted interventions.

8 Environment

Quarter 3 Carbon emissions

- 8.1 Total TfL operational carbon emissions for Q3 were 186 kilotonnes of CO₂e. Despite reductions being seen in many areas, this is approximately the same as Quarter 3 of 2022/23. This is primarily because of a higher carbon intensity associated with our grid supplied electricity.

Climate Budget

- 8.2 We submitted our 2024/25 Climate Budget to the Greater London Authority in November 2023. This forms a key section of the wider TfL Budget submission. It includes measures funded through the TfL Business Plan that support our operational carbon emissions reduction, increased climate resilience and adaptation, as well as unfunded measures.

Public Sector Decarbonisation Scheme application

- 8.3 The Public Sector Decarbonisation Scheme fund is available to organisations to apply for to support the transition away from fossil fuels. In November 2023, we submitted a new round of applications, asking for £20m in grant funding with a commitment of topping up with available funding in our Business Plan. This funding will be used towards projects that remove the requirement of fossil fuels from our sites and enable us to invest in cleaner and greener technology for heating our buildings..We look forward to hearing whether our applications have been successful.

London-wide Ultra Low Emission Zone

- 8.4 The ULEZ successfully expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air. The First Month Report was published in October 2023, which shows that the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads.

Managing air quality on the London Underground

- 8.5 We continue to develop our air quality programme across the London Underground network. This includes continuing to monitor and assess air quality on the network to ensure we remain within Health and Safety Executive (HSE) legal air quality limits and to enable us to prioritise locations for cleaning.
- 8.6 We are moving forward with setting up our air filtration trials at Baker Street and Green Park stations, aiming to start in March 2024.

List of appendices to this report

Appendix 1: Q3 Safety, Health and Environment Report

List of Background papers

None

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

[page left intentionally blank]

Safety, Health and Environment Quarterly report

Quarter 3 2023/24

(17 September - 9 December 2023)

21 February 2024



Table of Contents

Safety, Health and Environment Quarterly Report.....	3
Introduction and Executive Summary.....	3
Mayor’s Transport Strategy and Scorecard	5
Safety	5
Road safety performance.....	5
Public transport performance.....	10
Capital safety performance.....	12
Security.....	15
Work-related Violence and Aggression (WVA)	15
Health	18
Sickness absence	18
Well@TfL.....	18
New building	19
Four Lines Modernisation Programme – Wellbeing Event	19
Environment.....	20
Quarter 3 Carbon emissions.....	20
Climate Budget	20
London-wide Ultra Low Emission Zone.....	20
Managing air quality on the London Underground	21
LED upgrades across the TfL network	22
Increasing Green Infrastructure and Biodiversity in London	22
Climate change adaptation.....	23
PLU – depots and stabling litter picking.....	23

Safety, Health and Environment Quarterly Report

Introduction and Executive Summary

Summary

This Safety, Health and Environment (SHE) Quarterly Report summarises our performance in Quarter 3 of 2023/24, identifies strategic trends, and describes progress in delivering our strategic SHE programmes. The data referenced covers the period from 17 September to 9 December 2023, unless specified.

Road Safety

In Quarter 3, 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.

We continue to implement interventions that are in accordance with our Vision Zero Action Plan, ensuring the reduction of road danger under the Safe System pillars of speeds, streets, vehicles, behaviour, and post-collision response.

In Quarter 3, there were further 20mph and 30mph speed limits introduced on sections of our roads. The projects implementing these changes are scheduled to be complete by the end of March 2024. Further context of the projects is explained in the safety section of this report.

In October 2023 a workshop was held, focusing on the reduction of road danger and health inequalities. This was a collaboration between public health representatives and those who work on transport policy within boroughs. Research on inequalities in road danger was presented and discussed.

In December 2023, TfL was awarded the 2023 Premier Award at the Prince Michael International Road Safety Awards for TfL's Vision Zero approach to road safety. This was presented to TfL after receiving three individual awards for the Direct Vision Standard, the Bus Safety Standard and the fitting of Intelligent Speed Assistance on vehicles in the transport fleet.

Public Transport

While we continue to strive for improvement, tragically in Quarter 3 there were two reportable customer fatalities on our public transport network.

Additionally, there were sadly also three pedestrian fatalities in collisions involving a bus (figure 1 and 2 of the data annex, bus involved fatalities are included in the road killed or serious injured section of the annex). All fatalities occurred in November 2023. Our thoughts remain with the families and friends of those who died. Further information about these collisions are explained further in this report.

Sadly, 48 customers were seriously injured across the TfL public transport network in Quarter 3. This is similar to Quarter 2 of 2023/24 (from 25 June to 16 September 2023).

Capital

There was a total of eight injuries reported during Quarter 3 for Capital. The most common cause of these was slips, trips, falls and workplace violence directed towards colleagues by members of the public. The injuries to colleagues working in Capital continue to decline as we work towards our zero harm ambitions.

In Quarter 3, there were some significant achievements by the Programmes and Project such as the Central Line Improvement Programme (CLIP) and

Drones. More detail on this is provided later in the report.

Some of the most significant incidents in TfL Capital in Quarter 3 have been those relating to vandalism and work-related violence and aggression (WVA) directed towards both people and assets that perpetrators believe to be connected with the expanded Ultra Low Emission Zone (ULEZ).

Security

There were 2,473 incidents of WVA reported across all modes in Quarter 3. This is an increase of 36 reported incidents compared to Quarter 2. We continue to encourage our teams to report such incidents, so that appropriate action can be taken by management or the police.

Occupational Health and Wellbeing

Our Occupational Health and Wellbeing team continues to run events aimed at giving our colleagues the tools to better look after their overall health. In Quarter 3, the team conducted a deep dive into sickness absence as a result of musculoskeletal disorders (MSD) in the track team.

On 4 December 2023, the Occupational Health and Wellbeing team moved to a new location at 31 Borough High Street.

Environment

ULEZ expanded London-wide on 29 August, bringing cleaner air to the five million people who live in outer London. In August 2023, an extra £50m was added to the £110m scrappage scheme to take this to a £160m.

Data up to 14 January 2024, indicates that the Mayor's £160m scrappage scheme has significantly supported London residents, small businesses and charities prepare for the ULEZ.

We have introduced a total of 1,300 zero-emission buses operating across all areas of

London. Fourteen per cent of our fleet has been converted and we remain on track to convert the entire fleet by no later than 2034.

Significant incidents after Quarter 3

Sadly, since the end of Quarter 3, there have been seven further fatalities on our public transport network, all involving members of the public. These occurred at Walthamstow bus station, Piccadilly Circus, Stratford underground station, and on the bus network on A301 Waterloo Road, Hackney, Victoria bus station and most recently at Mile End station. Further information about these incidents are explained in the public transport section of this report.

At time of writing, each of these incidents remains under investigation, including investigation by our regulators (Health and Safety Executive for the Walthamstow fatality, the Office of Rail and Road and the Rail Accident Investigation Branch (RAIB) for the Stratford fatality). Details will be provided in the next quarterly report.

Mayor's Transport Strategy and Scorecard

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

One of the central policies of the MTS is Vision Zero, aiming to eradicate all loss of life and serious injuries from London's transport network by 2041.

Figure 1: Quarter 3 2023/24 Scorecard

Measure	Q3 Target	Q3 Actual
People killed or seriously injured in road traffic collisions	851	914
People killed or seriously injured in road traffic collisions in or by a London Bus	54	63
Customers killed or seriously injured	45	50
Colleague killed or seriously injured	6	7

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

Safety



Road safety performance

In Quarter 3, there were a total of 914 people killed or seriously injured on London's roads (figure 1, data annex). While this is a five per cent decrease on Quarter 3 of the previous financial year, we are tracking above our Quarter 3 target of fewer than 851 people. Among the 25 people killed were 12 people walking, six people riding a motorcycle, three people cycling, two car occupants, one bus/coach occupant, and one goods vehicle occupant.

We have a stretching ambition for reducing road casualties in London. We are targeting a 70 per cent reduction from our 2010-14 baseline in people killed or seriously injured on London's roads by 2030. In 2022, the latest published annual data, the number of people killed or seriously injured on London's roads was 19 per cent below the baseline (figure 3, data annex). This marks good progress from the baseline, but there is still more to do to achieve our ambition.

Quarter 3 casualty figures have decreased compared to Quarter 2 (970). This pattern is similar to that observed in Quarter 3 of 2022/23 compared to Quarter 2 of 2022/23: an increase in killed or seriously injured casualties for those walking but decreases in those killed or seriously injured while cycling and riding a motorcycle. In Quarter 3, those walking, cycling and riding a motorcycle accounted for 81 per cent of the total killed or seriously injured casualties.

Despite progress being made, tracking above our Q3 targets is a concern for us, which is why we continue to work to improve safety on London's roads. In September 2023 we held our third and largest Vision Zero Summit to highlight the great initiatives that have been delivered since we launched our Vision Zero Action Plan in 2018, and to discuss further ideas to eliminate deaths and serious injuries from London's transport network by 2041. Attendees heard from Tesse Akpeki who explained how the hit and run collision which tragically killed her brother has affected her and her family, and why support is vital in the aftermath of traumatic road incidents.

In October 2023, we hosted a workshop which focused on reducing road danger and health inequalities, bringing together public health representatives and those who work on transport policy within boroughs. This workshop included discussion on the Health

Inequalities Strategy and TfL research that has been carried out around inequalities in road danger within boroughs, highlighting the relationship between road risk and levels of deprivation, age and sex.

We have continued to implement interventions to reduce road danger under the Safe System pillars.

Safe Speeds

The second phase of the programme is nearing completion, and we remain on track to implement a 20mph speed limit on 220km of our roads by May 2024. Currently, 215km of London's roads are subject to a 20mph speed limit.

In Quarter 3, we introduced a new 20mph speed limit on sections of our roads in the boroughs of Kensington and Chelsea, Greenwich and Lewisham as well as a 30mph speed limit on the A4180 Ruislip Road in Ealing. A new 20mph speed limit came into operation on 18 December 2023 on sections of our roads in the boroughs of Southwark, Lambeth, Wandsworth and Merton.

We have also continued extensive design work for future lower speed limits on selected roads in over eight London boroughs.

You can find further information on Safe Speeds on our website here: <https://tfl.gov.uk/corporate/safety-and-security/road-safety/safe-speeds>

Safe Streets

Safer Junctions

We have made improvements at 44 of the 73 most dangerous junctions that form this programme. Construction work continues on the Holloway Road/Drayton Park Safer

Junction scheme, with the scheme on track to be completed in spring 2024.

Further design and survey work is continuing at pace on the Battersea Bridge Safer Junction scheme with construction due to start in mid-2024. Construction on the Lambeth Bridge roundabouts, which includes the Millbank/Lambeth Bridge/Horseferry Road Safer Junction location is also due to start in summer 2024, with advance works to relocate a significant palm tree undertaken in November 2023.

We are also continuing with design and outcome planning work on the remaining Safer Junctions, and we are committed to public engagement on potential changes to 10 further locations by the end of 2024. To date we have achieved this on five schemes, including Chelsea Embankment/ Cheyne Walk/Battersea Bridge Road, York Road roundabout, Chelsea Embankment / Grosvenor Road / Chelsea Bridge Road, Arthur Street / King William Street and Holland Park roundabout. We intend to engage on a number of further schemes during 2024 including Seven Sisters Road/Woodberry Grove, Hogarth Roundabout and Cannon Street/King William Street (Monument Junction).

Road Safety Schemes

Design work continues on more than 40 schemes across London, at locations where there is an identified road safety concern.

Construction was completed in December 2023 at the junction of A205/Lancaster Avenue in Lambeth to improve a pedestrian crossing and reduce vehicle speeds. Construction of a new pedestrian crossing in Grosvenor Place in Westminster began in early January 2024. Construction also started on a new pedestrian crossing on Cavendish Road in Clapham in November 2023 and is

due for completion by the end of March 2024.

Safe Vehicles

Bus safety strategy

Since the launch of the Bus Safety Strategy more than 1,300 buses now meet the Bus Safety Standard, which itself has won the CITTI award for Road Safety and a prestigious Prince Michael International Road Safety Awards. In addition, the fourth bus safety innovation challenge has been launched and we are already considering submissions.

Where new solutions have proved effective, we have continued to add them retrospectively to the existing fleet. This retrofit programme includes Intelligent Speed Assistance (ISA), Responsive Acoustic Vehicles Alerting System (to alert pedestrians to the presence of quiet running buses) and camera monitoring systems to replace wing-mirrors with superior quality vision in all conditions, eliminating blind spots and removing a hazard projecting from the bus.

We have also begun fitting fatigue detection technology to 500 buses. This large-scale project will examine the profile of fatigue risk; for example, time of day, types of routes or geography. In addition, we will examine the most effective interventions for drivers at risk of fatigue.

You can find the Strategy on our website here: <https://content.tfl.gov.uk/bus-safety-strategy.pdf>

Direct Vision Standard (DVS)

Since the introduction of the DVS scheme, we have issued more than 287,701 permits. At least 170,112 of these were issued for zero-star rated heavy goods vehicles (HGVs) that will have now fitted the Safe System,

addressing blind spots and improving the driver's direct and indirect vision from their cab.

In September, we published our updated DVS operator's guidance and technical standards for HGV drivers to support them in procuring, fitting and operating the Progressive Safe System in practice. Our focus now is on supporting the road freight sector to update their vehicle safety systems where necessary ahead of the new requirements becoming mandatory in October 2024.

In October 2023, we launched '1 year to go' communications to prompt and remind operators and drivers of HGVs over 12 tonnes entering London of the tightening DVS that will be introduced in October 2024. Highlighting the imminent nature of the changes taking place, the communications encourage them to prepare themselves ahead of these changes by finding out if their vehicles are compliant.

E-scooter rental trial in London

TfL, London Councils, participating London boroughs and e-scooter operators Dott, Lime and Voi launched the second phase of the rental e-scooter trial in the capital on 25 September 2023.

The operators were selected following a competitive procurement process, where their ability to meet strict safety requirements and high operating standards was carefully assessed.

There are currently 10 London boroughs participating in the trial with more than 800 parking bays and around 5,000 vehicles available to rent. In the period starting 18 December 2023, 80,000 trips were made bringing the total to 3.4 million trips made from 7 June 2021 to 14 January 2024. More

information on the trial can be accessed here:
<https://tfl.gov.uk/modes/driving/electric-scooter-rental-trial>

Safety will continue to be at the heart of the London trial, with rental e-scooters offering a number of safety benefits over private e-scooters.

With fewer than 0.001 per cent of trips so far resulting in a serious injury, the London trial's strong safety record to date demonstrates the benefits of clear standards and elevated safety requirements for e-scooters.

Safe Behaviours

Lowering speeds campaign

TfL's Lowering Speeds communications approach is twofold. Firstly, we circulate London-wide communications to educate all Londoners on the benefits and safety reasons behind the introduction of 20mph speed limits across London. In addition, we send out local communications in specific London boroughs to raise awareness among local drivers and riders of the changes to speed limits in their area, including those where we launched new speed limits during this quarter.

New Speed Behaviour Change Campaign

In September 2023, we launched a new road safety campaign to tackle speeding among pan-London drivers. The campaign aims to challenge socially accepted driving norms by reframing drivers' perception of what counts as speeding, particularly on 20/30mph roads. The multi-channel campaign was live across TV, radio, social media and roadside posters throughout October and November, with increased activity to support this year's Road Safety Week between 19 to 25 November 2023 where the theme was speed.

Meal and Grocery Delivery Motorcycle Company Road Safety Charter and Forum

On 12 September, we launched our Meal and Grocery Delivery Motorcycle Company Road Safety Charter. The charter consists of 10 road safety principles that aim to keep motorcycle couriers and other Londoners safer on the road, including a commitment for signatory firms to attend TfL's six-monthly forum. It was signed by five firms in the meal and grocery delivery industry: Deliveroo, Getir, Just Eat, Stuart and Uber Eats.

On 24 November, we hosted our third Meal and Grocery Delivery Motorcycle Company Road Safety Forum, attended by all five signatory firms and facilitated the discussion of progress around the implementation of the charter, including successes, challenges, and new ideas to improve road safety for motorcycle couriers. Members of the Metropolitan Police Service (MPS) and representatives from Driving for Better Business also attended to offer their thoughts and support.

Motorcycle Safety Training

Attendance on both of our motorcycle safety training courses remains strong. Since April 2023, over 900 riders have completed 1-2-1 Motorcycle Skills and 344 riders have completed the 'Beyond CBT' training, a course aimed at those who ride for work. Since the courses were introduced, over 6,000 riders have taken part in the training.

Travel for Life

In October, we continued the roll out of our rebranded education programmes under the umbrella brand *TfL Travel for Life*. Our educational programmes provide free guidance and resources for education

settings across London, as well as face-to-face support, to help encourage young people to travel safely and responsibly, to make informed choices about sustainable and active travel, and to help improve their school environment and the community around them. Delivered in partnership with the London Transport Museum and London boroughs, the accreditation scheme has recognised over 1500 schools, and we have awarded over 670 gold schools this year.

Enforcement

The MPS undertakes significant and wide-ranging activity to reduce road danger and prevent harm to all road users.

In April – October 2023, the MPS dealt with:

- 558,338 road traffic offences through enforcement action¹ (94 per cent of all road traffic enforcement action taken by the MPS was for priority offences including speeding)².
- 485,381 speeding offences (including 95 per cent through safety cameras, four per cent through mobile safety cameras, and 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.

Post Collision Learning

In November 2023, in collaboration with the Mayor's Office for Policing and Crime, we

¹ 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).

launched a new one-year pilot to improve support for victims of the most serious road collisions in London. The service, which enhances the accessibility and quality of support available to victims and their families, is being delivered by charities Brake and RoadPeace.

Brake have recruited dedicated London face-to-face caseworkers who provide trauma-informed emotional and practical support for each victim and their family, including help navigating the justice system, advocacy, and help accessing specialist services if needed. RoadPeace connects victims with others who have been through a similar experience for peer support, via dedicated London support groups, their telephone befriending service, and an eight-week trauma support programme for families bereaved by road deaths.

The pilot is being delivered in partnership with the MPS and City of London Police. Those who are eligible for the service are people affected by the most serious collisions and those experiencing a bereavement or catastrophic injury. They are directly referred to the service by the police, removing the onus from victims to seek support, with the aim of ensuring more victims are connected with support.

Over the one-year pilot period, we will evaluate how the service is working. This will inform the future approach beyond the trial.

You can see the press release here: [https://tfl.gov.uk/info-for/media/press-releases/2023/september/tfl-mopac-announce-victim-support-service-to-](https://tfl.gov.uk/info-for/media/press-releases/2023/september/tfl-mopac-announce-victim-support-service-to)

² 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.

Public transport performance

Since the coronavirus pandemic, customer and colleague injuries have been increasing, reflecting the increases in ridership since coming out of the pandemic. Comparisons in trends are therefore compared to a pre-pandemic baseline. In Quarter 3, the average number of customer injuries per period was 1.09 per cent lower than the three-year pre-pandemic baseline. In Quarter 3, the average number of colleague injuries per period was 13.91 per cent lower than the three year pre-pandemic baseline (figure 8, data annex).

We are saddened to report there were two reportable customer fatalities on our public transport network in Quarter 3 (figure 5, data annex), this is the same as the number reported in Quarter 2, with no customer fatalities on our public transport network during Quarter 3 last year.

On 11 November, a 92-year-old passenger fell on a route 13 bus, while preparing to alight. They were taken to hospital and diagnosed with a broken femur.

Unfortunately, they died in surgery following the incident. This incident is under investigation by the operator who will report back to us once this is completed for our review.

On 16 November, a customer fell on the stairs at Fairlop station shortly after midnight. The customer was assisted by station colleagues at the time and taken to hospital. We were informed a few days later that, sadly, the customer had died. An investigation is under way.

In addition, there were sadly also three pedestrian fatalities in collisions involving a bus (figure 1 and 2 of the data annex, bus involved fatalities are included in the road killed or seriously injured section of the

annex and are counted in our road killed or serious injured measure).

On 6 October, a route 170 bus, while preparing to serve a bus stop near Clapham Junction station, collided with a pedestrian who had stepped from the pavement into the road. The pedestrian suffered life threatening injuries and tragically died in hospital several days later. This incident is being investigated.

On 1 November, a route 65 bus travelling along Upper Ham Road in Richmond upon Thames collided with a pedestrian who was waiting on a central crossing island in the middle of the road. Tragically, the pedestrian died at the scene. An investigation is in progress.

On 3 November, a route 131 bus that was turning left into Tooting High Street from Mitcham Road, collided with a pedestrian. The pedestrian was taken to hospital, but sadly died the following day. This incident is being investigated.

Significant incidents after Quarter 3

On the evening of 15 December, in Walthamstow bus station, a route 212 bus collided with an elderly pedestrian. Sadly, the pedestrian sustained fatal injury. The Health and Safety Executive is investigating which we are fully supporting.

On 18 December, a customer aged 86, travelling with their daughter, fell down the stairs at Piccadilly Circus after losing their balance letting other customers past. The customer sustained serious head injuries and was taken to hospital by ambulance. On 25 January 2024, TfL were informed that the customer had sadly passed away on 23 December 2023 from the injuries sustained. An investigation was conducted and has since been concluded.

On 26 December, a member of the public tragically died after falling on the tracks at Stratford Underground station and being struck by trains. We are carrying out an investigation, and are fully supporting the investigations being carried out by the ORR and RAIB.

On 4 January 2024, a route 388 bus that was on diversion on Morning Lane in Hackney, collided with an elderly pedestrian crossing the road. The pedestrian sustained a head injury and subsequently sadly died in hospital. The incident is under investigation.

On 5 January 2024, a pedestrian was struck by a bus on route C10 at the junction of the A301(Waterloo Road) and A3202 (Westminster Bridge Road). Emergency services attended and took the pedestrian to hospital with severe leg injuries. Tragically, the pedestrian died on 19 January. The incident is under investigation.

On 17 January 2024 at Mile End a customer alighted a Central line train ran across the platform and fell. The customer sustained loss of consciousness and a serious head injury. They were taken to hospital by ambulance. but sadly, on 2 February 2024 the customer passed away from the injuries sustained. An investigation into the incident is underway.

On 29 January 2024, a female pedestrian was involved in a collision with a route 13 bus as it set off from a bus stop on Terminus Place outside Victoria bus station, and sadly died at the scene. The bus also collided with the bus station infrastructure. The incident is under investigation.

Sadly, there were also 48 serious injuries to our customers across our public transport network, and seven of our colleagues.

Of the 48 customer serious injuries 31 (64.5 per cent) are attributed to slips, trips and falls, five (10.5 per cent) occurred at the Platform Train Interface, with stairs and escalators among the other injury types for the remaining 12 (25 per cent). This is broadly comparable with Quarter 2 where we had 28 slips, trips and falls.

The seven colleagues who were seriously injured on our network during Quarter 3 worked in a number of different business areas and their injuries were sustained in a variety of different ways.

We continue to work to improve our safety performance across our network. Aiming to eliminate all deaths and serious injuries from London's transport network by 2041, we have recently launched our Safety and Health Strategy. In this, we outline a few activities to improve our performance, manage our risk and protect our customers and colleagues.

We are developing our Vision Zero strategy and plan for our public transport network. Our recently launched Bus Safety Strategy outlines specific actions to be taken to achieve our Vision Zero goals. It is the culmination of collaboration by the Bus Safety Development team with colleagues from across the business and our bus operators who have come together to make sure safety continues to be our top priority.

This Bus Safety Strategy sets out what we must do to reach our Vision Zero goals for the bus network. We are also reacting to emerging risks for both customers and colleagues; our plan to reduce the risk of, and the harm caused by escalator entrapments considers a few key areas on which to focus.

Improving our infrastructure, working to understand how we can more effectively positively influence customer behaviour and

how we can better support our colleagues all form part of this approach to reducing harm on our escalators.

Public Accessible Defibrillators

All London Underground, Overground stations and Dial-a-Ride services now have public access defibrillators. This is following a joint rollout programme delivered by TfL in conjunction with the Greater London Authority (GLA) and the London Ambulance Service NHS Trust. Every defibrillator on our network includes a heart-shaped QR code. When scanned, these QR codes take you straight to a video on the GLA's website which shows you how to perform CPR and use the defibrillator. These instructions have been put together by the London Ambulance Service, as part of their London Lifesaver training.

Every second counts when saving a life and access to defibrillators and CPR can significantly increase a person's chances of survival following cardiac arrest. In addition to having first aid trained colleagues, our customers and colleagues will now have quick access to a defibrillator across the Tube and Overground network.

Strategic 'deep dive' on track access

We continue our strategic 'deep dive' on the key safety risk of safe track access. By reviewing data, policies, procedures and processes and the strength of our existing controls we will be able to ensure that our approach to managing this risk is holistic, we share learnings across all relevant parts of our network and any interventions or improvement activity considers all key risk groups and activities.

Track access improvements continue in London Underground as we near the completion of training for all operational staff who go onto the track during the day. All relevant grades have obtained a new qualification and competency to safely access the track, with the guarantee that

train movements have stopped, and traction current is switched off. This simpler and consistent approach will be the only way for operational staff to access the track from April 2024.

Capital safety performance

Capital includes all activity under the Chief Capital Officer as well as maintenance activity for which the Chief Operating Officer is responsible. During Quarter 3 the organisational structure of the Capital directorate has continued to change as part of the wider 'Our TfL programme'.

In Quarter 3, our Capital programmes and projects delivered a combined total of 0.8 million site-based hours: a decrease of 0.2 million hours from the previous quarter.

Quarterly performance

In Quarter 3, there were no incidents which reached the threshold for reporting 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 fallen from 0.06 to 0.04 at the end of Quarter 3.

There were no lost time injuries reported, which are injuries which cause an employee to be absent for one or more shift resulting in the Lost Time frequency rate falling to 0.10 in Quarter 3.

In total, there were eight injuries reported during Quarter 3. The most prevalent incidents included slips, trips, falls and workplace violence directed towards colleagues by members of the public.

This is a reduction of incidents in the quarter by two. This continues with the long-term reduction trend of workforce injuries in Capital, as we work towards our zero harm ambitions.

In addition to identifying specific actions in response to each incident, common learnings and key themes from the quarter have been shared across our Capital teams to ensure the systemic route causes are fully addressed.

Significant incidents, updates and initiatives

The most significant incidents in TfL Capital in Quarter 3 have been those relating to vandalism and WVA directed towards both people and assets that perpetrators believe to be connected with the expanded ULEZ. The workers of our suppliers are facing significant threats, and this is also a major concern for those TfL colleagues who are carry out work in public areas. Vandalism of assets has posed risks to members of the public, such as exposure to live electrical conductors and risk of being struck by signal poles being felled.

In December, a significant incident was the detonation of an improvised explosive device on a ULEZ camera in Sidcup. The blast was powerful but thankfully no one was physically injured. The MPS are investigating and have made two arrests.

Supported by TfL, suppliers are sharing information on how they are managing the risks posed. Within TfL, the SHE Capital team have been working with Compliance, Policing, Operations and Security team to develop "TfL Capital specific" guidance on WVA.

On the Piccadilly Line Upgrade (PLU) Programme, a live 50-volt cable was cut after it had been certified as "dead" by TfL engineers. There were no injuries, but this incident is being followed up with a thorough local investigation.

The DLR Rolling Stock Replacement Programme carried out testing of a new train

during a track possession. As part of the testing process the train slid and overshot its designated stopping point. Although this took place during a testing activity with no safety risk to others, the reasons need to be fully understood and an investigation is in progress to identify root causes.

On 15 October, on the A4020 Uxbridge Road near the junction of Greenford Road, a TfL sub-contractor was installing posters in a bus shelter when they were struck by a vehicle. The contractor was taken to hospital with life-threatening injuries and sadly passed away on the morning of 24 October. They had been working for a third-party contractor who manage the advertising on our bus shelters. This incident is subject to ongoing investigation by the MPS.

Initiatives

Piccadilly Line Upgrade (PLU) and Supplier SHE Engagement

In November, the TfL PLU client team for the Platform CCTV project were supported by SHE in arranging a collaborative event with TfL Construction and our supplier AD Comms Limited. The aim was a joint forum to provide all suppliers on the project an insight into SHE obligations, culture and support available to them. The event generated positive feedback from colleagues in PLU and our external suppliers. Events such as this help to break down organic barriers and get people working together and to reduce instances of harm.

Significant Programme/Project Achievements

During Quarter 3 there were some notable achievements by the Programmes and projects supported by and in collaboration with members of the SHE directorate which are summarised below.

Central Line Improvement Programme (CLIP)

CLIP had its first fully refurbished train roll out of Acton Depot and into service. This Programme will extend the life of the Central line fleet that began life in 1992, with direct benefits to our customers and finances.

Drones

The first use of a drone as part of the Asset Data Improvement Programme took place at Oval station. As part of the Built Environment Renewals, the drone will collect data as part of site surveys to allow greater understanding of our assets and the ability to better plan works for the future. The drones can also assist in reducing safety risks from working at height, while making savings in time. There are 80 site locations programmed to be completed this financial year with over 2,000 to be surveyed in total over the next few years.

Colindale – Pre-Construction Beacon Gold Award

The “Pre-Construction Beacon” award is a voluntary scheme where a project is assessed on various criteria at the pre-construction/ design and planning stages.

The Colindale project is only the second project to submit itself for the process and has achieved a “Gold” award. Special mention should be made of the efforts to minimise environmental impacts and attain a high degree of sustainability. Hopefully this will be translated into a successful construction phase starting shortly, resulting in an operational station that will enhance the experience of travelling public and colleagues who work there.

Silvertown Tunnel

The Silvertown Tunnel project being delivered by Riverlinx won four awards at the New Civil Engineer Tunnelling Awards for 2023. The Riverlinx team were recognised for their outstanding work in the categories of Young Tunneller of the Year, Innovation in Tunnel Boring Machinery & Systems,

Tunnelling Contractor of the Year, and Best Tunnelling Project of the Year (over \$200M). One of their key suppliers Banagher Precast Concrete also won the Tunnelling Specialist Supplier of the Year for their work on Silvertown.

Bank Station Capacity Upgrade (BSCU).

The BSCU project received “Highly Recommended” as Transport Project of the Year in the British Construction Industry Awards 2023. This was in recognition of the inclusion of delivery skills on the design team, which had led to better outcomes for the project, as well as the focus on culture in the resulting delivery team. The BSCU project team also won Tunnelling Project of the Year (\$50M to \$200M) in the New Civil Engineer Tunnelling Awards for 2023.



Work-related Violence and Aggression (WVA)

WVA towards our people and those of our operators and contractors is unacceptable. Concerted action is underway to tackle it. Since September, we have mandated body worn video (BWV) cameras for frontline colleagues and this came into full effect as of 31 January 2024. Mandatory face-to-face conflict management training for customer facing staff is also progressing at pace.

Volume of WVA incidents in Quarter 3

During Quarter 3, there were 2,473 incidents of WVA reported across all modes. This is an increase of 36 reported incidents compared to Quarter 2, and 278 more than Quarter 3 last year.

This figure may rise slightly (up to two per cent) as the number of incidents reported solely to the MPS (but not directly to TfL) have not yet been provided.

In Quarter 3, there were 1,161 incidents of WVA reported by staff working on London Underground (47 per cent of all reported incidents), 1,073 incidents of WVA reported on the bus network (43 per cent of all reported incidents) and 239 incidents reported by staff from all other modes (on-street, Elizabeth line, London Overground, DLR and London Trams and project workers).

Police recorded work-related violence with injury offences

Between December 2022 and November 2023, there were 109 work-related violence with injury offences reported to the police across rail modes (London Underground, London Overground, DLR, Elizabeth line and

London Trams); slightly higher than the previous 12 months (77 offences).

It is currently not possible for TfL to provide a 12-month summary of crimes reported to police which were committed on the bus network due to an error in the provision of this data since May 2023. This has now been resolved and we will include this data in the next report.

Solved rate for WVA offences investigated by the police

Between June 2022 and May 2023 (figures are reported six months in arrears to allow time for progression through the criminal justice process), the solved rate across rail modes for violence and public order recorded offences was 16 per cent – four 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. We are doing more to increase the uptake of BWV 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 (23 per cent) compared with public order offences (10 per cent).

The solved rate for sexual offences was 15 per cent, which was equal to the previous 12-month period.

Staff willing to support police investigations

The percentage of staff willing to support a police investigation (on rail modes only) was 69 per cent for violence and public order recorded offences, down from 74 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. For sexual offences, 85 per cent of offences (on rail modes only) were supported which was up from 76 per cent within the previous 12-month period.

Insight into WVA triggers

In Quarter 3, 411 of the reported WVA incidents were classified as physical assaults. This compares to 297 physical assaults reported in the same quarter last year and represents a 38 per cent increase.

Fare evasion and ticket disputes continue to be the most common trigger for WVA accounting for 46 per cent of all incidents. This represents a rise of four per cent from Quarter 2.

The proportion of incidents involving a customer who was intoxicated was 8.8 per cent. This is a reduction of 0.5 per cent from Quarter 2 and 1.7 per cent less than in Quarter 3 last year.

The proportion of WVA incidents identified as Hate Crime or other forms of discrimination has risen from 7.1 per cent in Quarter 2 to 9.3 per cent in Quarter 3. Eighteen of these incidents relate directly to the conflict in the Middle East.

Progress against the WVA action plan

Our [WVA Strategy](#) sets out our commitments to our people and key activity we will undertake to eliminate WVA and support those who experience it.

BWV cameras are a proven deterrent against WVA. From 31 January 2024, BWV moved from being optional to becoming part of our essential kit. Frontline staff will be expected to wear a BWV when on duty in a customer facing environment. Training is being rolled out and BWV access granted to over 3,500 colleagues and additional cameras have been provided at over 300 locations. Technical support services have been enhanced and ongoing engagement campaigns are providing practical and technical information for staff. The Railway Safety and Standards Board states that there is solid proof that conflict management training generates crucial benefits for workers. These include changes in staff behaviour and wellbeing, self-awareness, confidence, coping mechanisms, decreases in sickness absence and improved retention.

In September, the Customer Operations Leadership team approved a one-year programme of mandatory conflict management training for customer-facing operational teams working in high-risk locations for WVA across London Underground, Bus Operations and River Services. The 2024 one-year programme will target those most at risk of WVA (working in our top 25 WVA hotspots) while we work on a pan-TfL long term approach.

Encouraging greater interaction and kindness on London buses

The Neighbourly Lab teamed up with TfL and University of Sussex to look at Encouraging greater interaction and kindness on London buses. Their report found that two in 10 (23 per cent) people acknowledge their bus driver when boarding, and fewer than one in 10 (eight per cent) do so when alighting the bus. A pilot project in Hammersmith found that installing simple signs encouraging people on buses to greet their bus driver prompted a seven per cent

increase in the behaviour, this would equate to 140 million more potential interactions across a year (based on 2019/20 bus data from the Department for Transport).

Significant Prosecutions in Quarter

3

Harrow-on-the-Hill London Underground station

On 21 May, at Harrow-on-the-Hill London Underground station, a colleague was viciously assaulted in an unprovoked, violent attack. On 13 December, a man was sentenced to three and a half years imprisonment for the offence and a previous unrelated violent offence. He was also given an indefinite restraining order to not approach our colleague or enter certain stations.

Mile End station

On 21 June, at Mile End station, a colleague was assaulted by a man who had pushed through the gate line. The man pleaded guilty to the offence and on 8 November was sentenced to prison for six weeks and ordered to pay £154 to the victim.

Brixton Bus Garage

On 21 January 2023, a colleague was brutally assaulted by a man known for sleeping on buses in the engineering areas of Brixton and Norwood garages. On 27 September 2023, a man pleaded guilty to the assault and was sentenced to prison for 21 months and issued a Criminal Behavioural Order, banning him from private areas of bus and train stations owned or operated by TfL.

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.

In Quarter 3, the Occupational Health and Wellbeing team undertook a deep dive into sickness absence as a result of MSDs in the track team. So far in this financial year, over 3,000 sick days have been taken in the track team as a result of MSDs with an average duration of absence of 31 days. Referrals to Occupational Health from track in relation to MSDs have been mainly due to back pain and lower limb problems.

In response to this data we are working with Vita Health Group, our physiotherapy provider, to look at ways to reduce absence due to MSD through a combination of manager information and guidance emphasising the importance of early referral to Occupational Health and also through prevention of MSD in employees. We will report on further steps and outcomes.

The new Wellbeing Peer Support Network (consisting of Supporting Colleague Network and Wellbeing Champions) will officially launch in February 2024. The Wellbeing team is currently running a number of induction sessions with potential candidates, which aim to explain the role and responsibilities of peer supporters, set expectations and boundaries, as well as provide explanation on the structure of the group. The Wellbeing team is also reviewing different training opportunities for Wellbeing Colleagues, with an aim to offer the group

opportunity in upskilling in having a wellbeing conversation as well as communication and health promotion. The new SharePoint page explaining the role of the group, listing all peer supporters and ways to engage or reach out to them launched in January.

Visit the page here:

<https://transportforlondon.sharepoint.com/sites/health-and-wellbeing/SitePages/Wellbeing-Colleagues.aspx>

The Wellbeing team is making improvements to trauma peer support. In addition to the current Trauma Support Group, the plan is to introduce Trauma Risk Management (TRiM), which is peer support, focusing on a structured approach, including risk assessments following a traumatic event. TRiM peer support will consist of Practitioners and Managers, who will be trained in offering guidance and trauma assessments. Both TRiM training as well as upskilling current Trauma Support Group members will take place in 2024.

Well@TfL

The Health and Wellbeing checks continue to be a very popular initiative across TfL, with service being booked until the end of 2024. Data analysis from the first 400 checks in seven locations, showed that the majority (252) of individuals taking part in checks work in operational roles. Checks were accessed by colleagues working different shift patterns, with 47 working only nights.

Based on the needs and risk factors identified in individual locations, the Wellbeing team is currently working on the development of targeted interventions.

New building

On 4 December, the Occupational Health and Wellbeing team moved to a new location at 31 Borough High Street.

The new design has many features of a “WELL building”. The WELL building standard believes that buildings should be developed with people’s health and wellness at the centre of design. WELL is grounded in a body of medical research that explores the connection between the buildings where we spend more than 90 per cent of our time, and the health and wellness impacts on us as occupants. The building has many of the salient features of a WELL building. Features include cork floor, Graphenstone paint walls and recycled plastic surfaces. The aim is that employees who visit the department feel supported and relaxed when doing so and that the ethos of Well@TfL can be felt.

Four Lines Modernisation Programme – Wellbeing Event

The TfL and Thales parts of the Four Lines Modernisation Programme held two wellbeing events at our Endeavour Square office. There were several stalls on a variety of wellbeing topics, which included the Lighthouse Charity, Railway Mission, Super Well-being, massage and TfL colleague network groups. There was also a guest speaker at two pre-booked sessions discussing “The Power of Self Care”.

While it could be argued that these events are not necessarily essential to the delivery of the Programme objectives, there is a recognition of the pressures that this type of Programme creates during its long period of delivery, so the care and wellbeing of our people is significant to the overall outcome. A similar event on a smaller scale was also held at the Neasden Depot site.

Environment



Quarter 3 Carbon emissions

Total TfL operational carbon emissions for the quarter were 186 kilotonnes of CO₂e. Despite reductions being seen in many areas, this is approximately the same as Quarter 3 in 2022/23. This is primarily because of a higher carbon intensity associated with our grid supplied electricity.

Traction electricity consumption was higher than 2022/23 primarily due to the Elizabeth line commencing full service. Gas usage and non-traction electricity were less than last year – partially due to measures to reduce energy consumption but also due to milder weather. Bus tail-pipe emissions were also less than the previous year – reflecting the continued good work to electrify the bus fleet. See Figure 19 in data annex for further information.

Climate Budget

We submitted our 2024/25 Climate Budget to the GLA in November. This forms a key section of the wider TfL Budget submission. It includes measures funded through the TfL Business Plan that support our operational carbon emissions reduction, increased climate resilience and adaptation, as well as unfunded measures. This year the submission also included measures that support greenhouse gas emissions reductions, climate resilience and adaptation in parts of the city outside the TfL estate and fleet. The Climate Budget also allows us to re-baseline the trajectory of our operational carbon emissions to 2030 each year and better understand the gap to our net zero target. Next year the submission will also include emissions from our supply chain.

Public Sector Decarbonisation Scheme application

The Public Sector Decarbonisation Scheme fund is available to organisations to apply for to support the transition away from fossil fuels. In November, we submitted a new round of applications, asking for £20m in grant funding with a commitment of topping up with available funding in our Business Plan. This funding will be used towards projects that remove the requirement of fossil fuels from our sites and enable us to invest in cleaner and greener technology for heating our buildings. We look forward to hearing whether our applications are successful.

Green Finance Fund

To accelerate our decarbonisation journey, we have submitted applications to the Mayor's Green Finance Fund, applying for a total of £33.5m of this loan facility. In December, we were given approval for three project loans including accelerated introduction of LED lighting on our roads and building decarbonisation improvements at Neasden Depot and 200 Buckingham Palace Road. The application for LED lighting at London Underground stations has yet to be decided following its presentation to the GLA Credit Committee on 21 December 2023.

London-wide Ultra Low Emission Zone

The ULEZ successfully expanded London-wide on 29 August 2023, ensuring five million more Londoners can breathe clearer air.

The First Month Report was published in October 2023, which shows that the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads.

The data shows a 10 per cent increase in vehicle compliance in outer London, with 95 per cent of vehicles seen driving in London on an average day now meeting the ULEZ standards, up from 85 per cent when the public consultation to expand the scheme

London-wide launched in May 2022. This means vehicle compliance rates in outer London have nearly caught up with inner London.

There are fewer older, more polluting cars seen driving in the zone. On an average day, there were 77,000 fewer unique non-compliant vehicles (i.e. individual vehicles detected travelling in the zone at least once) seen detected in the London-wide ULEZ compared to June 2023. This is a 45 per cent reduction in non-compliant vehicles.

As with the First Month evaluation reports for the previous iterations of the ULEZ, this report does not cover the impact of the scheme on air pollutant emissions and concentrations. This is because a longer period of time is needed to undertake these assessments. We will continue to monitor the impact of the ULEZ and we will report on preliminary analysis of air quality impacts in the Six Month Report, with a fuller analysis in the One Year Report.

Data up to 14 January 2024, shows that the Mayor's £160m scrappage scheme has significantly supported London residents, small businesses and charities prepare for the ULEZ. Over 46,600 applications to scrap older, more polluting vehicles have been approved, committing over £158m of the fund. An additional £50m in funding has been proposed in the Mayor's Draft Consolidated Budget for the GLA Group, which would bring the total funding pot to £210m. This means that millions in scrappage funds are still available to support those who need it.

This is in addition to the grace periods available to support disabled people, not-for-profit community transport providers, and businesses and charities with brand-new compliant vehicles or a retrofit solution on order. Over 6,200 applications have been accepted to date for these grace periods.

Managing air quality on the London Underground

We continue to develop our air quality programme across the London Underground network. This includes continuing to monitor and assess air quality on the network to ensure we remain within Health and Safety Executive (HSE) legal air quality limits and to enable us to prioritise locations for cleaning.

We are moving forward with setting up our air filtration trials at Baker Street and Green Park stations, aiming to start in February 2024.

We have continued to work with Imperial College London on their research into potential health impacts of Tube dust on staff, which includes both short-term and longer-term studies.

Transitioning to renewable energy

A vital step towards achieving net-zero in our operations is transitioning to renewable energy. We continue to progress the tender for our first power purchase agreement contract which will support the increase of renewable electricity supplying the national grid. We are currently finalising the Invitation to Tender stage of the procurement, and this will be followed by negotiation and Best and Final Offer stages.

TfL is also seeking to secure renewable power through the development of solar farms on the peripheries of the London Underground network, to be directly connected through private wire. To allow for scalability, TfL plans to appoint a delivery partner to a single supplier framework, with this partner responsible for developing projects. TfL is currently in the document preparation stage and plans to go out to tender in 2024.

TfL has an ongoing programme to harness waste heat from London Underground vent

shafts and pumped water sites. Current activity is focused on accelerating the delivery of an initial ventilation shaft site, and to identify an appropriate energy supplier. Alongside developing this site, work continues in parallel to bring forward future waste heat opportunities across TfL's estate. We expect this work programme to be shaped by the forthcoming Heat Zoning Regulations.

Zero Emission Buses and Taxis

On our roads, we have introduced a total of 1,300 zero-emission buses operating across all areas of London. Fourteen per cent of our fleet has been converted and we remain on track to convert the entire fleet by no later than 2034.

Our black cabs are also going green, having reached a major milestone this quarter of 50 per cent of vehicles now zero emission capable. Since 2018, all new taxi licenses have had to be for zero emission capable vehicles and TfL has been providing taxi delicensing grants for this to happen, helping to remove more than 4,000 older, more polluting vehicles from the fleet.

To further assist this transition, we have already supported the delivery of three rapid charging hubs across London and delivered 300 rapid or ultra-rapid electric vehicle charging points. We are currently looking into more opportunities across the city to deliver more charging infrastructure, to create a greener more connected London. On 28 November, the GLA and Places for London announced the intention to introduce five new ultra-rapid charging hubs for the city, capable of delivering a full charge to electric vehicles in 10-30 minutes. We are currently seeking a partner to deliver all five of these sites via a joint venture partnership.

LED upgrades across the TfL network

To make our network brighter, safer and more energy efficient we continue to upgrade lighting with LED technology. While demonstrating an average energy saving of approximately two thirds, this lighting also provides 10 per cent brighter light, making our public spaces more welcoming and safer for passengers. Over 90 per cent of lights in bus shelters have been converted to LED and 67 per cent of street light columns are now using LED. On London Underground, 118 stations now have LED lighting. This includes the Oxford Circus station which was completed in October 2023, making it a brighter, more welcoming and energy efficient space for those travelling to the West End.

Increasing Green Infrastructure and Biodiversity in London

We are on track to meet our first annual target for Sustainable Drainage Systems from our Climate Change Adaptation Plan published in spring 2023. With a target of 5,000 square metres to be delivered per year in London, we are on track to exceed this by 60 per cent in this financial year by delivering almost 8,000 square metres of catchment (land) drainage on our projects at Tolworth Roundabout and Old Street Underground station. The new installations include permeable paving, a green roof and rain gardens, which will support local biodiversity, as well as reducing risk of surface water flooding.

We commissioned an ecological assessment of 10 trackside Sites of Importance for Nature Conservation (SINCs) and nine roadside verges to determine their potential to support biodiversity offsetting. The study found that both our SINCs and verges have the potential to deliver biodiversity enhancements that could be used for offsetting. The results of this study are being

used to inform our approach to biodiversity net gain requirements.

Climate change adaptation

On 5 October, we participated as a key contributor to a first of its kind landmark rail sector workshop. This forum agreed the emissions scenarios to use in climate risk assessments and project design, which is the first time this has happened in the UK for a single sector. These scenarios are aligned with our existing practice on this issue.

We also hosted the first of a series of workshops with all London boroughs on 6 October 2023 with the aim of assessing and identifying to reduce our highways climate risks. The results of this series will feed into our fourth Adaptation Reporting Power submission to the Department for Environment, Food and Rural Affairs at the end of 2024.

Personal Protective Equipment (PPE) recycling

A six-month PPE recycling scheme is under trial in TfL Capital, in collaboration with our PPE provider Hayley Rail, and Avena Group (specialists in secure clothing, garment, and textile disposal). This is a new, low-cost scheme to TfL where all end-of-life PPE items can be placed in a specialist recycling bin located at our Endeavour Square office. PPE items will be collected by Avena and either recycled into alternative materials such as soundboards, insulation, geotextiles, or converted into pellets for refuse derived fuel.

By utilising this scheme, TfL will be:

- saving 13.5kg of CO₂ for every 1kg of textiles recycled;
- saving 1000 litres of water for every 1kg of textiles recycled;
- diverting items from incineration routes; and
- reducing greenhouse gases.

Avena have estimated that TfL will save 40,404kg of CO₂ equivalent and 3,120 litres of water per annum with this scheme, when compared against the general waste disposal of PPE.

Should the trial be successful, we will look to roll the initiative out across all of our project offices.

PLU – depots and stabling litter picking

The PLU Depots and Stabling team held an end of year in December which included some environmental improvements by way of litter picking around Oakwood station and Cockfosters depot. They had notified the local authority beforehand as it was in a public area, and not within depot or station confines. Along with the usual litter the team also discovered a samurai sword and a handgun. They arranged for the MPS to attend to collect the weapons. A great result removing weapons that could have had fatal consequences for Londoners.

Meeting our Carbon Literacy targets

A total of 1,412 employees attended training for Carbon Literacy in Quarter 3, bringing the total number of trained colleagues to 2,182, in this financial year. Training capacity increased from October, with 75 active, in-house, volunteer trainers delivering an average of 10 courses per week. With slots filling rapidly each month, 550 staff were booked on for training in January. We remain on track to have trained 3,000 colleagues this financial year.

On 4 December, we celebrated the global Carbon Literacy Action Day with the Carbon Literacy Project, a day designed to catalyse action on climate change through training and positive action. On this day we shared our Chief Officers' carbon pledges, held a live online question and answer session with

colleagues, facilitated three training sessions and shared our progress on social media and at a live event hosted by the Carbon Literacy Project with other organisations from around the globe.

Sustainability Awareness Training

To support our business leaders to deliver sustainability initiatives across the organisation, we delivered a series of training sessions focused on leadership in sustainability. This training was designed to give our business leaders a deeper understanding of sustainability and how it impacts the work of their teams. This interactive session equips people leaders with the tools needed to deliver our ambitious TfL strategy, in the context of our significant global challenges.

Safety, Health and Environment Quarterly Report

Quarter 3 2023/24

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: People Killed and Serious Injuries (KSIs) in road traffic collisions (source STAS19)

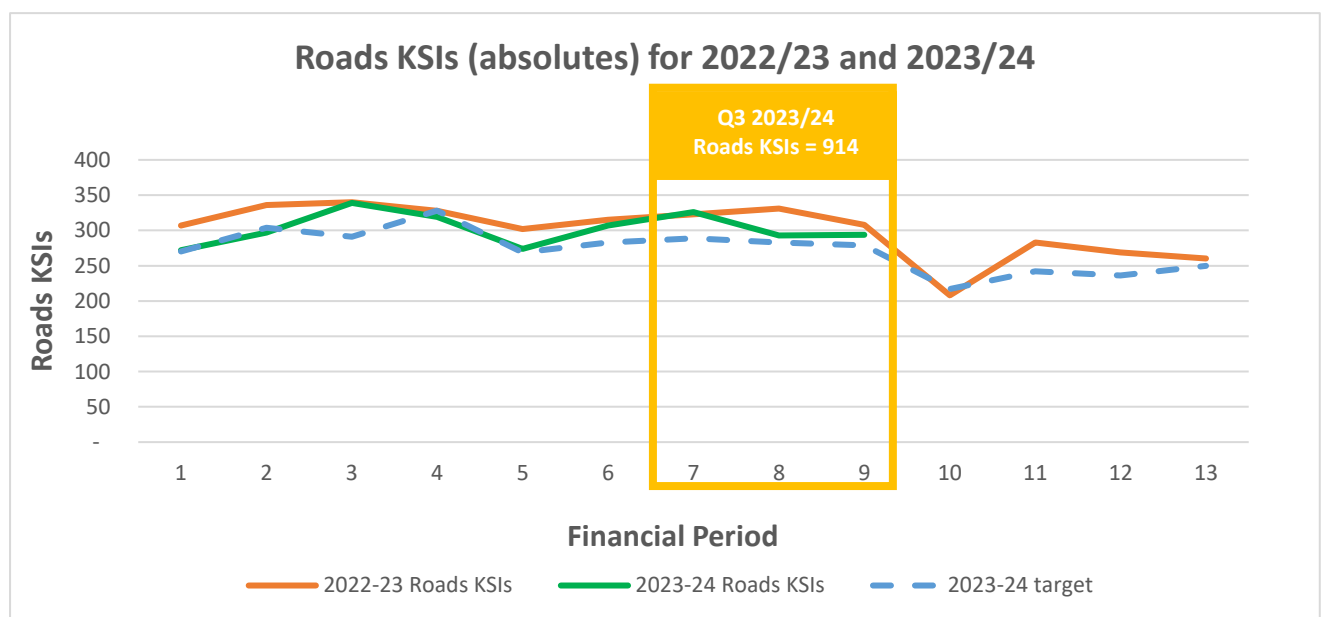


Figure 2: Scorecard measure: Numbers of fatal or serious injuries experienced by people on buses or in collision with buses (source STATS19)

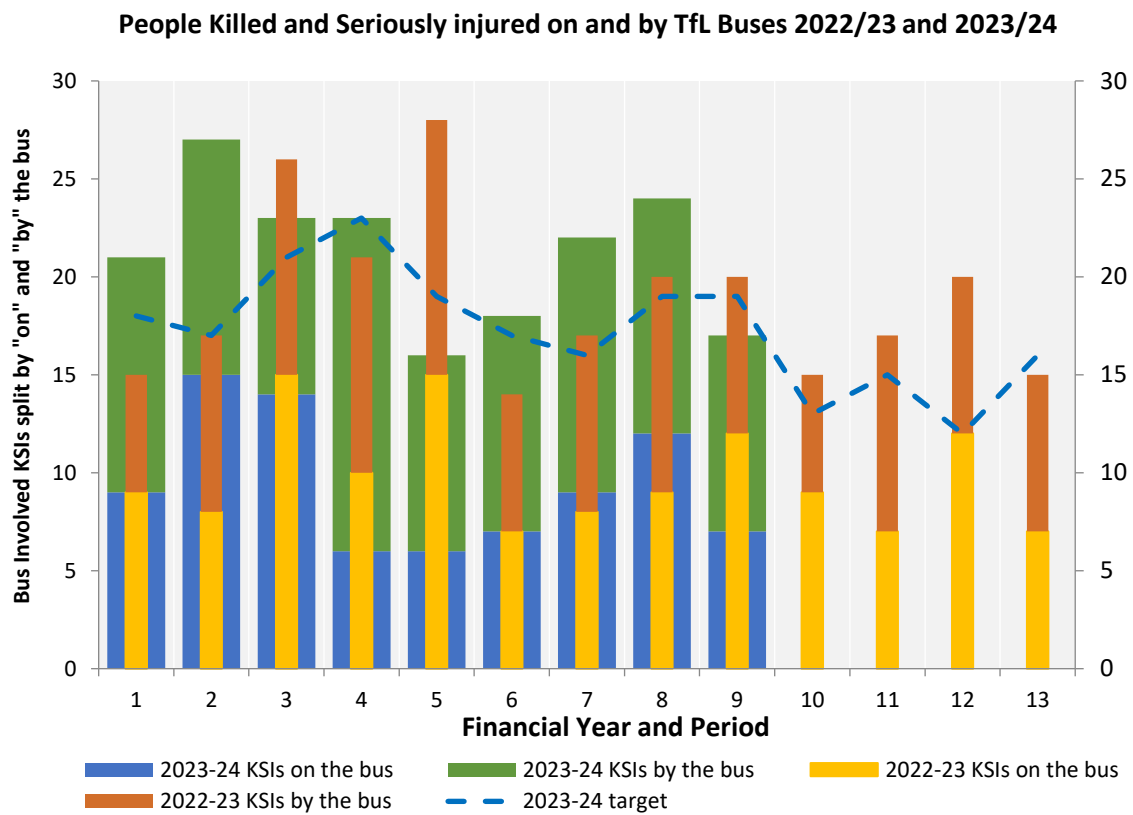
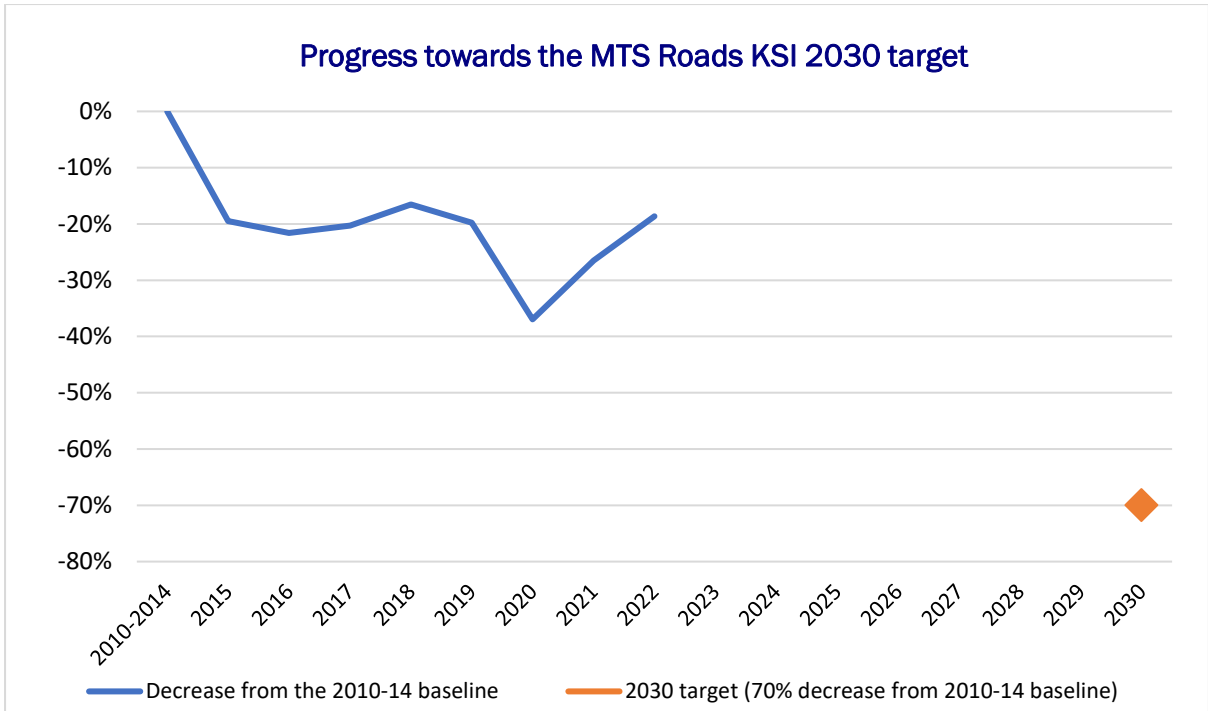


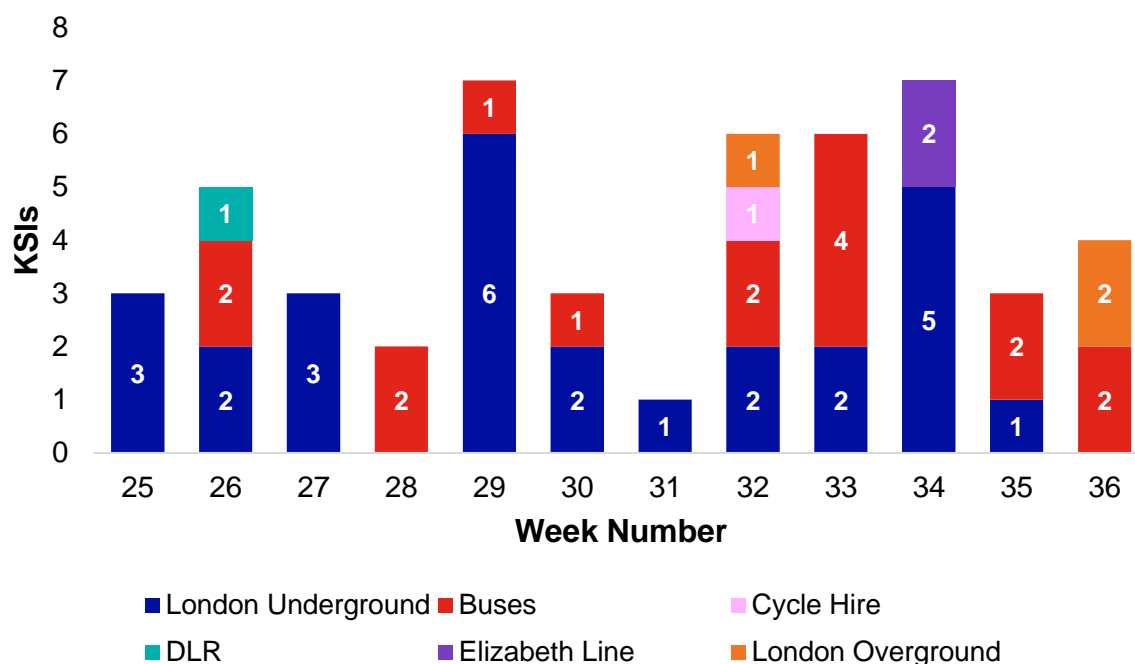
Figure 3: Long term KSI trends: progress towards MTS 2030 target (source STATS19)



Public Transport

The annual rail safety statistics [report](#) has been published by the Office of Rail and Road. The report includes London Underground statistics for fatalities and injuries for customers, workforce, trespassers and suicides.

Figure 4: Customers killed or seriously injured (KSIs) per week in Quarter 3 by mode



Source: IE2 and IRIS data systems, as of 19/12/2023

Figure 5: Customers killed or seriously injured per week in Quarter 3 by mode, with fatalities highlighted

Note: this table includes KSI numbers for customer injuries only. Instances where other road users have been fatally or seriously injured in a collision with a bus are included in the road section (figure 1,2,3).

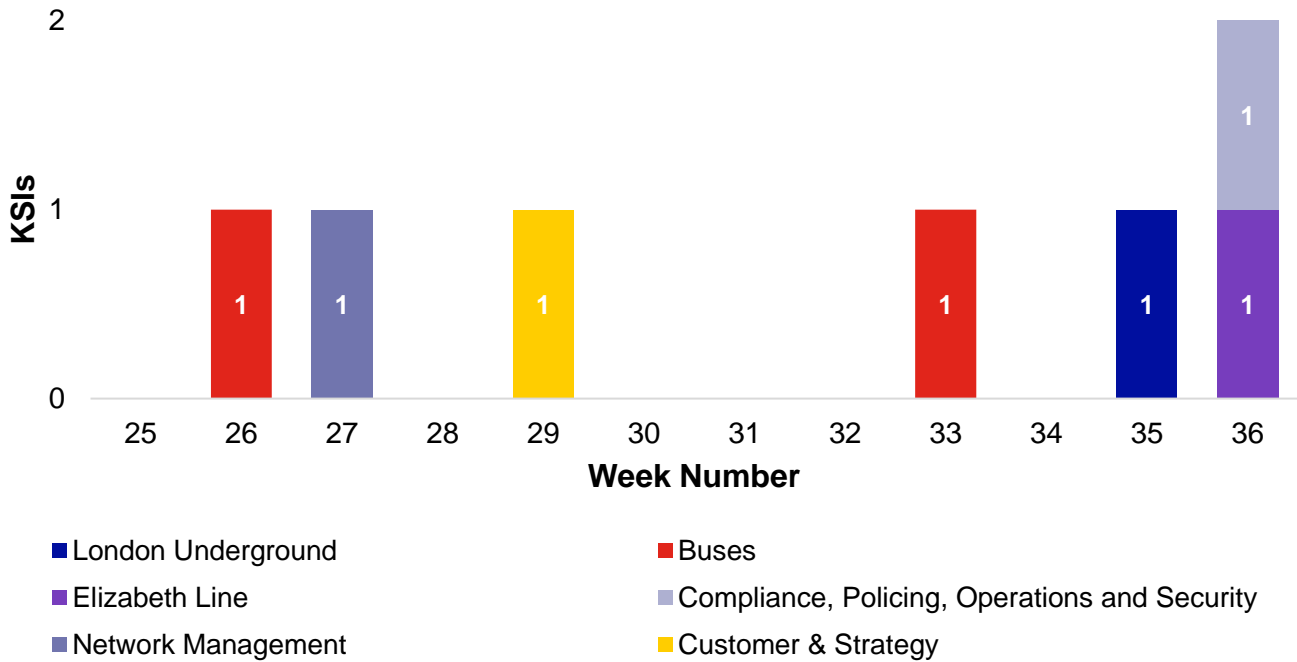
Mode	Measure	Week Number											
		25	26	27	28	29	30	31	32	33	34	35	36
Buses	KSIs		2		2	1	1		2	4		2	2
	of which fatalities								1				
Cycle Hire	KSIs								1				
	of which fatalities												
DLR	KSIs		1										
	of which fatalities												
Elizabeth line	KSIs										2		
	of which fatalities												
London Overground	KSIs								1				2
	of which fatalities												
	KSIs	3	2	3		6	2	1	2	2	5	1	

London Underground	of which fatalities										1			
--------------------	---------------------	--	--	--	--	--	--	--	--	--	---	--	--	--

Source: IE2 and IRIS data systems, as of 19/12/2023

No customer KSIs were recorded by Dial-a-Ride, DLR, London River Services, London Trams or Victoria Coach Station in Quarter 3 of 2023/24.

Figure 6: Colleague killed or seriously injured per week in Quarter 3 by mode



Source: IE2 and IRIS data systems, as of 19/12/2023

Figure 7: Colleague killed or seriously injured per week in Quarter 3 by mode, with fatalities highlighted

Mode	Measure	Week Number											
		25	26	27	28	29	30	31	32	33	34	35	36
Buses	KSIs		1								1		
	of which fatalities												
Compliance, Policing, Operations and Security*	KSIs												1
	of which fatalities												
Customer & Strategy**	KSIs					1							
	of which fatalities					1							
Elizabeth Line	KSIs												1
	of which fatalities												
London Underground	KSIs											1	
	of which fatalities												
	KSIs			1									

Network Management***																			
	of which fatalities																		

Source: IE2 and IRIS data systems, as of 19/12/2023

No workforce KSIs were recorded by Cycle Hire, Dial-a-Ride, DLR, London Overground, London River Services, London Trams or Victoria Coach Station in Quarter 3 of 2023/24.

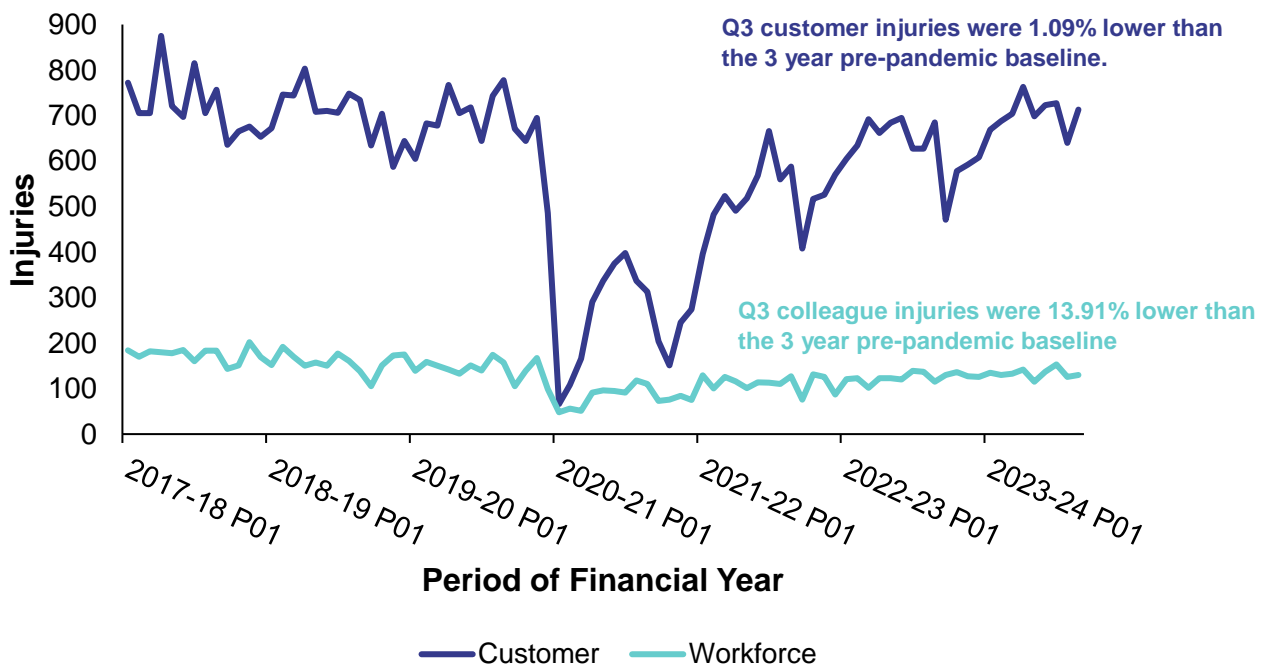
*Compliance, Policing, Operations and Security is responsible for community safety, enforcement and policing across London's transport system.

** Customer & Strategy is responsible for central TfL activities. This includes head office operations and the functions within that.

*** Network Management is responsible for the oversight and coordination of the smooth running of the road network. This includes running the Network Management Control Centre and overseeing the maintenance of the road network and associated assets.

Figure 8: Periodic customer and colleague injury numbers from 2018/19 to present

Source: IE2 and IRIS data systems, as of 19/12/2023



Capital

Figure 9: RIDDOR accident frequency rate (per 100,000 hours worked)

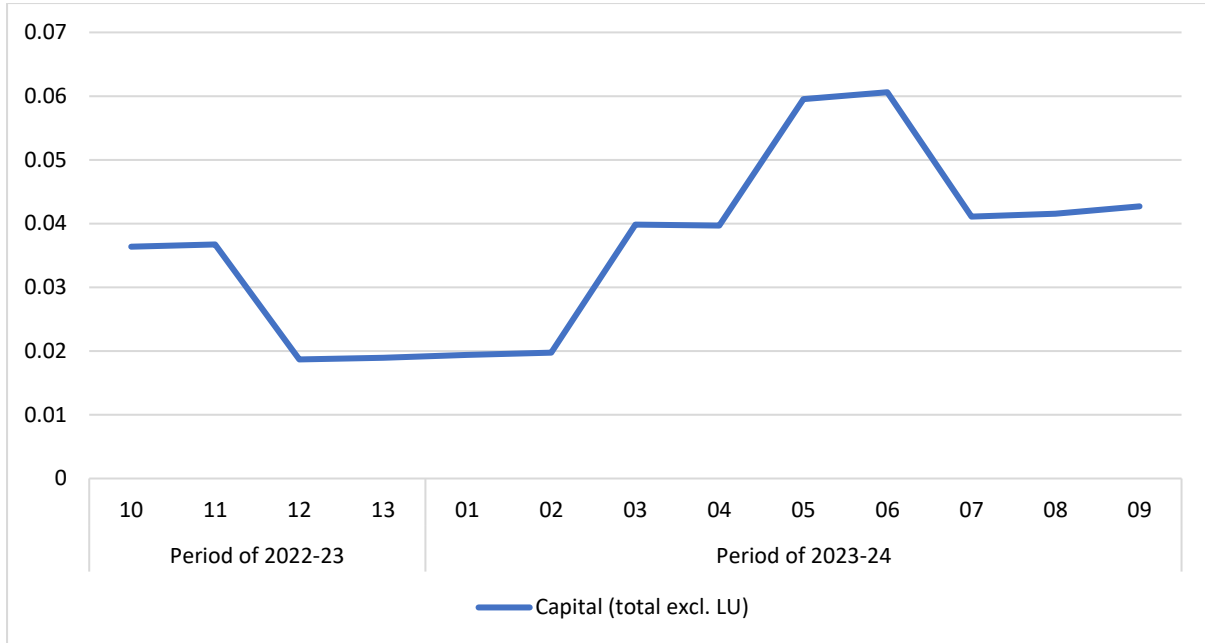


Figure 10: Lost time injury frequency rate (per 100,000 hours worked)

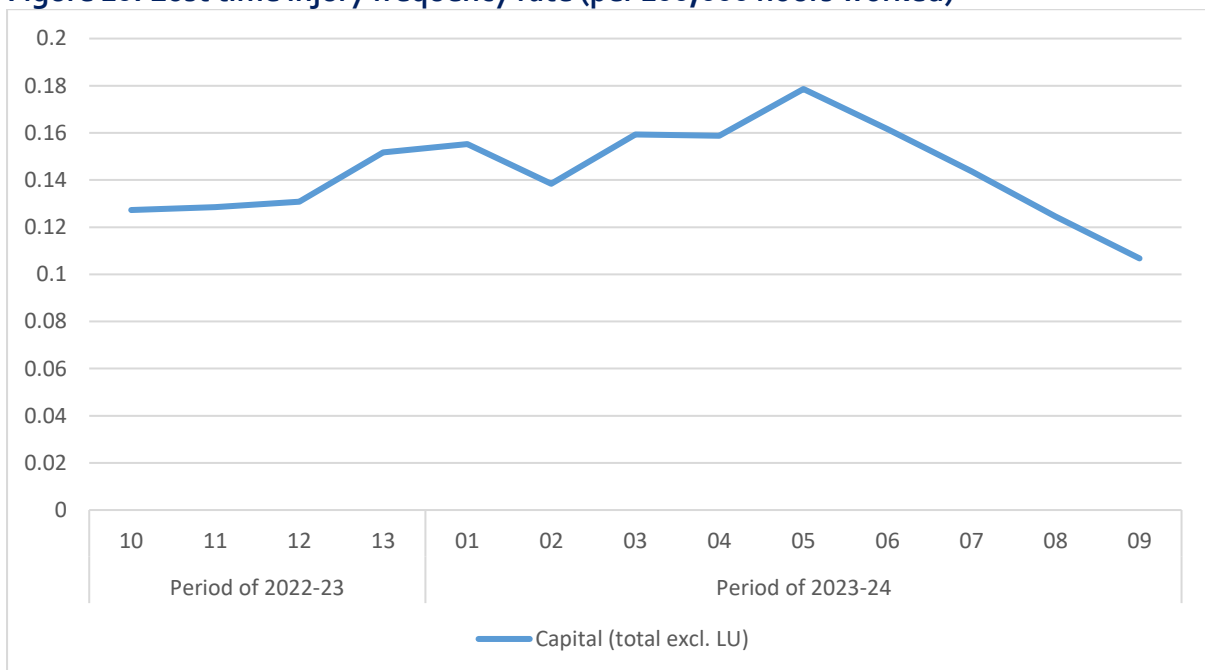
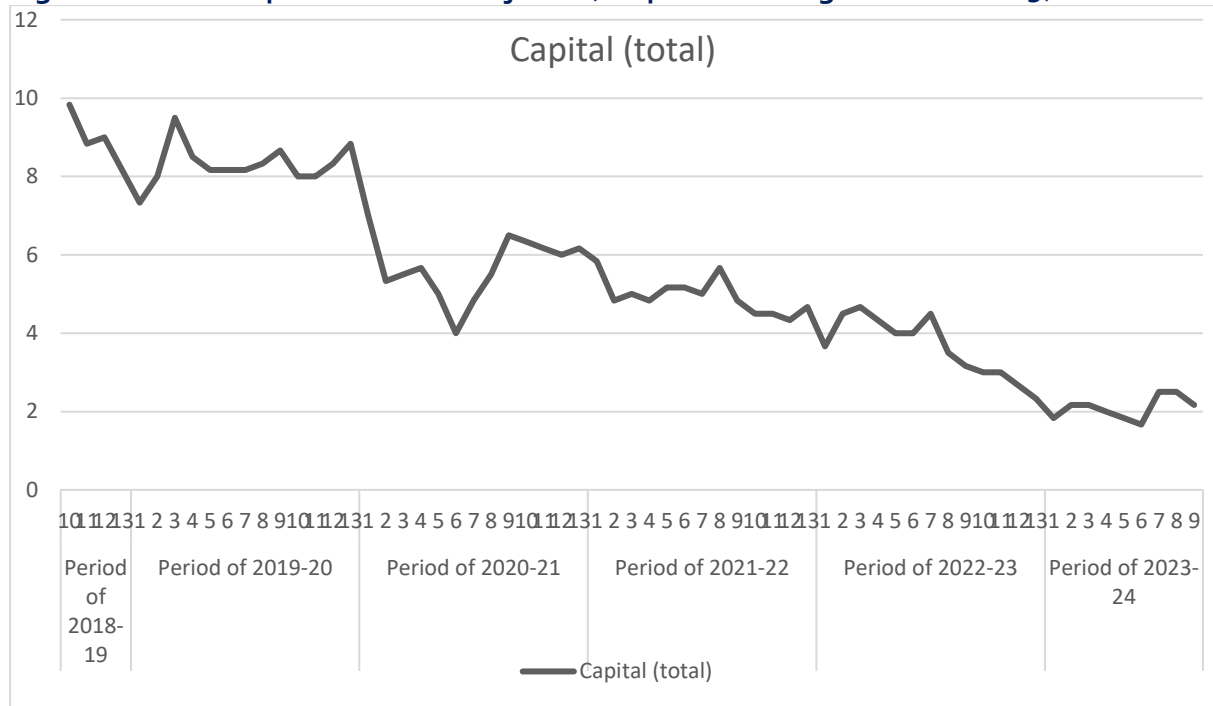


Figure 11: Total Capital workforce injuries (six-period average since 2018/19)



Security

Figure 12: Police recorded work-related violence with injury offence from November 2021 to November 2023

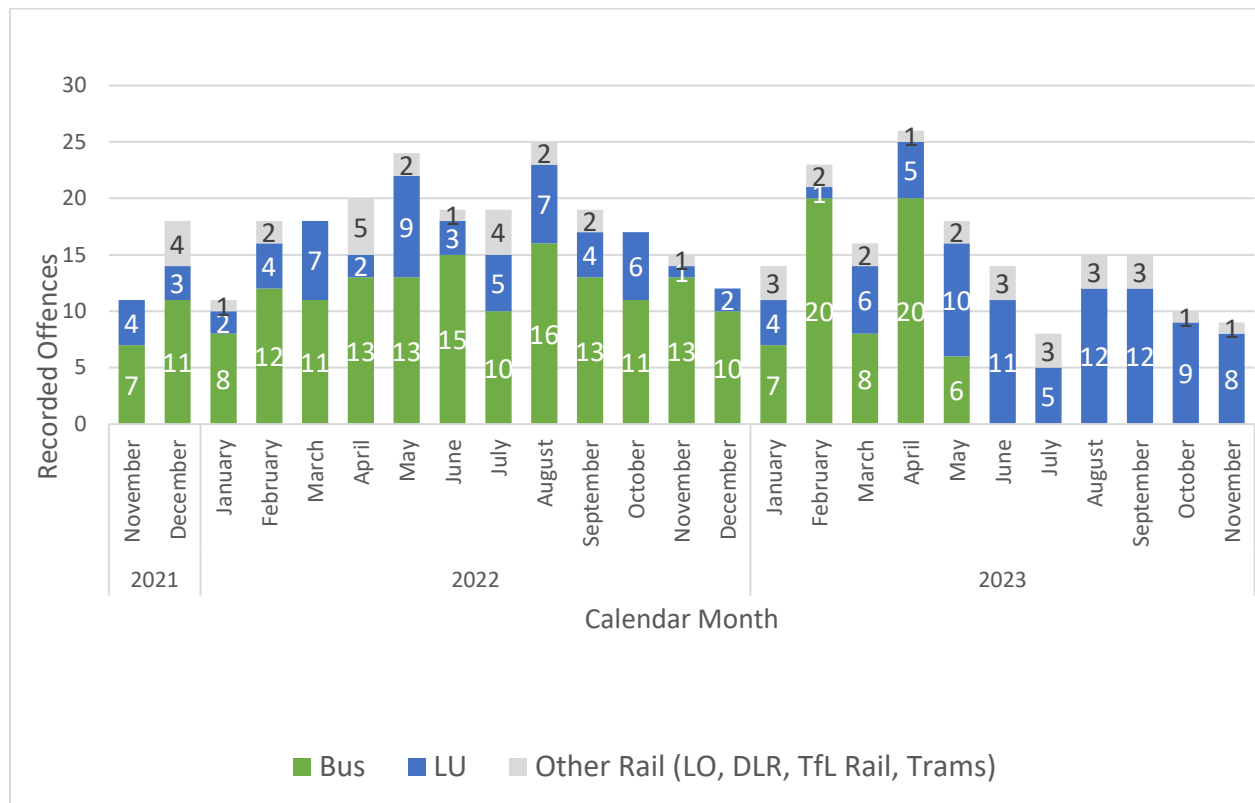


Figure 13: Solved rate for work-related violence and aggression (WVA) offences investigated by the police from May 2020 to May 2023

(Please note: This information is provided every six months, in arrears to allow for criminal investigations to progress and the graph will be available in the next report).

It is also worth noting that we have not been provided with police data regarding WVA on the bus network since May 2023. We are actively working with the Metropolitan Police Service to resolve this and aim to include this data in the next report.

Figure 14: Percentage of Staff Willing to Support Police Investigations from April 2020 to May 2023 (all violence and public order offences)

(Please note: This information is provided every six months, in arrears to allow for criminal investigations to progress and the graph will be available in the next report).

It is also worth noting that we have not been provided with police data regarding WVA on the bus network since May 2023. We are actively working with the Metropolitan Police Service to resolve this and aim to include this data in the next report.

Health

Figure 15: Top causes of long- and short-term absence in Quarter 3 2023/24

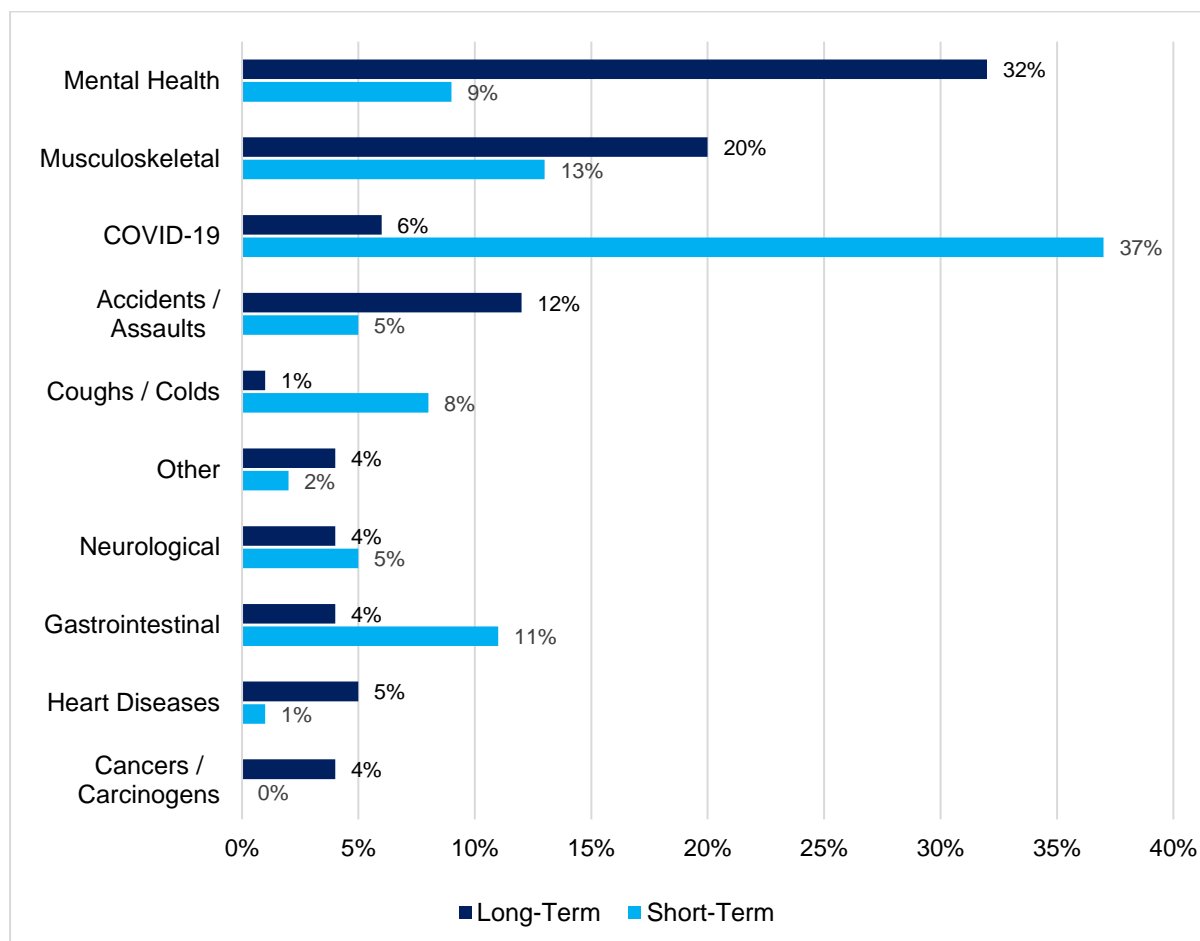


Figure 16: Sickness absence as a result of musculoskeletal disorders (MSD) 2023/24

Level 2	Spells	Sick Days	No of Employees	Avg Spell Duration	Avg Duration Per Employee
⊕ Arthritis (Osteo-arthritis or OA)	2	170	2	85.00	85.00
⊕ Knee Conditions	20	846	20	42.30	42.30
⊕ Shoulder, Elbow, Arm, Hand Conditions	12	375	12	31.25	31.25
⊕ Other Musculoskeletal Conditions	24	643	24	26.79	26.79
⊕ Back Conditions	51	1,276	49	25.02	26.04
⊕ Neck conditions	4	58	4	14.50	14.50
Total	113	3,368	108	29.81	31.19

Environment

Figure 17: Total tonnes of CO2e by Business Unit – provisional – Quarter 3 2023/24 (tonnes CO2e)

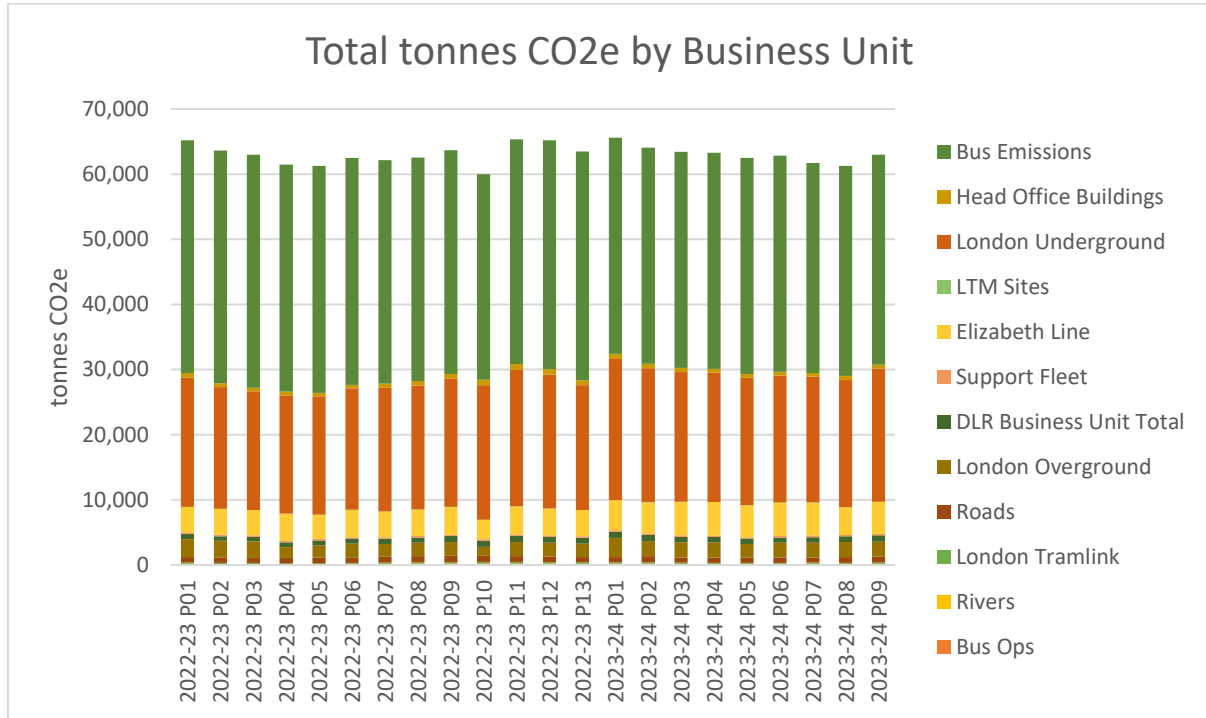


Figure 18: Total tonnes of CO2e by energy type – provisional – Quarter 3 2023/24 (tonnes CO2e)

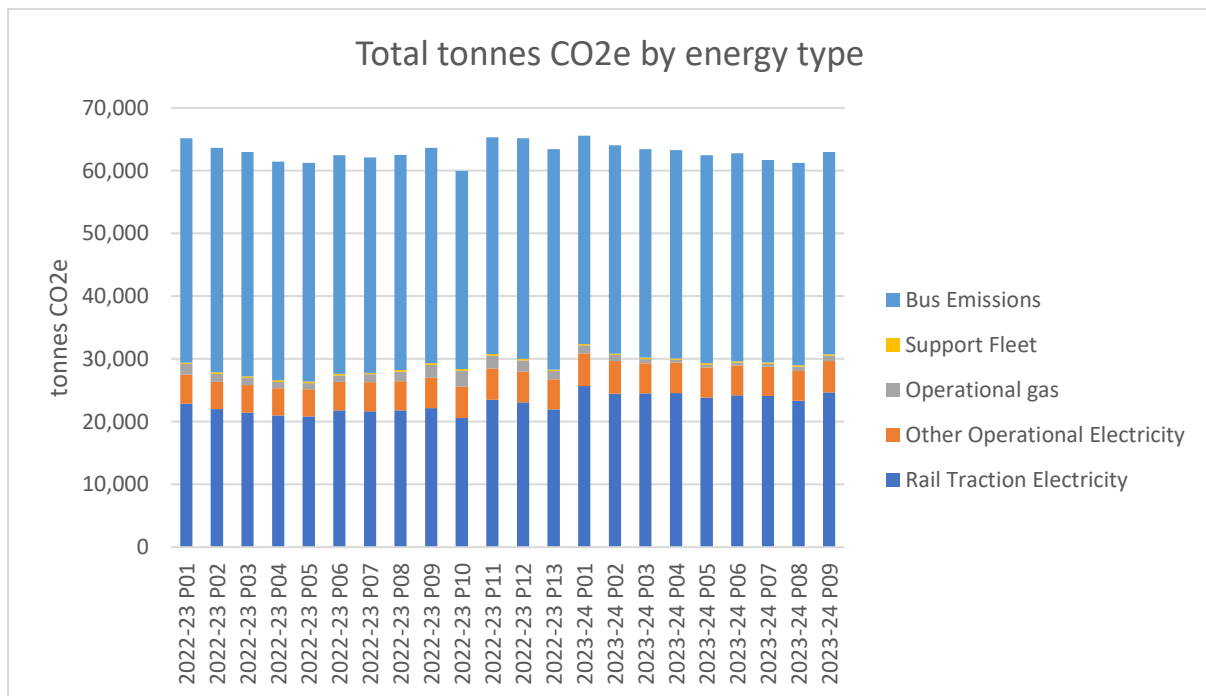
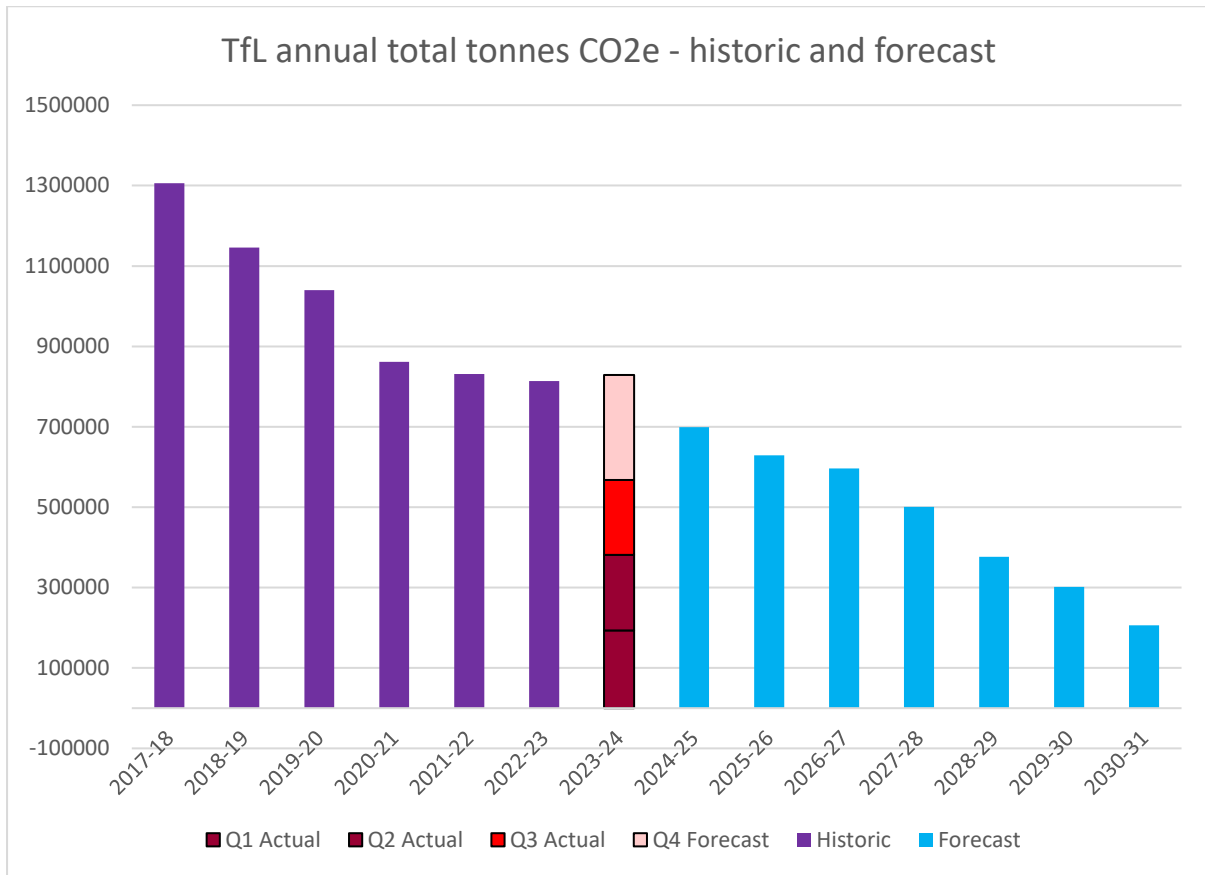


Figure 19: TfL annual total tonnes CO₂e - historic and forecast – Quarter 3 2023/24 (tonnes CO₂e)



Total TfL operational carbon emissions for the quarter were 186 kilotonnes of CO₂e. This is primarily because of a higher carbon intensity associated with our grid supplied electricity.

Traction electricity consumption was higher than 2022/2023. Gas usage and non-traction electricity were less than 2022/23. Bus tail-pipe emissions were also less than the 2022/23.

See Quarter 3 report for further information.

[page left intentionally blank]

Safety, Sustainability and Human Resource Panel

Date: 21 February 2024

Item: Risk and Assurance Report Quarter 3 2023/24

This paper will be considered in public

1 Summary

- 1.1 This report provides the Panel with an overview of the status of and changes to Enterprise Risk 1 (ER1) – 'Inability to deliver safety objectives and obligations', Enterprise Risk 2 (ER2) - 'Attraction, retention, wellbeing and health of our employees' and Enterprise Risk 3 (ER3) – 'Environment including climate adaptation'.
- 1.2 This report also summarises the findings from the associated assurance activity of these risks 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 within TfL's Risk and Assurance Directorate.
- 1.3 As of Quarter 3 2023/24 (17 September to 9 December 2023) (Q3), we have revised reporting to the Board's Committees and Panels to provide a more consistent and comprehensive report on TfL risks and assurance activity. The revised reports are aligned to the risks within the remit of each Committee and Panel and address all applicable Risk and Assurance work.
- 1.4 A paper is included on Part 2 of the agenda, which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 7 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL that is commercially sensitive and likely to prejudice TfL's commercial position; and information relating to ongoing fraud and criminal investigations and the disclosure of this information is likely to prejudice the prevention or detection of crime and the apprehension or prosecution of offenders. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

3 TfL Enterprise Risks

- 3.1 Following an internal review and revisions made to the scope and risk ratings, an update on ER1 was presented at the 15 November 2023 meeting of the Panel. Further internal reviews of ER1, ER2 and ER3 are scheduled to take place before the end of this financial year (31 March 2024). Following which, updates on ER2 and ER3 will be discussed with the Executive Committee in March 2024 and, in line with the rolling 12 month schedule, will then be brought to the next meeting of the Panel.

4 Annual Audit Plans

- 4.1 The annual QSSA and Internal Audit plans contain a series of audits at the second line and third line respectively that address ER1, ER2 and ER3 (audits against other Enterprise Risks are now being reported to the applicable Committee or Panel).
- 4.2 Internal Audit and QSSA both started audit planning in Q3 in consultation with key stakeholders across TfL and owners of ER1, ER2 and ER3.

5 Work of Note this Quarter

- 5.1 Appendix 1 provides details of the Internal Audit and QSSA audits undertaken in Q3. 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.

Internal Audit

- 5.2 In Q3, Internal Audit issued two audits against ER2: 'Attraction and Retention of Staff in Tech and Data' (memo); and 'myJourney' ('adequately controlled'). Further details are provided in Appendix 1.
- 5.3 Five internal audits are in progress at the end of Q3: 'Safety Complaints Process' (ER1); 'Headcount Controls Process' (ER2); 'Impact of Extreme Weather – Wind' (ER3); 'Impact of Extreme Weather – Heat' (ER3); and 'Impact of Extreme Weather – Extreme Heat Followed by Heavy Rain and Flooding' (ER3).

Quality, Safety and Security Assurance

- 5.4 A total of 12 second line QSSA audits were delivered in Q3, taking the total to 54 per cent of the annual plan. Ten of these audits were against ER1 and two were against ER3.
- 5.5 None of the 12 QSSA audits were concluded as 'requires improvement' or 'poorly controlled'. Seven of the ER1 audits were Integrated Systems audits which are not rated as they cover multiple subjects and risks.

Counter-Fraud and Corruption

- 5.6 The Counter-Fraud and Corruption team investigate all fraud matters involving TfL employees and non-permanent labour. Summaries of significant new and ongoing staff cases are set out in the paper on Part 2 of the agenda. These cases are part of the wider fraud reporting that is submitted to the Audit and Assurance Committee.

6 Cancelled and Deferred Work

- 6.1 All cancellations and deferrals are undertaken in consultation with the relevant business teams. QSSA cancelled two audits in Q3:
- (a) Supplier Audit: Mental Health Services – this was cancelled as there are monthly performance reviews to assure the provision against the contract; and
 - (b) Surface Transport Fire Risk Assessments – this was previously audited in 2021/22 and it was agreed that a re-visit was not required so soon.
- 6.2 One QSSA audit was deferred to next year's audit plan:
- (a) Planning for SHE Improvements – this has been deferred to prevent duplication with the action programme arising from the outcome of the sentencing hearing in relation to the Sandilands tram tragedy to identify further opportunities and actions to strengthen our safety management and embed lessons in our existing ways of working.

7 Performance and Trends

- 7.1 Performance data is provided in Appendix 2 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.

Internal Audit

- 7.2 Seven ER1, ER2 and ER3 internal audits were completed in the last four quarters compared with eight in the preceding four quarters. There is little difference in internal audit conclusions with three rated as 'requires improvement'.
- 7.3 Specific programmes of work have been conducted assuring the climate change risk this financial year. This is reflected in the audit breakdown by the TfL team audited (Chief Operating Officer area for climate change) and the risks audited.

Quality, Safety and Security Assurance

- 7.4 Comparing the number of ER1, ER2 and ER3 QSSA audits in the last four quarters with the preceding four quarters, there has been a reduction in the number of audits undertaken from 59 to 49. This is due to fewer audits of the Safety, Health and Environment Management System being undertaken in 2023/24 while it was being revised and reissued. Proportionally, the split between audits against ER1 and ER3 remains consistent. No audits have been undertaken by QSSA against ER2 in Q3, although audits of health risks (e.g. legionella, health surveillance, asbestos) from prior years were previously assigned to the legacy ER1 covering health and safety risks and will now be allocated to the revised ER2.
- 7.5 Work continues on the management of actions, particularly overdue actions with management teams and the relevant Chief Officers to resolve these. For ER1, ER 2 and ER3 at the end of Q3 there were 81 open audit actions, 44 of which were overdue and 20 that were overdue by more than 100 days. All actions that are overdue by more than 100 days are reported to the Audit and Assurance Committee.

List of appendices:

Appendix 1: Audits Completed in Q3 against ER1, ER2 and ER3

Appendix 2: QSSA and Internal Audit Data

A paper containing exempt supplementary information is included on Part 2 of the agenda.

Background papers:

None

Contact Officer: Lorraine Humphrey, Director of Risk and Assurance

Email: Lorraine.Humphrey@tube.tfl.gov.uk

Appendix 1 – Audits Completed in Quarter 3 of 2023/24 against ER1, ER2 and ER3

Quality, Safety and Security Assurance Audits

ER1 Inability to deliver safety objectives and obligations

Directorate	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Asset Performance Delivery	23 767	Protection Supplier Audit	To provide assurance that the supplier are providing competent protection staff in accordance with contractual, Quality, Environmental, Safety and Health (QUENSH) and London Underground (LU) Standards requirements	Adequately Controlled	The supplier were found to be managing and providing competent protection staff/support activities in accordance with the contract QUENSH conditions and LU Standards. One issue was raised regarding internet access to the TfL Standards and Rule.
Asset Performance Delivery	23 754	LU Civil Engineering Competence Management	To assess if actions have been effectively embedded following the previous Poorly Controlled audit of the management of civils competence	Well Controlled	The previous audit (ref 22 717) identified that several key activities were not being undertaken with regards to the management and verification of assessments in compliance the management system. Internal Verifiers were in place and suitably qualified. All assessment records seen were completed and signed off as required. It was demonstrated that the process is now robust and effectively managed.
Asset Performance Delivery	23 712	LU protection of station and shaft fire precautions when changes are made through the Essential Works process	To establish whether the fire safety precautions for LU stations and shafts are being considered, in accordance with the Essential Works process when essential works requests are submitted and processed	Memo	This consultancy review arose from a management request made by the Principal Engineering Lead - Fire, to review an issue identified during the Fire Risk Assessment process that highlighted some changes made on LU stations that affected stated fire precautions. These changes should have been controlled through the application process. The information gained from the review has been used to devise five recommendations. These recommendations have been formulated to provide the relevant TfL Operational Managers with additional knowledge,

Directorate	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
					skills and information to apply for and manage changes to their stations in compliance with the Essential Works process.

Integrated Systems Audits

Directorate	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Customer Operations - LU	23 732	Hendon Central Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	61 per cent Conformance, 30 Green, 2 Amber, 20 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 739	Golders Green Traincrew Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	67per cent Conformance, 24 Green, 2 Amber, 10 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 770	South Kensington Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	74per cent Conformance, 42 Green, 3 Amber, 12 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 771	Bounds Green Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	83per cent conformance, 48 Green, 0 Amber, 10 Red (compliant, minor non-compliance, major non-compliance)
Customer Operations - LU	23 773	Greenford and White City Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	62per cent conformance, 32 Green, 1 Amber, 19 Red (compliant, minor non-compliance, major non-compliance)
Asset Performance Delivery	23 740	Jubilee, Northern and Piccadilly Signals Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	64 per cent conformance, 32 Green, 1 Amber, 17 Red (compliant, minor non-conformance, major non-compliance)
Asset Performance Delivery	23 769	Piccadilly Track Integrated System Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	59per cent Conformance, 27 Green, 2 Amber, 18 Red (compliant, minor non-conformance, major non-compliance)

ER3 Environment including climate adaptation

Directorate	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Network Management and Resilience (NM and R)	23 757	NM and R Estates Management Compliance with Fluorinated Greenhouse Gases Regulations 2015	To seek assurance that the management and monitoring regimes for TfL Estates Mechanical Equipment that uses fluorinated gases complies with the Fluorinated Greenhouse Gases Regulations 2015	Adequately Controlled	The statutory requirements were being met through contractual requirements, records and monitoring. Assurance needed strengthening regarding the competence of sub-contractors and risk assessments.
Network Management and Resilience	23 776	Surface Asset Operations Compliance with Fluorinated Greenhouse Gases Regulations 2015	To seek assurance that the management and monitoring regimes for Surface Asset Operations equipment that uses fluorinated gases complies with the Fluorinated Greenhouse Gases Regulations 2015	Adequately Controlled	The requirements of the Regulations were understood and an effective system via the competent contractor was in place.

Page 147

Internal Audit draft reports issued in Quarter 3 of 2023/24

ER2 Attraction, retention, wellbeing and health of our employees

Chief Officer	Ref	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Customer and Strategy Officer	23 002	Attraction and Retention of Staff in Technology and Data (Tech and Data)	The original objective of the audit was to assess the adequacy of the HR controls supporting attraction and retention of Tech and Data staff (however limitations were placed on the scope which limited the work to Tech and Data only)	Memo	The most significant findings audit related to the need for Tech and Data to define and document its local attraction roadmap, aligned with TfL policies and local initiatives. Further, Tech and Data needs to determine its resourcing model, clearly defining how each capability should be resourced (including improvements to local headcount planning and forecasting processes).

Chief People Officer	23 003	myJourney	To provide assurance on the adequacy and effectiveness of processes governing performance management and development using myJourney	Adequately Controlled	myJourney is TfL’s platform for career conversations, development, feedback, and performance and readiness reviews. It is widely available to TfL staff as a result of an effective communication strategy that accompanied its introduction in late 2021. This resulted in a take-up of the system, which is now an integral part of the talent strategy. While the system supports the performance, talent and development processes, and action has been taken to address issues identified with myJourney, there are areas where improvements can be made. Organisational Development and Leadership management is aware of this and has agreed actions in this respect. There is also a need to improve myJourney’s governance processes, in order to ensure that the system effectively supports TfL’s Talent Strategy.
-----------------------------	-----------	-----------	--	-----------------------	---

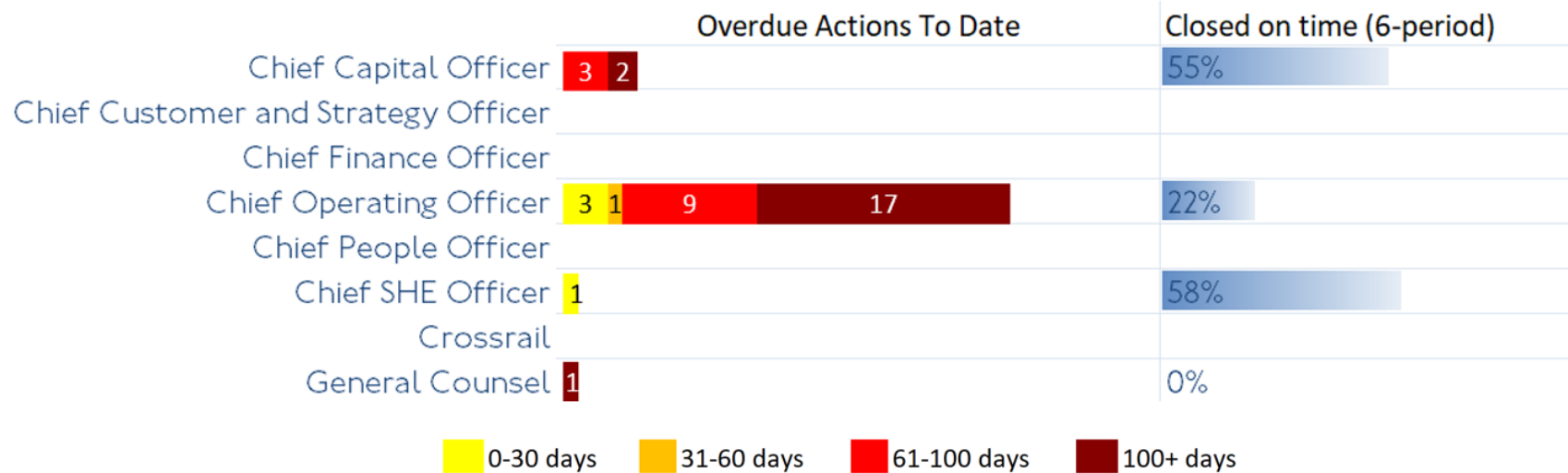
Audit Progress against 2023/24 Plan



Action Management (ER1, 2 & 3) - By Enterprise Risk by Overdue Days



Action Management (ER1, 2 & 3) - By Directorate by Overdue Days

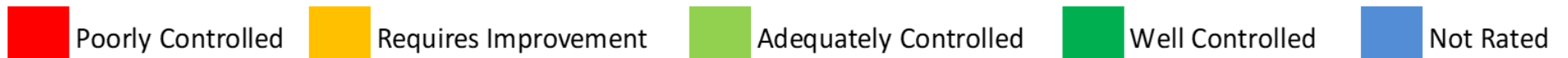


Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)

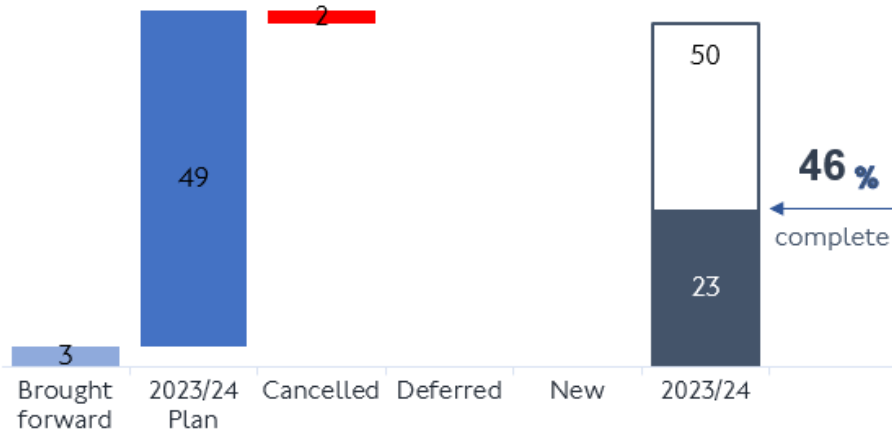
	Q4 21/22 - Q3 22/23					Total	Q4 22/23 - Q3 23/24					Total
Chief Capital Officer	1	1	1			3	3	1			4	
Chief Customer and Strategy Officer	1					1	1				1	
Chief Operating Officer	4	7	8	8	28	55	5	6	3	29	43	
Pan Tfl						1					1	

Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)

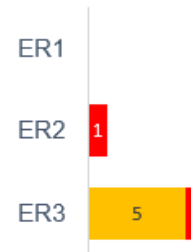
	Q4 21/22 - Q3 22/23					Total	Q4 22/23 - Q3 23/24					Total
ER01 Inability to deliver safety objectives and obligations	3	8	9	7	28	55	7	5	4	30	46	
ER03 Environment including climate adaptation	2	1				4	1	2			3	



All Audit Progress against 2023/24 Plan



Action Management (ER1, 2 & 3) - By Enterprise Risk by Overdue Days



Action Management (ER1, 2 & 3) - By Directorate by Overdue Days

Directorate	Overdue Actions To Date	Closed on time (6-period)
Chief Capital Officer	0	0%
Chief Customer and Strategy Officer	1	25%
Chief Finance Officer	1	0%
Chief Operating Officer	5	0%
Chief People Officer	0	0%
Chief SHE Officer	0	0%
Crossrail	0	0%
General Counsel	0	0%

0-30 days
31-60 days
61-100 days
100+ days

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

	Q4 21/22 - Q3 22/23	Total	Q4 22/23 - Q3 23/24	Total
Chief Customer and Strategy Officer	1 1	2	1	1
Chief Operating Officer			1	1
Chief People Officer			1	1
Chief SHE Officer	1 4	5	2	2
Pan TfL	1	1		

Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)

	Q4 21/22 - Q3 22/23	Total	Q4 22/23 - Q3 23/24	Total
ER01 Inability to deliver safety objectives and obligations	3	3	1	1
ER02 Attraction, retention, wellbeing and health of our employees	1 1	2	1 1	2
ER03 Environment including climate adaptation	2 1	3	1 1	2

■ Poorly Controlled
 ■ Requires Improvement
 ■ Adequately Controlled
 ■ Well Controlled
 ■ Not Rated

Date: 21 February 2024

Item: Members' Suggestions for Future Discussion Items

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: Andrea Clarke, Interim General Counsel

Email: AndreaClarke@tfl.gov.uk

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
Risk and Assurance Report	DRA	Standing item

May Meeting		
Safety Strategy and Roadmap	CSHEO	To note.
Safety Risk Management	CSHEO	To note.
SHE Culture	CSHEO	To note.
Office of Road and Rail Update	CSHEO	To note.
Wellbeing Strategy	CSHEO	To note.
Enterprise Risk Update - Environment including climate adaptation (ER3)	CSHEO	To note.
Achieving Sustainability Through Procurement (including update on responsible procurement and Modern Slavery Statement)	CFO	To note.
Our new Approach to tracking Engagement	CPO	To note.

September Meeting		
Customer Plan	CSHEO	To note.
Bus Action Plan	CSHEO	To note.
Road Risk Action Plan	CSHEO	To note.
CIRAS Update	CHHEO	To note.
Chief Operating Officer Corporate Environment Plan Progress	CSHEO / COO	To note.
Climate Emergency (update on Adaptation including response to London Resilience Review) *	CSHEO	To note.
Strategic Environmental Measures Roadmap	CSHEO	To note.
Action on Inclusion	CPO	To note.

November Meeting		
Enterprise Risk Update - Inability to deliver safety objectives and obligations (ER1)	CSHEO	To note.
Update on Work-related Violence and Aggression	CSHEO	To note.
Rail Accident Investigation Branch Update	CSHEO	To note.
Chief Capital Officer Corporate Environment Plan Progress	CSHEO / CCO	To note.
Climate Emergency (update on decarbonisation including Science Based Targets) *	CSHEO	To note.
Climate Emergency (update on Adaptation including draft Adaptation Reporting Power 4) *	CSHEO	To note.
Our Strategic Workforce Plan	CPO	To note.
Policy Review Update	CPO	To note.
Change Landscape Update	CPO	To note.

* Climate Emergency items may be merged.

February 2025 Meeting		
Safety Roadmap Delivery	CSHEO	To note.
SHE Culture	CSHEO	To note.
Annual Road Safety Statistics	CSHEO	To note.
Update on Action Plan Delivery	CSHEO	To note.
Green Infrastructure and Biodiversity (including plan for Tree Canopy Cover and update on Biodiversity Net Gain)	CSHEO	To note.
Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER2)	CPO	To note.

[page left intentionally blank]

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

Document is Restricted

[page left intentionally blank]