

Agenda

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

Date: Thursday 16 May 2024

Time: 10:30am

**Place: King's Cross / St Pancras
Room, Palestra, 197 Blackfriars
Road, London, SE1 8NJ**

Members

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

Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye

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

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.

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Further Information

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

James Varley, Secretariat Officer, Email: JamesVarley@TfL.gov.uk.

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

Andrea Clarke, Interim General Counsel
Wednesday 8 May 2024

Agenda
Safety, Sustainability and Human Resources Panel
Thursday 16 May 2024

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

Interim 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 21 February 2024
(Pages 1 - 10)

Interim General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 21 February 2024 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 Safety Risk Management on TfL Services (Pages 15 - 22)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

6 Safety, Health, Wellbeing and Environment Culture Programme
(Pages 23 - 30)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 Electric Vehicles Update (Pages 31 - 40)

Chief Customer and Strategy Officer

The Panel is asked to note the paper.

8 Responsible Procurement and Modern Slavery Statement (Pages 41 - 60)

Chief Finance Officer

The Panel is asked to note the paper and the draft Modern Slavery Statement.

9 Enterprise Risk Update - Environment Including Climate Adaptation (ER03) (Pages 61 - 64)

Chief Safety, Health and Environment Officer

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

10 Our Colleague Strategy - Delivery to Date (Pages 65 - 70)

Chief People Officer

The Panel is asked to note the paper.

11 TfL Pay Gaps and Action Plan (Pages 71 - 76)

Chief People Officer

The Panel is asked to note the report.

12 Safety, Health and Environment Report - Quarter 4 2023/24
(Pages 77 - 114)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

13 Our Colleague Quarterly Report (Pages 115 - 146)

Chief People Officer

The Panel is asked to note the report.

14 Risk and Assurance Report Quarter 4 2023/24 (Pages 147 - 160)

Director of Risk and Assurance

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

15 Members' Suggestions for Future Discussion Items (Pages 161 - 164)

General Counsel

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

16 Any Other Business the Chair Considers Urgent

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

17 Date of Next Meeting

Wednesday 4 September 2024 at 10.30am

18 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

19 Enterprise Risk Update - Environment Including Climate Adaptation (ER03) (Pages 165 - 172)

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

20 Risk and Assurance Report Quarter 4 2023/24 (Pages 173 - 184)

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

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Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

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

Members

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

Executive Committee

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

Staff

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

Also in attendance

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

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

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

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

Minutes of the meeting of the Safety, Sustainability and Human Resources Panel, 21 February 2024

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

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

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

02/02/24 Declarations of Interests

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

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

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

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

04/02/24 Matters Arising and Actions List

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

The Panel noted the updated Actions List.

05/02/24 Approach to Talent

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

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

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

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

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

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

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

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

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

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

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

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

[Action: Fiona Brunskill / Karen Wallbridge]

The Panel noted the paper.

06/02/24 Approach to Reward

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

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

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

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

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

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

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

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

The Panel noted the paper.

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

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

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

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

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

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

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

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

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

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

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

The Panel noted the paper.

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

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

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

Minutes of the meeting of the Safety, Sustainability and Human Resources Panel, 21 February 2024

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

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

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

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

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

The Panel noted the paper.

09/02/24 Our Colleague Quarterly Report

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

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

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

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

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

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

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

The Panel noted the report.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Panel noted the report.

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

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

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

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

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

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

Shamus Kenny introduced the current forward plan for the Panel.

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

The Panel noted the forward plan.

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

There was no other urgent business to discuss.

14/02/24 Date of Next Meeting

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

15/02/24 Exclusion of the Press and Public

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

The meeting closed at 1.15pm.

Chair: _____

Date: _____

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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

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Safety, Sustainability and Human Resources Panel Actions List (to be reported to the meeting on 16 May 2024)

Actions from the meeting held on 21 February 2024

Minute No.	Description	Action By	Target Date	Status/note
05/02/24 (1)	Approach to Talent The Panel to be provided with key milestones on approach to Recruitment and Learning and Development.	Fiona Brunskill / Karen Wallbridge	May 2024	Completed. Included as an appendix to the Our Colleague Quarterly Report on the agenda for this meeting.
05/02/24 (2)	Approach to Talent The 'Everyone's Future Counts' document, would be shared with the Panel.	Fiona Brunskill / Karen Wallbridge	May 2024	Completed. Members were sent the document for the 29 June 2022 meeting of the Panel. It can be accessed here: Everyone's Future Counts
05/02/24 (3)	Approach to Talent The Panel to be provided with the Colleague Roadmap of activities for the next 12 months and an update on the Colleague Strategy.	Fiona Brunskill / Karen Wallbridge	May 2024	Completed. This has been circulated to Members.
09/02/24 (1)	Our Colleague Quarterly Report Clarification would be provided to the Panel on whether TfL could access 'Access to Work' government funding for Reasonable Adjustments.	Fiona Brunskill	May 2024	Completed. Funding is available.
09/02/24 (2)	Our Colleague Quarterly Report Panel to be provided with a list of key dates for TfL outreach activities and events.	Fiona Brunskill	May 2024	Completed. Indicative calendar circulated to Members.

Minute No.	Description	Action By	Target Date	Status/note
10/02/24	<p>Safety, Health and Environment Quarterly Report</p> <p>The inclusion of gender and age in incident reporting would be reviewed.</p>	Lilli Matson	May 2024	<p>Completed. Consistency across reporting has been reviewed. Gender and age details will only be included in our published reports if they are specifically relevant to the issue being reported on, such as a protected characteristic or risk factor.</p>

Outstanding actions from previous meetings.

Minute No.	Description	Action By	Target Date	Status/note
52/11/23	<p>Safety Risk Management on TfL Services</p> <p>The Panel would receive updates on progress against the action plan.</p>	Lilli Matson	May 2024	<p>Completed. On agenda for this meeting.</p>
57/11/23	<p>Safety, Health, Wellbeing and Environment (SHE) Culture Programme</p> <p>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</p>	Lilli Matson	May 2024	<p>Completed. An update is on this agenda. Panel members can have the opportunity to take part in a Culture Maturity Assessment if they wish.</p>

Safety, Sustainability and Human Resources Panel

Date: 16 May 2024

Item: Safety Risk Management on TfL Services

This paper will be considered in public

1 Purpose

- 1.1 Transport for London (TfL) is clear in its public commitments to put safety at the heart of our operations. Our Safety, Health and Environment (SHE) Directorate exists to advise, support and hold to account the business in discharging their legal and policy responsibilities. Strengthening our pan-TfL strategic safety risk management is a key SHE priority and we provide, in this paper, an update on our continuing journey.
- 1.2 The tragic events of the Sandilands tram overturning on 9 November 2016 continues to serve as a constant reminder of the need to put safety at the heart of everything we do. Following the sentencing remarks at the court hearing on 27 July 2023, and a further review of our approach to safety, we brought to the Panel, [on 15 November 2023, our proposals for addressing those concerns](#). These proposals have served to accelerate our ongoing journey to continuously improve systemic, cultural, and organisational safety at TfL and has strengthened our strategic safety risk management approach. We will continue to do everything we can to ensure a tragedy like Sandilands can never happen again.

2 Recommendation

- 2.1 The Panel is asked to note this paper.

3 Managing Safety Risk

- 3.1 We have set an ambitious Vision Zero target for safety improvement, and public transport remains the safest way to travel in London. Our approach combines multiple lines of defence to control the risks that arise from operating transport services, alongside strategic and structural improvements, active assurance of safety and continuous learning.
- 3.2 We are fully committed to strengthening and maturing our strategic approach to safety risk management and are taking steps to make improvements across all modes. In response to the sentencing remarks, we reviewed our programme and accelerated a number of these steps. We will maintain this momentum by continually improving management of safety within our existing programmes – embedding change, continually learning and improving the way we work, aided by simplified tools and by empowering our colleagues, contractors and customers.
- 3.3 Our plan for delivering strengthened safety management focusses on ensuring:

- (a) there is adequate focus on SHE risks throughout the organisation;
 - (b) we have established effective governance with a specific focus on risk management;
 - (c) we are effectively flagging areas of concern with increasing visibility of leading indicators (things that indicate something may happen or needs attention) before an incident or harm occurs;
 - (d) we have confidence in how we diagnose and control our risks;
 - (e) we have sufficient influence over each business area and the wider operating model; and
 - (f) we robustly hold ourselves to account.
- 3.4 Key to achieving this is the principle of 'making safety easy'. We are committed to ensuring progress is built on firm foundations and building/updating systems, tools and guidance that are accessible, easy to navigate, easy to interrogate and relevant/easily updated. We aim to empower our people to effectively manage safety risk appropriate to their role. Progress and performance are regularly monitored within existing governance processes.
- 3.5 In November 2023, we brought to the Panel a number of specific actions addressing the systemic failings outlined in the Sandilands sentencing remarks. These actions were designed to further strengthen and accelerate the progression of our strategic safety risk management and were grouped under six core themes:
- (a) risk identification, assessment and management;
 - (b) governance;
 - (c) Concessionaire management;
 - (d) safety culture;
 - (e) precursors and near-misses; and
 - (f) design and maintenance of assets.

Progress in each of these areas is summarised below.

4 Risk identification, assessment and management

- 4.1 TfL's different delivery models and the evolution of the organisation, means that we have different risk methodologies and processes for different TfL modes as well as our various concessionaires and contractors. To better understand the complexities of this in our operational areas, and to ensure our assessment and management of risk are fully in line with our standards, we have carried out a deep dive review exercise.
- 4.2 Between January and April 2024, we held a series of workshops with operational areas of the business (Bus Operations, Victoria Coach Station, On Demand

Transport and Compliance, Policing, Operations and Security (CPOS)) looking at the identification of hazardous events, leading to refreshed operational risk registers for the Bus business and new high level risk models for Bus Operations, Victoria Coach Station and On Demand Transport. We are now in the process of commissioning new risk models that will support safety decision-making for these parts of our operations.

- 4.3 London Underground already has a very detailed Quantified Risk Assessment (QRA) model that supports our ability to mitigate and control risks alongside other specialist topic assessments and generic assessment frameworks.
- 4.4 Our SHE Management System (SHEMS) underpins our Risk Management framework. In June 2023, we completed a project to update SHEMS, simplifying and deduplicating the system and moving it entirely onto an interactive digital platform. We continue to enhance SHEMS, and ensure individuals are clear on their specific personal accountabilities regarding management of safety risk. We have refreshed the capture and presentation of our legal safety accountabilities, in a simplified way on our SHEMS. Supplementary to this, we have carried out detailed conversations with each Chief Officer who have been briefed on the specific legal accountabilities and regulations that apply to their business area. We have also taken this opportunity to update specific information on Working with Regulators to add to our SHE governance guidance, to ensure the essential basics are understood, followed and cascaded through the organisation.
- 4.5 We are due to update the software package that we use to capture Risk Assessments in the next two years and will use this opportunity to ensure we improve our capture, storage, communication and tracking of assessments. We carried out a full review of the current risk assessment framework with a view to simplifying this where practical. Improvements identified through this process will inform the specification of the new tool.
- 4.6 It is crucial that we hold ourselves to account regarding our management of safety risk. Our Quality, Safety and Security (QSS) Assurance team has reviewed TfL's risk-based assurance planning processes to ensure that the principles (as outlined in the Public Sector Internal Audit Standards) are explicitly documented within the TfL Management System. We have now revised the internal documentation to ensure risk-based planning is clear requirement. Both TfL's Internal Audit team and QSS Assurance team apply this risk-based assurance planning approach.

5 Governance

- 5.1 In addition to regulation by our safety regulators, we ensure that there are relevant layers of internal scrutiny and challenge around safety. The Panel will be aware that ultimate oversight of our performance is provided by the Board. Under the Board structure the Panel provides specific scrutiny and advice on our safety performance. Opportunities to further strengthen this scrutiny are currently under review and the results of that review will be brought to the Board this summer.
- 5.2 Our dedicated Safety Executive Committee (Safety ExCo) meeting, co-chaired by the Commissioner and the Chief SHE Officer, meets every eight weeks to review strategic trends in both lagging and leading indicators and to discuss specific

safety topics and projects. This forum also provides pan-TfL safety assurance for changes affecting more than one TfL business area.

- 5.3 Under the overarching structure, each Chief Officer has their own regular SHE meeting as well as scrutinising safety in their performance meetings. Each operational mode has their own Safety Change Assurance process governing proposed changes that affect them specifically and are relevant to their operational duties.
- 5.4 It is crucial that we have good oversight of all safety operational decision-making meetings, to ensure that actions are adequately and effectively closed. We have centralised a list of relevant meetings, secretariats and reviewed the Terms of Reference (ToR) against our SHEMS requirements. This confirmed opportunities to improve consistency and embed good practices. All Directors responsible for these identified meetings have been made aware of the requirement for consistent ToRs and have committed to progress to completion any of the outstanding safety related actions.
- 5.5 TfL's centralised SHE Action Tracker has been made accessible to all areas of the business, providing a consistent, easy to use tool for logging, tracking and escalating relevant actions. This will enable continuing oversight of actions raised in the meetings identified above, including automated reminders to action owners, and visibility of actions that are overdue, to allow accountable Directors to ensure that they are being closed out.
- 5.6 We have also begun a review of the status and maturity of our technical governance and technical engineering accountabilities relative to best practice principles and examples in similar organisations. The findings of this review will inform immediate and longer-term actions to address the findings.
- 5.7 Whenever a serious incident or high potential near-miss occurs, Directors are required to trigger a Local Investigation, or in the most serious instances an internal Formal Investigation. All Formal Investigations are led by trained investigators supported by the SHE team. Lessons-learned summaries of our Formal Investigations have been routinely created since 2021 and circulated widely within the organisation. Action delivery is actively tracked and reported to the Safety ExCo. Following a review of our Formal Investigation process, we are introducing further steps in 2024 to improve the rigor of the lessons-learned process and application and assurance of action completion. We are also increasing the resources available for investigations to enable us to initiate and complete them more rapidly.
- 5.8 We have taken steps to increase visibility of Local Investigation Reports (LIR), requiring that they be circulated across relevant teams regardless of modes, and actions arising from those investigations are tracked via the centralised Action Tracker (see above). Our SHEMS has also been updated to provide clear, consistent guidance on the LIR process. Specific guidance on how to manage LIR recommendations, reports and lessons learned has been produced and an updated report template provided to make the process as simple and consistent as possible.

6 Concessionaire Management

- 6.1 We recognise that, to provide a safe working environment for our customers, colleagues and members of the public, we must work closely with the organisations who provide services on our behalf, holding our suppliers to the same consistent high standard as ourselves and learning from good practice in the industry.
- 6.2 Prior to letting any concession or contract, we carry out a detailed assessment of the suppliers' safety history, experience, competence and approach. Since 2022, we have been working to establish a more standardised set of contract requirements for SHE performance, assisting in clarifying accountabilities between us and our contractors. Over time, the approach reduces complexity as requirements become increasingly consistent between contracts. We are piloting this approach with contractors in the construction and projects domain, with new requirements launched in October 2023.
- 6.3 Once in contract, we carry out regular SHE assurance of our operations and contracted services. We hold regular safety discussions with concession operators to review safety performance data, encourage them to raise safety issues or concerns and discuss emerging risks, investigation reports, safety alerts, briefings and bulletins from across TfL. Members of our Executive Committee also meet their counterparts in suppliers teams where necessary.
- 6.4 Contract requirements include SHE performance. In November 2023, we committed to develop a standardised framework for specifying concessionaire SHE performance in future contracts and to benchmark current concessionaires against the framework. Since then, we have carried out a full review of performance management arrangements.
- 6.5 Each of our concessions are managed under a bespoke contract and management of safety differs due to complexities that arise as a result of the regulatory framework the systems operate under. Whilst it is therefore not possible to specify an entirely standardised safety framework, there are common practices that we follow to ensure that the performance of safety is managed appropriately.
- 6.6 During any re-franchising process, all bidders are required to meet a minimum safety threshold or their bid will be rejected. Once a contract goes live, there are additional obligations on the operator to meet safety requirements during the contract term e.g. having a safety management system in place, undertaking regular safety audits (TfL will have the right to carry these out), compliance with the Fleet Operator Recognition Scheme (FORS) for road vehicles and reporting safety metrics as specified by TfL (that will appear on the TfL scorecard).
- 6.7 The Safety Performance Index (SPI) is a measurement across all the concessionaires and is regularly jointly reviewed by the respective management teams with appropriate attention given to any negative trends. Moving forward, concessions will be required to report against specific safety metrics which will appear on the TfL scorecard (see above). The SPI will be used as a benchmarking indicator and our Rail and Sponsored Services team will carry out benchmarking comparisons within their portfolio each period. Currently this does

not include the Elizabeth Line performance so there is scope to include their performance in wider TfL Operations meetings alongside LU performance.

7 Safety Culture

- 7.1 Tools and procedures will not be effective if people do not want, or do not feel empowered, to use them effectively. As well as the simplification and digitisation described above, core to improvements in safety performance will be the safety culture of the organisation as articulated and demonstrated by leaders and as evident in the behaviour of our people and suppliers.
- 7.2 All Directors in operational or project areas are required to have risk informed SHE Improvement Plans. We have worked to standardise the template of these Improvement Plans and align them to our SHE priorities.
- 7.3 Within these SHE Improvement Plans, Directors are asked to include plans to assess the maturity of the safety culture in their area using TfL's SHE Cultural Maturity Model (CMM). Developed in 2021/22, the CMM allows us to measure, understand and improve SHE cultural maturity. This is part of a wider SHE Culture programme that includes a focus on SHE leadership, building a just and fair culture and becoming a learning organisation, where colleagues are encouraged and enabled to raise concerns and suggest improvements. This programme and progress date is described in more detail in a separate paper on the agenda for this meeting.
- 7.4 Creating a just and fair working environment at TfL is fundamental to building a positive and proactive SHE Culture, increasing our opportunities to learn as an organisation and drive improvements in our SHE performance. Just and fair describes a culture built on psychological safety, where individuals feel able to speak up without fear of being unfairly blamed when things go wrong. We have embedded these principles into our incident investigation guidance and created a just and fair digital decision support tool which is now accessible via our SHEMS. We are also taking steps to ensure that these principles are embedded into our wider HR Policies.
- 7.5 We subscribe to the Confidential Incident Reporting Analysis Service (CIRAS) and ensure the service is available and promoted both to directly employed staff and to London bus operator employees. CIRAS is independently run and allows our people to raise safety (or other) concerns anonymously and we are reviewing how we can further promote the tool and meaningfully utilise the data collected.
- 7.6 Internally, we are developing a pan-TfL colleague safety reporting system to enable our people to speak up about SHE issues and feel heard without fear of reprisal. Additionally, we have full structure of consultation and meaningful engagement with our recognised Trade Union colleagues in a range of Health and Safety forums allowing issues to be raised and addressed collectively.
- 7.7 Since 2021, we have been implementing the development of a digital assurance tool and digital checklists to cover the most common safety inspections and checks. This makes it easier to complete assurance checks, report faults and provide oversight that necessary checks are taking place. These digital tools have been mandated for use among our operations teams from the start of this financial year.

8 Precursors and near-misses

- 8.1 Pre-cursors, or leading indicators, tell us more about the confidence we have in our controls and activity to prevent harm so as to work in a more proactive and preventative way, focussing on activities that will prevent harm before it happens.
- 8.2 We capture information about incidents involving our services safety incident reporting systems. This provides us with a growing evidence base from which we identify strategic trends, underlying causal factors and high-risk locations to develop strategic and local improvement plans. We are working to bring all safety data into a single system and improve the flow of information from our contracted service providers. This will enable greater insight and give us a stronger view of precursors and leading indicators.
- 8.3 Fundamental to improving the flow of information and data capture is simplifying and making clear the definitions we use, and we have done so for 'near-miss' and 'high potential incident' data across the business, to help encourage more reporting so we can better understand issues before they arise.
- 8.4 We have also developed a leading indicator framework to enable meaningful conversations around safety performance, for example rates of completion of safety inspections and close out of actions/issues identified. We have reviewed all the indicators available to identify what, where and why they will be reported as well as comparisons to other organisations (transport and other sectors) to see how they use leading indicators. A programme of improving indicators for wider reporting and continually improving the evidence base for trend analysis will be progressed this financial year.

9 Asset design and maintenance

- 9.1 TfL has a wide and complex asset base with maintenance approached in a variety of ways to best operate and maintain them, dependant on the business model.
- 9.2 TfL's assets in rail, street, office, bus and river are primarily maintained via tendered contractual agreements. These are all managed via service levels agreed at tender. With operational teams monitoring progress and concerns on a periodic basis, if service levels (SLAs) drop – improvement plans and contractual clauses are enacted to resolve and escalate concerns. Urgent and safety faults are prioritised with make safe activity in most cases happening within hours of reporting or inspection. Permanent repairs then follow within the SLA.
- 9.3 TfL faults reported to internal maintenance teams primarily in the Underground area are prioritised by safety and risk also. Safety faults are graded and followed up until completion if noted as a safety concern.
- 9.4 Customer faults being received via TfL apps such as Streetcare or the TfL Contact Centre also follow the above process and the internal safety risk assessment.
- 9.5 We have reviewed the various business processes for reporting and managing asset safety concerns and faults across the operational asset areas. This has involved discussions with the London Underground Asset Control Centre and the

Network Management Control Centre Asset Response Desk to fully clarify their roles. A process map identifying the different ways a report can be made, and where the report gets routed, has been produced. This has identified opportunities to simplify the process, remove barriers to reporting and improve the tracking of action closure.

- 9.6 As described above, London Underground already has a robust QRA model used to assess risks from major hazards. This is based on a number of assumptions, of which asset condition is one. Engaging with QRA experts and groups governing our Assets, we have tightened the connection between decisions affecting assets and information provided to update SHE risk modelling and profiling.

10 Moving forwards – progressive roadmap

- 10.1 Since the formation of the new SHE Directorate in 2020, we have been on a journey to review and strengthen our pan-TfL strategic safety risk management. The key focus of this has been ensuring we have the firm foundations in place to empower our people to manage risk out of our operations as far as reasonably practicable. Focussing on getting the basic processes, tools, skills and supporting materials as refined and effective as possible means we will be in a position to lead, innovate and change as safely and efficiently as possible moving forwards.
- 10.2 None of the improvements outlined in this paper are standalone items, they all connect and support each other and together, with our wider SHE strategies/roadmaps, we are confident that we will achieve, maintain and continue to improve our robust safety risk management culture.

List of appendices to this report:

None

List of Background Papers:

[Report on Safety Risk Management on TfL Services: to the Safety, Sustainability and Human Resources Panel on 15 November 2023](#)

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
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Date: 16 May 2024

Item: Safety, Health, Wellbeing and Environment Culture Programme

This paper will be considered in public

1 Summary

- 1.1 Safety, health, wellbeing and environment (SHE) culture is a critical enabler for enhancing safety performance and outcomes, elevating colleague health and wellbeing and advancing our collective commitment to be a strong, green heartbeat for London.
- 1.2 The purpose of this paper is to update the Panel on the SHE Culture Programme, including details of achievements, next steps and milestones.
- 1.3 This paper also provides the Panel with an indication of the level of Transport for London's (TfL) SHE cultural maturity and how the data is being used to drive improvements.

2 Recommendation

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

3 Recap of TfL's SHE Culture Programme

- 3.1 The SHE Culture Programme has been developed by reviewing academic research, best practice defined by regulators and benchmarking across comparable organisations. It consists of four workstreams:
 - (a) SHE Culture Measurement;
 - (b) SHE Leadership;
 - (c) Learning Organisation; and
 - (d) Just and Fair.
- 3.2 The programme considers the 'S' 'H' and 'E' elements, which have been built on the lessons of past initiatives, an understanding of all applicable and available models, the latest academic theory, and with the support of the leading cultural change consultancies.

4 SHE Culture Measurement Workstream

- 4.1 As of 11 April 2024, the SHE Culture Assessment has been made available to 6,300 colleagues with an average completion rate of 50 per cent.

- 4.2 Assessments have taken place in a total of nine business areas, including the whole of the Chief Capital Office.
- 4.3 There are currently a further five assessments planned for launch over the next three months, covering a further 2,800 colleagues. These include a section of the London Underground Customer Operations team, which will be followed by an assessment of the rest of the directorate.
- 4.4 While we have already completed assessments with some operational colleagues, this will be an opportunity to engage with the significant proportion of the organisation that work in Customer Operations.
- 4.5 Since the last report to the Panel, in November 2023, we have taken steps to ensure we have the capacity to support all the business over the next year.
- 4.6 So far, the Chief Capital Office has developed an improvement plan and several other areas have plans under development. The programme also reports the number of completed improvement plans to the Safety Executive Committee meeting on a regular basis, to ensure all areas develop improvement plans within 3 months of completing the assessment.
- 4.7 Early results demonstrate that TfL is in the 'Structured' level of maturity. As the baseline continues to be developed, the TfL overall average level of maturity has remained consistently around 3.4 out of 5. There have been significant differences between the different areas and teams assessed, however all have remained within the structured level. The findings identify that safety culture is the most mature, followed by health and wellbeing then the environment, however there is minimal difference between the scores.
- 4.8 The characteristics of the 'Structured' level are:
- (a) SHE tends to be driven by process, procedures and the SHE Management System;
 - (b) SHE data is collected and/or discussed but it is not always clear why; and
 - (c) things can feel imposed by management, rather than shaped by colleagues.
- 4.9 Colleagues at this level typically:
- (a) know the importance of systems, audits and requirements to meet targets;
 - (b) feel a growing confidence of knowing 'how it works'; and
 - (c) do gather and analyse data on SHE, but the effectiveness is not always proven.
- 4.10 Some of the key areas for improvement that have been identified relate to development and training; specifically, around how we understand how our colleagues' individual roles can impact upon SHE, particularly the environment, and ensure training and development is appropriately catered to its audience.

- 4.11 This is also reflected in feedback regarding taking action and getting involved with SHE improvements, with colleagues not always sure how they can contribute to the development of culture, or how their role can have an impact. It has also been identified that while colleagues feel we use mistakes or incidents as learning opportunities, there are opportunities to become more consistent in the way that we embed, share and build on those learnings to improve SHE performance.
- 4.12 The strengths highlighted from the assessment include the high level of responsibility colleagues feel for SHE, and that they feel people leaders take their SHE responsibilities seriously. Feedback has also confirmed that our colleagues believe that TfL is process-driven and that we have systems in place to effectively manage SHE. The highest scores related to safety and health and wellbeing responsibility.
- 4.13 The measurement workstream shows we are currently at a 'Structured' level, therefore we need to create more opportunities for colleague engagement on SHE to drive forward our level of maturity. This is supported by our priorities for the SHE Leadership and Learning Organisation workstreams, and why we have certain key items on the TfL roadmap, such as new training, systems and tools, to support our cultural ambitions.

5 SHE Leadership Workstream

- 5.1 The SHE Culture Programme's Leadership workstream has identified three key priorities for TfL:
- (a) our leaders need to be visible and role model positive SHE Leadership behaviours;
 - (b) our leaders need to be equipped with the right training, skills and knowledge; and
 - (c) we need to continuously raise our SHE Leadership standards.
- 5.2 The SHE Leadership Engagement Tours workstream aims to ensure our senior leaders are visible across the whole organisation. The workstream supports our leaders to plan and record SHE specific engagement activities, with the primary focus on engaging with our operational colleagues.
- 5.3 There have been various improvements to the way that SHE Leadership Engagement Tours are captured and recorded. The main improvement is the launch of the SHE Leadership Engagement Tour form on the 'Safety Culture' digital assurance tool (formerly known as iAuditor) in April 2023. This activity promotes and records our senior leaders' engagement with frontline colleagues, utilising a positive approach.
- 5.4 The number of completed tours recorded by TfL's senior leaders since the report to the meeting of the Panel on 15 November 2023 is 138. This figure, separated by business area, is reported to every Safety Executive Committee meeting. The programme is also working towards planned and completed tours being published on scorecard targets, which is being piloted this year.

- 5.5 A successful session was held with TfL's directors to explore how best to manage their legal accountabilities. This was supplemented by giving TfL's directors the supporting guidance from the SHE Management System on their safety accountabilities and leadership responsibilities. It is our intention to run a similar session with TfL's senior managers in the coming months to ensure this advice and guidance cascades through the organisation.
- 5.6 As part of the wider workstream, it has been agreed that the Executive Committee's safety objectives for 2024/25 will include:
- (a) prioritise a safe and secure workplace for all, where everyone gets home safely every day; and
 - (b) ensure safety comes first, demonstrating strong safety leadership in all we do, fulfilling our safety accountabilities, and creating a just and fair culture.
- 5.7 The following has been suggested as one of the draft measures: promote the use of the SHE Culture Maturity Model Assessment and deliver an action plan in response to strengthen SHE culture.
- 5.8 These objectives demonstrate the commitment from our senior leaders towards SHE culture and will be communicated to all of TfL's people leaders over the next quarter, to help drive further progress in the organisation.
- 5.9 As part of equipping our leaders with the right training, skills and knowledge, we have launched a new SHE Leadership Engagement Tour e-learning course. This new course allows leaders to watch two scenarios and reflect upon how they can create a positive experience when carrying out these Tours.
- 5.10 The priorities over the next 12 months are to review the SHE leadership data from the SHE Culture Assessment, analyse other sources of data such as Viewpoint survey results to draw out deeper insights, and benchmark with external experts and other organisations to ensure we continuously improve our standards, support materials and approaches.

6 Just and Fair Workstream

- 6.1 The Just and Fair workstream aims to build an environment where colleagues feel fairly treated and are comfortable raising suggestions or sharing mistakes when things go wrong. This is a critical part of building a more positive and proactive SHE culture, increasing our opportunities to learn as an organisation and drive improvements in our SHE performance.
- 6.2 Following the launch of Just and Fair Process and Tool in 2023, we have been engaging with trade union representatives to gather their input on our implementation plan. Some operational areas have now started briefing colleagues on using the process to support incident investigation and, over the following months, we will begin rolling it out to other operational teams. A diagram explaining the Just and Fair tool can be found in the appendix to this paper.

- 6.3 To support managers with using the process, we have recently published an e-learning course. The course includes an introduction to Just and Fair from TfL's Chief Safety, Health and Environment Officer, explains how the process should be followed and provides managers with a scenario to test their understanding.
- 6.4 We are currently updating our incident investigations guidance to ensure investigators have a clear understanding of the Just and Fair process, which has been included in the new Local Investigations training course. Alongside this, our People team have conducted a review of TfL's people-related policies, processes and procedures and ensure just and fair principles are fully incorporated.

7 Learning Organisation Workstream

- 7.1 To support the development of a Just and Fair culture, and promote a learning environment within TfL, we need to ensure colleagues can easily raise safety concerns. To achieve this, we are delivering a pan-TfL system to enable all colleagues to report SHE observations, this could be concerns, or positive SHE behaviours which can be used to drive organisational learning.
- 7.2 Colleague engagement has indicated that the main barrier to reporting SHE observations is a lack of belief that action will be taken. Additionally, colleagues have indicated that they do not always receive feedback when they report a SHE observation, making it less likely they will report in the future. The programme has two strands:
- (a) delivering an implementation plan that drives behavioural change, encouraging all colleagues to speak up about SHE, and managers to listen, take action and provide feedback; and
 - (b) delivering a systems solution that enables all colleagues to report SHE observations, so that action can be taken, and feedback sent to the reporter.
- 7.3 We have analysed a range of systems solutions to identify the one that best meets the project's requirements. The priority for the next 12 months is to pilot the system, engage colleagues on the project, and develop implementation, administration, and resourcing plans, to prepare the system for a pan-TfL launch.
- 7.4 TfL is a subscribed member of CIRAS (Confidential Incident Reporting Analysis Service), which provides an independent confidential reporting service for colleagues who feel unable to report a SHE related issue internally. To support the development of a learning culture, we are undertaking a review of how TfL promotes and uses CIRAS as well as the data that is produced by CIRAS.
- 7.5 We have digitised the internal CIRAS reporting process utilising the SHE Action Tracker. This will be used for future reporting and the system has included backdating the records to include all CIRAS reports from 2022/23. The use of the Action Tracker enables SHE Business Partners to access both recent and historic CIRAS reports that may be of use to them during investigations or wider analysis, in addition to being able to transparently manage outstanding actions. Using the Action Tracker will help to facilitate the use of CIRAS data as a leading indicator as well as monitor performance and trends.

- 7.6 The project has future milestones to understand how we can better utilise CIRAS data to inform key or emerging SHE issues and risks, embed CIRAS as a leading indicator, and improve the overall CIRAS process.

8 Next Steps

- 8.1 One of the key outputs of the programme in 2024 will be the TfL-wide SHE Culture report. The report will utilise the results gathered through the assessment activity and other sources of data, such as Viewpoint and findings from Formal Investigation Reports, to develop a TfL baseline and a list of suggested centralised improvement activities. This report will inform the Safety Strategy roadmaps and enable TfL to consistently measure its progress through the cultural maturity levels.
- 8.2 This report will also include a review of SHE culture by demographic group, using the information gathered via the assessment questions. This will enable TfL to assess the differing levels of cultural maturity across the differing demographics within the organisation, identify opportunities for improvement and ensure TfL's approach remains inclusive and transparent.
- 8.3 The report will enable TfL to benchmark its performance against similar organisations, who undertake similar SHE cultural assessments. The programme is currently identifying opportunities to undertake these benchmarking activities and compare results across similar dimensions of SHE culture.
- 8.4 Finally, this report will share progress and learnings from the year's activities, which will be shared with the Panel as part of the next update.

List of appendices to this report:

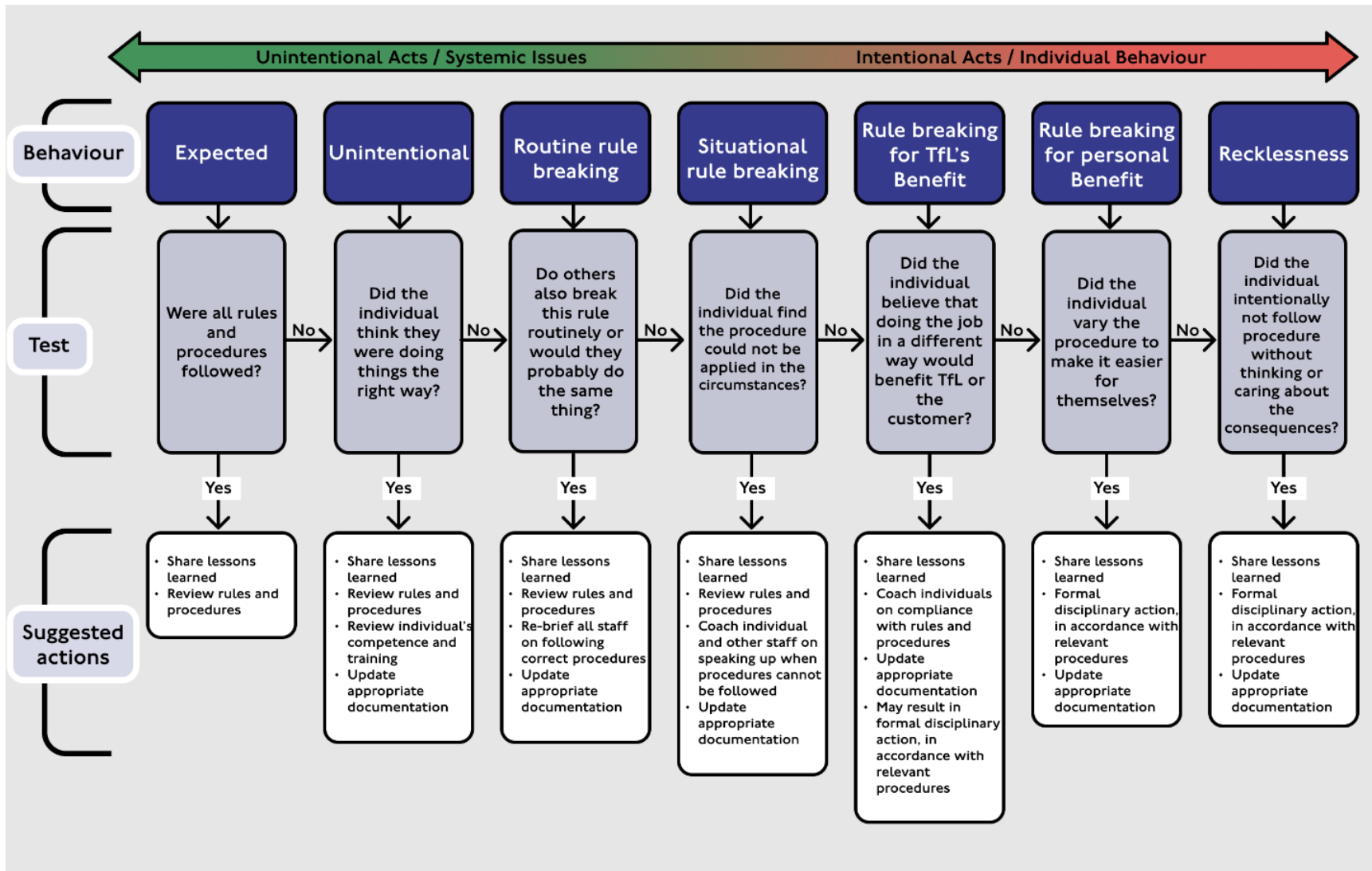
Figure 1: Just and Fair process Flow Chart

List of Background Papers:

None

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Appendix: Figure 1: Just and Fair Process Flow Chart



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Safety, Sustainability and Human Resources Panel

Date: 16 May 2024

Item: Electric Vehicles Update



This paper will be considered in public.

1 Summary

1.1 This paper updates the Panel on our implemented and forthcoming key proposals to deliver electric vehicle (EV) charging infrastructure and convert fleets that we control to zero emission. It follows a previous update to the Panel in December 2021.

1.2 The paper provides the following:

- (a) Introduction and Background;
- (b) London's 2030 EV Infrastructure Strategy;
- (c) Delivering Public EV Infrastructure;
 - (i) EV Infrastructure Delivery Programme;
 - (ii) EV Charging Hubs; and
 - (iii) Local EV Infrastructure Fund;
- (d) Converting Fleets to Zero Emission;
 - (i) Zero Emission Bus Fleet;
 - (ii) Taxis and Private Hire Vehicles; and
 - (iii) TfL support fleet; and
- (e) Emerging Issues.

2 Recommendation

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

3 Introduction and Background

3.1 London's EV charging network has grown by 300 per cent since 2019. As of 31 March 2024, London has 19,451 public EV charge points, representing a third of the 59,590 public charge points nationally. London's charging network comprises:

- (a) 13,217 slow (lamp column, typically 3-5kW);
- (b) 5,060 fast (7-22kW);

- (c) 1,174 rapid (50kW) and ultra-rapid (100kW+) charge points; and
- (d) 41 rapid/ ultra-rapid hub sites, each with six or more charge points (435 charge points in total across these hubs).

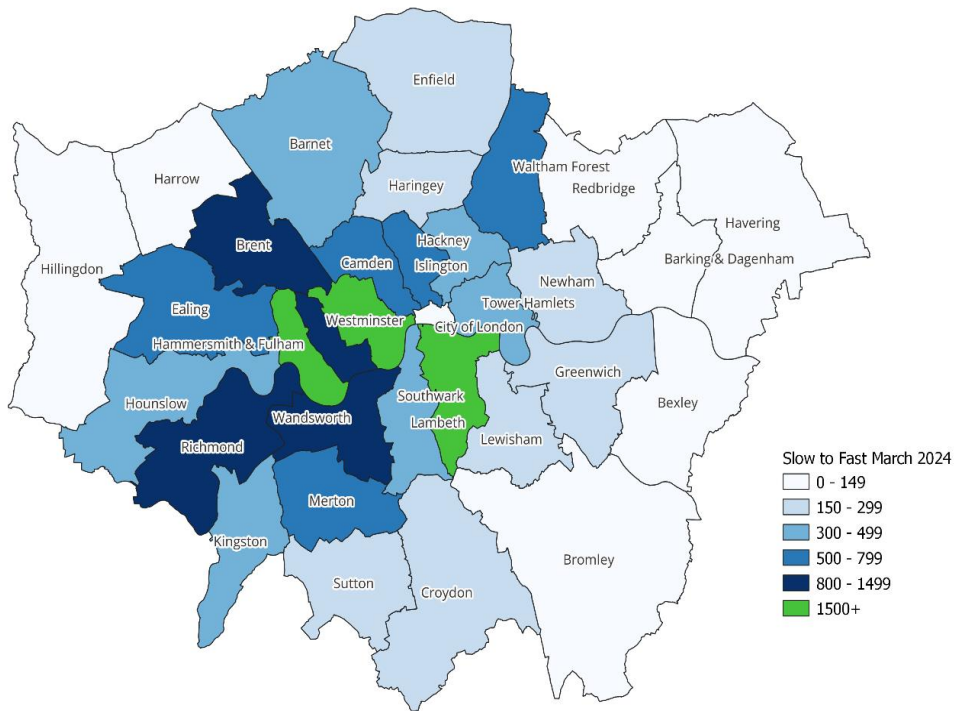


Figure 1: Distribution of slow-fast EV charge points (source: Zapmap, Mar 2024)

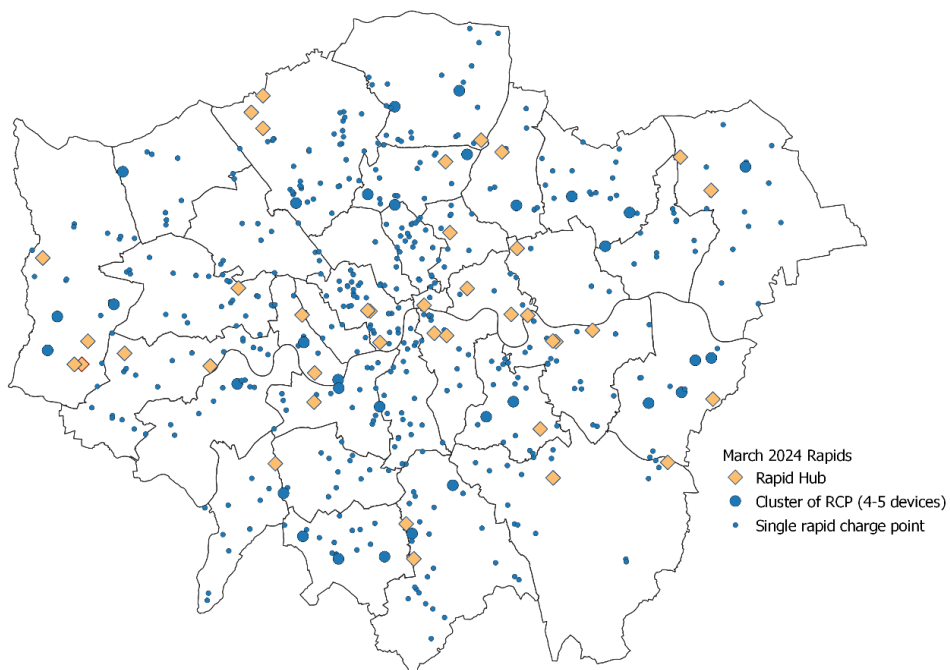


Figure 2: Distribution of rapid EV charge points (source: Zapmap, Mar 2024)

- 3.2 Inner London boroughs have the highest number of public slow to fast (3kW – 22kW) charge points, with a high number also seen in several outer London boroughs in the west of the capital. Figure 1 illustrates the current distribution by number range for each borough.
- 3.3 The number and distribution of rapid and ultra-rapid charge points, both individual and in hubs, are illustrated in Figure 2. Compared with 2019, rapid and ultra-rapid charge points have grown by over two-and-a-half times, from 323 to 1,174. TfL has delivered 300 rapid charge points and assisted in delivering three rapid charging hub sites at Stratford, Woolwich and in the City of London.
- 3.4 London plug-in vehicle registrations continue to increase, with 151,000 cars (5.8 per cent of all cars) registered (Quarter 3 of 2023/24), of which 93,450 (3.6 per cent of all cars) are battery EVs. In comparison, 4.1 per cent of cars registered in the UK are plug-in vehicles and 2.6 per cent are battery electric.

4 2030 EV Infrastructure Strategy

- 4.1 The last EV update presented to the Panel, on 2 December 2021, (as part of a wider update on air quality) referenced the EV Infrastructure Strategy for Greater London, published later that month. The Strategy's aim is to support a net zero carbon target for London by 2030; its vision to accelerate the transition to zero emission vehicles by setting out EV infrastructure requirements, focusing on essential vehicle trips by key user groups. These groups are identified as those making high mileage trips, performing an essential role – including taxis and private hire vehicle (PHV) drivers as well as other commercial vehicles. While the priority for other groups is mode shift to walking, cycling and public transport in line with the Mayor's Transport Strategy (MTS) objectives, we want to ensure that EV infrastructure in London supports everyone who needs to drive to switch to zero emission transport.

Commitments

- 4.2 The key commitment in the Strategy is to unlock Greater London Authority (GLA) land for rapid charging. This is being done through our London Electric Vehicle Infrastructure Delivery (EVID) programme and our EV Charging Hubs programme, run by Places for London, TfL's property company. Updates on both these programmes follow in later sections. Other commitments focus on specific user groups. We want to better understand and help remove barriers for high-mileage commercial fleet users, especially taxi and private hire and smaller operators relying on vans for servicing and delivery, by incentivising the accelerated deployment of charging infrastructure – in the right locations and sufficiently ahead of need. Other important commitments in the Strategy have already been delivered, including:
- (a) establishing a commercial vehicle fleet database to understand travel behaviours and trip patterns to aid future planning and investment in infrastructure to support commercial fleets. This was informed by a programme of stakeholder engagement in 2023 including focus group discussions, a survey of operators, and interviews with fleets, Charge Point Operators (CPOs), Distribution Network Operators (DNOs), vehicle manufacturers and industry associations and trade bodies. In December 2023, we published a commercial vehicle dashboard to show where there is

a higher need for public charging points for vans in London. It includes a heatmap showing which areas will need more rapid, opportunity charging, as well as overnight, slow-to-fast charging;

- (b) publishing an EV infrastructure borough support pack in January 2024 to assist borough officers with developing or updating local EV infrastructure strategies and borough delivery of public charge points. This pack includes information to help identify future demand for infrastructure from key user groups, as well as accessible and inclusive charging considerations; and
- (c) in response to our commitment to work with energy distributors, we created a London EV Infrastructure Partnership in January 2024, bringing together TfL, boroughs, GLA, functional bodies and DNOs to increase awareness of EV infrastructure plans, identify efficiencies and share experiences of delivery.

4.3 There were two announcements at the national level last year that impacted the EV market. On 20 September 2023, the Prime Minister announced a delay in the phase out of the sale of new petrol and diesel cars in the UK, from 2030 to 2035. This was followed by confirmation from the Department for Transport (DfT) on 28 September that the Zero Emission Vehicle sales mandate and CO₂ emissions regulations for new cars and vans sold in the UK were to come into force on 1 January 2024. The legislation requires sales of 22 per cent of new cars (and 10 per cent of new vans) to be zero emission in 2024, rising to 80 per cent of new cars (and 70 per cent of new vans) to be zero emission in 2030.

4.4 We committed in the Strategy to update London level forecasts of plausible ranges of charge points needed, every two to three years. Accordingly, we are now reviewing our infrastructure model forecasts using up-to-date data on user behaviour and industry insights, to cater for different trajectories of EV uptake and charging patterns. These forecasts will also take advantage of new data and analytical tools that were not available for the previous forecasts in 2021. We will undertake stakeholder engagement to validate updated forecasts and refresh the commitments for our EV Infrastructure Strategy.

5 EV Infrastructure Delivery

EV Infrastructure Delivery Programme

5.1 The EVID programme was initiated in February 2021, firstly engaging with the market, and learning lessons from TfL's earlier rapid charge point delivery to design a commercially sustainable delivery model for both the public sector and charging network operators. A three-stage site assessment and due diligence framework was established, starting with over 2,500 locations on TfL land to be screened to determine their suitability for inclusion in TfL's tender offer. The contracts awarded in two separate procurements during 2023 (won by the CPO Zest) were for three batches, part of a first Tranche of the EVID programme. The target for Tranche 1 is to deliver 100 rapid charging bays. Preparatory and installation works commenced in February 2024, with the first batch of 39 charging bays targeted to be operational by September 2024. The remaining batches (two and three) are targeted to be delivered by June 2025.

- 5.2 A second Tranche of EVID aims to deliver a further 100 rapid charge points on TfL land, with the next batch of sites due to be released in spring this year. We are also working with GLA Group organisations (Metropolitan Police Service, London Fire Brigade, London Ambulance Service, London Legacy Development Corporation and GLA Property) to identify land they own that could be used for publicly accessible rapid charging. We have updated our commercial strategy to maximise the opportunity for a diverse range of suppliers to bid for this next tender.

EV Charging Hubs

- 5.3 In November 2023, Places for London launched a tender for a joint venture (JV) partnership to fund, design, build, operate and maintain EV charging hubs across the capital. The objective of this JV is to generate long-term, sustainable and growing dividends for the partnership by delivering material improvements in the number, distribution and sustainability of EV infrastructure.
- 5.4 Each site will deliver a minimum of six publicly accessible ultra-rapid charging bays of 150kW+, including at least one bay for those with accessibility needs, which will allow drivers to charge their vehicles in less than half an hour. The initial portfolio includes five seed sites, in Hillingdon, Ealing, Newham and Haringey. These benefit from Places for London's ownership of the site, a secured grid connection offer from the DNO, independent expert due diligence assessing the site's initial feasibility, and a concept design. Depending on the individual site opportunities there is also the potential to:
- (a) deliver retail and amenity facilities;
 - (b) offer a range of additional non-ultra rapid charging speeds to cater for different user needs; and
 - (c) co-locate other transport or commercial development opportunities on or around the hub.
- 5.5 The first stage of the tender closed on 22 January 2024 and bids are now being assessed. We expect to announce our partner later this year with the delivery of our first site progressing soon after.
- 5.6 We have also completed due diligence on an additional 20 sites, providing a clear pipeline for growth for the JV. A further 40 sites could be made available to the JV partnership subject to suitability and the JV's performance. These additional sites will be primarily sourced from 100+ roadside locations of at least 500m² on the TfL Road Network and 75+ station car parks. We will also continue to work with the GLA Group, London boroughs, and major private landowners to bring additional sites into the JV.

Local EV Infrastructure Fund

- 5.7 London has been allocated £35.7m of capital funding and £3m of capability funding from the DfT's Local Electric Vehicle Infrastructure (LEVI) fund to accelerate the delivery of low-powered charge points on borough roads for residents without access to off-street parking and to build resource within boroughs to develop and deliver EV infrastructure. The national funding formula

takes account of levels of existing infrastructure, deprivation, rurality, and degree of off-street parking available.

- 5.8 TfL is working with London Councils and supporting boroughs to access London's capital funding allocation. TfL support included seconding a dedicated officer, sharing a detailed charge point specification and contract template, plus the provision of both strategic and detailed data with supporting analysis. In summer 2023, boroughs formed nine partnerships to collaboratively procure charge points, submitting expressions of interest to the Office for Zero Emission Vehicles. To date, three partnerships and Hackney Council have been awarded £10m of funding. We expect the remaining partnerships to finalise their applications for funding in 2024. The partnerships and constituent boroughs are shown in Figure 3.
- 5.9 TfL also manages London's capability funding and works closely with London Councils to give practical support to borough partnerships to enable them to obtain the greatest benefits from both LEVI funding and commercial operators. London Councils intends to set up a London-wide Dynamic Purchasing System to help boroughs by streamlining the procurement of charge point operators, to ensure greater consistency across London in terms of key performance indicators, customer service and pricing tariffs as well as simplifying tendering for charge point operators. The capability funding also provides funding to conduct research to support boroughs in delivering EV charging infrastructure to meet the needs of their residents and key user groups.

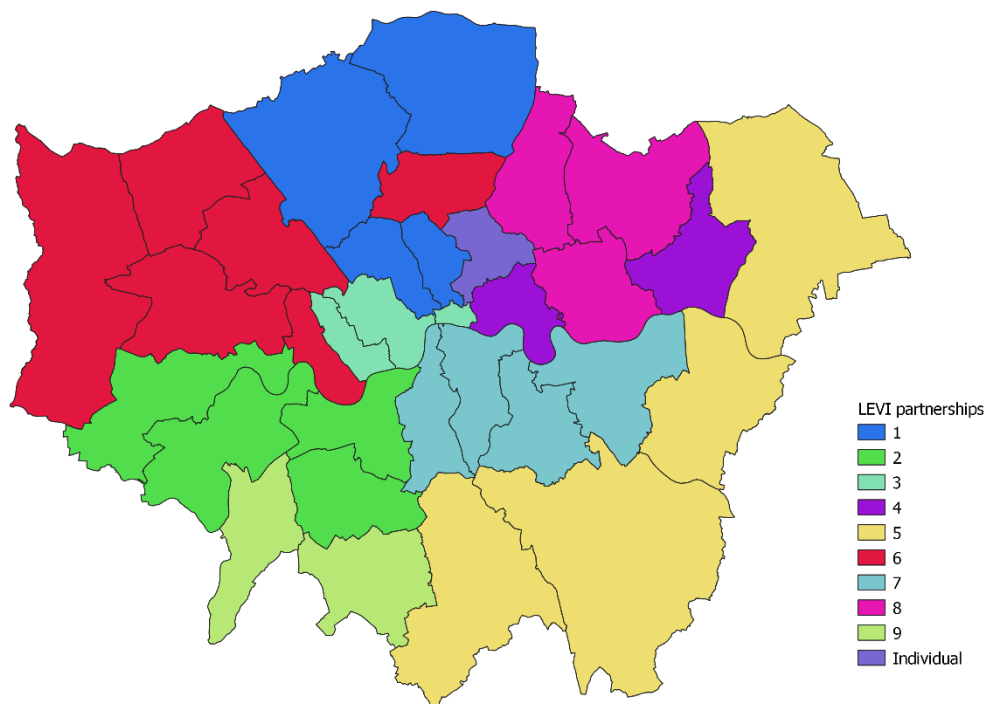


Figure 3: The LEVI London Borough Partnerships

6 Converting Fleets to Zero Emission

Zero Emission Buses

- 6.1 London has the largest zero-emission bus fleet in western Europe and our ambition is to convert the entire fleet to zero-emission by 2034 or accelerated to 2030 with additional government funding. We have reached another significant zero-emission milestone and now have over 1,400 zero-emission buses operating on numerous routes across London. This means 16 per cent of the bus fleet operates with zero-emission vehicles, which include hydrogen, battery electric and 'opportunity charged' electric buses.
- 6.2 Zero-emission buses contribute to the decarbonisation of the transport network, which is crucial to our work to meet the Mayor's mission for London to be a net zero carbon city by 2030. It is estimated that through the decarbonisation of London's bus network, we could save an estimated 4.8m tonnes of carbon by 2034 or an estimated 5.5m tonnes of carbon by 2030 (with Government funding).
- 6.3 Introducing new zero-emission buses in London involves collaboration from our bus operators and bus manufacturers. We continue to support investment into innovative zero-emission bus technology, jobs, and production across the bus industry.

Taxis and Private Hire Vehicles

- 6.4 Since 1 January 2018 all newly licensed taxis have been required to be Zero Emission Capable (ZEC). As of 16 April 2024, London has a total of 8,272 actively licensed ZEC taxis, representing 57 per cent of the current taxi fleet. Following changes to taxi age limits in 2019, from November 2022 the maximum age limit for Euro 3, 4 and 5 diesel taxis is 12 years. The maximum age limit for Euro 6 diesel taxis and ZEC taxis remains at 15 years, which is also the age limit for taxis that are newly converted to Liquid Petroleum Gas. The maximum age limit for PHVs remains at 10 years. From January 2023, all PHVs licensed for the first time have to be ZEC and meet the Euro 6 emissions standard.

TfL Support Fleet

- 6.5 For TfL's own fleet, we are undertaking a programme to initially convert the light duty vehicles (cars and vans) in our operational support fleet of approximately 1,000 vehicles to become a Zero Emission Fleet (ZEF). This is the first step in working to meet our targets as set out in Proposal 32 of the MTS:
- (a) all cars in the GLA Group support fleet to be zero emission capable by 2025 at the latest;
 - (b) all newly purchased or leased cars and vans (less than 3.5 tonnes) including response vehicles, to be ZEC from 2025;
 - (c) all heavy vehicles in the GLA Group fleets to be fossil fuel free from 2030
 - (d) the entire GLA fleets being zero emission by 2050.
- 6.6 Initial funding, and resources, for this first phase of ZEF is confirmed, though the scope, delivery strategy and costs are being reviewed. We are currently undertaking a market engagement exercise to establish an optimal delivery model that will achieve value for money. Other activities underway include finalising Scope Definition, starting site surveys and feasibility assessments, reviewing power capacity, and confirming the programme Estimated Final Cost and spend

schedule. By end of 2024 we plan to have completed surveys and works to get charge points previously installed at various depots, including Acton, fully operational and have 10 new charge points live at Plumstead depot. This work will provide opportunities to increase the number of ZEC vehicles in the fleet by the end of 2024.

- 6.7 Further work, towards 2030, will involve upgrading power supplies and the installation of EV charging infrastructure across TfL sites, including depots, London Underground stations, bus stations and office buildings where possible. Various studies and data analysis, including the use of vehicle telematics, either has been undertaken or is being independently validated, to determine the optimum number, type (power rating) and locations of charge points. We are currently identifying priority sites and options to phase delivery over a number of years.
- 6.8 Meeting the MTS target for heavy vehicles to be fossil fuel free from 2030 will require further funding to be secured and a project formed to develop and later deliver the solution. The technology pathways for heavy vehicles are less certain than for cars and vans, but given the commitment, could include battery electric, hydrogen or sustainable biofuels.

7 Emerging Issues

- 7.1 The continued higher cost of EVs:
- (a) achieving price parity with petrol and diesel vehicles will be critical for EV adoption as Government incentives are gradually withdrawn. Most projections suggest that many EVs will reach price parity within the next few years, although progress so far has not been as rapid as previously estimated;
 - (b) the increased cost of electricity has been an issue. EV charging can be significantly cheaper than petrol/ diesel on a per mile basis, although energy price volatility and high electricity prices have eroded that benefit in the last two years. If energy costs trend back towards their long-term range, the benefit of lower overall costs should return; and
 - (c) VAT is levied on electricity consumed at public charge points at 20 per cent, whereas EV users who can charge at home pay the domestic rate of VAT on energy bills of five per cent. We advocate for VAT on charging at public charge points to be reduced in line with the lower domestic rate, since this exacerbates running costs and can be at odds with the principles of fairness and inclusivity for those EV users without off-street parking.
- 7.2 Charge points need to be accessible to all:
- (a) accessibility is a theme in EVIS, with the principle that EV infrastructure should be physically accessible for all, available and easy to use. Coverage should extend to all of Greater London with an equitable spatial distribution based on geodemographic considerations. We welcomed the publication by the British Standards Institution (BSI) of the Publicly Available Specification (PAS) 1899 accessible EV charging specification, making accessibility a consideration in charge point delivery and making it easier for disabled

drivers to switch to EVs. While TfL does require that suppliers responding to its procurement specifications comply with PAS 1899, the application of this voluntary standard is subject to commercial considerations by CPOs, resulting in potentially small numbers of fully accessible charge points delivered in practice; and

- (b) issues with EV design standards, highlighting concerns for disabled users and women, have been raised recently at the TfL Board and All Party Parliamentary Group on Electric Vehicles. TfL is planning to hold a workshop in the summer to discuss how to better incorporate the requirements of PAS 1899 and inclusive design and safety principles into TfL and London borough charging infrastructure procurement.

- 7.3 A future focus needs to be on the requirements of commercial vehicles: Building on the commercial vehicle database which helps to illustrate charge point locations, specific requirements of commercial vehicles at the charge point remains less understood. Light goods vehicles – delivery vans, especially extra-long wheelbase versions, are significantly longer than a ‘standard’ parking bay’s dimensions. This is already causing issues with vans either not able to access some charge points or by blocking access to adjacent charging or parking bays. The development of a ‘van standard’ by stakeholders has been discussed as a way to avoid this in future, but further work to accelerate and complete this work is required. An outstanding issue is ownership and status of this and whether should it be purely industry-led and enacted by way of a standard, such as through the BSI.
- 7.4 Shared infrastructure remains at arm’s reach: Supporting the delivery of shared charging facilities was one of the commitments in the 2030 EV Infrastructure Strategy, carried over from support it was given by the Mayor’s EV Infrastructure Taskforce in the earlier 2019 Delivery Plan. However, although stakeholders have shown some interest it has been difficult to deliver for a number of reasons. We will seek to work with them to overcome these to deliver on this commitment.

8 Next Steps

- 8.1 As well as noting this paper, the Panel is asked to consider the emerging issues we have identified. We would be happy to update the Panel on our work to validate updated public charge point forecasts and the refresh of our commitments in the EV Infrastructure Strategy later this year.

List of appendices to this report:

None

List of Background Papers:

None

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Date: 16 May 2024

Item: Responsible Procurement and Modern Slavery Statement

This paper will be considered in public

1 Summary

- 1.1 At its meeting in November 2023, the Panel requested that the Responsible Procurement update and the Modern Slavery Statement papers be combined. This will now be repeated annually. This paper provides the annual Responsible Procurement update followed by a briefing on the Modern Slavery Statement.
- 1.2 We are required to publish a Statement under the Modern Slavery Act 2015 each year. The Statement for 2023/24 outlines the steps we have taken to investigate and mitigate the risks of modern slavery in our business or supply chains. The Statement is required to be approved by the Board before publication. This approval will be sought at the Board meeting on 24 July 2024. The draft Statement is included as Appendix 1.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the draft Modern Slavery Statement.**

3 GLA Group Responsible Procurement Implementation Plan

- 3.1 The Greater London Authority (GLA) Group Central Responsible Procurement team (CRPT) published the revised GLA Group Responsible Procurement Implementation Plan 2022-2024 (RPIP) in September 2022. The RPIP sets out how the GLA and its functional bodies (including TfL) will deliver the goals of the GLA Group Responsible Procurement Policy, revised in March 2021, between 2022 and 2024.
- 3.2 Key ambitions (and activity) within the RPIP includes:
 - (a) all bidders for contracts worth over £5m must provide organisational carbon reduction plans at the Selection Questionnaire stage. We will also include evaluation criteria in these tenders to encourage bidders to demonstrate their contribution towards London's ambition of being net-zero carbon by 2030;
 - (b) new contracts from 2025 will require zero-emission last mile deliveries to GLA Group sites;

- (c) the GLA Group, including TfL, will work towards purchasing 20 per cent of goods and services from small and medium-sized enterprises (SMEs) either directly or indirectly, in line with the London Anchor Institutions Charter. This commitment will reflect both direct and indirect (supply chain) spend with SMEs;
- (d) a minimum of 10 per cent of the total tender evaluation score will be allocated to responsible procurement and social value for all GLA Group above-threshold contracts. This aims to recognise bidders who will deliver community, environmental and local economic benefits where relevant and proportionate to the subject matter of the contract;
- (e) create 500 supply chain apprenticeship starts per annum across the GLA Group and progress towards apprentices reflecting London's diversity;
- (f) across the GLA Group, double the number of signatories to the Mayor's Good Work Standard, from 26 to 52;
- (g) work across the GLA Group supply chain to support the delivery of the interim target for Non-Road Mobile Machinery (NRMM) to meet stage IV requirements (as set by EU directive regulations for air quality standards for non-road diesel machinery) by 1 January 2025. NRMM is a broad category covering mobile machines and transportable industrial equipment or vehicles which are fitted with an internal combustion engine and not intended for transporting good or passenger on roads; and
- (h) 100 per cent of commercial staff to complete carbon literacy training by the end of 2024.

4 2023/2024 Activity

Skills and Apprenticeships

- 4.1 TfL's Supplier Skills team supports delivery of the skills, training, and employment opportunity's theme of the GLA Group Responsible Procurement Policy. This is achieved by embedding contractual requirements in relevant tenders and managing the delivery of supply chain commitments.
- 4.2 The team delivers in-person pre-employment programmes throughout the year to address skills shortages and diversity of the workforce within the transportation and engineering sectors.
- 4.3 Historically, the programmes have aided around 33 per cent of candidates into employment, but more recently this has increased to 50-70 per cent entering sustainable jobs. Further benefits such as increased confidence and work-readiness are evident in those who do not immediately find work.

- 4.4 In November 2023, the Supplier Skills team organised an Infrastructure Information Day in collaboration with Morgan Sindall Infrastructure and its supply chain partners. The event was hosted by Buildforce, an organisation dedicated to aiding Service Leavers, Veterans, Reservists, and their families in transitioning to long-term careers in the construction sector. Attended by 40 candidates, the event offered a valuable opportunity to gain insights into the transport and infrastructure sectors.
- 4.5 The sixth iteration of Women into Transport and Engineering (WiTnE) took place in November 2023 where six candidates were offered employment. Work has already commenced for WiTnE 7, where 15-20 placements will be offered this summer. This five-week programme provides candidates with two weeks of pre-employment training and a two-week placement with one of the participating suppliers. On completion of the programme, the women are offered support to apply for roles and are guaranteed an interview.
- 4.6 As part of National Apprenticeship Week, the team hosts an annual Apprenticeship Fair. Over 1,000 people attended the February 2024 fair with 35 organisations showcasing over 500 jobs, apprenticeships, and training opportunities. Candidates also had the opportunity to take part in break-out sessions on employability skills with the London Transport Museum (LTM).

Social Value

- 4.7 In April 2023, the Chief Finance Officer (CFO) approved TfL's roll out of the Social Value Portal (SVP) to facilitate assigning a minimum of 10 per cent of the tender evaluation criteria to social value and responsible procurement.
- 4.8 From November 2023, new above threshold procurement strategies were required to use SVP alongside existing Responsible Procurement approaches. This was initially applied to non-capital contracts only, with capital contracts following this year.
- 4.9 The CRPT delivered mandatory in-person training to approximately 285 Procurement and Commercial (P&C) Operations colleagues throughout October 2023. Twenty-four colleagues in P&C Capital were trained in January 2024 following the phased programme implementation.
- 4.10 This programme of work was overseen by the 2023/24 P&C 14-point Improvement Workstreams and sponsored by the interim Director of Procurement and Commercial - Capital. The workstreams reported periodically to the CFO on progress.

Ethical Sourcing and Modern Slavery

- 4.11 The Ethical Sourcing and Modern Slavery update is covered in greater depth within Section 5 of this paper within the Modern Slavery Statement update.
- 4.12 The 2023/24 Modern Slavery Statement is our ninth statement presenting our annual progress and plans for continuous improvement, demonstrating leadership in this area.

Environmental Sustainability

- 4.13 The Responsible Procurement (RP) team liaise with Safety, Health and Environment colleagues to ensure the environmental commitments within the RPIP 2022-24 closely align with TfL's Corporate Environment Plan.
- 4.14 TfL P&C included a scorecard target in 2023/24 for 70 per cent of the Directorate to receive Carbon Literacy training by April 2024, aligning with the approach of other Directorates. At the close of the financial year, 78 per cent of P&C colleagues completed the training, a total of 358 colleagues. Our co-ordinators will continue to promote and encourage sign-ups for future sessions as part of our ongoing commitment to TfL Green Milestones.
- 4.15 TfL's Surrey Quays station upgrade reduced its carbon emissions by nearly 40 per cent by implementing the 'PAS 2080' carbon standard against the initial design.
- 4.16 TfL's new station kiosks cut their carbon emissions by 25 per cent by replacing steel with lower-carbon aluminum and using resources more efficiently. Following a successful trial at Shoreditch High Street station, the new kiosks are being rolled out across the transport network.
- 4.17 The RP team are assisting with supplier spend data to support the development of TfL's scope 3 emissions baseline with a view to setting and monitoring reduction targets.
- 4.18 Significant progress has been made towards the target for last mile deliveries to the TfL estate to be zero-emission for new contracts from 2025. The CRPT is working with the Transport Strategy and Policy team to manage the project plan, determine scope and bring in all relevant stakeholders.

Fair and inclusive employment practices

- 4.19 Approximately 50 per cent of TfL key suppliers disclosed their workforce diversity data through the Diversity Data Benchmarking Initiative, in which National Highways, Network Rail and HS2 also participate. Outreach for the financial year (FY) 2024/25 campaign has begun, and TfL is due to present to supply chain partners in June 2024.
- 4.20 In FY 2023/24, a total of 89 TfL suppliers responded, an increase from 68 the previous year, including a higher number of SMEs. In total, the survey represents over 525,000 employees working in the sector of which more than 332,220 are in TfL's supply chain.

Supplier Diversity

- 4.21 TfL is an active member of the London Anchor Institutions' Network procurement working group. Through this engagement, TfL continues to progress towards spending 20 per cent with SMEs and diverse-owned businesses, whether in our direct or indirect supply chain.
- 4.22 TfL continues to identify opportunities to reserve below-threshold contracts for SMEs following a successful trial last year. Since the trial was expanded, we

have awarded one reserved contract worth £60,000. In addition, two other contracts that were only advertised to small or medium businesses, have been awarded to an SME, totalling £149,000.

- 4.23 As of June 2023, TfL annually requests SME-spend data from our Tier One suppliers so we can fully understand the extent to which our procurement activity supports UK SMEs within our supply chain. Response rates were low in the first year of engagement, and we will continue to engage the supply chain to increase the number of responses.
- 4.24 Throughout the last financial year, TfL have attended numerous regional Department for Transport SME engagement events. P&C leads attended to communicate the overall route to supply and upcoming opportunities in their categories. This engagement will continue in the new financial year.

Contracts and Tenders

- 4.25 TfL's Responsible Procurement Manager advises the P&C community on implementing responsible procurement requirements from early market engagement through tender evaluation and contract management. The RP team informed several significant contracts in FY 2023/24, including the uniforms relet, DLR operating contract re-let, Elizabeth line operating contract re-let, Bus Stops and Shelters, Advertising Concession, ICT Reseller Framework and Track Works and Resources contract.

5 Ethical Sourcing - Modern Slavery Statement

- 5.1 TfL is committed to identifying risks of modern slavery in its supply chains and working with its suppliers to proactively address these risks. The Centre for Social Justice estimates there are around 100,000 victims of modern slavery in the UK.
- 5.2 We published our most recent Modern Slavery statement for FY 2022/23 on TfL's website in September 2023. Section 54 of the Modern Slavery Act 2014 requires us to produce a new statement for 2023/24, to be published by 30 September 2024, following Board approval. A list of the companies within the TfL Group that the statement will apply to is included in the statement and has been adjusted from previous years, to remove dormant subsidiaries.
- 5.3 In FY 2023/24, we continued to embed risk management expectations in tenders and moved forward in discussions with bus operators. The main changes to the Modern Slavery Statement 2023/24 and the supporting work is the addition of two areas of focus, for increased transparency and risk mitigation, namely: waste collection and solar panels.

2023/24 Activity

Procurement and Contract Management

- 5.4 In 2023/24 we continued to manage our high-risk contracts (including uniforms, electronics, facilities management, construction, electric vehicles, and solar panels), evaluated tenders and continued to embed the standard supplier selection and contract conditions.

- 5.5 The construction sector is a large part of our risk profile. TfL's vast property development portfolio therefore requires thorough due diligence and mitigation activity. This year we continued to include, evaluate and manage our standardised modern slavery contractual requirements in the Limmo Development joint venture tender, run by Places for London. Limmo is a residential led development that would deliver circa 1,500 homes in Canning Town, East London. Tender questions asked developers how they will set up their construction sites to manage the risk of modern slavery, including how they manage recruitment processes with third parties.
- 5.6 In sectors with a recognised risk of poor working conditions and labour standards, TfL continues to implement the nine principles of the Ethical Trading Initiative (ETI) Base Code as the minimum level of performance for suppliers and their supply chain. In particular, TfL has taken a proactive approach to manage the risks of worker exploitation in the cleaning, security, and catering sectors by including direct employment requirements. As of 31 March 2024, the cleaning contractor directly employed 2,302 cleaning staff and the security services contractor employed 461 staff. All contracted and sub-contracted workers on these contracts receive the current London Living Wage rate or above.

Low Emission Vehicle Programme

- 5.7 In 2023/24, with the approval of all bus operators, we began collaborating with bus manufacturers and Electronics Watch on a confidential basis to establish supply chain transparency.
- 5.8 Electronics Watch monitors activity in key countries of the battery supply chain, including the Democratic Republic of Congo, Indonesia, Bolivia, the Philippines, China, Malaysia, and Taiwan. This monitoring activity enables TfL, the bus operators, and manufacturers to understand more about their multi-tiered supply chains, act appropriately to remedy any violations and take a pragmatic approach to support a just transition.
- 5.9 In 2024/25, we will expand our risk-management approach to include requirements in the tender for cycle hire across London, which includes e-bikes and therefore has similar human rights risks in the supply chain as passenger vehicles.

Modern Slavery Assessment Tool

- 5.10 In 2023/24, we continued our campaign to invite medium and high-risk suppliers to complete the Cabinet Office Modern Slavery Assessment Tool (MSAT) and used contract management to improve the response rate.
- 5.11 As at the end of the financial year, 89 per cent of the 44 invited suppliers have completed the survey, an increase from 80 per cent last year.
- 5.12 We had a Key Performance Indicator for all 44 suppliers to score 70 per cent or above, the threshold to achieve a 'Green' or good status, by March 2024. To date, 56 per cent of those suppliers who have completed the MSAT have hit this threshold.

London Transport Museum

- 5.13 LTM's catering supplier has a comprehensive modern slavery statement and has taken proactive steps to manage their labour exploitation risks. Aligning to TfL's contract terms, the supplier uses the Sedex Self-Assessment Questionnaire (SAQ) with their supply chain to capture supply chain transparency data and gain greater visibility of working conditions. The supplier is targeting to have all suppliers with completed SAQs by the end of 2025.

GLA Group Engagement

- 5.14 The CRPT continues to chair the pan-GLA Group practitioner learning group to share best practice and collaborate in relation to modern slavery due diligence. The group meets on a quarterly basis and has assisted with the roll out of the MSAT campaigns. Additionally, the CRPT will participate in the newly established Modern Slavery working group through the London Responsible Procurement Network.

Training and Awareness Raising

- 5.15 In 2023/24 CRPT arranged two workshops for suppliers who scored below 70 on the MSAT via the Supply Chain Sustainability School. These three-hour workshops trained suppliers in best-practice due diligence, risk assessment, supply chain mapping and other key areas to support any gaps in their MSAT responses.
- 5.16 The CRPT provided a bespoke three-hour workshop with the lead Modern Slavery Consultant from the Supply Chain Sustainability School to the Retrofit Accelerator for Homes Innovation Partnership solution providers to specifically address the complexities of forced labour risks in polysilicon supply chains, a key component for solar PV panels.
- 5.17 In March 2024, Places for London launched a responsible business skills programme which will be delivered by the charity Heart of the City. The programme will take 40 small business tenants through training on modern slavery, including managing their workforce and supply chain.
- 5.18 In 2023/24, Places for London repeated the 'spotting the signs' of modern slavery training for their commercial property team.

Key Performance Indicators and Goals for 2024/25

- 5.19 Our priorities for the year 2024/25 will be a combination of quantifiable key performance indicators and ongoing participation in projects, programmes and initiatives:

Key Performance Indicators

- 5.20 Training: Ensure staff in the Project Management Office working on relevant risk categories, including construction and capital projects, complete the Home Office Modern Slavery e-learning module.

- 5.21 MSAT: All TfL suppliers who have been assessed to be high and medium risk, to complete the tool and achieve an MSAT score of a minimum 70 per cent by March 2025. We will continue to work with lower scoring suppliers to support improvements to their scores and encourage more suppliers to complete the assessment.

Goals for 2024/25

- 5.22 Internal Capability and Capacity: New TfL staff in the Safety, Health and Environment Directorate, Places for London and the Capital Delivery and Projects community will be prioritised to receive training through TfL's membership of the Supply Chain Sustainability School.
- 5.23 Supplier Development: Continue to raise awareness of modern slavery to our supply chain, assisting suppliers by providing workshops, resources, training materials and bidder briefings. Specific attention will be paid to LTM suppliers.
- 5.24 Peer Learning: Chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group in relation to modern slavery due diligence.
- 5.25 External collaboration: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to address supply chain transparency and human rights due diligence issues, for example in the context of solar panels and zero-emission buses.

List of Appendices:

Appendix 1 - Draft Modern Slavery Statement 2023/24

List of Background Papers:

GLA Group Responsible Procurement Implementation Plan 2022-2024:
https://www.london.gov.uk/sites/default/files/gla_group_rpip_2022-24.pdf

London Anchor Institutions Charter:
https://www.london.gov.uk/sites/default/files/anchor_institutions_charter_1.pdf

Contact: Luke Jarvis, Interim Director Procurement and Commercial – Capital
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Transport for London **Appendix 1**

Modern Slavery Statement 2023/24

Period covered by this statement

Transport for London's (TfL) financial year end occurs on 31 March. This statement covers the financial year 1 April 2023 – 31 March 2024.

Organisations covered by this statement

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

Crossrail Limited
Docklands Light Railway Limited
London Buses Limited
London Bus Services Limited
London River Services Limited
London Transport Museum Limited
London Transport Museum (Trading) Limited
London Underground Limited
Places for London Limited
Rail for London (Infrastructure) Limited
Rail for London Limited
Tramtrack Croydon Limited
TTL Blackhorse Road Properties Limited
TTL Earls Court Properties Limited
TTL Build to Rent Limited
TTL Kidbrooke Properties Limited
TTL Landmark Court Properties Limited
TTL Southwark Properties Limited
TTL South Kensington Properties Limited
TTL Wembley Park Properties Limited
Tube Lines Limited
Victoria Coach Station Limited

Subsidiaries covered in previous statements that are dormant have been removed from the above list. More information on TfL and its subsidiaries can be found on our website:

[Subsidiary Company Information](#)

Introduction

This Statement is designed to satisfy the requirements of Section 54 of the [Modern Slavery Act 2015](#), by informing our customers, suppliers, staff, and the public about TfL's policy with respect to modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains, and the steps taken to identify, prevent and mitigate the risks. This is TfL's ninth annual statement to be published under the Act and relates to the period 1 April 2023 to 31 March 2024.

1 Our organisation and supply chain

TfL is the integrated transport authority responsible for delivering the Mayor of London's strategy and commitments on transport. We run the day-to-day operation of the capital's public transport network and manage London's main roads. In a normal year of operations, more than 31 million journeys are made across our network each day.

Responsibility for managing TfL's supply chain sits with our Procurement and Commercial (P&C) function, reporting to the Chief Finance Officer, who in turn reports to the Commissioner of TfL. During 2023/24 TfL spent in excess of £7.3bn on goods, services and works required to operate and upgrade services across all transport modes.

Our key suppliers represent around 67 per cent of our addressable spend. These suppliers offer a wide range of strategically important goods and services to TfL. A large proportion of our key suppliers are registered in the United Kingdom (UK) but many of their operations and supply chains are global. Some of our suppliers have complex supply chains with multiple tiers of sub-contracting and, in some cases, such as construction or electronic equipment, we have little visibility over where products are made. Therefore, we are using a risk-based approach, taking expert advice from the Ethical Trading Initiative (ETI) and Electronics Watch where relevant, prioritising steps to achieve greater supply chain visibility where our risks are highest, and recognising that workers in the lowest tiers of supply chains are often the most vulnerable.

2 Policies in relation to modern slavery

In March 2021, the Mayor published the refreshed [Greater London Authority \(GLA\) Group Responsible Procurement \(RP\) Policy](#) and its associated Responsible Procurement Implementation Plan (RPIP). The RPIP sets out how the GLA and its functional bodies (including TfL) will deliver the goals of the GLA Group RP Policy, between 2022 and 2024.

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

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

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

The GLA Group RP Policy is supported by the [Responsible Procurement Implementation Plan \(RPIP\) 2022-24](#) which sets out the key actions to deliver the commitments of the RP Policy, and shapes the work outlined in this Modern Slavery Statement. It commits TfL, as a member of the GLA Group, to:

- improve performance of key suppliers, and those assessed to be medium to high risk, by utilising the Cabinet Office Modern Slavery Assessment Tool (MSAT);
- structure commercial development arrangements to ensure relevant GLA Group best practice modern slavery due diligence provisions are undertaken by property development companies, consortia, and suppliers; and
- collaborate with partner organisations, such as the ETI and Electronics Watch, to improve supply-chain transparency of the mining and manufacturing of minerals used in batteries for electric vehicles and state-sponsored forced labour risks, such as the treatment of Uyghur Muslims in China, in our supply chains.

To support the business in implementing the GLA Group RP Policy and RPIP, TfL hosts the GLA Group's Central Responsible Procurement Team (CRPT) within its P&C function.

The CRPT works with TfL, along with the wider GLA Group, to prioritise and deliver the commitments of the RP Policy, including how we plan to promote ethical sourcing practices and address risks of modern slavery. The CRPT chairs and coordinates a practitioner learning group to share best practice, emerging risks and ensure delivery of the RP Policy.

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

3 Risk assessment and management

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

The highest risks of poor working conditions and human rights abuses from our global supply chain are associated with the production and manufacture of electronic equipment, textiles and materials used in our construction and infrastructure projects including solar panels. As TfL transitions to a zero-emission fleet, its exposure to risks associated with the mining and extraction of conflict and rare earth minerals, such as copper, lithium, nickel, tin, and cobalt, used in the production of batteries for electric vehicles, has also increased. We are working with partners, such as Electronics Watch, to address these risks as outlined in Section 6.

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

Category	Country	Identified Sector Risks
Construction	United Kingdom	Multi-tiered supply chains involving the use of labour agencies which could result in poor labour practices due to lack of transparency. Unethical practices including workers being charged unlawful or excessive recruitment fees, workers being misinformed about terms of employment, and the withholding of passports may take place.
Facilities Management: cleaning, security, and catering services	United Kingdom	Low skilled labour; migrant labour; agency labour leading to lack of transparency in employment practices.
Electronic equipment	China, East Asia, Eastern Europe	Labour intensive, often low-skilled work; mining of raw materials in high-risk countries. Poor labour practices including underpayment of wages, delayed payment, or wage deductions; physical abuse; working excessive overtime; worker's visa or permit is tied to a single employer; and financial penalties for early contract termination.
Uniforms and workwear	Bangladesh, China	Risks include gender inequality; weak protection of workers' rights; poor labour practices including excessive overtime, underpayment, or deduction of wages; financial penalties for leaving employer and structural integrity of factories.

Steel and steel components	China, Europe, Japan, India, USA	Country of production where labour rights might not be well protected; low-skilled labour, and dirty, dangerous, or difficult work in mines and smelting plants leading to poor labour conditions.
Stone	Brazil, China, Europe, India, USA	Country of production - US State Department of Labour highlights multiple countries where child and forced labour exists in quarries; child labour and unsafe working conditions.
Batteries	Cobalt – Democratic Republic of Congo (DRC); Lithium - Chile, Bolivia, China; Nickel – Indonesia, Philippines; Tin – Bolivia; Copper – Chile and semi-conductors – China, Malaysia, Taiwan	Sourcing of minerals presents the greatest risk to human rights abuses. Political instability or conflict particularly in the DRC; weak protection of civil liberties and workers’ rights; safe and healthy working conditions in mines can be poorly regulated and protected, particularly in artisanal mines.
Personal Protective Equipment (PPE)	China and Malaysia	Similar risks to those for uniforms and workwear
Waste Collection	United Kingdom	High risk of modern slavery, with two thirds of modern slavery victims in the UK working in the waste industry. Low paid, often migrant labour; prevalence of subcontracting and agency work leading to lack of transparency on employment practices. High profile cases in the press against waste suppliers operating in the UK.
Solar Panels	China	Reliance on manufacturing in China, with well documented state-sponsored forced labour practices, especially in the Xinjiang region affecting the Uyghur population.

TfL mitigates and manages these risks through its due diligence processes. A summary of our activity this year is set out in Section 4 below.

4 Due diligence

Through robust procurement and governance processes our P&C staff identify categories and contracts which are likely to present a high risk of human rights abuses and poor working conditions. This includes the use of a RP checklist for each tender and a spend category risk assessment.

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

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

We have undertaken a risk assessment of our supply chain and invited medium and high-risk suppliers to complete the MSAT. We held a supply chain engagement event to encourage completion of the MSAT and hosted two due diligence workshops through our membership with the Supply Chain Sustainability School. This is to support our suppliers in improving their policies, practices, and processes in preventing modern slavery in our supply chains. More information about supplier completions of the MSAT is in the section below.

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

Examples of how TfL manages these matters

Electronic equipment

TfL is a founding member of Electronics Watch - an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the human rights of electronics workers in their global supply chains. Electronics Watch contract conditions, where suppliers are required to disclose the factories where goods and key components are produced, are included in our tenders for electronic equipment. For relevant tenders, bidders are also asked to outline how they would work towards establishing supply chain transparency over the duration of the contract, to assist with monitoring and improving labour conditions at sites of production.

Our frameworks for purchasing Oyster Cards and Information and Communication Technology (ICT) hardware included the Electronics Watch contract conditions. We work closely with Electronics Watch and our ICT reseller to improve the level of supply chain information that is shared with us, including going into component level factory disclosures as we recognise the risk increases further down our supply chain. In 2023/24, we continued engaging with Electronics Watch affiliates in Europe to learn from their experiences with brands and used our combined purchasing leverage to request greater engagement and transparency from them.

Low Emission Vehicle Programme

In 2023/24, we continued our involvement in the Electronics Watch Low-Emission Vehicle Programme. In particular, we engaged with the Managing Directors from all eight of TfL's contracted bus operating companies (who procure and operate the zero-emission London buses), with a view to engaging with zero-emissions bus manufacturers.

In 2024/25, we will continue to collaborate with relevant bus manufacturers and Electronics Watch on a confidential basis, focusing on human rights due diligence and supply chain transparency. The information collected through this engagement will inform the Electronics Watch monitoring activity, which has a presence in key countries of the battery supply chain, including the Democratic Republic of Congo, Indonesia, Bolivia, the Philippines, China, Malaysia, and Taiwan. This monitoring activity will enable TfL, its bus operators, and manufacturers to understand more about their multi-tiered supply chains and to act appropriately to remedy any violations. It will also support TfL in achieving a just transition to net zero, ensuring that workers in its supply chains are not negatively impacted in the process of achieving this goal.

In 2024/25, we will also expand our risk-management approach to include requirements in the tender for cycle hire across London, which includes e-bikes and therefore has similar human rights risks in the supply chain as passenger vehicles.

Property developments and construction sites

The construction sector is a large part of our risk profile. TfL's significant property development portfolio therefore requires thorough due diligence and mitigation activity.

In 2023/24 standardised tender questions and contractual requirements were included in Limmo Development joint venture tender run by Places for London. Limmo is a residential led development that would deliver circa 1,500 homes in Canning Town, East London. Tender questions asked developers and potential Joint Venture partners how they will set up their construction sites to manage the risk of modern slavery, including how they manage recruitment processes with third parties. In 2024/25, tender requirements will be followed up with the successful bidder.

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

Managing our commercial property estate

Places for London (formerly TTL Properties Limited) is our subsidiary commercial property company. It plans to deliver 20,000 homes over the next ten years and currently manages around 1,300 commercial tenants.

In 2023/24, we analysed our customer segments for modern slavery risk, and sent the information to the property management team, so that it can inform their inspection schedule as well as the inspections themselves.

Places for London has also formed Customer Advisory Groups for its retail and arches customers, respectively. The purpose of the Customer Advisory Groups is to provide further engagement between Places for London as landlord and its tenant customers, and to discuss and update on important policies and other matters. We discussed modern slavery at the Customer Advisory Groups in 2023/24 and will continue to have it on the agenda for meetings in 2024/25.

To further raise awareness of modern slavery, we also included modern slavery as a topic in the customer information campaign on compliance and safety.

Facilities management (cleaning, catering, and security services)

TfL has taken a proactive approach to manage the risks of worker exploitation in the cleaning, catering, and security services contracts by including direct employment requirements in each contract. At the close of the financial year 2023-24, our security contractor directly employed 461 colleagues while the cleaning contractor directly employed 2,302 employees. All contracted and sub-contracted workers on these contracts receive the current London Living Wage rate or above. TfL continues to provide free travel to around 2,646 workers including cleaners, catering, and security staff from April 2024.

Uniforms

In 2023/24 we have strengthened the requirements for our uniforms contract relet, which will be awarded in 2024/25. The requirements include commitments to publish factory locations on the Open Apparel Registry and engagement with ETI development programmes where relevant. This ensures transparency and allows us to adhere to the reporting requirements of our ETI membership, as well as appropriately manage the risk of state-sponsored forced labour in our textile supply chains.

Modern Slavery Assessment Tool

This year, we continued our campaign to invite medium and high-risk suppliers to complete the MSAT and used contract management to improve the response rate. As of the end of the financial year, 44 suppliers have been invited with an 89 per cent completion rate, an increase from 80 per cent last year. We set a Key Performance Indicator for all 44 suppliers to score 70 per cent or above (the threshold to achieve a 'Green' status) by March 2024. To date, 50 per cent of those suppliers who have completed the MSAT have hit this threshold. A further 10 per cent of suppliers are currently in the process of improving their score by revisiting their submission. Contract managers of those suppliers that have not completed the MSAT will continue to emphasise the importance of completion to TfL during contract review meetings.

Solar panels

TfL is continuing efforts to decarbonise our energy sources. Just transition is a crucial consideration as we uptake more renewable energy, ensuring that we are striving towards environmental commitments in a way that is fair and inclusive and

creating decent work opportunities and leaving no one behind. TfL works to address human rights concerns in the renewable energy supply chains and make London's transition to a zero-carbon city fair and just for workers in our supply chains.

In 2023/24, TfL engaged with solution providers on the Retrofit Accelerator for Homes Innovation Partnership to discuss the issue of Uyghur Muslim forced labour in the supply chains of polysilicon. This is part of TfL's arrangement to provide procurement services to the GLA.

In 2023/24, we also began preparation for the procurement of a Solar Private Wire Framework that will increase our exposure to risks of forced labour, including state sponsored forced labour, in the solar photovoltaic (PV) supply chain. To address these risks, relevant areas of the framework agreement have been developed, setting out requirements for suppliers to adhere to the ETI Base Code, provide PV supply chain visibility, and monitor and report on labour practices in the PV supply chain. Where reasonably practicable, the supplier will also be asked to provide third-party social audit reports to TfL. TfL Responsible Procurement Managers will work with the supplier to address any non-compliance issues.

To address shared modern slavery and forced labour risks, TfL regularly engages with industry and civil society organisations. For example, we attended the Supply Chain Sustainability School's Net Zero Summit in September 2023 where Just Transition was a key focus of the discussion.

Industry engagement

The CRPT continues to chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the Group in relation to modern slavery due diligence. The group meets quarterly and has assisted with the roll out of the MSAT campaigns and sharing best practice from TfL's engagement with the Department for Transport modern slavery group and other industry bodies such as the ETI, Sedex and Electronics Watch.

The CRPT continues to utilise its networks to collaborate and share knowledge on socially responsible procurement, a key part of continuously improving our approach and sharing successes and challenges with our peers. The CRPT are also members of the International Working Group on Ethical Public Procurement. The Responsible Procurement Manager attended two meetings in 2023/24 where new working groups were formed to progress on policy, practice, and research in the field. Key learnings will be incorporated into future relevant procurements across TfL and the GLA Group.

London Transport Museum

London Transport Museum (LTM) assessed its top 20 retail suppliers' approaches to modern slavery by inviting them to complete the MSAT. All 20 suppliers completed the assessment, with a wide range of scores, evidencing a breadth of maturity in combatting modern slavery. LTM promoted training materials and workshops to their retail suppliers to help improve their MSAT scores and develop their risk management approaches.

LTM's catering supplier has a comprehensive modern slavery statement and has taken proactive steps to manage their labour exploitation risks. Aligning to TfL's contract terms, the supplier uses the Sedex Self-Assessment Questionnaire (SAQ) with their supply chain to capture supply chain transparency data and gain greater visibility of working conditions. The supplier is targeting to have all their suppliers complete SAQs by the end of 2025.

5 Training and Awareness Raising

This year we continued to focus on training and raising awareness, especially in relation to our supply chain and Places for London customers.

Upskilling our supply chain to help manage our shared risks is a key priority for us, recognising that some suppliers are further on their journey than others. In 2023/24, we arranged two workshops via the Supply Chain Sustainability School to suppliers completing the MSAT. These three-hour workshops trained suppliers in best-practice due diligence, risk assessment, supply chain mapping and other key areas to support any gaps in their MSAT responses.

Additionally, the CRPT provided a bespoke three-hour workshop with the lead Modern Slavery Consultant from the Supply Chain Sustainability School to the Retrofit Accelerator for Homes Innovation Partnership solution providers to specifically address the complexities of forced labour risks in polysilicon supply chains.

In 2023/24, Places for London repeated the 'spotting the signs' training for its property team, with 30 people completing the training. They also launched a responsible business skills programme. The programme, which lasts 12 months and is delivered by charity Heart of the City, will take around 40 of our small business customers through training on a range of responsible business practices, including managing their workforce and supply chain. The content includes modern slavery and how it relates to small businesses.

6 Reporting, key performance indicators (KPIs) and Goals for 2024/25

The Responsible Procurement team co-ordinates the TfL and GLA Group approach to promoting ethical sourcing practices and addressing the risks of modern slavery, including metrics to monitor continuous improvement.

Our priorities for the year 2024/25 will be a combination of quantifiable key performance indicators and ongoing participation in projects, programmes, and initiatives:

KPIs:

Training: Ensure staff in the Project Management Office working on relevant risk categories, including construction and capital projects, complete the Home Office Modern Slavery e-learning module.

MSAT: All TfL suppliers who have been assessed to be high and medium risk, to complete the tool and achieve an MSAT score of a minimum 70 per cent by March 2025. We will work with lower scoring suppliers to support improvements to their scores and encourage more suppliers to complete the assessment.

Goals for 2024/25:

Internal Capability & Capacity: New TfL staff in the Safety, Health and Environment Directorate, Places for London and the Capital Delivery and Projects community will be prioritised to receive training via TfL's membership of the Supply Chain Sustainability School.

Supplier development: Continue to raise awareness of modern slavery to our supply chain, assisting suppliers by providing workshops, resources, training materials and bidder briefings. Specific attention will be paid to LTM suppliers.

Peer Learning: Chair the pan-GLA Group practitioner learning group to share best practice and collaborate across the GLA Group and wider London Responsible Procurement Network in relation to modern slavery due diligence.

External collaboration: Continue to collaborate with partner organisations such as the ETI and Electronics Watch to address supply chain transparency and human rights due diligence issues, for example in the context of solar panels and zero-emission buses.

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

Andrea Clarke, interim General Counsel

30 September 2024

On 24 July 2024, the TfL Board approved the TfL Slavery and Human Trafficking Statement 2023/24 and authorised the General Counsel to agree the final form of the Statement.

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Date: 16 May 2024

Item: Enterprise Risk Update – Environment including Climate Adaptation (ER03)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of Enterprise Risk 3 - Environment including climate adaptation (ER03). This risk covers Transport for London (TfL) failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations.
- 1.2 ER03 was defined and agreed by the Executive Committee in February 2023 and first presented to the Panel in May 2023. This paper represents the first annual review of ER03 in line with the enterprise risk schedule.
- 1.3 A paper is included on Part 2 of the agenda, which contains exempt supplemental information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

2 Recommendation

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

3 Background

- 3.1 Our environmental risks are encompassed by two interlinked components: that we will fail to fulfil our environmental commitments and obligations, and that the effects of climate change will result in significant impacts on our assets and operations in both the short and long term.
- 3.2 TfL's environmental obligations include compliance with all relevant environmental legislation, including the Environment Act 2021, and our role in delivering the Mayor's environmental objectives set out in the London Environment Strategy.
- 3.3 We are already experiencing the direct impacts of climate change on our network. In 2024 we are undertaking an updated assessment of our asset climate risks under the fourth round of the Department for the Environment, Food and Rural Affairs' Adaptation Reporting Power.

4 Mitigation and Control

- 4.1 The TfL Strategy sets out our overarching environmental commitments and objectives, which are articulated in more detail in the Corporate Environment Plan and Climate Change Adaptation Plan. In March 2024 we published our Green Infrastructure and Biodiversity Plan, which sets out how we will protect, connect and enhance green infrastructure and biodiversity across our estate and networks.
- 4.2 ER03's key mitigations are investment in environmental improvements; environmental governance and oversight; and appropriate tools, data and processes to support environmental management.

Environmental investment

- 4.3 We continue to deliver initiatives to improve our environmental performance and support delivery of the London Environment Strategy. These include transition of the bus fleet to zero emission by 2034, measures to improve energy efficiency and reduce carbon from TfL buildings, and installation of Sustainable Drainage Systems to help alleviate flood risk.
- 4.4 Through the Greater London Authority Group's Climate Budget, we annually set out both the funded and unfunded initiatives to reduce carbon emissions from our operations and London's transport network more widely, and discrete interventions to adapt the network to the impacts of climate change.

Environmental governance and oversight

- 4.5 The Executive Committee's Sustainability sub-group oversees the control and mitigation of ER03, reporting to the Executive Committee. The sub-group also leads the development and management of the environmental Level 1 strategic risks supporting ER03.

Environmental tools, data and processes

- 4.6 In 2023 we updated our environmental management processes as part of the Safety, Health and Environment Management System programme. We have also continued to strengthen the environmental requirements for capital projects as part of Pathway, including the introduction of a new, digital version of the Environmental Evaluation product to support assessment of the environmental impacts of construction projects.
- 4.7 Appropriate skills and competency in environmental management across the organisation support the control and mitigation of ER03. Our expanded roll out of Carbon Literacy training across the organisation underpins more detailed and role-specific environmental training. In March 2024 we received Bronze accreditation from the Carbon Literacy project recognising that our organisational leaders have completed Carbon Literacy training.

5 Reporting of Environmental Risk

- 5.1 We disclose our climate risks and opportunities under the Taskforce on Climate-Related Financial Disclosures in our Annual Report and Statement of Accounts.

The disclosures set out our governance, strategy, risk management, metrics and targets covering our climate-related risks and opportunities. ER03 represents TfL's overarching climate risk.

- 5.2 In future years we will also make disclosures on our nature-related risks and opportunities under the Taskforce on Nature-Related Financial Disclosures framework.

6 Risk Status

- 6.1 The risk impact of ER03 is currently assessed as "High", with a target assessment of "Low".
- 6.2 The initiatives described above will help mitigate the risk in the short to medium term. However, as we build a more detailed understanding of the environmental risks to the network, in particular from climate change, the overall scale of risk severity will be updated; this may include an increase in severity as the evidence based is developed.
- 6.3 The overall Control Effectiveness rating of ER03 is "Requires Improvement".
- 6.4 Measures to improve the overall effectiveness of ER03's controls include clear cascade of environmental risks to all business areas, achievement of the environmental measures set out in the TfL Scorecard, and improved compliance with environmental requirements in the TfL Management System.
- 6.5 Work is underway to develop the interdependencies between ER03 and other strategic risks, including risks around the impact of climate change on our key supply chain and on developing or acquiring the skills required to support the transition to a low carbon organisation.

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

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

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Date: 16 May 2024

Item: Our Colleague Strategy – Delivery to Date

This paper will be considered in public.

1 Summary

- 1.1 Our Colleague Strategy was launched on the 3 July 2023, setting 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 achieve our goals.
- 1.2 This paper provides an overview of delivery made against our Colleague Strategy, Colleague Roadmap and our Colleague Scorecard Results for 2023/24.

2 Recommendation

- 2.1 **That the Committee note this update.**

3 Background

- 3.1 On the 3 July, we launched our new Colleague Strategy which is our new value driven approach to make this a great place to work, setting out key objectives between now and 2030. Our Colleague Strategy will be broken down into three key commitments that we have made to our colleagues.
- 3.2 **Creating a culture of inclusion** - Across our organisation, every one of us has a role to play. Building a safe space for conversations and challenge will ultimately lead to a more effective, innovative organisation that meets everyone's needs and promotes wellbeing in the widest possible sense.
- 3.3 **An attractive and fair employee offer** - We are working towards a new approach to reward and our overall employment offer. Our employee benefits, policies and ways of working need to help colleagues build their career here and motivate others to join us.
- 3.4 **Supporting everyone to achieve their work ambitions** - We will deliver London's future with the skills, ideas, energy and creativity of our colleagues. Great leadership with a continued focus on your ambitions and wellbeing, with everyone having access to opportunities, is at the heart of how we will make TfL a great place to work.

4 How we will measure Success

- 4.1 Our two primary measures of success for our Colleague Strategy are that by 2030, we:
- (a) Will halve the gap where we are not already representative of London; and
 - (b) Are recognised as one of the best companies to work for in the UK, with employee engagement better than the UK wide benchmark.
- 4.2 We track these two measures on our TfL Scorecard, along with attendance. For 2023/24 we made improvements in both of these measures:
- (a) Overall, our colleagues are more positive and more engaged than the previous year, with our engagement scoring increase +1 per cent to 60 per cent. This compares with the UK wide benchmark of 64 per cent. We have set ourselves an ambitious target in 2024/25 to increase our engagement score by +2 per cent; and
 - (b) Our senior managers have become more representative of London for all five protected characteristics. We are on track to halve the difference in representativeness at the start of the Colleague Strategy by 2030 for BAME, minority faith and LGB senior managers, with female and colleagues with disability falling short of our target in 2023/24, however, still improving in year.

5 Creating an Inclusive Culture

Launched our Action on Inclusion Strategy

- 5.1 On the 26 June 2023, we launched our Action on Inclusion strategy, which sets out the steps we will take to make TfL a genuinely inclusive employer and organisation. This strategy highlights the practical steps we are taking to improving equity, diversity and inclusion in the workplace, including how we will work to help colleagues be mindful and supportive of each other, ensuring our organisation is a great place for everyone to work and thrive.

<https://content.tfl.gov.uk/tfl-action-on-inclusion-creating-inclusive-workforce.pdf>

Launched our Inclusion Matters online learning courses

- 5.2 One of the key deliverables in our Action on Inclusion strategy was to design and launch a new colleague led training course. This course launched in September 2023, containing scenarios demonstrating what workplace behaviours are unacceptable and why. The training draws directly from our people about their personal experiences of diversity and inclusion in the workplace. By listening to our colleagues, we can learn first-hand from them about why it's important we think about inclusion in everything we do and say.
- 5.3 Since launch, over 47.5 per cent of our colleagues, approximately 13,500, have completed the course. For our people leaders, who are essential in creating a truly inclusive environment, 86.7 per cent have completed this learning.

Inclusion Matters - Disability

- 5.4 We want to better understand the barriers and issues our colleagues face in the workplace. Following on from the launch of Inclusion Matters, we launched in December our Inclusion Matters – Disability e-learning course, which was designed to give everyone a greater awareness of disability and the barriers disabled people can face. Since its launch in December 36.2 per cent of all colleagues have completed the course, this again increases for our people leaders, with 67.8 per cent having completed the course.

Published our 2023 Pay Gap Reports and Action Plan

- 5.5 In February we published our 2023 Gender, Ethnicity and Disability pay gap reports, alongside an updated Pay Gap Action Plan which sets out steps we will take to reduce these. While we're pleased to have achieved positive progress in reducing the gender pay gap, further work needs to be done, notably in respect of our ethnicity and disability pay gaps. A stand alone update on our pay gaps is on the agenda at this Panel.

	Median	Mean
Gender	14.8% (down from 16.6%)	9.0% (down from 9.5%)
Ethnicity	11.8% (up from 8.1%)	11.4% (up from 10.8%)
Disability	5.2% (up from 2.9%)	2.4% (down from 3.1%)

Being fully representative of the city we serve

- 5.6 A key way to reduce our pay gaps is to ensure we are fully representative of the city we serve at all levels of the organisation, especially at more senior levels. This is a core commitment in our Colleague Strategy to halve the difference between our current representatives and that of the economically active population of London by 2030.
- 5.7 For the first time on our 2023/24 TfL Scorecard we set ourselves a target to increase the representativeness of our senior managers. We have increased representativeness for the five protected characteristics, meeting our scorecard targets for these. Whilst we fell short of our target for women senior managers, we have still seen an increase in representativeness in this year.

Category	Target	Floor Target	Year End	Scorecard
Women	34.6%	33.8%	34.0%	Amber
BAME	18.5%	17.3%	20.0%	Green
Minority Faith	12.2%	11.6%	12.6%	Green
Disability	6.5%	5.8%	6.5%	Green
LGB	5.5%	5.1%	6.1%	Green

- 5.8 Senior Manager Representativeness has again been included on the TfL Scorecard for 2024/25 as we look to halve the gap in representativeness by 2030.

6 Support everyone to achieve their work ambitions

- 6.1 Our colleague strategy sets out our ambition to build a strong culture of good leadership across the organisation, where colleagues and leaders have frequent, quality conversations on wellbeing and development.

Supporting everyone to progress

- 6.2 We want all colleagues to be the best they can be and drive their own development journey. We now have in place a clear approach enabling all colleagues to have regular quality conversations on their performance and readiness to progress their careers and to receive feedback in real time from their colleagues. This resulted in over 90 per cent of colleagues holding an end of year conversation to discuss performance, development and readiness to progress in their careers.
- 6.3 To help support our people leaders in these discussions, this year we launched our People Leader Framework, which for the first time describes what we expect every person responsible for the performance and development of others to do.
- 6.4 The principles are the same whether you are Chief Officer or a Supervisor. The framework underpins every people leader's performance, and development, marking a shift from 'line manager' to 'people leader'.

Building skills for the future

- 6.5 We have continued to grow talent through our internship, apprenticeship, graduate and employability programmes over the past year. In September, we welcomed over 270 graduates, apprentices and interns. This is our largest intake to date and is key to helping us attract diverse talent into our organisation.
- 6.6 Our graduate and apprenticeship schemes are also constantly evolving, ensuring we develop and grow the skills we need internally. This year we introduced our first sustainability graduate and apprenticeship schemes, reflecting our ambition to be the green heartbeat of London.
- 6.7 The fantastic work we have done in building this talent pipeline has culminated in TfL being awarded a place in the Times Top 100 Graduate Employers for 2024. We were also awarded the Graduate Employer of Choice Award for the Transport and Logistics sector, an amazing achievement for the team, demonstrating our position as an employer of choice for young talent.

Critical roles and Succession Planning

- 6.8 We have completed the first review of our critical and hard to fill roles with approximately 250 unique roles identified across the business as critical or hard to fill. These include roles with special and generic skills, and within job family areas such as Project Management, Engineering, Technology and Data, and Sustainability. As part of these discussions several business areas have also

identified single points of failure and have committed to addressing these through succession plans.

- 6.9 An initial succession planning exercise for these critical or hard to fill roles concluded on the 31 October, helping ensure we have a development pipeline for these roles. These will now be refined further and development plans for individuals on these succession plans put in place.

7 Provide a fair and attractive employee offer

Improving how we manage pay

- 7.1 Improving how we manage pay, balancing fairness and affordability with meeting the competitive challenge of attracting and retaining talent is one key ambition of our Colleague Strategy. Our 2023 Pay Talks concluded in March, with an additional pay increase provided to TfL colleagues, ensuring parity in pay awards across the organisation.
- 7.2 Feedback from our colleagues via Viewpoint and our trade unions, coupled with data analytics show that in parts of the organisation we have issues to address, including internal pay disparity, external market relativity and the increasing perception of unfairness from our colleagues.
- 7.3 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. We are now progressing with this work and will look to consult on any proposals in 2024/25.

Introducing principle-based policies

- 7.4 Developing principle-based people policies, replacing rigid rule-based ones is an essential part of making this a fairer place to work. Our current policies follow a 'one size fits all' approach. This means we have to apply prescriptive rules without exception, making it difficult to do the right thing by our people and our organisation.
- 7.5 We are in the process of updating our people policies, and have already launched principle based policies covering workplace violence and aggression, domestic abuse, safeguarding and a smoke free workplace.
- 7.6 We are also in the process of reviewing our work-life balance policies and have at the start of April 2024 launched our updated Flexible Working policy in response to changing Government legislation. This allows all colleagues to make a formal request for flexible working from day one. All colleagues can also request informal flexible working arrangements with their people leader.

8 Next Steps

- 8.1 We have now published our Colleague Roadmap for 2024.
- 8.2 We are also finalising a data pack which will measure progress of our Colleague Strategy over time. We will look to share a snapshot of what this will look like at an upcoming CPO Quarterly Report.

List of appendices to this report:

None

List of Background Papers:

None.

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Date: 16 May 2024

Item: TfL Pay Gaps and Action Plan

This paper will be considered in public

1 Summary

- 1.1 Our Colleague Strategy sets out how we will achieve our ambition of being an inclusive employer of choice by creating a great place to work for everyone, so everyone is able to thrive. In order to attract, retain and develop people with the skills to achieve our business objectives, we need to actively take steps to achieve our ambition of reducing our pay gaps.
- 1.2 This paper provides an update on how our pay gaps have changed in 2023 and what we believe the reasons are for these changes. It also outlines the steps we are taking to reduce our pay gaps.

2 Recommendation

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

3 Summary Of Our Pay Gaps 2023

- 3.1 Our median gender pay gap decreased from 16.6 per cent in 2022 to 14.8 per cent in 2023. Our mean gender pay gap also decreased from 9.5 per cent to 9 per cent in the same period.
- 3.2 Our median ethnicity pay gap increased from 8.1 per cent in 2022 to 11.8 per cent in 2023. Our mean ethnicity pay gap also increased from 10.8 per cent to 11.4 per cent in the same period.
- 3.3 Our median disability pay gap increased from 2.9 per cent in 2022 to 5.2 per cent in 2023. Our mean disability pay gap decreased from 3.1 per cent to 2.4 in the same period.

Pay Gap Measure	2022 (per cent)	2023 (per cent)	Change (Percentage points)
Gender – Median	16.6	14.8	-1.8
Gender – Mean	9.5	9.0	-0.5
Ethnicity – Median	8.1	11.8	+3.7
Ethnicity – Mean	10.8	11.4	+0.6
Disability – Median	2.9	5.2	+2.3
Disability - Mean	3.1	2.4	-0.7

4 Understanding the changes in our Pay Gap Reports

- 4.1 Our gender, ethnicity and disability pay gap report in 2023 paints a mixed picture, with our gender pay gaps continuing to decrease, but our ethnicity pay gaps increasing and our median disability pay gap also increasing.
- 4.2 Pay gaps can arise due to a number of factors, such as recruitment, progression, retention and development, all of which can directly impact pay gaps in-year.

Declaration Rates

- 4.3 Over the past year, we believe declaration rates have had one of the biggest impacts on our ethnicity and disability pay gaps in particular. (It is worth noting that gender information is a mandatory field so we have a 100 per cent declaration rate so our data on gender is not impacted by declaration rates in the way that other data can be positively or negatively impacted by a significant increase in data).
- 4.4 Exceptionally, last year over 4,000 colleagues shared their (additional) demographic information with us. More than 1,000 of these colleagues were existing employees who we believe shared their data as a result of greater awareness, our Count Me In campaign, and the launch of Action on Inclusion. In addition, another dataset relating to another 3,000 colleagues was also uploaded last year as a result of an earlier omission by an external recruitment company who had handled some operational high volume recruitment campaigns on our behalf. We believe that this had a significant impact on our ethnicity pay gap in particular for the reasons detailed below.
- 4.5 Last year the proportion of Black, Asian and minority ethnic operational colleagues increased from 34.8 per cent to 39.2 per cent based on increased declarations. This is a significant and positive shift in one single year in terms of our broader commitment to ensure our workforce is reflective of the diversity of London. However, we believe that this increase has contributed to increasing our ethnicity pay gaps, as many of these operational roles are our more junior, high volume, lower paid positions (such as Customer Service Assistants).
- 4.6 For our Disability Pay Gaps, during the course of last year, we managed to increase the number of colleagues willing to voluntarily share information about their disability from 55.5 per cent in 2022 to 65.2 per cent in 2023. This is a positive and welcome outcome. We are aware that as we continue to increase our declaration rates, this may have a negative impact on our pay gaps, but since doing so will provide us with a clearer picture of who our people are (and whether any actual pay gaps exist) we will continue to take steps to encourage colleagues to share their data with us.
- 4.7 We believe increased declaration rates are in part a result of work being undertaken to increase disability awareness within the business, such as the recent launch of the Inclusion Matters - Disability training course which is designed to give colleagues more confidence to share with us whether they have a disability.
- 4.8 While increased declarations are a positive and welcome step (increased information better enables us to support our colleagues appropriately), we are

conscious that 34.8 per cent of our colleagues currently do not share whether or not they have a disability so our pay gap information only relates to two thirds of our population.

Attracting and recruiting diverse talent

- 4.9 We continue to attract diverse talent via our Graduate, Apprentice and Internship programmes. In terms of ethnicity, our Graduate and Apprentice programmes are currently 51.4 per cent and 43.2 per cent Black, Asian and minority ethnic respectively. While attracting and recruiting diverse talent into our Graduate and Apprentice programmes is the right thing to do, these colleagues are on lower base salaries than other colleagues with more experience and therefore an increase in their numbers can negatively impact our pay gap calculations.
- 4.10 As these colleagues complete these schemes and progress their careers with TfL this is anticipated to help reduce our pay gaps in the future. We are therefore taking a long-term view that while our pay gaps may increase in the short-term, we are mindful of the fact that this is the right way to build a talent pipeline of future leaders. The graduates and apprentices of today will also help us achieve our commitment to increase representation at the most senior level of our organisation over the course of the next few years to 2030.

5 Steps to reduce our Pay Gaps

- 5.1 Our Pay Gap Action plan sets out steps we will take to help reduce our pay gaps over the next four-year period.
- 5.2 Our Pay Gap Action Plan details the interventions we will put in place under five key themes. Our planned (or delivered) interventions under each theme are included in the background reading.
- 5.3 The Pay Gap Action Plan is now supplemented and further supported by our Colleague Strategy which was launched last year. Our Colleague Strategy sets out how we will make TfL a great place to work where everyone can thrive. The Pay Gap Action Plan is therefore an integral part of our Colleague Strategy. There are three pillars of the Colleague Strategy:
- (a) creating an inclusive culture;
 - (b) providing a fair and attractive employee offer; and
 - (c) supporting everyone to achieve their work ambitions.
- 5.4 Collectively, the work we do under these overarching pillars will enable us to make TfL a great place to work where diversity can thrive. One of the ways we are measuring our progress towards our diversity ambition is through increased representation at senior levels of the organisation.
- 5.5 With reference to Economically Active London (EAL), and through our Scorecard, we have committed to halve the gap between our representation at senior levels and EAL (where we are not already representative of London) in relation to each of the legally protected characteristics. Achieving this ambition would significantly reduce our ethnicity and disability pay gaps.

5.6 Here are a few examples of the key actions that we have put/are putting in place this year to address our pay gaps:

- (a) launch of our Diversity and Inclusion strategy, Action on Inclusion. Ongoing activities to embed this across our business continues;
- (b) creation and launch of Inclusion Matters e-learning. Mandatory for all colleagues with an expectation that all People Leaders will have completed the training by March 2024. Currently 88 per cent of our People Leaders have completed this training, with release time in operational areas a constraining factor in achieving this by the end of 2023/24;
- (c) working even more closely with our Colleague Network Groups (CNGs) (aligned to the protected groups) so they can help us cascade and embed inclusive practices and can act as a mirror for the organisation by helping to identify barriers and sharing information about how colleagues wish to be supported. Supporting our CNGs to deliver CV writing and interview practice workshops to support colleagues to be ready for when career progression opportunities arise;
- (d) creating and rolling out development programmes such as 'Getting ready for senior leadership' (GRFSL) and 'Future Leaders'. Running GRFSL is a positive action programme to address the inequalities we are seeing through our data in terms of career progression;
- (e) promoting the Readiness framework under myJourney to enable colleagues to take control of their career development;
- (f) developing a new recruitment approach – agile, progressive, creative to support our commitment to recruit more diverse talent, either internally or externally;
- (g) introducing a new adjustments process to support our disabled colleagues Launched 1 April 2024;
- (h) creation and launch of a new GLA Group Mentoring programme. Launched January 2024 to support colleagues' personal and career development;
- (i) ongoing review of all people related policies. Recent launch of revised Flexible Working Policy; and
- (j) raising awareness around discrimination on an ongoing basis e.g. Inclusion Matters – Disability training for People Leaders supported by Disability awareness e-learning for all colleagues.

List of appendices to this report:

None.

List of Background Papers:

[TfL Pay Gap Report 2023](#)

[TfL Pay Gap Action Plan](#)

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Date: 16 May 2024

Item: Safety, Health and Environment Report - Quarter 4 2023/24

This paper will be considered in public

1 Summary

- 1.1 This paper summarises key information and trends in the fourth and final Quarterly (Q4) Safety, Health and Environment (SHE) report for the 2023/24 financial year, attached as Appendix 1.

2 Recommendation

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

List of appendices to this report:

Appendix 1 – Safety, Health and Environment Report - Quarter 4 2023/24

List of Background Papers:

None

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Safety, Health and Environment Quarterly report

Quarter 4 2023/24

(10 December 2023 – 31 March 2024)

16 May 2024



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Safety, Health and Environment Quarterly Report

Introduction and Executive Summary

Summary

This Safety, Health and Environment (SHE) Quarterly Report summarises our performance in Quarter 4 of 2023/24, identifies strategic trends, and describes progress in delivering our strategic SHE programmes. The data referenced covers the period from 10 December 2023 to 31 March 2024, unless specified.

Overall performance 2023/2024

While this report focuses on the fourth quarter, we are now able to see provisionally the overall performance in the financial year. This suggests:

- Road safety: we exceeded our floor target and saw a five per cent reduction in people killed or seriously injured compared to 2022/2023
- Customer safety: we recorded 202 customers killed or seriously injured, meaning we missed our standard target by one, but achieved the floor target which represents an eight per cent reduction on 2022/23
- Colleague: we recorded 18 colleagues killed or seriously injured which exceeded our target of 22, however we are recording this metric as red because of the tragic death of a sub-contractor which has led us to apply an automatic failure to the metric

Quarter 4 results

Road Safety

During Quarter 4, we did not meet our targets for people killed or seriously injured in road traffic collisions on our roads or by buses. While our target for Quarter 4 was 56, there were 86 people killed or seriously injured in road traffic collisions in or by a bus.

Further data behind these scores is explained in the safety section of this report.

Continuous efforts are being made to implement interventions that are aligned to 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.

Safe System forum

On 30 January, we hosted the inaugural Safe System forum workshop, which brought together 10 different transport authorities facilitated by the Parliamentary Advisory Council for Transport Safety together with Road Safety GB, an essential new forum established to share lessons and good practice across UK transport authorities.

As of the end of Quarter 4, the total percentage of London's roads subject to a 20mph speed limit now stands at 52 per cent, 30 per cent of which is on the Transport for London (TfL) Road Network. Speed limits have been reduced to 20mph on over 180km on the TfL Road Network since 2020, including 36 town centres. Further detail of the projects is explained in the safety section of this report.

Public Transport

While we continue to strive for improvement, tragically there were five reportable customer fatalities on our public transport network in Quarter 4.

Sadly, in Quarter 4 there were also 54 reportable serious injuries to our customers across our public transport network, and four of our colleagues. This is a decrease of 22.9 per cent in comparison to Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023).

Capital

There was a total of four injuries (all minor) reported during Quarter 4 for Capital. There was no common cause. Injuries to colleagues

working in Capital continue to decline as we work towards our zero harm ambitions.

Security

Workplace violence and aggression (WVA) towards our people and those of our operators and contractors is unacceptable. Concerted action is underway to tackle it. Body worn video (BWV) cameras became essential kit for frontline colleagues on 31 January 2024. New, mandatory face-to-face conflict management training for customer facing staff began in March 2024.

There were 3,039 incidents of WVA reported across all modes in Quarter 4. This is an increase of 241 reported incidents compared to Quarter 4 of 2022/23. We continue to encourage our colleagues to report such incidents, so that appropriate action can be taken by management or the police.

Occupational Health and Wellbeing

In Quarter 4, our Occupational Health and Wellbeing (OHW) team began work with HR to review causes of sickness absence in areas of the business that have the highest levels. Considerations are also being made for interventions in these areas to support colleagues and to try to reduce absence.

Environment

In Quarter 4, we published our first Green Infrastructure and Biodiversity Plan. This plan is aligned with the TfL Corporate Environment Plan and sets out how we will care for and improve green infrastructure and biodiversity across our estate.

The Carbon Literacy Project awarded TfL with a Carbon Literacy Bronze Accreditation. This was an achievement for every Chief Officer, including the Commissioner, as TfL became certified in Carbon Literacy. We also achieved our 2023/24 scorecard target to train 3,000 colleagues in Carbon Literacy nearly two months in advance.

Significant incidents in Quarter 4

Tragically, in Quarter 4, there were five customer fatalities on our public transport network. These occurred at Piccadilly Circus station, Stratford station, Mile End station, Wapping Overground station, and onboard route 85 at A307 Fairfield North.

Some of these incidents were previously mentioned in the Quarter 3 report, but only as incidents that occurred after the quarter had ended.

Further information about these incidents is explained in the public transport section of this 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 our ambitious Vision Zero objective to eradicate all loss of life and serious injuries from London's transport networks by 2041.

Figure 1: Quarter 4 2023/24 Scorecard

Measure	Q4 Target	Q4 Actual
People killed or seriously injured in road traffic collisions	945	1,056
People killed or seriously injured in road traffic collisions in or by a London Bus	56	86
Customers killed or seriously injured	60	59
Colleague killed or seriously injured	6	4*
* This metric is RED due to a fatality occurring to a member of the workforce		

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

Safety



Overall performance 2023/24

While this report focuses on the fourth quarter, we are now able to see provisionally the overall performance in the financial year. This suggests:

- Road safety: we exceeded our floor target and saw a five per cent reduction in people killed or seriously injured compared to 2022/23
- Customer safety: we recorded 202 customers killed or seriously injured, meaning we missed our standard

target by one, but achieved the floor target which represents an eight per cent reduction on 2022/23

- Colleague: we recorded eighteen colleagues killed or seriously injured which exceeded our target of 22 however we are recording this metric as red because of the tragic death of a sub-contractor which has led us to apply an automatic failure to the metric

Road safety performance

In Quarter 4, there were 30 fatalities recorded on the road network. Eighteen people were killed while walking, six people while riding a motorcycle, four car occupants, one person riding a bicycle and one bus passenger. This is higher than the 21 fatal injuries which were recorded in Quarter 4 of 2022/23. There was also a rise in pedestrian deaths from Quarter 4 of 2022/23. There were 10 recorded in Quarter 4 2022/23 compared to 18 recorded in Quarter 4 2023/24.

There were a further 1,026 people seriously injured in Quarter 4 2023/24 compared to 997 in Quarter 4 last year. Although lower injuries, there are higher deaths as a pedestrian (352 in Quarter 4 2023/24 compared to 377 in Quarter 4 2022/23 and cycling (202 compared to 211).

(Figure 1, data annex).

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.

Improvement Activity

Safe System forum

On 30 January, we hosted the inaugural Safe System Forum workshop, which brought together 10 different transport authorities facilitated by the Parliamentary Advisory Council for Transport Safety together with Road Safety GB, to talk about how to embed safety in all we do, common challenges and opportunities. This is an essential new forum we have helped to establish that enables us to share best practice and inform our continuing work to improve road safety.

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

Safe Speeds

The Lowering Speed Limits programme completed in March 2024 and the TLRN now has a 20mph speed limit on 264km of roads.

In Quarter 4, seven locations came into operation at lower speeds: Woolwich Ferry Terminals and A117 Pier Road – Albert Road in Newham and Greenwich A312 Harlington Road West, Hounslow, A4 Bath Road, Hounslow, Rosehill roundabout, A297 St Helier Avenue and London Road roundabout in Sutton and Merton, A232 corridor in the London Borough of Sutton, and the TfL Road Network in both the London Boroughs of Wandsworth and Richmond upon Thames.

In the coming months, we will analyse the speed monitoring data collected at locations where the speed limit has been reduced to identify if, and where, physical interventions to slow approaching vehicles are required to complement the new speed limits.

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

Borough delivery

London's borough councils play a key role in the planning and delivery of schemes that transform local areas and meet the aims of the MTS. On 30 January, together with London Councils, we published the Borough three-year report, which demonstrates how London borough councils have used Local Implementation Plan (LIP) funding over 2019/20, 2020/21 and 2021/22 to transform local areas, making London's roads safer and more attractive for people using public transport, walking and cycling.

The report outlined vital new infrastructure delivered through LIP funding, including making walking and cycling safer through 50km of wider footways, 157km of new or upgraded cycling routes and 74 new pedestrian crossings. In addition, around 500 School Streets were introduced, with almost 25 per cent of primary schools now having a traffic free area at designated drop-off and pickup times.

To help London borough councils prepare for their LIP submission, we provided them with comprehensive Healthy Streets data packs on 16 February with detailed visual mapping that includes anticipated demand for new cycle routes, the need for traffic-calmed School Streets as well as where measures to support the Superloop and other bus services that could be provided. Alongside local evidence and engagement, the packs serve as a useful tool to help London borough councils identify the priority locations for investment to help achieve the outcomes of the MTS.

Safer Junctions

In Quarter 4, we completed our 45th Safer Junction at the Holloway Road/Drayton Park junction in Islington, delivering safety improvements for pedestrians with new and improved crossings.

Design work has been continuing for the remaining 28 Safer Junction locations, with some improvements being implemented

under experimental orders, including Chelsea Embankment/Grosvenor Road/Chelsea Bridge Road (as part of improvements to Cycleway 8), Holloway Road/Tollington Road/Camden Road and Holloway Road/Parkhurst Road/Seven Sisters Road (as part of Cycleway 50), with consultation due to start on the Cycleway 50 junctions in May 2024.

We are progressing design and survey work at pace to make improvements to the north and south sides of Lambeth Bridge, including new pedestrian crossings, bus lanes, cycle signals and a section of protected cycle track. These will complement the initial junction improvements made in 2021, to the north side of the bridge which included a new pedestrian crossing, wider pavements, and a lower speed limit of 20mph. Construction is due to start by the end of 2024.

In January 2024, we started engagement on pedestrian and cycle improvements at the junction of the Seven Sisters Road/Woodberry Grove and Holland Park roundabout, as part of the next phase of the Cycleway 34 scheme.

Safe Vehicles

Bus Safety Strategy

More than 1,400 buses now meet the Bus Safety Standard. This number will increase as older vehicles are replaced with new electric buses. In addition, the benefits of the new technologies can be accelerated through our campaign to retrofit some leading and available technology to the existing bus fleet. With new vehicles and the retrofit programme combined, we now have the following equipment fitted to the London bus fleet:

- Intelligent Speed Assist: 3,905 buses fitted (active speed limiter using GPS and geo-mapping of speed limits)
- Acoustic Vehicle Alerting System: 1,251 buses fitted (licensed sound to alert pedestrians and vulnerable road

users to silent-running electric buses) – with an upgrade to our R-AVAS now underway

- Camera Monitoring System: 1,297 buses
- Fitted cameras and monitors replacing wing mirrors to reduce blind spots and improve driver vision

We have also expanded our research activity to consider other areas of risk. We have launched our fourth Bus Safety Innovation Challenge which addresses customer injuries such as slips, trips and falls. There have been 20 innovations submitted and these are now being considered for trial alongside some internally developed work.

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

Direct Vision Standard

Since the introduction of the Direct Vision Scheme (DVS), we have issued heavy goods vehicle (HGV) safety permits to cover at least 238,316 unique vehicles. At least 151,730 of these were issued for zero-star rated HGVs that were required to have fitted Safe System features, addressing blind spots and improving the driver's indirect vision from their cab.

The focus now for the DVS is on the updated requirements that will apply from 28 October 2024. These include an increased minimum star rating threshold from one to three stars for HGVs to operate in London, and a strengthened Progressive Safe System for HGVs that do not meet the minimum standard. This will deliver a key commitment to raise the DVS standard in our Freight and Servicing Action Plan.

Recognising that an estimated 216,000 vehicles will need to be made compliant by road hauliers, we have worked closely with the road freight sector since September 2023 to monitor and understand operator readiness for the new requirements.

Together with the Walking and Cycling Commissioner, we have discussed how to best help industry to make their vehicles compliant ahead of the forthcoming launch. We are currently reviewing the outcomes of this work and will provide an update to London Councils Transport and Environment Committee in June 2024 to confirm the level of industry readiness and the final grace period that should apply. The first Safety Permits that incorporate the new Progressive Safe System are planned to be issued from the end of June this year.

E-scooter rental trial in London

Our London e-scooter rental trial has been running for two and a half years and there are now 10 boroughs taking part and around 4,000 e-scooters available for hire at 1,000 parking bays. For the period ending 10 March 2024, 95,000 trips were made taking this to a total of 3.8 million trips. The trial is being operated by Lime and Voi after Dott withdrew from the trial in April 2024.

Recent publication in the London E-scooter Rental Trial report (phase 1) showed that in current trial conditions rental e-scooters have the potential to contribute positively to the aims of the MTS.

The findings displayed that rental e-scooters have good safety records, are space-efficient, zero emission at the tailpipe and are managed in a manner to minimise clutter on footways.

Safe Behaviours

TfL Travel for Life

The newly branded accreditation programme has accredited nearly half of the 3,313 schools in London with Bronze, Silver or Gold. A total of 671 schools have received a Gold accreditation as a result of achieving a six per cent reduction in car use or over 90 per cent of its children walking and cycling to school equating to almost a fifth. Keeping the same engaging content and adding cohesive branding, an easier online process and a

dedicated support team, will help us reach our target of 1,000 Gold-accredited schools by 2024/25.

Lowering speeds campaign

TfL's Lowering Speeds communications approach is twofold. 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 borough council areas to raise awareness among local drivers and riders of the changes to speed limits in their area. This quarter included seven boroughs within Phase 4 of the programme.

Evaluation of this campaign has indicated that nearly half of Londoners claimed to have changed their travel behaviour as result of the campaign (NET: 47 per cent Londoners), rising significantly amongst weekly drivers by two thirds. Drivers, parents (56 per cent), inner Londoners (49 per cent), 18-34 (48 per cent) and Londoners of black ethnic heritage were most likely to claim they have made a change to their travel behaviours as a direct result of the campaign.

Our Wave 25 tracker result shows an increase in all metrics including:

- 44 per cent of all Londoner respondents strongly agree that speed limits of 20mph help prevent deaths and serious injuries on London's roads (target 44 per cent March 2024)
- 72 per cent of driver respondents agreeing a speed that feels slow when you are driving can kill or seriously injure a pedestrian or cyclist
- 65 per cent agreeing "I need to think more about how fast I am driving on the road."

Enforcement

The Metropolitan Police Service (MPS) undertakes significant and wide-ranging activity to reduce road danger and prevent harm to all road users.

Between December 2023 and February 2024, the police enforced 197,250 road traffic offences through roadside enforcement activity, safety cameras or as a result of video evidence (dashcam or headcam footage) submitted by members of the public. Ninety-four per cent of all road traffic enforcement action taken by the MPS and City of London Police was for priority offences. The Vision Zero priorities for police include speeding, drink and drug driving, mobile phone offences, not wearing a seatbelt, dangerous and careless driving as well as unlicensed and uninsured drivers and riders. Eighty-seven per cent of total offences enforced were speeding.

Total enforcement figures for the 2023/24 were not available at time of publication and will be provided in the next report. TfL's Vision Zero Enforcement dashboard, which brings together data from the MPS and CoLP, will also be updated with the full year data.

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

Post Collision Learning

Inequalities in Road danger

On 10 January 2024, we published the [Inequalities in Road danger dashboard](#) on the TfL website.

Users can interrogate the casualty data, with the ability to filter by borough, year, casualty severity and mode of transport. The dashboard sits alongside our other two Vision Zero dashboards, showing road casualties in

London and the police enforcement data on our website.

You can find our Inequalities in Road danger dashboard on our website here:

[Road Danger Dashboard](#)

Victim support

Since the launch of our new pilot support service for victims of the most serious road traffic collisions in London, approximately 60 people have been supported or are currently in the care of the service. Brake and RoadPeace have reported positive feedback from those supported.

We have been able to expand the scope of the pilot to victims and families whose collision pre-dates the pilot launch, as well as victims of in serious injury collisions outside those being investigated by the Serious Collision Investigation Unit. We continue to monitor all aspects of the trial including the timing of the referral and take up of the service during different stages of grief and recovery.

Public transport performance

Since the coronavirus pandemic, customer and colleague injuries have been increasing as activity returns to pre-pandemic levels. Current performance is therefore compared to a pre-pandemic baseline. In Quarter 4, the average number of customer injuries per period was 14.02 per cent lower than the three-year pre-pandemic baseline. In Quarter 4, the average number of colleague injuries per period was 26.8 per cent lower than the three-year pre-pandemic baseline.

We are saddened to report there were five reportable customer fatalities on our public transport network in Quarter 4. It should be noted that some of these incidents were mentioned in the previous quarterly report, but only as incidents that occurred after quarter 3.

On 18 December 2023, a customer fell down the stairs at Piccadilly Circus station. TfL were later informed that the customer had died because of the injuries sustained.

On 26 December 2023, a person fell onto the tracks at Stratford on the Jubilee line and was found to be deceased.

On 17 January 2024, a customer died after falling on the platform at Mile End station.

On 15 February 2024, a customer on the London Overground at Wapping station died when they fell onto the track.

On 11 March 2024, a passenger fell down the stairs of a bus as it approached Kingston and subsequently died due to injuries sustained from the fall.

All of these incidents are subject to investigations including where relevant investigations by the Rail Accident Investigation Branch (RAIB), the MPS and the Office of Rail and Road (ORR).

Significant incidents on our road network in Quarter 4

On the evening of 15 December 2023, in Walthamstow bus station, a route 212 bus collided with a pedestrian. The pedestrian sustained fatal injury.

On 4 January 2024, a bus on Morning Lane in Hackney, collided with a pedestrian who was crossing the road. The pedestrian sustained a head injury and subsequently died in hospital.

On 5 January 2024, a pedestrian was struck by a bus at the junction of the A301 (Waterloo Road) and A3202 (Westminster Bridge Road). The pedestrian died in hospital on 19 January 2024.

On 29 January 2024, a 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.

All of these incidents are subject to investigations including where relevant investigations by the MPS the Health and Safety Executive.

Improvement Activity

To accelerate our progress towards the 2030 interim Vision Zero target, we are developing for the first time a single integrated plan for public transport safety. This will be informed by best practice and evidence and is planned for completion this year. We continue to focus on the delivery of our updated Bus Safety Strategy, published last year. An update on the progress of this programme will be brought to the Panel in the autumn.

Ramping up safety at step-free stations

From 15 February 2024, mini ramps have been provided at more than 40 London Underground stations to help customers with reduced mobility travel safely around our network. The innovative ramps are designed to cover the small remaining gap between the train and platform at step-free stations and provide additional support, comfort and reassurance to our customers.

The ramps are a response to the risk of some wheelchairs and powerchairs which have small castor wheels being caught in the gap. TfL trialled the new ramps at eight Jubilee line stations in 2023. TfL have enhanced the ramp design, making it 20cm wider, adding a yellow 'guide' line and switching the ramp storage from horizontal to vertical for ease of use.

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.

In Quarter 4, our Capital programmes and projects delivered a combined total of 1.4 million site-based hours: an increase of 0.2 million on the previous quarter.

Quarterly performance

In Quarter 4, 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 remained stable at 0.04 and ended the year below the target of 0.10. In total, there were two RIDDORs reported during 2023/24; in line with 2022/23.

There was one lost time injury reported during Quarter 4. The incident took place on our Old Street site, where a scaffolder slipped between boards during heavy rain and hurt their leg. The scaffolder was off work for one shift and has now recovered. Consequently, the Lost Time Injury Frequency Rate ended the year at 0.11, significantly below the target of 0.20.

In total, there were only four injuries reported during the quarter and 22 during 2023/24. This demonstrates a 49 per cent reduction in injuries compared with 2022/23 and an 80 per cent reduction over the past five years. During the same period, hours worked have fallen by 52 per cent as several major projects have concluded, demonstrating a reduction in risk and Capital's continued progress towards our zero harm ambitions.

The reduction in injuries is indicative of an improvement in safety performance across the wider UK construction industry over the past decade. However, our safety performance compares favourably to similar client organisations, with TfL Capital's accident, lost time and RIDDOR frequency rates significantly below the sector average.

To maintain our positive progress towards zero harm, we thoroughly investigate every injury, using the learnings to address root causes and make continuous improvements.

This year, the most common root causes of injury related to poor communication, inadequate safe systems of work and asset conditions.

Significant Capital incidents

On 26 December 2023, an in-service train overran the platform at Shepherd's Bush Market by approximately 30 metres. The Four Lines Modernisation Programme and associated engineering team are supporting the ongoing investigation and liaising with our supplier Thales. The ORR have requested to be kept apprised as the investigation progresses.

Improvement Activity

The most significant incidents in TfL Capital in Quarter 4 have been those relating to vandalism and WVA directed towards both people and assets that perpetrators believe to be connected with the expanded Ultra Low Emission Zone (ULEZ). The workers of our suppliers are facing significant threats, and this is also a major concern for those TfL colleagues who carry out work in public areas.

As referenced in the Quarter 3 report we have worked with our TfL Compliance Policing Operations and Security team. We now have specific TfL Capital orientated guidance that is available to support us in managing the risks from violence and aggression. It provides a range of options to enable TfL Capital managers to consult with their team to decide which may be suitable or effective for their specific circumstances. This now complements other existing support such as the Urban Safety course.

Zero Harm Conference and Suppliers SHE Awards Ceremony

This SHE team organised event was held on 9 February 2024, at City Hall, hosted by our Chief Capital Officer Stuart Harvey and Chief Safety, Health and Environment Officer, Lilli Matson. We were joined by TfL suppliers from across the UK, who shared some of the

incredible work they are doing. This includes reducing carbon from construction, reducing other harmful emissions such as Nitrogen Oxides, supporting the wellbeing of their people, avoiding buried services, and managing potential harm from respirable silica.

Of particular interest in the awards was an initiative from Hayley Rail to be able filter and reuse S-Stock gearbox oil saving 14,000 litres per year that would have been incinerated. A carbon saving, with the potential to increase this to other lines.

In addition, Taylor Woodrow won the innovation award for their robotic cutting app-related technology for paving slabs. By surveying with the app for areas where slabs would need to be cut, the information can be gathered for the robotic cutting to take place in the factory, thus eliminating on-site hazards from silica, noise and manual handling. As well as the awards, there was time to showcase innovations and break into groups to explore a variety of SHE themes together.

Hinkley Point benchmarking

We regularly benchmark performance and share good practice with other organisations and construction projects. On 20 December 2023, members of our senior team visited the Hinkley C nuclear power station construction site to establish a clear channel of collaboration and learning between our respective capital teams. The initial visit focused on fire safety, with a follow-up discussion taking place on Construction, Design and Management (CDM) duties.

Security



Work-related Violence and Aggression (WVA) performance

Volume of WVA incidents in Quarter 4

During Quarter 4, there were 3,039 incidents of WVA reported across all modes. This year's Quarter 4 total is an increase of 241 compared to Quarter 4 last year.

In Quarter 4, there were 1,339 incidents of WVA reported by staff working on London Underground (44 per cent of all reported incidents), 1,387 incidents of WVA reported on the bus network (45.5 per cent of all reported incidents) and 313 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

In 2023/24, there were 117 work-related violence with injury offences reported to the police across rail modes (London Underground, London Overground, DLR, Elizabeth line and London Trams); higher than the previous year (April 2022 to March 2023 - 75 offences).

It is currently not possible 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 which we are working to resolve.

Solved rate for WVA offences investigated by the police

Between September 2022 and August 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 work-related violence, sexual and public order recorded offences

was 16 per cent – one per cent higher than the previous 12-month period. The comparative public transport solved rate for violence, sexual and public order was nine per cent across the same time period.

Work-related crime solved rates were higher for violence offences (21 per cent) compared with public order offences (11 per cent). The solved rate for public order offences rose by one per cent.

Staff willing to support police investigations

The percentage of staff willing to support a police investigation between September 2022 and August 2023 (on rail modes only) was 70 per cent for violence and public order recorded offences, one per cent lower 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 to better understand the reasons so we can address them and support our colleagues through the judicial process.

Insight into WVA triggers

In Quarter 4, 458 of the reported WVA incidents were classified as physical assaults. This compares to 417 physical assaults reported in the same quarter last year and represents a 10 per cent increase. Although the number of physical incidents is higher this year, the last four periods this year have each seen a small decrease in physical incidents. We are closely monitoring this to understand if the fall is linked to our roll out of BWV as essential kit.

Fare evasion and ticket disputes continue to be the most common trigger for WVA, accounting for 43 per cent of all incidents. The proportion of incidents involving a rough sleeper, or a beggar, was 4.8 per cent. This is a rise of 1.5 per cent from Quarter 3.

The proportion of WVA incidents identified as Hate Crime or other forms of discrimination decreased from 9.3 per cent in Quarter 3 to 7.8 per cent in Quarter 4.

Progress against the WVA action plan

Our [TfL Work-Related Violence and Aggression Strategy](#) sets out our commitments to our people and the key activity we will undertake to eliminate WVA and support those who experience it.

On 31 January 2024, following a phased implementation, BWV cameras became part of our essential kit and embedded in our performance standards for our directly employed, customer-facing operational staff. Frontline staff must now wear a BWV when on duty in a customer facing environment. BWV is proven to work in reducing and de-escalating incidents and provides vital evidence against perpetrators if incidents do occur.

We have recruited more Transport Support and Enforcement officers to deal with antisocial behaviour and the triggers of WVA. This includes the recruitment and deployment of a small night-team of 15 officers to complement policing activity on our night services. The team began operations in January.

In March, we launched our new programme of conflict management training for customer-facing operational teams working in high-risk locations for WVA across London Underground, Bus Operations and River Services. We have recruited additional trainers to accelerate the delivery of this training which will provide essential knowledge and skills including positive interactions to reduce the risks of WVA, dynamic risk assessments and de-escalation skills. The 2024 one-year training programme will target those most at risk of WVA (working in our top 25 WVA hotspots), up to 2,000 staff, while we work on a TfL-wide long-term approach.

Significant Prosecutions in Quarter 4

Paddington London Underground station

On 15 May 2023, a revenue protection officer was pushed and repeatedly kicked after challenging a man over a revenue issue. British Transport Police (BTP) officers arrested the man at the scene, and he was charged with Common Assault. After an initial plea of not guilty, at the trial the suspect changed his plea to guilty. BWV captured key evidence and is likely to have contributed to the change in plea. On 28 February 2024, he was sentenced to six weeks imprisonment.

Stratford London Underground station

On 1 August 2023, station colleagues were racially abused by an intoxicated man. The BTP arrested the man for being drunk and disorderly, racially aggravated common assault and for assaulting a police officer. On 16 February 2024, the suspect pleaded guilty to the offences and was sentenced to nine weeks imprisonment.

Seven Sisters London Underground station

On 18 November 2023, a man was found sleeping on a bench within the station, when asked to leave by a station colleague he spat at them. A spit kit was used, DNA evidence identified the man, and his details were circulated to police forces nationally. He was subsequently arrested and charged with Common Assault. A guilty plea was entered and on 5 February 2024 the man was sentenced to 12 weeks imprisonment, suspended for 12 months and ordered to pay £300 compensation to the victim.

Health



Sickness absence

In line with the national picture, mental health and musculoskeletal conditions continue to be the main causes of colleague absence.

Figure 15 of the annex to this document provides an in-depth view of the related data.

The OHW team are working with HR to review more specific causes of sickness absence in areas of the business that have the highest level and to consider interventions in these areas to support colleagues and to try to reduce absence.

Although the main reason for referral to OHW is for mental health reasons (primarily stress, anxiety and depression) for the Customer Operations teams the main reason for referral is due to lower limb complaints so we will look at reasons for this in more detail and determine whether interventions would be of benefit in reducing this problem.

We are also in the process of developing the Wellbeing Plan for 2024-2030. Our Wellbeing Plan is a critical building block of our Colleague Strategy which aims to build a workplace where people feel healthy, motivated, included and able to achieve their full potential and deliver for London. At TfL we have been proactively supporting health and wellbeing of our colleagues with a number of initiatives and services.

Nonetheless, we want to do even better and ensure our messages and support are consistent and relevant to our colleagues. We want everybody at TfL to understand their wellbeing responsibility and know how to support their own wellbeing, as well as the wellbeing of their colleagues.

The main aim of our Wellbeing Plan is to support the development of healthy working environment and wellbeing culture, to allow everybody to thrive in way that is important

to their own health and wellbeing. We will achieve that by improving engagement, health, morale, removing stigma and barriers preventing our colleagues from accessing health and wellbeing services.

Occupational Health award

On 13 December 2023, our OHW team attended the annual Society of Occupational Medicine Awards Ceremony to receive the Outstanding Occupational Health Team 2023 award. "The TfL OHW team has demonstrated an exemplary dedication to inclusivity, valuing the voices of the entire team in their progressive plans. Anticipating positive outcomes, these projects aim to enhance colleague engagement, instigate a cultural shift towards greater health awareness, and proactively identify and prevent health conditions."



13 December 2023
Royal College of Physicians
11 St Andrews Place
London NW1 4LE



Society of Occupational Medicine
Occupational Health Awards 2023

Commissioner opening visit

On 13 March 2024, the Commissioner visited 31 Borough High Street to officially open the new OHW office location. The building was refurbished and designed for the OHW team. It is in a central location adjacent to London Bridge station, so it is easy to reach for colleagues who need to attend safety critical medicals and other appointments.



Health surveillance – progress with skin checks

Taking care of our colleague's health is our top priority. We are committed to protecting colleagues from potential health risks and have controls in place to prevent harm when they are at work. One of the ways that we look after their health is by ensuring that those who might be exposed to certain risks, e.g. chemicals or noise, take part in the relevant health surveillance scheme. This is important for protecting the long-term health of our colleagues as it helps identify ill health caused by work early. This only applies if colleagues are exposed to certain health risks, most of which are not exposed to chemicals or other health hazards at levels which would require health surveillance.

The OHW team have been focusing on conducting periodic skin screenings and are seeing successes with over 15,500 screenings conducted and upwards of 450 referrals since June 2022. Fortunately, so far no referrals have identified reportable skin conditions.

New Roczen initiative launched

TfL have previously partnered with Roczen to offer colleagues who are living with Type 2 diabetes or obesity the opportunity to join their tailored programme aiming to reverse the diabetes and their manage weight. During March, a further 250 places were offered to colleagues for three months on the programme. The previous cohort have now been on the programme for six months and 66 per cent achieved five per cent or more reduction in body weight and 10 colleagues had reversed their diabetes/pre-diabetes.

Fatigue Management

We have continued to implement our Fatigue Management programme in Quarter 4. This included the continued 'Night Club' pilot for our night and shift working colleagues to support their health, wellbeing and safety performance. This initiative brings sleep experts into the workplace to inform

colleagues with evidence-based sleep health information during their shifts. The sessions focus on improving diet, exercise, sleep hygiene, mental health, and understanding of chronotypes and sleep. This has been incredibly well received by the target audience, reaching over 450 colleagues across a range of roles – from control centres, engineering depots to Dial-a-Ride.

Potential impact of Tube dust on health - Imperial College publication

A far-reaching study looking at the potential health impacts of exposure to Tube dust on TfL colleagues was published in *Environment International* on 13 March 2024.

Commissioned by TfL, the study by Imperial College analysed regularly recorded sickness and absence data that had been pseudonymised, comparing those with regular exposure to dust on the Tube to office-based staff to understand the relationship. The study covered the period 2014 to 2019, and the findings suggested that although colleagues with more exposure to particulate matter working in operational areas had higher levels of absence due to sickness, this did not increase in areas with higher dust concentrations. This means that a causal relationship between dust levels and sickness absence was not established. It is common across many comparable operational businesses for office-based staff to have lower absence than operational staff.

Absence reporting is often lower among office-based staff compared to operational staff as office-based staff typically do not work to tightly controlled rosters and can work from home much more easily.

The study also stated that further research will be needed to fully understand potential health impacts. We are already working with Imperial College on a longer-term study looking at historic pension data and continue to support access to the network for other research teams. Additionally, we continue to explore new trials and innovations to potentially help reduce dust levels across the network, including air filtration trials at Baker Street station which are due to start shortly.

Managing Air Quality on the London Underground – Monitoring results published

To ensure our colleagues and customers can breathe the cleanest air possible, work has been ongoing for many years to improve air quality on the Tube. In 2023, we engaged 4-Rail, an independent company, to undertake regular dust and air quality monitoring across London Underground stations where we have been measuring dust for a number of years and in driver cabs. They then produce independent reports on the current dust levels.

The latest reports from 4-Rail illustrate that at the 24 stations that have been monitored since 2020, dust levels have reduced by 19 per cent on average. Across the 12 stations that have been monitored for a longer period, dust levels have decreased by 30 per cent since 2019. The reports also showed a further two per cent reduction for dust levels in drivers' cabs in the last year, totalling a 27 per cent reduction since 2019. Dust levels continue to remain well below occupational health limits set by the Health and Safety Executive (HSE) and most of our network is below the recommended limits advised by the Institute of Occupational Medicine, which are set significantly lower.

While these reports demonstrate positive progress by our Tube cleaning programme, we continue to push forward with our three-pillar programme of work to tackle, understand and reduce dust levels and improve air quality on the Tube network.

These three pillars are:

- Carrying out extensive cleaning and monitoring
- Commissioning world leading research
- Exploring the latest advances in innovation, such as air filtration systems

Environment



Air Quality

London-wide Ultra Low Emission Zone

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

The First Month Report was published in October 2023, and showed the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads; with 95 per cent of vehicles seen driving in London on an average day now meeting the ULEZ standards.

While the First Month Report does not cover the impact of the scheme on air pollutant emissions and concentrations, we continue to monitor the impact of the London-wide expansion of the ULEZ and will report on preliminary analysis of air quality impacts in the Six Month Report, with a fuller analysis in the One Year Report.

The total scrappage fund increased to £160m in August 2023, and to £210m in February 2024, in recognition of the continued high demand for the scheme and importance of the scheme in supporting Londoners to change to less polluting vehicles. The most recent available data, as of 3 March 2024, shows that 49,361 applications have been approved and more than £169m has been committed. With millions in scrappage funds still available, there is still support for those who need it.

In March 2024, the Mayor launched an expanded ULEZ scrappage scheme that gives applicants the option to donate their non-compliant vehicles to Ukraine, via a trusted partner, for humanitarian purposes. Those who choose to donate their vehicle receive the same level of grant payment that is

available to those who choose to scrap their vehicle.

A number of ULEZ support offers were also secured to help Londoners (irrespective of whether they received a scrappage grant) save money and use greener, cleaner forms of transport. This includes offers from over 30 partners offering money off hire and subscription services for bikes, e-bikes, cargo bikes and e-scooters, discounts on car clubs and many other great deals. To date, there have been over 2,000 redemptions of the ULEZ support offers.

Additionally, we offered a set of temporary exemptions ("grace periods") to support disabled people, community transport minibuses, people using wheelchair accessible vehicles, and businesses and charities with brand-new compliant vehicles or a retrofit solution on order. Over 6,600 applications have been accepted to date for these grace periods.

Climate Emergency

Net Zero Matrix Team Launch

The Net Zero Matrix team was officially launched on 28 February 2024, and has been established to support and accelerate delivery of our Net Zero commitments. The team will manage setup, delivery and oversight of specific programmes and projects with the primary objective to reduce our operational carbon emissions to net zero by 2030. The team is made up of colleagues from across TfL – including SHE, Capital, Investment Delivery Planning, Commercial and Finance.

Zero Emission Buses

Decarbonisation of the London bus network remains a priority as we transition towards a Net Zero London. We have achieved and exceeded our 2023/24 target of introducing 1,400 zero-emission buses on the network by the end of the financial year. With 1,418 zero-emission buses operating across London,

approximately 16 per cent of our bus fleet is now zero-emission at tailpipe.

We are continuing this transition in 2024/25 with our aim to introduce an additional 500 zero-emission buses to our fleet in this financial year, with our ambition to convert the entire fleet by no later than 2034 contributing to cleaner air for London and an estimated saving of 4.8m tonnes of carbon by 2034.

LED upgrades across the network

We are making our network brighter, safer and more energy efficient by transitioning lighting to LED. To date, 95 per cent of bus shelters, 67 per cent of street lighting on the TfL Road Network and 43 per cent of London Underground stations have been converted to LED lighting. This lighting consumes approximately 57 per cent less energy than fluorescent lighting while providing brighter light into our public spaces, making them safer for our customers, especially those travelling at night.

Public Sector Decarbonisation Scheme

TfL has been awarded £16.3m grant funding from the Public Sector Decarbonisation Scheme. £2.3m of the grant funding will be used to carry out heating decarbonisation initiatives at Neasden Depot and Finchley Central Signals Depot. £14m will be used to reduce the carbon emissions of six head office buildings across our estate. This funding is specifically awarded for decarbonisation initiatives and will be used for improvements across our sites that reduce our reliance on fossil fuels and help us get closer to reaching the target of a Net Zero London. Installations will include heat pumps, solar panels, LED lighting, improved glazing and wall insulation. Internal processes to sign off on the grant income are now underway with next steps towards delivery commencing in the coming months.

Carbon Literacy Bronze Accreditation

In February 2024, the Carbon Literacy Project awarded TfL with a Carbon Literacy Bronze

Accreditation, marking the milestone of every Chief Officer, including the Commissioner, completing and becoming certified in Carbon Literacy. We also marked achieving our 2023/24 scorecard target to train 3,000 colleagues in Carbon Literacy nearly two months early. These accomplishments were made possible by a network of 75 volunteer trainers and nearly 20 volunteer coordinators from across TfL who mobilised to deliver the Carbon Literacy programme at TfL. Since this training commenced in July 2022, we have trained over 4,500 colleagues.

Climate Change Adaptation

We hosted the last of two series of workshops: one with all London boroughs to identify London's highways climate risks and appropriate mitigation actions, and one with other infrastructure sectors (such as power, water and communications) to identify our key interdependent climate risks and appropriate mitigation actions. The results of these projects will feed into our fourth Adaptation Reporting Power submission to the Department for Environment, Food and Rural Affairs at the end of 2024.

We have started a project exploring the integration of weather hazards as a contributory factor in TfL incident reporting systems. If successful, this would allow us to better understand the impact of severe weather on our current operations. In combination with the Met Office's climate projections data, we could then better assess likely future impacts and use this to influence business planning.

Green Infrastructure and Biodiversity

Green Infrastructure and Biodiversity Plan Published

On 7 March 2024, we published our first Green Infrastructure and Biodiversity Plan. This plan is aligned with the TfL Corporate Environment Plan and sets out how we will

care for and improve green infrastructure and biodiversity across our estate.

TfL is one of London's largest landowners. Almost a third of our land is covered by vegetation and supports more than 1,000 animal species and 700 plant species. Many of these species are legally protected and their habitats must be preserved. Increasing green infrastructure and biodiversity on our network also helps London to adapt to climate change and encourages active travel.

The plan captures in one place our existing relevant targets, legal requirements and policy commitments while also setting out strategic actions we will take to deliver against these.

Key targets include:

- Achieving a 10 per cent biodiversity net gain on applicable schemes from February 2024.
- Delivering a net gain in biodiversity across our estate by 2030, compared with the 2018 baseline
- Increasing tree canopy cover across TfL by 10 per cent by 2050, compared with the 2016 baseline
- Doubling our wildflower verges to 260,000 square metres in 2024 (after doubling them to almost 130,000 square metres in 2023)
- Installing 5,000 square metres of Sustainable Drainage Systems across our network every year
- Further reducing the use of pesticides and eliminating them where operationally and financially feasible.

The full plan can be read here:

<https://content.tfl.gov.uk/green-infrastructure-and-biodiversity-plan-2024.pdf>

PPE recycling trial

A six-month personal protective equipment (PPE) recycling scheme trial in TfL Capital has been launched, in collaboration with our PPE providers Hayley Rail and Avena Group. This is a new, low-cost scheme to TfL where all end-of-life PPE items can be placed in specialist recycling bins located at our offices.

PPE items will be collected by Avena Group and either recycled into alternative materials such as soundboards, insulation, or geotextiles, or converted into pellets for refuse derived fuel. Avena have estimated that TfL will save 40,404kg of CO₂e and 3,120 litres of water per annum with this recycling scheme, when compared against general waste disposal of PPE or uniforms.

Safety, Health and Environment Quarterly Report

Quarter 4 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 STATS19)

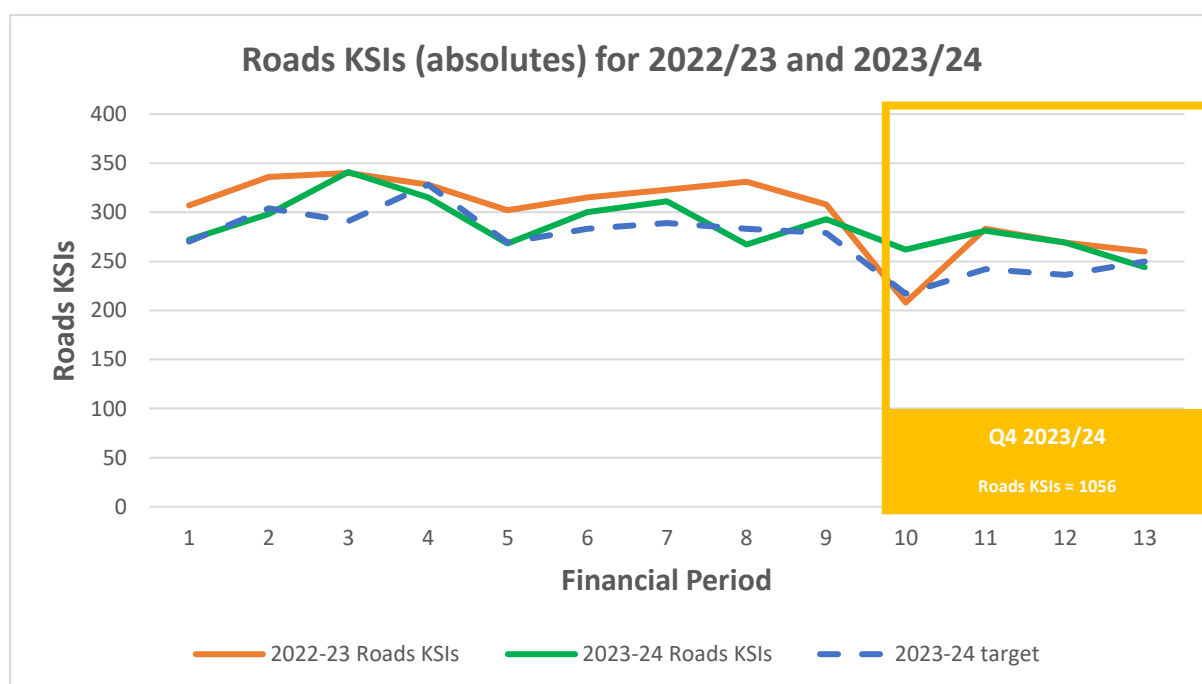


Figure 2: Scorecard measure: Numbers of fatal or serious injuries experienced by people on buses or in collision with buses (source STATS19)

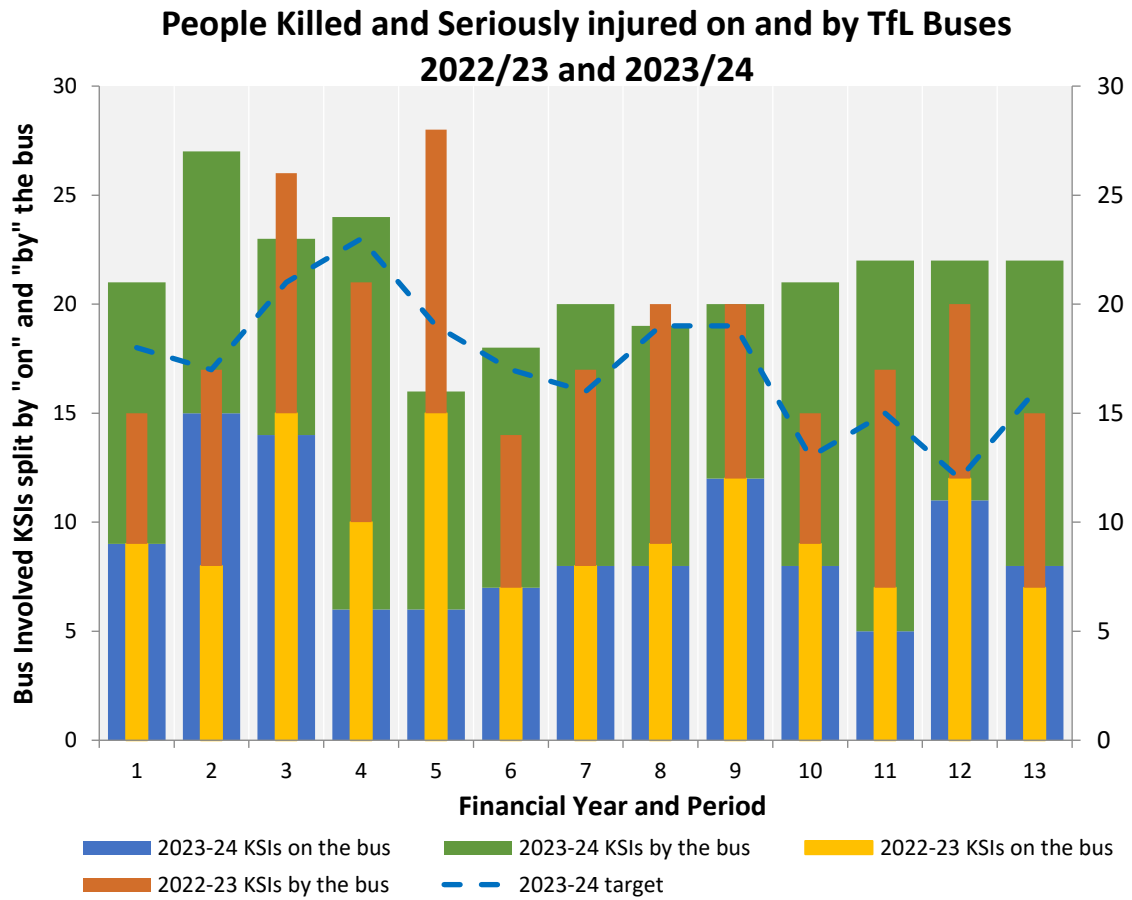
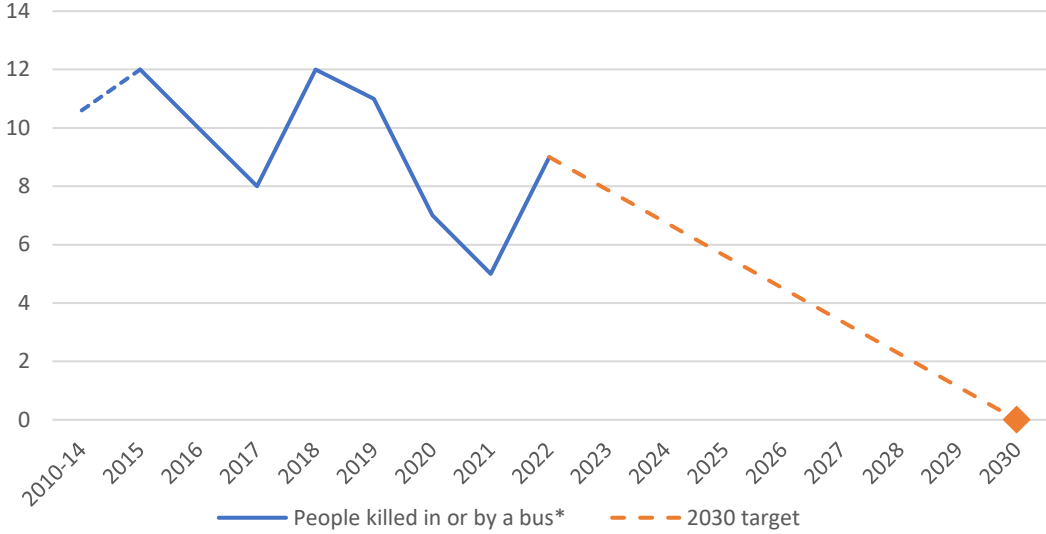


Figure 3: Long term KSI trends: progress towards MTS 2030 target (source STATS19)

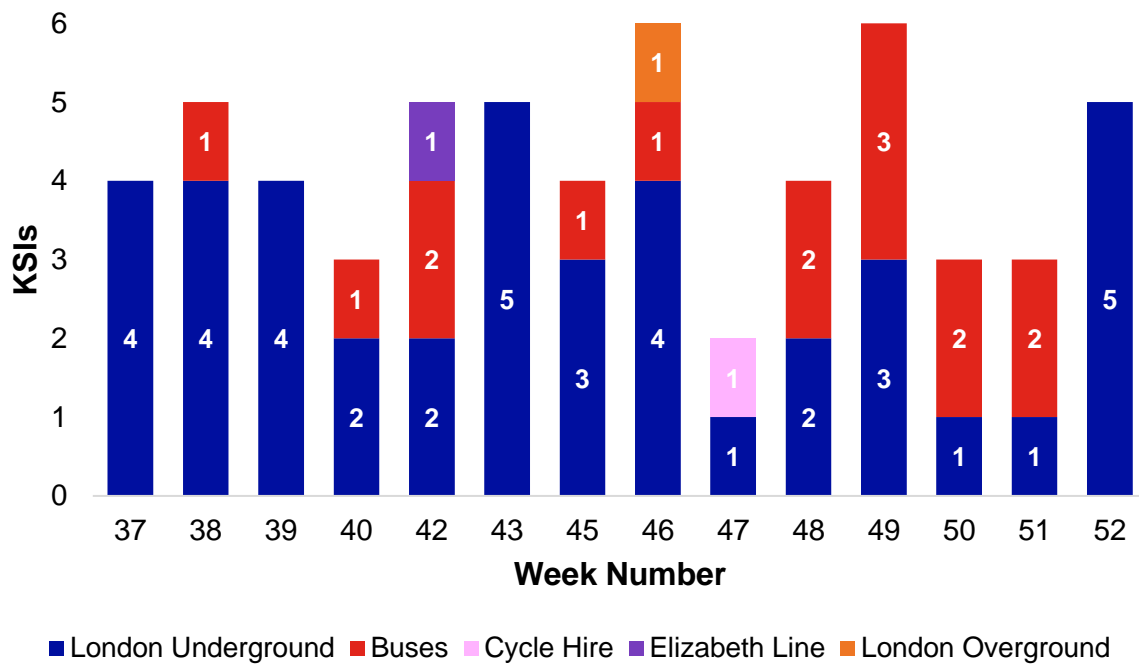
Progress towards the MTS Bus Involved Fatalities 2030 target



Public Transport

The annual rail safety statistics [report](#) has been published by the ORR. 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 4 by mode



Source: IE2 and IRIS data systems, as of 19/12/2023

Figure 5: Customers killed or seriously injured per week in Quarter 4 by mode, with fatalities highlighted

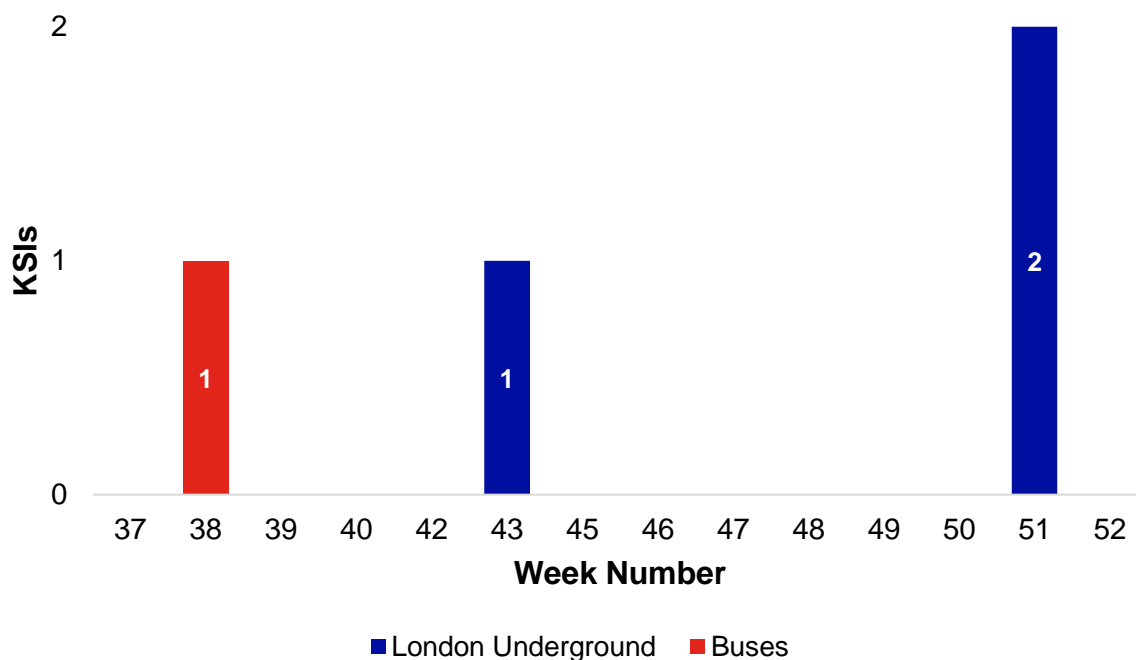
Note: this table includes KSI numbers for customer injuries only. Instances where other road users have been fatally or seriously injured in a collision with a bus are included in the road section (figure 1,2,3).

Mode	Measure	Week Number													
		37	38	39	40	42	43	45	46	47	48	49	50	51	52
Buses	KSIs		1		1	2		1	1		2	3	2	2	
	of which fatalities												1		
Cycle Hire	KSIs									1					
	of which fatalities														
Elizabeth Line	KSIs					1									
	of which fatalities														
London Overground	KSIs								1						
	of which fatalities								1						
London Underground	KSIs	4	4	4	2	2	5	3	4	1	2	3	1	1	5
	of which fatalities		1	1		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 4 of 2023/24.

Figure 6: Colleague killed or seriously injured per week in Quarter 4 by mode



Source: IE2 and IRIS data systems, as of 19/12/2023

Figure 7: Colleague killed or seriously injured per week in Quarter 4 by mode, with fatalities highlighted

Mode	Measure	Week Number													
		37	38	39	40	42	43	45	46	47	48	49	50	51	52
Buses	KSIs		1												
	of which fatalities														
London Underground	KSIs						1							2	
	of which fatalities														

Source: IE2 and IRIS data systems, as of 19/12/2023

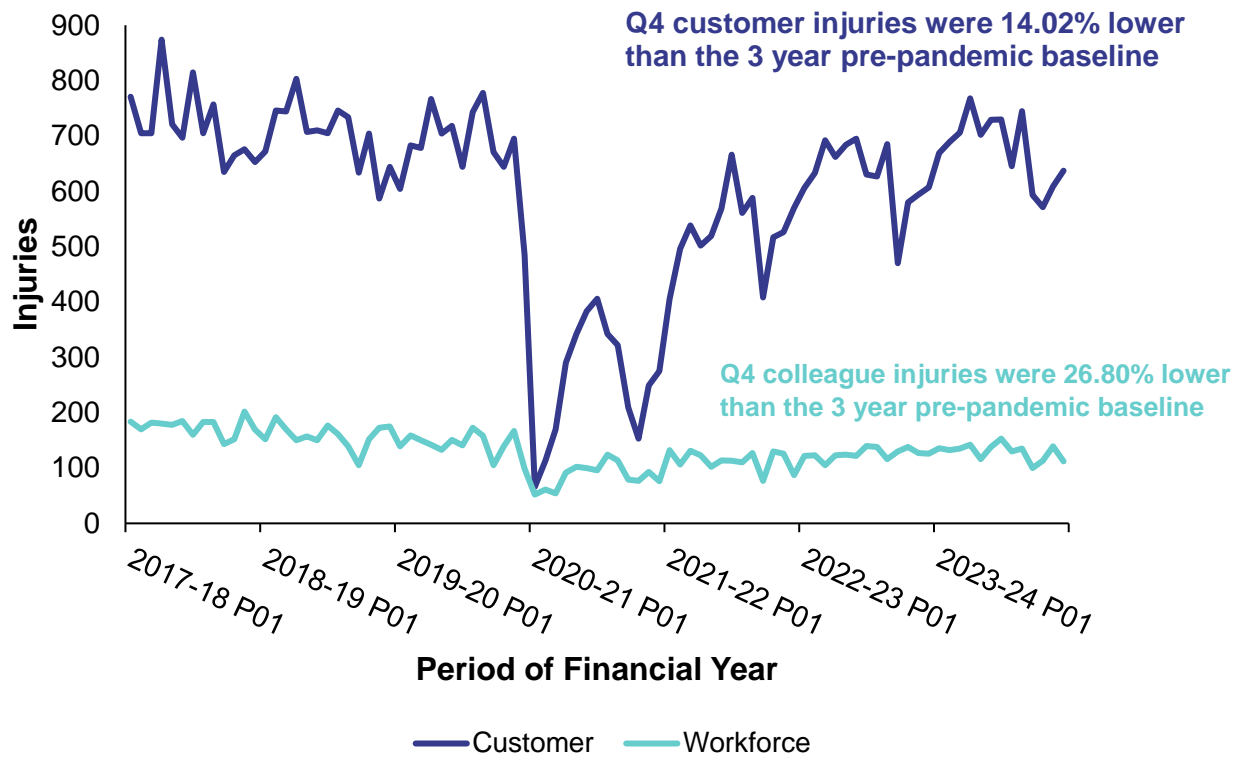
No workforce KSIs were recorded by Cycle Hire, Dial-a-Ride, DLR, London Overground, London River Services, London Trams or Victoria Coach Station in quarter 4 of 2023/24.

*Compliance, Policing, Operations and Security (CPOS) 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 2017/18 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)

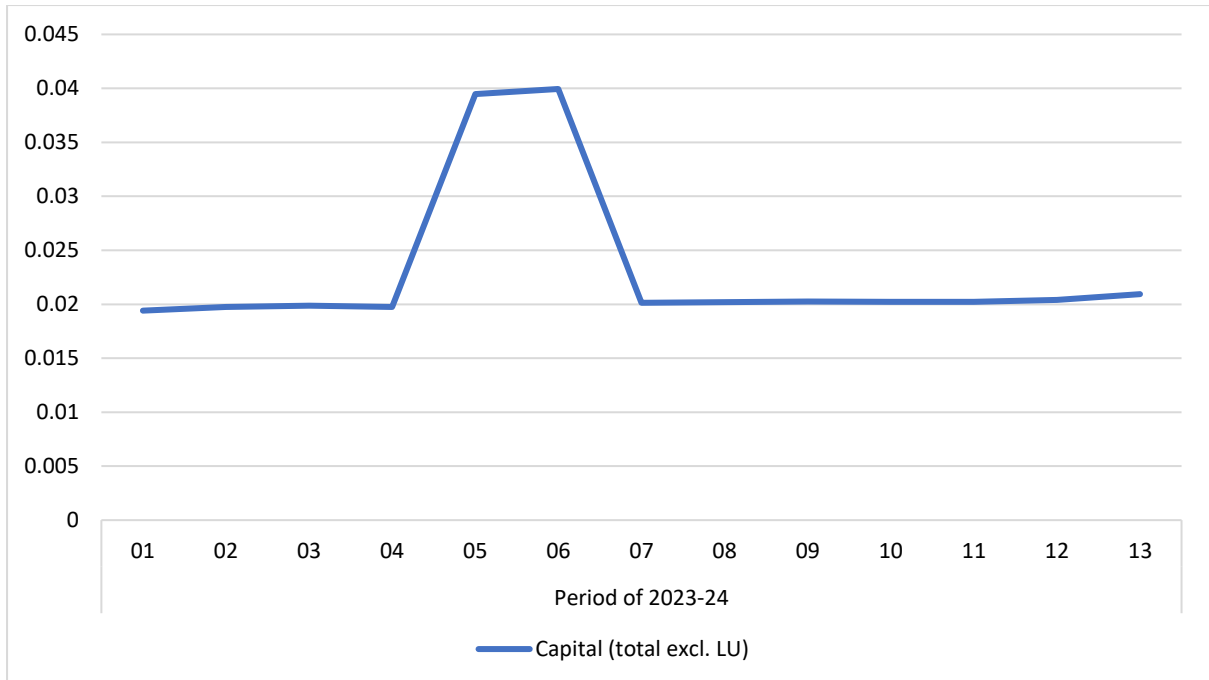


Figure 10: Lost time injury frequency rate (per 100,000 hours worked)

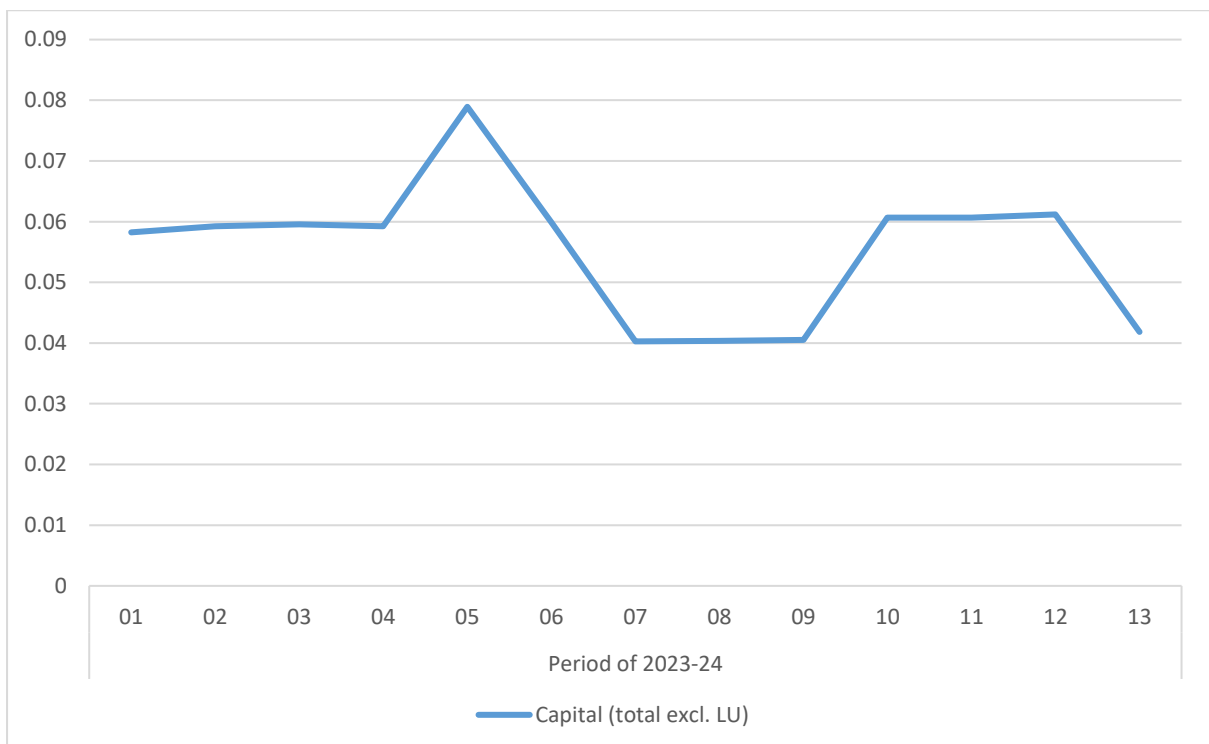


Figure 11: Total Capital workforce injuries (six-period average since 2018/19)



Security

Figure 12: Police recorded work-related violence with injury offence from April 2022 to March 2024

(Please note that this data does not include work-related violence with injury offences on the Bus network, further than May 2023. We are actively working with the Metropolitan Police Service to resume supply of this data as soon as possible and will aim to include it backdated in the next report).

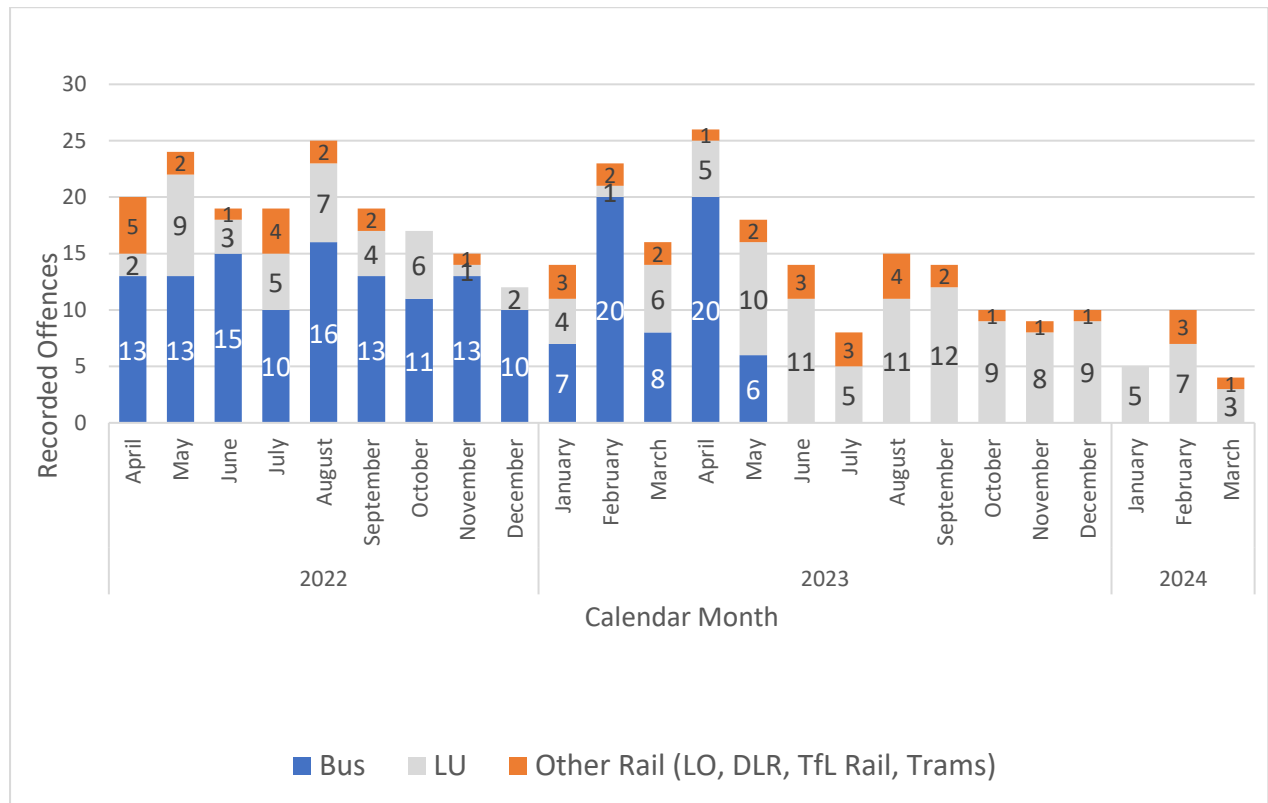


Figure 13: Solved rate for WVA offences investigated by the police from May 2020 to September 2023

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

(This data does not include work-related violence on the Bus network, further than May 2023. We are actively working with the Metropolitan Police Service to resume supply of this data as soon as possible and will aim to include it backdated in the next report).

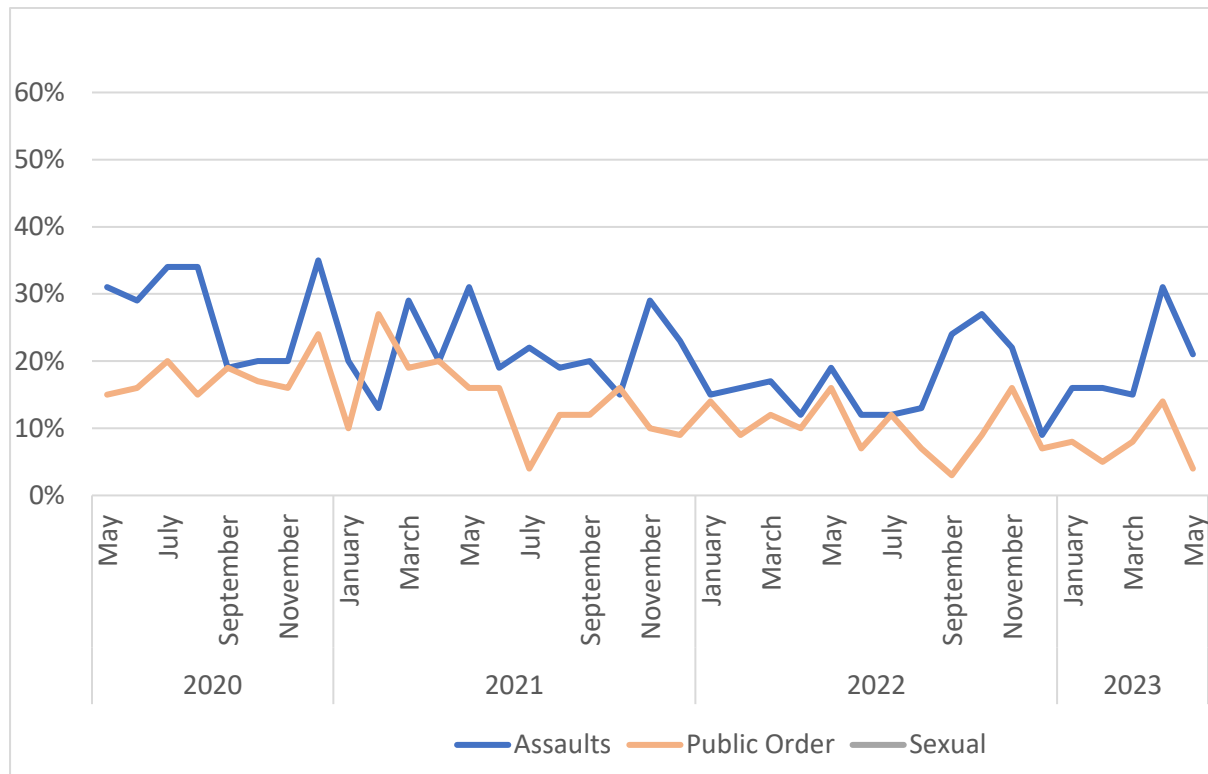
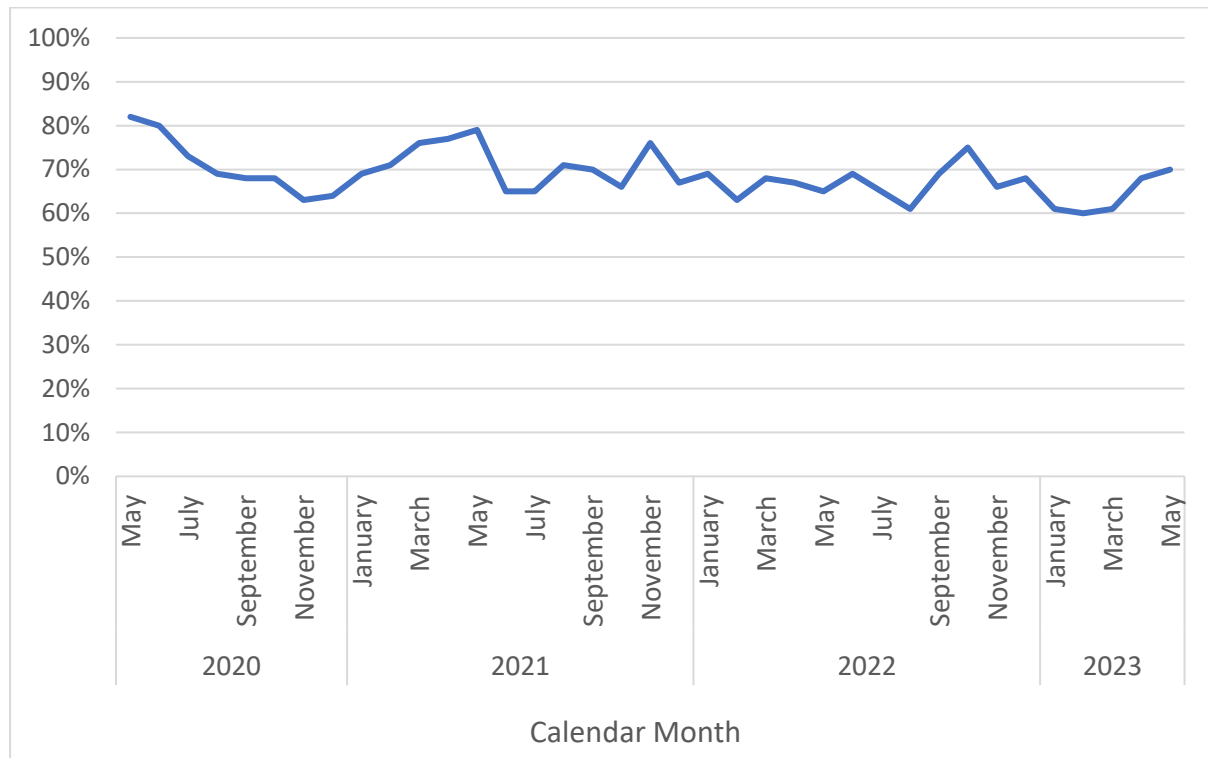


Figure 14: Percentage of Staff Willing to Support Police Investigations from April 2020 to September 2023 (all violence and public order offences)

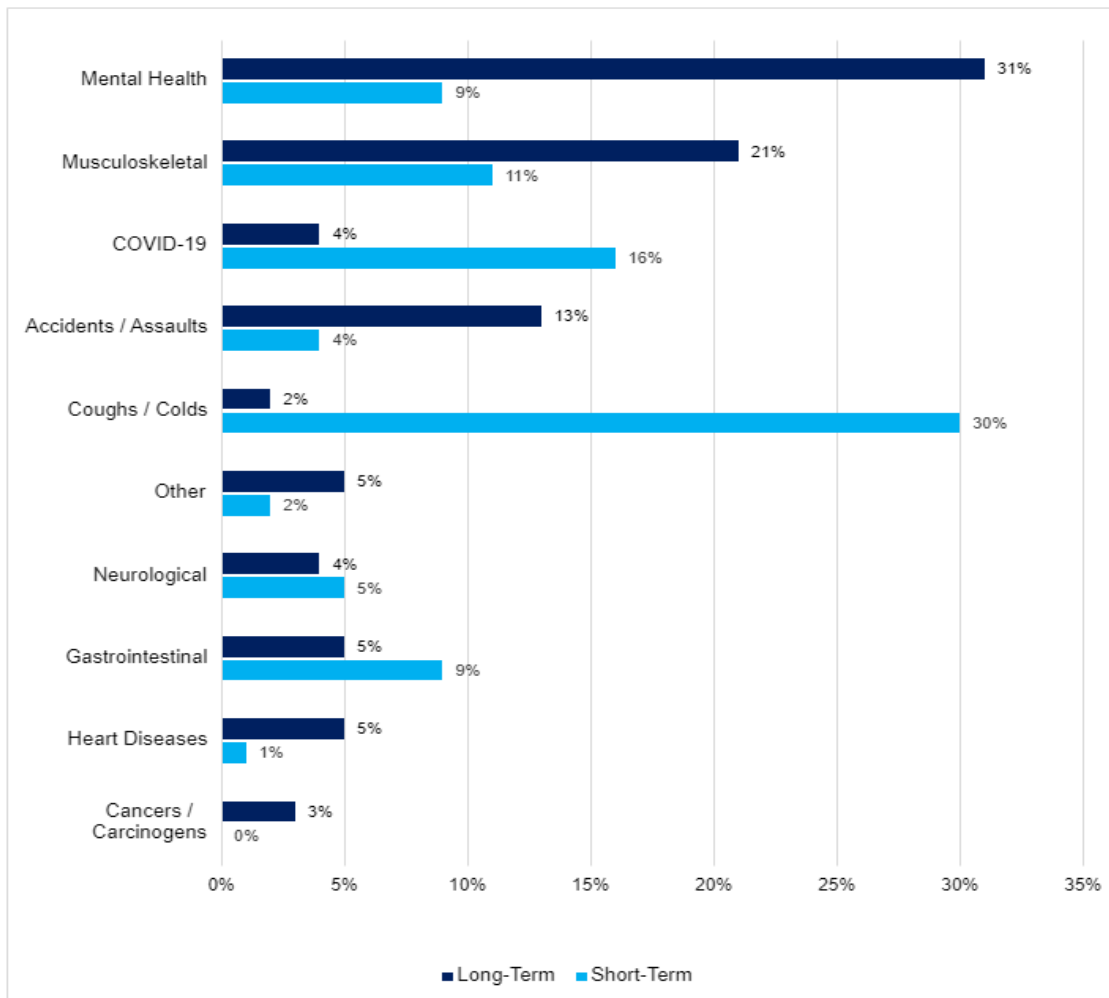
(Please note: This is done 6 months in arrears to allow for criminal investigations to progress).

(This data does not include work-related violence on the Bus network, further than May 2023. We are actively working with the Metropolitan Police Service to resume supply of this data as soon as possible and will aim to include it backdated in the next report).



Health

Figure 15: Top causes of long- and short-term absence in Quarter 4 2023/24



Environment

Figure 16: Total tonnes of CO2e by Business Unit – provisional – Quarter 4 2023/24 (tonnes CO2e)

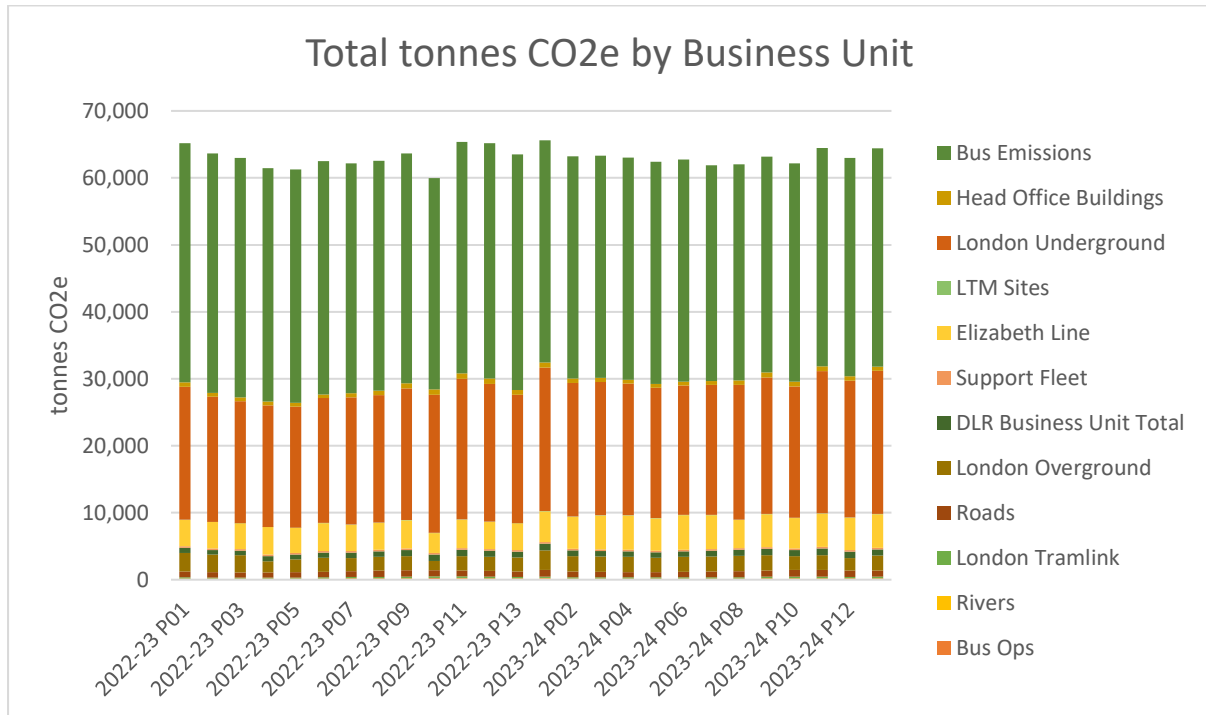


Figure 17: Total tonnes of CO2e by energy type – provisional – Quarter 4 2023/24 (tonnes CO2e)

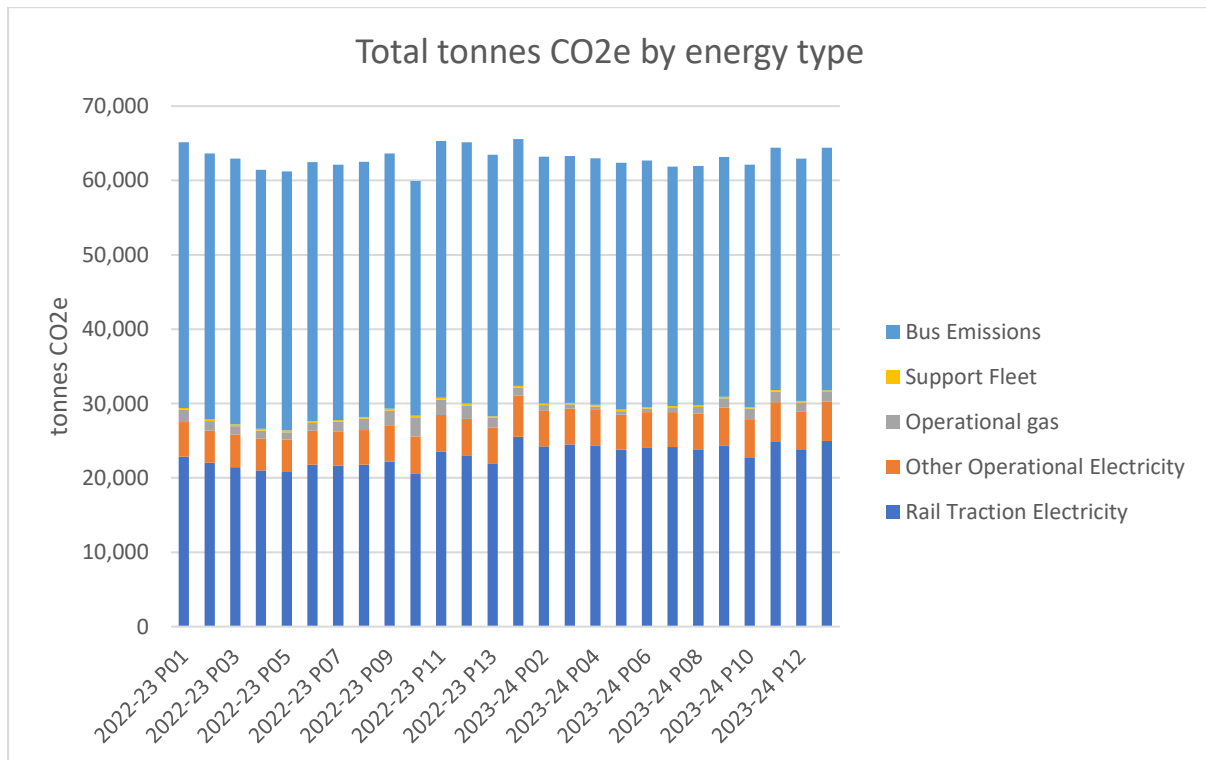
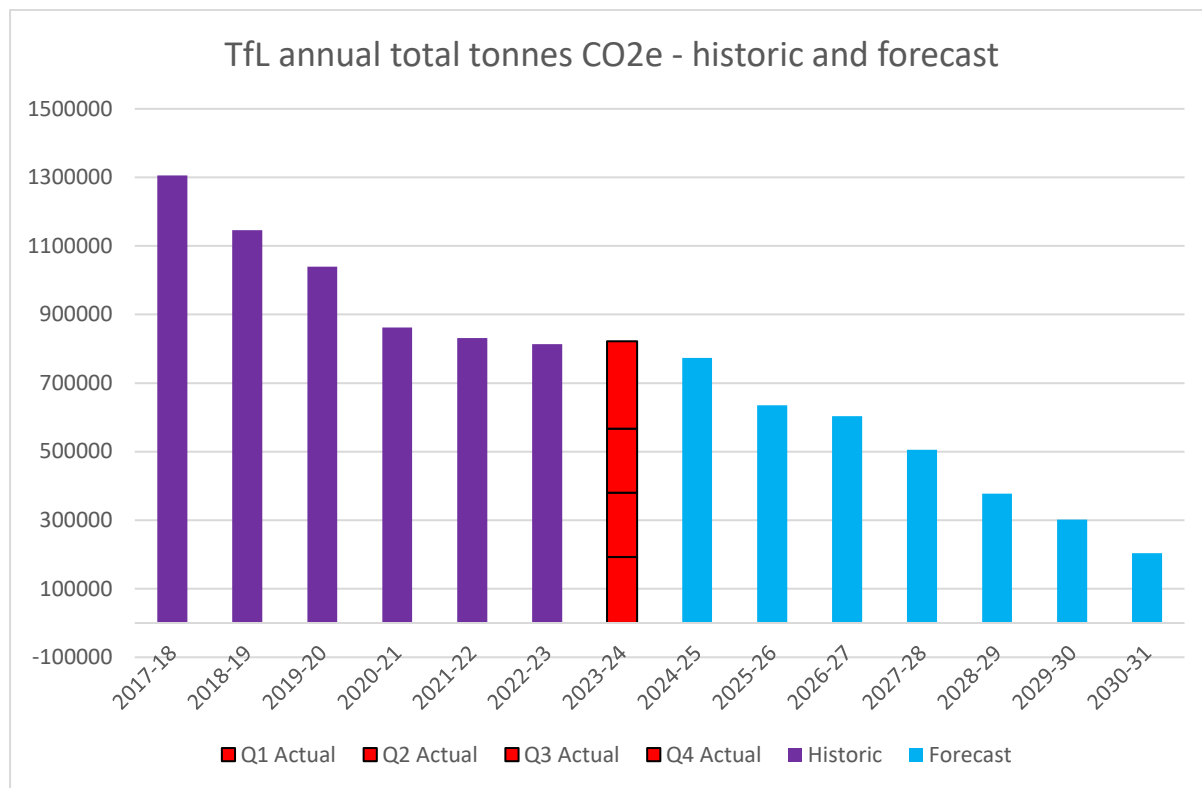


Figure 18: TfL annual total tonnes CO2e - historic and forecast – Quarter 4 2023/24 (tonnes CO2e)



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 4 report for further information.

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Safety, Sustainability and Human Resources Panel



Date: 16 May 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 February 2024 to May 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

Appendix 2: Learning and Development Approach

Appendix 3: Recruitment Approach

List of Background Papers:

None

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Our Colleague Quarterly Report

February to May 2024

16 May 2024



Our Colleague Quarterly Report

February 2024 to May 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 Panel held in February 2024.

The format of this report will provide an update on

1. Our Colleague Strategy
 - a. Launching Our Colleague Roadmap 2024/2025
 - b. Our Scorecard Performance
2. Creating a culture of inclusion
 - a. Workplace Adjustments
 - b. Improving Disability Awareness
 - c. The Published Pay Gap Report
 - d. D&I One Stop Shop
 - e. Development for a new EQIA App
 - f. One Year on: Action on Inclusion
3. Supporting Everyone to achieve their work ambitions.
 - a. Talent Approach
 - b. Strategic Workforce Plan
 - c. GLA Mentoring Programme
 - d. Early Careers
 - e. Top 100 Graduate Employer 2024
 - f. Leading the Future Coaching Programme
 - g. Steps into work
4. An Attractive and fair employee offer
 - a. Our Approach to Reward
 - b. Employee Value Proposition
 - c. Our Flexible Working Policy



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.

Ensuring colleagues feel supported at work is key. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever your role and wherever you are in your 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.

Launching Our Colleague Roadmap 2024/2025

Our Colleague Roadmap sets out the initiatives and activities that will be owned by 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.

The 24/25 Colleague Roadmap was published on April 2nd, together with the revised roadmaps for the other pillars of the TfL Strategy. The roadmap outlines the key activities and areas of focus for CPO next year and places more emphasis on embedding existing activities and initiatives, such as Action on Inclusion.

We are now focused on delivering the schedule of activities set out in the roadmap over the next four quarters and will report back to the panel.

Our Colleague Scorecard

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

Measure	Target	Floor Target	Year End	Scorecard
Engagement	61%	60%	60%	Amber
Attendance	94.25%	93.75%	93.86%	Amber
Senior Manager Representativeness				
Women	34.6%	33.8%	34.0%	Amber
BAME	18.5%	17.3%	20.0%	Green
Minority Faith	12.2%	11.6%	12.6%	Green
Disability	6.5%	5.8%	6.5%	Green
LGB	5.5%	5.1%	6.1%	Green



Creating a culture of inclusion

Workplace Adjustments

Following the endorsement from the Colleague Executive Sub-Committee to develop a new approach to our provision of workplace adjustments, several improvements have been implemented to improve both the colleague and stakeholder experience.

To clarify roles and responsibilities across the organisation, TfL's workplace adjustment guidance was updated in March 2024, and a new centralised mailbox was launched in April 2024 to support colleagues in navigating the process and troubleshooting complex queries. Centralising points of enquiry will enable TfL to better identify challenges and themes for future improvements.

At the beginning of the financial year, a new centralised budget was created to remove concerns regarding local budget restrictions and empower People Leaders to approve and implement reasonable adjustments. This new budget is currently being managed by the Workforce Diversity and Inclusion Team but will, in time, be managed by a new Workplace Adjustments team within CPO; for which recruitment will shortly begin. This team will in turn continue to implement further process improvements and help us deliver on our commitment to 'reimagine' TfL's adjustment process.

Improving Disability Awareness



Following four successful pilots reported in the last update, TfL's new Disability Awareness Training for People Leaders was rolled out in February 2024 as required learning for all People Leaders. The training is designed to improve the knowledge, skills, and confidence of all People Leaders relating to disability inclusion and ensure they can practically support their teams by removing barriers and lead by example. Over 200 People Leaders have undertaken the training to date, with sessions available every fortnight.

The training has been developed and rolled out in partnership with Business Disability Forum (BDF), who are experts in disability inclusion and support organisations to implement a best practice approach. TfL is increasingly signposting colleagues and People Leaders to BDF to enable us to take advantage of our membership and the fantastic tools and resources freely available to all colleagues: including toolkits, events, taskforces, and advice services by phone and email.

The new Inclusion Matters: Disability eLearning module is a prerequisite of the new People Leaders training and has, to date, been completed by over 10,000 colleagues (circa 36%).

The Published Pay Gap Report

TfL's combined gender, ethnicity, and disability pay gap reports for 2023 were published in February 2024, alongside those of other GLA Group organisations. The report highlights positive changes, such as an increase in senior level

representation for Black, Asian and minority ethnic colleagues (17.8 percent) and a reduction in our upper pay quartile pay gaps (highest earners) for both gender and ethnicity since last year.

In 2023, our median gender pay gap was 14.8 percent—a reduction of 1.8 percentage points since 2022. Our median ethnicity pay gap was 11.8 percent, an increase of 3.7 percentage points, and our median disability pay gap was 5.2 percent, an increase of 2.3 percentage points.

Work is ongoing to collaborate with the GLA Group and ensure that the process for publishing our pay gaps continues to improve and become more consistent across the group. A stand-alone update will be provided at this panel.

D&I One Stop Shop

In April, the Diversity and Inclusion 'One Stop Shop' was launched on Platform. Designed to support colleagues by bringing together and consolidating key information on diversity and inclusion, the One Stop Shop represents an opportunity to continually upskill colleagues and improve signposting and support across the organisation.

The One Stop Shop will continue to evolve as we embed new resources, events, and information, to create a more inclusive culture across TfL. Feedback is welcomed to ensure the resources available meet our colleagues' needs.

Development of a new EqlA app

Within Action on Inclusion, we have committed to creating an improved and automated solution for workforce Equality Impact Assessments (EqlAs). Collaborating with Tech and Data, along with their suppliers, WM Reply, the Diversity and Inclusion team has been working to create an interactive and intuitive online portal to streamline processing (reducing processing time by a projected 50%), maintain an audit trail, and directly interface with the Diversity and Inclusion Dashboard.

The app is due to go through user acceptance testing with key stakeholders, with a launch planned for the end of May. Training and guidance will be made available to colleagues to support the implementation. A more detailed update will be provided in the next update.

One year on: Action on Inclusion

As we near the one-year anniversary of Action on Inclusion, we are continuously working on embedding the strategy and reflecting on our progress.

The Diversity and Inclusion team has been working in partnership with Employee Communications to celebrate the successes from last year while continuing to listen to colleague feedback on how to support all areas of the organisation and apply the strategy's commitments.

We will shortly be publishing a poster campaign to reach Customer Operations colleagues who requested further information and support to challenge and 'speak up' against inappropriate behaviour



and banter that ‘crosses a line’. This campaign will go live across the network and our buildings in May 2024. We will return to the next panel for discussion.

Supporting everyone to achieve their work ambitions

Talent Approach

We have launched our approach to talent, which brings together six elements of coordinated activity to help plan for future resources and help everyone fulfil their work ambitions.

As part of this activity, we have also launched two new elements:

1. Our learning and development approach, which lays out our aspirations and supports plans to:

- Offer diverse learning experiences.
- Create a learning environment supported by People Leaders.
- Continuously adapt our programmes to foster inclusion.
- Inspire practical application of skills that help us deliver our shared ambitions.

2. Our recruitment approach will focus on our customers and the use of evidence to

make decisions, ensuring it is sustainable and includes everyone. We have set out short, medium, and long-term plans to guide us, adapting them as we go.

We’re promising to:

- Show why TfL is a great place to work.
- Make sure our hiring process is inclusive, fair, and clear.
- Ensure that recruitment is done efficiently and well.
- Be flexible and listen to what our hiring leaders need.

Strategic Workforce Plan

The Strategic Resourcing Group has established the key focal points for our Strategic Workforce Plan. Currently, the group is delving deeply into the critical skill requirements across the organisation, with the initial focus on green skills.

Moreover, support is being extended to Chief Officer areas to support and initiate their long-term resourcing plans, with any challenges and insights being channelled back into the Strategic Resourcing Group for consideration.

Succession planning and career conversations have been encouraged as part of the end-of-year process and the forthcoming development objective setting for the 2024–25 performance year. All risks and interventions identified as part of action planning will be fed into our wider Strategic Workforce Plan and we will return with an update in the next panel.



GLA Mentoring Programme

Since its launch in January 2024, we have gained the participation of 170 mentors and 250 mentees within the GLA collaboration group. Specifically, within TfL, we have seen 50 mentors and 52 mentees as of April 11, 2024. These connections are already having an impact. One of our TfL colleagues shared her experience after utilising the platform to seek guidance for securing a secondment:

“My journey from being mentored to securing a secondment role within 2 months stands as a testament to the power of structured mentorship programmes. Through the encouragement of my mentor, I was able to identify my strengths, stretch myself, develop key skills, and secure a career defining opportunity. This experience not only accelerated my professional growth but also instilled in me the importance of mentorship in achieving one’s career aspirations.”

Early Careers

In February 2024, we launched 189 apprenticeship roles across the business, ranging from Level 2 to Level 6.

During National Apprenticeship Week, we hosted our annual supply chain recruitment fair and took part in 18 events to promote our apprentice roles.

In March 2024, we held the final event for Innovate TfL in association with Cleshar, our school challenge, held at Endeavour Square. Innovate TfL is aligned with the Mayor’s transport strategy and invites young people to propose an innovation to TfL. We received 24 entries, with the final

four teams joining us on International Women’s Day during National Careers Week, which was marked with a panel discussion chaired by Chief People Officer Fiona Brunskill.

Plant Patrol was the winning team from Yavneh College in Borehamwood, who proposed detailed plans to green our Bus and street networks using sustainable planters. The four finalist teams (Yavneh College, Uxbridge College, Douay Martyrs School, and Harrow College) will join us for two weeks of work experience in July.

In addition to this, we marked National Careers Week by promoting our apprenticeship schemes that we offer across the organisation through 18 events across schools, colleges, and local boroughs.

Top 100 Graduate Employer 2024

In April, The Times Graduate Recruitment Awards 2024 named TfL as the Graduate Employer of Choice for Transport and Logistics for another year running. This award recognises our commitment to early careers, nurturing talent, and fostering an environment where our graduates thrive.

TfL has also been featured on the prestigious Top 100 Times Graduate Employers list for 2024 for the first time in seven years, a ranking that is achieved based purely on graduate feedback, nominated by undergraduates in their final year, and is great recognition for the work we have done as an organisation.

We were also shortlisted for the Target Jobs National Recruitment Awards as “the most popular graduate recruiter in logistics, transport, and supply chain.”



Steps into Work

Fifteen from 24 of our most recent Steps into Work cohort, have successfully applied to the TfL Apprenticeship scheme. Each participant has been offered bespoke pathways to ensure we go beyond our statutory duties regarding reasonable adjustments. A further four former scheme alumni have also successfully applied.

This support has entailed an expedited process, such as skipping stages one and two of online testing, conducting insight sessions, and undergoing alternative assessments in place of competency interviews where appropriate.

Leading the Future Programme

Our Leading the Future group coaching programme, aimed at Pay Band 2 and 3 leaders, is now reaching the mid-way stage with a total of 325 active participants, for which we have received positive feedback. Throughout April, we will encourage more leaders to sign up for the next cohorts starting in June.

Recent cohorts have seen a limited number of spaces opened to our Band 4 leadership population as well as to matrix managers and graduate/apprentice sponsors, widening this opportunity.

Building on the success of last year, we have begun the process of a second cohort for 'Getting Ready for Senior Leadership,' which is TfL's sponsorship programme for Pay Band 4 and 5 leaders who aspire to achieve the Director level. Interest in the programme has been high, with 111 expressions of interest for the 26 available places. Those who did not obtain

a place will, however, be offered access to some aspects of the programme during the forthcoming year to support their development.

An attractive and fair employee offer

Our Approach to Reward

The successful completion of the 2023 pay talks for TfL (and the additional pay award) in March has now allowed the Reward Strategy work on Job Families to be finalised at the high-level design stage for TfL. At a meeting held on April 2, 2024, the Executive Committee gave its approval for the work on TfL Job Families to progress further and we will look to consult with the TfL trade unions later this year.

The Reward Strategy project team will be bringing forward further proposals to the Executive Committee in the next quarter on the reward strategy elements beyond Job Families, including performance-based reward and performance award design, annual pay review methodology, and individual pay positioning. Work is continuing along similar lines for LU, although it is acknowledged that this is more complex and will take longer to bring to fruition than in TfL.

It remains our intention to introduce a Job Families approach for those LU support staff who align directly with the Job



Families already identified within TfL as swiftly as we can, in line with implementation within TfL.

Employee Value Proposition

We are continuing to work with our narrative and branding agency to develop a suitable design concept. We plan to carry out wider stakeholder engagement in the coming months.

Our Flexible Working Policy

In response to changing legislation and as part of our ongoing efforts to support work-life balance, we have updated our flexible working policy.

These changes mean colleagues can now submit up to two applications for flexible working in a rolling year from the day they join TfL. Colleagues can also apply for flexible working on a temporary basis (up to three months) once a year. The time it takes for colleagues to find out the outcome of a formal flexible working request has also reduced from three months to two months.

We have also updated our work-life balance policy so that paternity leave can now be taken as a two-week block, or two separate one-week blocks at any point during the first 52 weeks following birth.

Carers can also apply for up to one week of unpaid carer's leave, to provide or arrange care in any rolling 12-month period.



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Our learning and development approach



Introduction

We aim to create a learning culture that gives our colleagues the skills to achieve our shared goals

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 colleagues with the skills to achieve our shared goals.

Our learning and development 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.



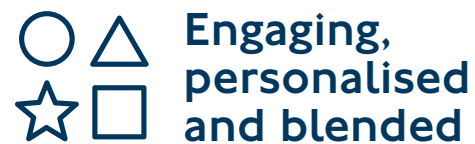
Our aim is to create an engaging, affordable and evidence-based approach, with learning both firmly aligned to business strategy and also supporting colleagues' skills development. We need to adapt to the changing world of work across economic, social, cultural and technological dimensions. With that in mind, the approach will be supported by short-, medium- and long-term roadmap activities that will help us and our colleagues achieve against our ambitions.

We will adapt and update our roadmap activities to reflect any changing needs and priorities of the organisation as well as colleague feedback, and in line with external market trends.

The clear vision set out by our learning and 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.

Our key principles

We bring four key principles to our learning and development approach



We will provide a blend of engaging, accessible learning opportunities. These will align with preferred ways of learning, providing choice for our colleagues relevant to role and career aspirations.

Our commitments:

- We will provide a fully integrated development proposition that provides colleagues with the right mix of on- and off-the-job learning
- We will provide the right learning environment for our colleagues, supported by our people leaders
- We will continuously review and adapt learning interventions in line with Action on Inclusion aims
- We will create interventions that inspire, engage and embed the application of learnt skills



We will ensure learning opportunities develop our colleagues, giving them the skills required to deliver our business strategy in the short, medium and long term.

Our commitments:

- Our approach will align interventions with our strategy, enabling colleagues to realise their career aspirations
- We will prioritise investment in skills required to deliver a safe and reliable transport system and our corporate environment plan commitments, and meet emerging capability requirements
- We will support development of core skills required across the organisation to enable all colleagues to thrive in a rapidly changing working world
- We will identify, deliver and track required learning in line with legislative and statutory obligations



We will continuously review and improve our learning and development solutions, based on market intelligence, colleague feedback, best practice and data insights.

Our commitments:

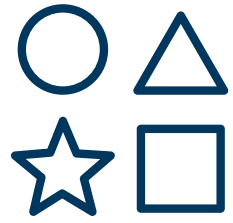
- We will use organisational data to identify learning and development needs, and to measure impact of learning and development on performance
- We will use feedback and evaluation data to drive continuous improvement in a timely manner
- Our strategic resourcing plan and local workforce plans will inform our learning and development priorities
- We will ensure that we benchmark our learning and development interventions against both external best practice and emerging trends



We will create best value and affordable learning and development solutions that can be appropriately resourced and are deliverable.

Our commitments:

- We will maximise the use of all available external funding streams to deliver cost-effective development opportunities
- We will engage any third-party learning providers in a financially and environmentally sustainable way
- Return on investment will be a cornerstone of how we evaluate the cost-effectiveness of our learning and development interventions
- We will prioritise interventions within available Business Plan budgets



Engaging, personalised and blended roadmap

Short term (March 2024 to December 2025)

- Determine the appropriate balance of online versus classroom learning based on demand, affordability and impact
- Review accessibility of learning for all colleagues, and implement identified improvements
- Review, update and launch People Leader Foundation learning resources, formerly known as Managing Essentials
- Review computer-based classroom learning facilities to ensure they are fit for purpose
- Identify options for the Stay Learning offering to evolve and be integrated with the management system
- Include required learning modules within the management system
- Implement the agreed leadership pathway programmes for aspiring first, mid-level and senior leaders
- Review and make recommendations for development options for aspiring leaders

- Identify opportunities to refresh all learning resources with inspiring and varied content
- Continuously review learning requirements in line with subject matter expert engagement, legislative changes and technology advances, and ensure materials are updated to reflect this

Medium term (January 2026 to December 2028)

- Implement technology that supports bite-sized learning interventions when needed
- Implement access to learning materials aligned to the management system
- Implement an approach that links development plans to tailored learning paths in relevant learning systems
- Continuously review learning requirements in line with subject matter expert engagement, legislative changes and technology advances, and ensure materials are updated to reflect this

Long term (January 2029 to December 2030)

- Continuously review learning requirements in line with subject matter expert engagement, legislative changes and technology advances, and ensure materials are updated to reflect this
- Harness artificial intelligence and other future predictive technologies to identify learning needs in real time, and suggest interventions to users and learning providers
- Deliver and manage content through the learning management system, tracking engagement



Business strategy-aligned roadmap

Short term (March 2024 to December 2025)

- Identify learning needs to build our capacity to deliver our strategy pillars and emerging skills
- Implement green knowledge programme for 2024/25 financial year
- Agree green knowledge programme for 2025/26 financial year
- Identify core skills required for colleagues to thrive in a rapidly changing working world
- Determine and implement principles that enable colleagues to gain qualifications
- Utilise the carbon assessment tool for the design of new learning interventions
- Complete the review of required learning, and implement changes with associated governance arrangements in place
- Deliver commitments determined by the Operational Training and Skills Development demand plans
- Review and implement core skills development offering for graduates, apprentices and interns aligned to our strategy

Medium term (January 2026 to December 2028)

- Review and update our learning and development policy to reflect the learning and development approach
- Track return on investment from, and impact of, academic sponsorship/funding support for colleagues
- Implement sustainable approach to support colleagues to gain qualifications
- Implement interventions to enable colleagues to develop core skills required to thrive, continuously improve and innovate
- Expand annual approach to identify priority learning needs aligned to strategic workforce plans, critical roles and succession planning
- Agree and implement green knowledge programme as required up to December 2028

Long term (January 2029 to December 2030)

- Review the approach to investment and the impact of academic sponsorship/funding support for colleagues
- Evaluate our strategy delivery approach as part of 2030 review
- Continuously review core skills development offering for graduates, apprentices and interns aligned to our strategy



Evidence-based roadmap

Short term (March 2024 to December 2025)

- Identify and agree the key data points to inform priorities, including outputs of critical role analysis, succession plans, readiness and development plans
- Design and embed a data review step within the training needs analysis and solutions consulting process
- Implement the annual identification of priority learning needs, informed by the strategic resourcing plan and local business resource plans
- Agree and implement new feedback form template
- Implement automated prompts to learning and development intervention designers to shape design
- Publish six-monthly progress reports into training effectiveness and continuous improvement

- Review PowerBI reporting dashboards to ensure they deliver the data required for monitoring and analysis
- Determine our baseline measures of success
- Identify how learning and development workstreams will be evaluated against the Safety, Health and Environment management systems

Medium term (January 2026 to December 2028)

- Integrate data from multiple applications, including myJourney and Microsoft 365, to shape learning interventions
- Report on measures of success
- Continue to review the priority of learning needs for the short, medium and long term, informed by the strategic workforce plan and local business resource plans

Long term (January 2029 to December 2030)

- Review use of automation and artificial intelligence to improve effectiveness of learning and development interventions
- Continue to review the priority of learning needs for the short, medium and long term, informed by the strategic workforce plan and local business resource plans



Financially sustainable roadmap

Short term (March 2024 to December 2025)

- Research and identify external funding sources available aligned to learning needs analysis
- Identify and itemise available training budgets within the 2024/25 and 2025/26 Business Plans
- Determine approach to managing and tracking budget spend against learning and development priorities
- Determine and start to track return on investment against budget spend
- Identify internal and external allocation of resources required to deliver learning and development priorities
- Identify a mechanism to support internal knowledge transfer as a preference to purchasing external training provision

Medium term (January 2026 to December 2028)

- Continue to track return on investment against budget spend
- Identify and itemise available training budgets within the 2026/27 and 2027/28 Business Plans
- Manage and track budget spend against learning and development priorities
- Review and embed internal and external allocation of resources required to deliver learning and development priorities
- Review the level of return on investment of third-party provision
- Secure access to external funding sources in line with learning needs analysis
- Implement internal knowledge transfer solutions

Long term (January 2029 to December 2030)

- Continue to track return on investment against budget spend
- Identify and itemise available learning and development budgets within the 2028/29 and 2029/30 Business Plans
- Manage and track budget spend against learning and development priorities
- Continue to secure access to external funding sources in line with learning needs analysis
- Review and implement continuous improvement to internal knowledge transfer mechanisms

Delivering together

Everyone can be part of ensuring that our approach to learning and development is successful

Our learning and development approach success is underpinned by the commitment of all stakeholders involved in the learning journey, including people leaders, learning and development teams and our third-party providers. Equally, learning and its transfer back to the workplace is the individual responsibility of the learner.

Our approach to identifying learning needs will be driven by:

- Individual development plans: captured in myJourney

- Readiness planning: development linked to career ambitions
- Building competency management systems for our operational employees
- Technical training, as determined by professional bodies
- Local people plans setting out the needs of each of our business areas, and linked to our Colleague Strategy and Action on Inclusion
- Critical roles, career pathways and succession plans
- Critical skills, informed by our strategic workforce plan and local business resource plans
- Development needs of our apprentices and graduates

By working together, we can help everyone to achieve their work ambitions



Our success measures

We will use three key tests to measure the success of our learning and development approach:

Relevance: how we meet the opportunities and challenges at TfL

Alignment: how the approach aligns to our business strategy and legal obligations, and supports everyone to achieve their work ambitions

Measurement: evaluating the approach using the following four levels of training evaluation ([Kirkpatrick Model](#))

- Reaction – initial capture of feedback following learning
- Retention – how learning has translated back into work settings
- Behaviour change – what has changed as a result
- Impact – looking at engagement, scorecard targets and progression

Further reading

Click on an image below for further information



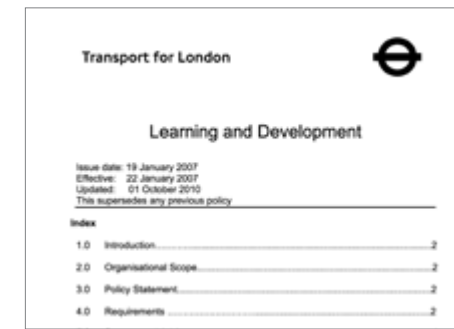
Colleague Strategy

A document that outlines our overall strategy for our colleagues.



Action on Inclusion

Our document that outlines our commitment to creating an inclusive workforce.



TfL Learning and Development Policy

Our policy document that outlines roles and responsibilities for the way learning and development is carried out.



Learning and Development Team

Our learning and development Platform page, which explains how the team can provide help and support.



Operational Training and Skills Development

Our internal learning and development website providing access to information and resources for operational colleagues.



Stay Learning

Our network of knowledge centres, providing access to learning and development material.



Our recruitment approach



Introduction

We aim to recruit and progress motivated individuals who help us to achieve our goals

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 achieve our goals.

Our approach to recruitment is one element that will underpin supporting everyone to achieve their work ambitions. It outlines our vision through to 2030 on how we will attract, select, and hire colleagues whether via progression internally or through external recruitment. It will serve as a guide to all stakeholders involved in the recruitment process, as well as our commitment to colleagues and external candidates who experience it.

It is based on four key principles of being:

- Customer centric
- Evidence-based
- Sustainable
- Inclusive

Short, medium, and long-term road map activities are defined that will help us achieve against our ambitions. The recruitment measures will help us determine impact and effectiveness of our approach using data insights to inform continuous improvement.

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.

Our vision is set out by our recruitment approach and supported by our employer value proposition, the powerful reasons to join our organisation. We want to recruit and progress motivated individuals who contribute to TfL being the strong, green heartbeat for London.

Our key principles

We have four key principles we bring to our recruitment approach



We will put our customers at the heart of our recruitment process creating a positive experience for candidates and hiring people leaders alike.

Our commitments:

- Showcase the reasons to apply to Transport for London so we are considered an employer of choice for candidates
- Make sure our recruitment policies and practices are equitable and transparent, enabling everyone to demonstrate potential
- Ensure the efficient, effective, and timely execution of the recruitment lifecycle to enable us to secure and progress the right talent
- Use a flexible and solution-based approach, underpinned by recruitment frameworks and an understanding of individual hiring people leaders' requirements



We will be proactive with our recruitment solutions, based on market intelligence, best practice and data insights.

Our commitments:

- Our recruitment activity, resources and development of diverse candidate pipelines will be informed by the strategic workforce plan and local business resource plans
- We will make continuous improvements in recruitment practices, based on recruitment data and trends
- Ensure external market research and intelligence will be used to shape our approach to recruitment
- That financial data and affordability will be considered when planning, developing and delivering recruitment solutions



We will create best value and affordable recruitment solutions, enabling our net zero ambitions, while supporting communities in the city we serve to thrive.

Our commitments:

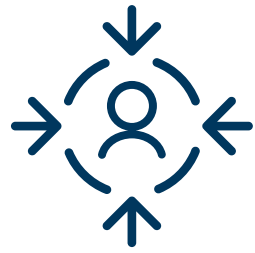
- Our in-house recruitment and commercial partnerships will deliver financially sustainable recruitment solutions for the short, medium, and long term
- Our recruitment approach will recognise the financial benefits of enabling colleagues to achieve their work ambitions
- Return on investment will be the cornerstone of how we evaluate the effectiveness of our recruitment activities
- Our recruitment solutions will support our net zero ambitions and help the communities we serve to thrive



We will continuously review and adapt our approach to attracting, selecting, and onboarding, in line with our Action on Inclusion aims.

Our commitments:

- We will engage with a diverse pool of candidates through inclusive methods to approach, attract and recruit candidates.
- We will proactively tackle issues to realise the potential of people who face barriers into employment
- We will equip colleagues and people leaders for success by providing the tools and resources for them to apply an inclusive culture in recruitment decisions
- We will conduct ongoing reviews of data, practice, and procedure to ensure our hiring process is free from bias and is consistently aligned to best practice inclusive methods



Customer centric roadmap

Short term (March 2024 to December 2025)

- New applicant tracking system implemented to streamline the recruitment process and improve customer experience
- All roles and responsibilities will be reviewed to ensure a smooth launch for myJourney phase two
- Reasons for candidates to want to join TfL will be embedded into every candidate interaction as developed via our new employee value proposition project
- Expand use of social media focusing on the key reasons to want to join TfL
- Review internal recruitment processes to enable existing colleagues to demonstrate their full potential, and work alongside promotion panels where relevant
- Feedback process – supporting hiring people leaders to have meaningful feedback conversations
- Develop renewed hiring people leader surveys to capture feedback on all stages of recruitment and post probation period for externally recruited colleagues

- To better track our brand perceptions, develop candidate survey for all stages of the process
- Use digital verification of right to work to improve the onboarding experience following a job offer
- Relevant vacancies will be promoted on the Greater London Authority (GLA) Talent Portal to maximise retention and career development opportunities for colleagues across the GLA family of nine organisations
- Monitor performance of third party providers aligning to our principles and acting on feedback

Medium term (January 2026 to December 2028)

- Recruitment policy update to reflect the recruitment approach
- Review of recruitment guidance to reflect recruitment policy update
- Embed renewed hiring people leader surveys to evaluate customer experience and determine improvements
- Embed the candidate survey for all stages of the recruitment process.

- Update the recruitment processes informed by candidate and hiring people leader feedback trends
- Review the use of generative artificial intelligence tools to support improved stakeholder experience
- Implement the recommendations of a review of internal recruitment processes that support our existing colleagues to demonstrate their full potential from application to appointment
- Monitor performance of third party providers ensuring they are aligned to our principles and acting on feedback

Long term (January 2029 to December 2030)

- Implement the use of generative artificial intelligence tools to support an improved stakeholder experience
- Continuing to update recruitment processes and procedures, informed by candidate and hiring people leader feedback trends
- Review key reasons an applicant should want to join us to ensure they are aligned to our vision and values, colleague aspirations and market trends



Evidence-based roadmap

Short term (March 2024 to December 2025)

- Interrogate diversity and inclusion data to understand attraction, selection and hiring trends by candidates with protected characteristics and use to inform sourcing and selection strategies
- Track and report on the diversity of senior hires (pay band 4 and upwards) in line with scorecard metrics
- Determine recruitment pipeline initiatives informed by the Strategic workforce plan
- Implement market trend reporting insights to Strategic resourcing group on a quarterly basis
- Agree baselines and targets for agreed measures of success

Medium term (January 2026 to December 2028)

- Utilise Horsefly (market talent analytics software)
- Review the effectiveness of online platform licences, their usage and reach
- Examine the number of direct appointments and their rationale, to understand the impact on internal talent pools
- Continue to interrogate diversity and inclusion data to understand attraction, selection and hiring trends by candidates with protected characteristics and inform inclusive sourcing and selection strategies
- Implement a knowledge sharing forum across recruitment to be held twice yearly on current recruitment trends to maintain best practice
- Ensure both qualitative and quantitative data is being reviewed collectively to draw out themes in the Recruitment steering group
- Review how many candidates access the TfL recruitment pages both externally and internally and do not proceed to application
- Use artificial intelligence tools to help interrogate data and trends

Long term (January 2029 to December 2030)

- Continue to evaluate the effectiveness of recruitment campaigns, informed by retrospective recruitment data, moving market trends, local business resource plans and the Strategic workforce plan
- Make continuous improvement recommendations from the recruitment effectiveness evaluation



Sustainable roadmap

Short term (March 2024 to December 2025)

- Understand the totality of organisation-wide recruitment budgets and review the effectiveness of this spending
- Determine priorities for Employability programmes and embed this into recruitment pipelines
- Embed sustainability into attraction and selection methods, to ensure the colleagues recruited share the same values
- Determine cost per hire metrics and ambitions informed by external best practice
- Track time to offer metrics and set ambitious but realistic targets informed by external best practice

Medium term (January 2026 to December 2028)

- Use a digital solution for interview notes and feedback
- Implement recruitment approaches informed by the Strategic workforce plan and local business resource plans
- Review the approach to tendering for third-party recruitment suppliers, with principles that embed inclusion, net zero ambitions, and ensures best value for money
- Embed responsible procurement practices into tendering of third party recruitment providers
- Introduce return on investment metrics for recruitment activities including internal progression
- Continue to ensure our assessment and selection approaches and resources are aligned to support sustainability aims

Long term (January 2029 to December 2030)

- Review effectiveness of third party recruitment suppliers on impact of inclusion, net zero ambitions and value for money
- Review effectiveness of return on investment metrics for recruitment activities including internal progression



Inclusive roadmap

Short term (March 2024 to December 2025)

- Refresh the reasonable adjustments process into attraction and selection processes
- Implement accessibility features within our new career site enabling an inclusive recruitment process for all
- Train people leaders and recruitment consultants on the Disability confident scheme and application of reasonable adjustments
- Capture social mobility data and review trends to inform attraction and selection methods
- Promote TfL as an employer of choice across diverse sourcing routes
- Inclusion checklist and people leader recruitment guidance to be developed and launched
- People leaders to be educated and encouraged to follow inclusive recruitment practices
- Ensure adverts are reviewed to only contain the essential criteria for the roles

Medium term (January 2026 to December 2028)

- Review barriers at application/assessment stage from the perspective of all candidates
- Provide a range of practice resources and materials to support candidates going through the assessment and selection process, to best prepare them for any pending recruitment
- Implement the use of captions during online interviews and measure the effectiveness from both the candidate and hiring people leader perspective
- Review improvements in our recruitment approach to confirm these have resulted in equitable outcomes

Long term (January 2029 to December 2030)

- Ensure that all adverts posted have a minimum of three stars on the inclusion check list via Success Factors
- Review the use of technological developments to ensure our processes remain inclusive

Delivering together

Everyone can be part of ensuring that our recruitment approach is successful

Our recruitment approach success is underpinned by the commitment of all stakeholders involved in the recruitment process, including hiring people leaders, recruitment and onboarding teams, and our third-party providers.

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What can everyone do to help?

- Be open to doing things differently
- Create fair and open opportunities for all current and prospective employees
- Put yourselves in the position of the candidate, accepting that no one approach will be suitable for all
- Engage with how we showcase career opportunities across internal and external networks
- Speak up with ideas, questions or concerns and collaborate to find a solution
- Instil a sense of inclusion through your actions during the recruitment process

By working together, we can help everyone to achieve their work ambitions



Our success measures

- The time from vacancy approval to the offer being made
- Our progress towards being representative of London's economically active population for all new hires by 2030 (using protected characteristics and social mobility indicators)
- The positive experience of our recruitment process by hiring people leaders and candidates
- The numbers of successful candidates who complete their probation
- The cost per hire of successful candidates

Further reading

Resources for further information



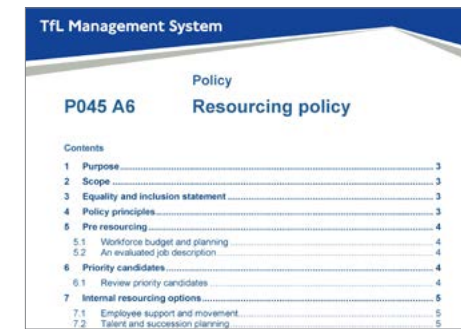
TfL Colleague Strategy

A document that outlines our overall strategy for our colleagues.



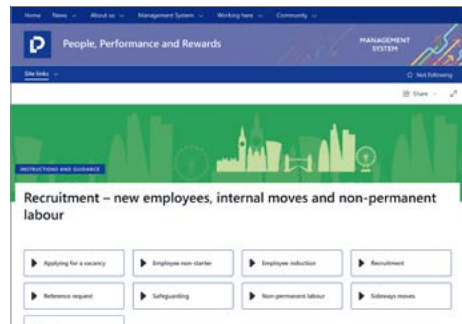
Action on Inclusion

Our document that outlines our commitment to creating an inclusive workforce.



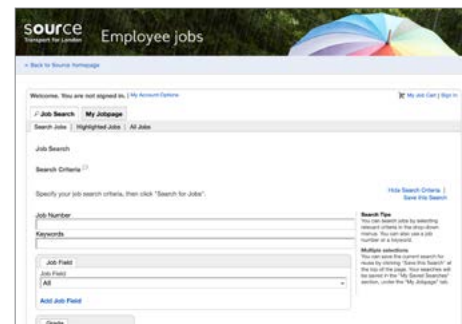
Resourcing policy

Our policy document that outlines the way in which recruitment should be carried out.



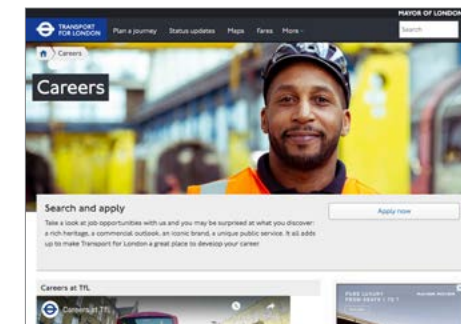
Instructions and guidance

Our SharePoint site with information about recruitment and the processes involved.



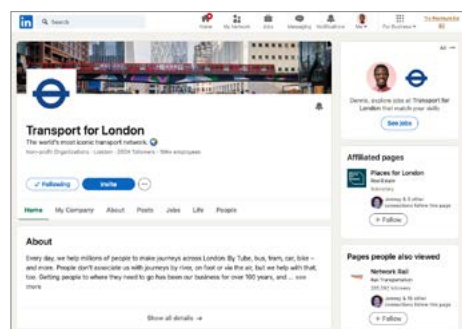
Internal roles

Our internal recruitment website outlining current roles available and how to apply.



External roles

Our external recruitment website showing what roles are currently available and how to apply.



LinkedIn company profile

Our LinkedIn company profile page that helps showcase TfL as an employer.

Safety, Sustainability and Human Resource Panel

Date: 16 May 2024

Item: Risk and Assurance Report Quarter 4 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 (ER01) – 'Inability to deliver safety objectives and obligations', Enterprise Risk 2 (ER02) - 'Attraction, retention, wellbeing and health of our employees' and Enterprise Risk 3 (ER03) – '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 assurance work by the Internal Audit team within TfL's Risk and Assurance Directorate. The report covers Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024) (Q4).
- 1.3 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 Risk reviews have been carried out for ER01, ER02 and ER03. ER02 and ER03 were discussed at the Executive Committee meeting on 7 March. ER03 is on the agenda for this meeting for its annual review in line with the rolling 12-month schedule. ER02 is scheduled to be discussed at the meeting of the Panel on 4 September 2024 and ER01 on 13 November 2024.

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 ER01, ER02 and ER03 (audits against other Enterprise Risks are reported to the applicable Committee or Panel).
- 4.2 Internal Audit and the QSSA team have both agreed their respective 2024/25 audit plans. The plans will be reviewed in late Quarter 2 of 2024/25 to ensure that the Quarter 3 (Q3) and 4 content remains consistent with business risk and assurance needs.

5 Work of Note this Quarter

- 5.1 Appendix 1 provides details of the Internal Audit and QSSA audits undertaken in Q4. 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 A total of 43 Internal Audits were delivered in 2023/24, this is 90per cent of the annual plan and exceeded the 85 per cent target set. In Q4, Internal Audit issued one audit against ER01 'Safety Complaints Process' (poorly controlled) and two audits against ER02 'Impact of extreme weather – Snow' (memo) and 'Impact of extreme weather – Wind' (requires improvement). Additional information is contained in Appendix 1.
- 5.3 Two Internal Audits are in progress at the end of Q4: 'Headcount Controls Process' (ER02) and 'Impact of Extreme Weather – Heat' (ER03).

Quality, Safety and Security Assurance

- 5.4 A total of 93 audits were delivered by the QSSA team in 2023/24 which is 88 per cent of the annual plan and exceeded the 85 per cent target. Twenty two second line QSSA audits were delivered in Q4: 10 audits against ER01, two audits against ER03 and 10 'Integrated Systems Audits' which assess London Underground (LU) Operations teams compliance with a range of management system requirements.
- 5.5 The QSSA team issued two audits in Q4 against ER01 which were concluded as poorly controlled: DLR Fire Asset Management and Driving at Work, details are included in Appendix 1 and both have agreed and tracked action plans in place.
- 5.6 Three audits were concluded as 'requires improvement', all have agreed and tracked action plans in place:
- (a) LU Pumps Competence Management: The newly issued Pumps – Competence and Licensing Procedure was being followed. However, internal verification activities were not being carried out, as an Internal Verifier had not yet been trained at the time of the audit, therefore a specific action has been agreed to address this;

- (b) LU Emergency Lighting: There was no process for ensuring that the risk assessments were up to date and aligned with the asset register and some required documentation was not available. There are actions in place to implement electronic logbooks and ensure the test programme is adequately managed and maintained; and
 - (c) First Aid Provision: While the contents of the management system were found to meet the requirements of legislation, there was inconsistent application of the requirements in all the areas sampled. A pan TfL plan is being prepared to communicate the revised requirements.
- 5.7 Seven QSSA audits from the 2023/24 plan were in progress at the end of Q4, one against ER02, one against ER03 and five against ER01. All are scheduled for completion in early Quarter 1 of 2024/25 (Q1) and are included in the 85 per cent target for next year in addition to the 2024/25 audit plan:
- (a) 'DLR risk management and project competence';
 - (b) 'High voltage substations integrated systems audit';
 - (c) 'London Overground Construction Design and Management Regulations compliance';
 - (d) 'Management of risk from hazardous substances';
 - (e) 'RfLI safety of people at work';
 - (f) 'TfL operations work on or near live conductors'; and
 - (g) 'Waste management in LU depots'.

Counter-Fraud and Corruption

- 5.8 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 one audit in Q4: Safety, Health and Environment (SHE) Governance and Change Assurance – cancelled as this has been included within a broader audit in the 2024/25 programme (ER01).
- 6.2 Two QSSA audits were deferred to next year's audit plan:
- (a) Places for London Asbestos Management – deferred due to short term resourcing issues and has been rescheduled with agreement of the SHE and Hazardous Material teams (ER01); and
 - (b) Emergency preparedness – deferred to Q3 as revised SHE management systems content is being published in Q1 2024/25 (ER01).

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 Ten ER01, ER02 and ER03 internal audits were completed in the last four quarters compared with six in the preceding four quarters. The increase is due to a specific programme of climate change risk related audits of extreme weather which have been completed in 2023/24. These audits have largely been completed with teams in the Chief Operating Officer area.

Quality, Safety and Security Assurance

- 7.3 Comparing the number of ER01, ER02 and ER03 QSSA audits for 2022/23 with 2023/24, the number of audits completed is very constant: 57 compared with 55. The distribution by Chief Officer team and Enterprise Risk is also consistent across the two years with any difference in the region of two-three per cent of total audits (see Appendix 2 for the full breakdown).
- 7.4 The distribution of audit conclusions is consistent across the two years with the exception of the number of audits concluded as 'poorly controlled'. Five audits were concluded as 'poorly controlled' in 2022/23 compared with two in 2023/24. Given the consistency in the other variables, this would indicate a strengthening of the controls relating to ER01 and ER03.
- 7.5 Work continues on the management of actions, particularly overdue actions with management teams and the relevant Chief Officers to resolve these. For ER01, ER02 and ER03 at the end of Q4 there were 95 open audit actions, 28 of which were overdue and 17 that were overdue by more than 100 days. This is a slight improvement from the previous quarter. All actions that are overdue by more than 100 days are reported to the Audit and Assurance Committee and are discussed with Chief Officers.

List of appendices:

Appendix 1: Audits Completed in Q4 against ER01, ER02 and ER03

Appendix 2: QSSA and Internal Audit Data

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A paper containing exempt supplementary information is included on Part 2 of the agenda.

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Appendix 1 – Audits Completed in Quarter 4 of 2023/24 against ER01, ER02 and ER03

Quality, Safety and Security Assurance (QSSA) Audits Issued in Q4

ER01 Inability to deliver safety objectives and obligations

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
–Chief Operating Officer	23 719	Management of Platform Train Interface (PTI) Risk	Provide assurance that recommendations from the Waterloo Rail Accident Investigation Branch (RAIB) investigation have been implemented and that governance controls such as training, briefings and working groups are operating as intended	Memo	<p>This consultancy work reviewed the extent to which there is effective governance of PTI risk and whether there was evidence of effective closure of the RAIB recommendations resulting from an incident at Waterloo station in May 2020.</p> <p>Seven recommendations were agreed regards strengthening the effectiveness of PTI governance meetings, communications between the meetings, creating a PTI resource library, ensuring PTI improvement plans are in place for all lines and consideration to more checks on effectiveness of Formal Investigation Report actions.</p>
Chief Operating Officer	23 752	Docklands Light Railway (DLR) Fire Asset Management	Assess Keolis Amey Docklands (KAD) effectiveness of planning, organisation, control, monitoring, and review of the preventive and protective measures regarding fire safety on the DLR as required by the Regulatory Reform (Fire Safety) Order 2005	Poorly Controlled	There was an inadequate change control process and lack of clarity regarding roles and responsibilities which were factors in the accuracy of the fire plans on site.
Chief Operating Officer	23 755	London Underground (LU) Pumps Competence Management	Assess the pumps competence management system compliance with Office of Rail and Road Guidance and internal standards following the previous Poorly Controlled audit	Requires Improvement	The newly issued Pumps – Competence and Licencing Procedure (PR0478) was being followed. Internal verification activities were not being carried out, as an Internal Verifier had not yet been trained.
Chief Operating Officer	23 758	LU Emergency Lighting	Seek assurance that emergency lighting provision and maintenance on LU stations is in accordance with external and internal requirements	Requires Improvement	There was no process for ensuring that the risk assessments were up to date and aligned with the asset register and some required documentation was not available. There are actions in place to implement electronic logbooks and the test programme is adequately managed and maintained.
Chief Operating Officer	23 764	First Aid Provision	Seek assurance that the First Aid requirements of the Safety, Health and Environment (SHE)	Requires Improvement	While the contents of the management system was found to meet the requirements of legislation, there was inconsistent application of the requirements in all the areas sampled.

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
			Management System are being met		
Chief Operating Officer	23 777	Management of Fatigue – Compliance, Policing, Operations and Security (CPOS), London River Services (LRS) and Woolwich Ferry	Seek assurance that the requirements of TfL's Management System and the relevant regulations are adhered to regarding the management of fatigue	Adequately Controlled	The fatigue management system of CPOS, LRS and Woolwich Ferry were reviewed against the Pan-TfL Fatigue Risk Management Plan. All three areas demonstrated a good level of understanding in fatigue management and adequate level of controls and measures to manage the risk from fatigue.
Chief Operating Officer	23 794	Driving at Work	Seek assurance that the driving at work requirements of the SHE Management System are being met	Poorly Controlled	The management system documents lacked clarity and a number of critical elements were not complied with, this included risk assessment, training and assurance.
Chief Operating Officer	23 797	Protection Supplier Audit - AGS	Provide assurance that AGS are providing competent protection staff in accordance with contractual, Quality, Environmental, Safety and Health (QUENSH) and LU Standards requirements	Well Controlled	AGS Limited were found to be managing and providing competent protection staff and support activities in accordance with the contract QUENSH conditions and LU standards.
Chief Operating Officer	23 809 U	LU Signalling Competence (Institution of Railway Signalling Engineers (IRSE))	Seek assurance that the procedure and associated activities covering IRSE Licensing within LU Assessing Agency meet the requirements of the awarding body	Well Controlled	The processes and procedures in place fully meet the requirements of the relevant IRSE Licensing Standard and Procedures

Integrated Systems Audits undertaken by QSSA

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 772	Euston & Green Park Area Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	83 per cent conformance, 42 Green, 2 Amber, 8 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 774	Wembley Park Traincrew Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	68 per cent conformance: 23 Green, 1 Amber 10 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 775	Acton Town Traincrew Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	67 per cent conformance rate: 22 Green, 0 Amber, 11 Red, (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 799	Northumberland Park Depot Integrated System Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	78 per cent conformance rate 50 Green, 3 Amber 11 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 801	Gloucester Road Area Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	70 per cent conformance rate 40 Green 2 Amber 15 Red, (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 802	Oval Area Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	72 per cent conformance, 41 Green, 3 Amber, 13 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 803	Ladbroke Grove Area Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	74 per cent conformance, 31 Green, 4 Amber, 10 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 804	Farringdon Area Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	70 per cent conformance, 38 Green, 0 Amber, 16 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 805	White City Traincrew Integrated Systems Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	48 per cent conformance, 15 Green, 0 Amber, 16 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	23 806	High Barnet Traincrew Integrated System Audit	Provide assurance that key requirements contained in the management system are being met	Not Rated	69 per cent conformance, 24 Green, 1 Amber, 10 Red (compliant, minor non-compliance, major non-compliance)

ER03 Environment including climate adaptation undertaken by QSSA

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 716	TfL Environmental Risk Assessment	To follow up on previous Poorly Controlled Audit, including areas not sampled before	Adequately Controlled	There has been a significant improvement since the last audit with four of the five locations sampled having adequate Environmental Risk Assessments completed, communicated, and reviewed as required.
Chief Operating Officer	23 763	Greenwich Power Station Greenhouse Gas Monitoring	To assess effectiveness of Greenwich Generating Station's arrangements for data monitoring and reporting of CO2 emissions for the UK Emissions Trading Scheme (UK ETS)	Well Controlled	There is no cause for concern, the data monitoring and reporting of CO2 emissions was well managed for year 2023. The installation Annual Emissions Monitoring report was verified by Lucideon CICS Limited in February 2023, this is in-line with the requirement of report submission on or before 31 March each year.

Internal Audit: Reports issued in Quarter 4 of 2023/24

ER01 Inability to deliver safety objectives and obligations undertaken by Internal Audit

Chief Officer	Ref	Audit Title	Objectives	Conclusion	Summary of Findings
Customer and Strategy	23 030 (U)	Safety Complaints Process	To provide assurance that safety complaints received by the Customer Contact Operations (CCO) team are handled efficiently and effectively.	Poorly Controlled	<p>The audit covered the processes in place from receipt, recording and investigation, action taken, reporting of the results and the assurance of safety complaints across TfL.</p> <p>Inconsistencies in the way processes were applied were identified and actions to address all areas have been made and agreed with implementation of the actions being closely monitored.</p>

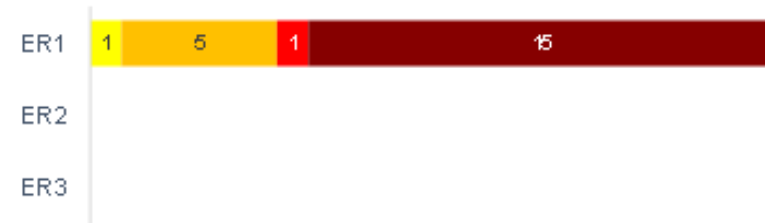
ER03 Environment including climate adaptation undertaken by Internal Audit

Chief Officer	Ref	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 038	Impact of extreme weather - Snow	To provide assurance on the adequacy and effectiveness of controls in place to deal with the impact of extreme weather.	Memo	The study findings and TfL's climate risk assessment indicate that there will be less cold-weather disruption due to lower than normal chance of ice and snow. Due to this lower risk, an adjustment of the current severe and adverse weather plans for snow and ice as extreme events is not necessary. Actions to improve weather plans for audits for extreme events of

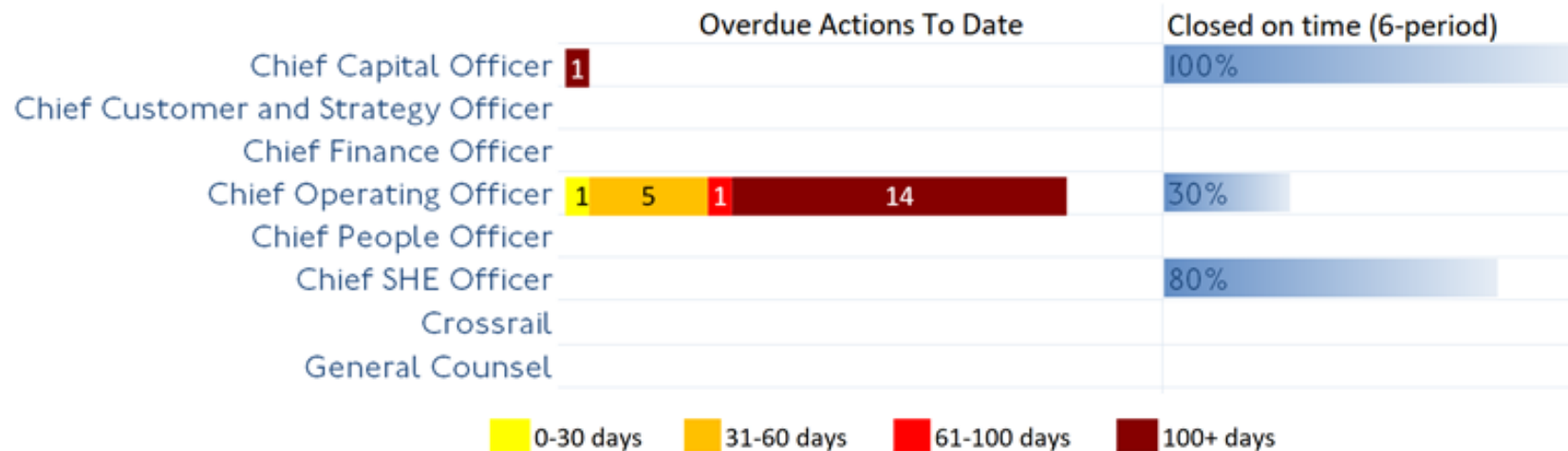
					heavy rain and flooding, heat and wind will result in improvements to all weather plans, including those for snow and ice.
Chief Operating Officer	23040	Impact of extreme weather - Wind	To provide assurance on the adequacy and effectiveness of controls in place to deal with the impact of extreme weather.	Requires Improvement	The seasonal plans have not been reviewed and updated to accommodate new information on wind as an extreme event in isolation or as part of a combined event with another weather hazard. As a result, the control environment requires improvement.

Audit Progress against 2023/24 Plan

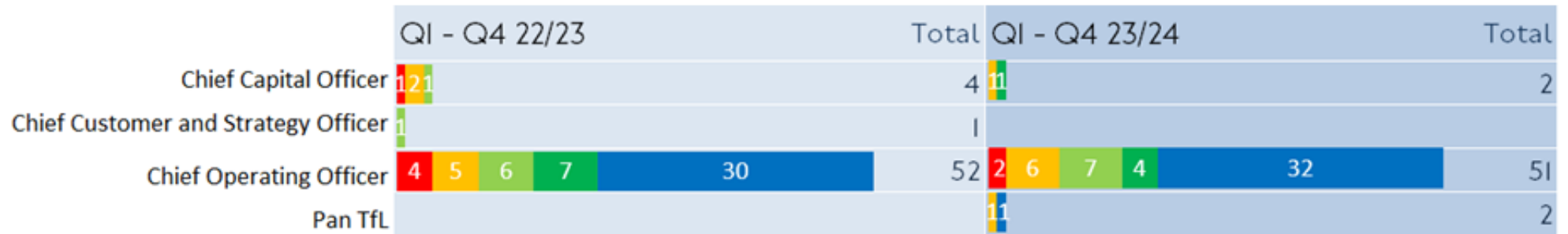
Action Management (ER1, 2 & 3) - By Enterprise Risk by Overdue Days



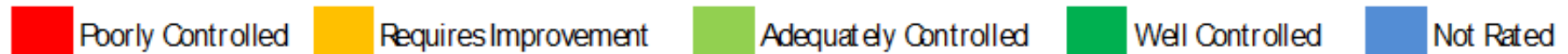
Action Management (ER1, 2 & 3) - By Directorate by Overdue Days



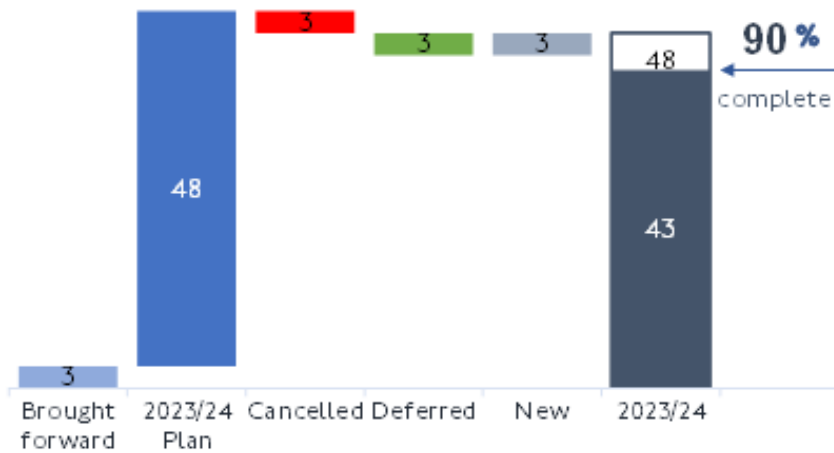
Audit Conclusion Comparison by Chief Officer Team (over 4 quarters)



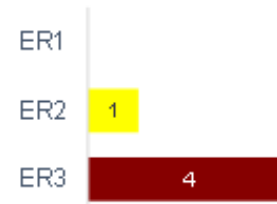
Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)



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	100%
Chief Customer and Strategy Officer	1	0%
Chief Finance Officer	1	50%
Chief Operating Officer	3	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)

	Q1 - Q4 22/23	Total	Q1 - Q4 23/24	Total
Chief Customer and Strategy Officer	1 1	2	1 1	2
Chief Operating Officer			4 1	5
Chief People Officer			1 1	2
Chief SHE Officer	1 3	4	1	1

Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)

	Q1 - Q4 22/23	Total	Q1 - Q4 23/24	Total
ER01 Inability to deliver safety objectives and obligations	2	2	1	1
ER02 Attraction, retention, wellbeing and health of our employees	1 1	2	1 1 1	3
ER03 Environment including climate adaptation	1 1	2	4 2	6

■ Poorly Controlled
 ■ Requires Improvement
 ■ Adequately Controlled
 ■ Well Controlled
 ■ Not Rated

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Date: 16 May 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

4 September 2024 - Sustainability/Environment, Our People, Safety		
Guest Presentation – Office of Rail and Road		
Colleague Delivery Progress	CSHEO	To note.
Chief Capital Office Corporate Environment Plan Progress	CSHEO / CCO	To note.
Strategic Environmental Measures Roadmap	CSHEO	To note.
Air Quality Update	CHHEO	To note.
Wellbeing Strategy	CSHEO	To note.
Our New Approach to Engagement	CPO	To note.
Action on Inclusion – One Year On	CPO	To note.
Enterprise Risk Update – Attraction, Retention & Wellbeing of Staff (ER02)	CPO	To note.

13 November 2024 - Our People, Safety, Sustainability/Environment

Customer Safety Plans	CSHEO	To note.
Annual Update on work-related violence and aggression	CSHEO	To note.
Enterprise Risk Update: Inability to deliver safety objectives and obligations (ER1)	CSHEO	To note.
Chief Operations Office Corporate Environment Plan Progress	CSHEO / COO	To note.
Climate Emergency: Decarbonisation	CSHEO	To note.
Strategic Workforce Planning update	CPO	To note.
Reward Update	CPO	To note.
Policy review (item or briefing)	CPO	To note.

12 February 2025 – Safety, Sustainability/Environment, Our People

Guest Presentation – CIRAS		
Safer Streets	CSHEO	To note.
Green Infrastructure and Biodiversity	CSHEO	To note.
Climate Emergency: Adaptation	CSHEO	To note.

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