

Agenda

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

Date: Wednesday 4 September 2024

Time: 10:30am

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

Members

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

Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye

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

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Further Information

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

James Varley, Secretariat Officer, 020 7983 4613; email: JamesVarley@TfL.gov.uk;
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, General Counsel
Tuesday 27 August 2024

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 4 September 2024

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

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

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

3 Minutes of the Meeting of the Panel held on 16 May 2024 (Pages 1 - 10)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 16 May 2024 and authorise the Chair to sign them.

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

General Counsel

The Panel is asked to note the updated actions list.

5 London-wide Ultra Low Emission Zone Six Months Report (Pages 15 - 20)

Chief Customer and Strategy Officer

The Panel is asked to note the paper.

6 Action on Inclusion - 12 Months On (Pages 21 - 50)

Chief People Officer

The Panel is asked to note the paper.

7 Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER02) (Pages 51 - 54)

Chief People Officer

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

8 Safety, Health and Environment Report - Quarter 1 2024/25 (Pages 55 - 94)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

9 Our Colleague Quarterly Report (Pages 95 - 104)

Chief People Officer

The Panel is asked to note the report.

10 Risk and Assurance Report Quarter 1 2024/25 (Pages 105 - 116)

Director of Risk and Assurance

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

11 Members' Suggestions for Future Discussion Items (Pages 117 - 118)

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.

12 Any Other business the Chair Considers Urgent

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

13 Date of Next Meeting

This is the last meeting of the Safety, Sustainability and Human Resources Panel.

14 Exclusion of Press and Public

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

Agenda Part 2

15 Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of our Employees (ER02) (Pages 119 - 128)

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

16 Risk and Assurance Report Quarter 1 2024/25 (Pages 129 - 138)

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

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

**Kings Cross / St Pancras Room, 10th Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Thursday 16 May 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 (via Teams)

Executive Committee

Fiona Brunskill	Chief People Officer
Andrea Clarke	Interim General Counsel
Lilli Matson	Chief Safety, Health and Environment Officer

Staff

Katherine Adams	Greater London Authority (GLA) Business Partner – Procurement (for Minute 23/05/24)
Griff Bromfield-Jenkins	Senior Safety Strategy Manager (for Minute 21/05/24)
Christina Calderato	Director of Transport Strategy and Policy
Jill Elliott	Head of Internal Audit
Lucy Hayward Speight	Head of Transport Strategy and Planning (for Minute 22/05/24)
Samiya Hirji	Responsible Procurement Manager (for Minute 23/05/24)
Lorraine Humphrey	Director of Risk and Assurance
Claire Lefort	Legal Manager
Sam Longman	Head of Sustainability and Corporate Environment (for Minute 24/05/24)
Andrew Morsley	Director of Operational Planning
Patricia Obinna	Director of Diversity and Inclusion
Stuart Reid	Head of Insights and Direction
Lisa-Jane Risk	Head of Operations, Transport Trading Limited Properties
Mike Shirbon	Head of Quality, Safety and Security Assurance
James Varley	Secretariat Officer

Also, in attendance

Catherine Barber	GLA Assistant Director – Environment and Energy
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16/05/24 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. Due to a technical issue, it was not possible to broadcast the meeting.

The Chair reminded the Panel that the order of the agenda was being rotated across the three main themes of the Panel's work and with the strategic items taken first. The order of the agenda for this meeting was Safety, Sustainability and then People items.

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.

17/05/24 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: Marie Pye had been appointed as an Independent Panel Member of the General Optical Council; and Dr Nina Skorupska CBE had been appointed as a member of the Independent Advisory Panel for the National Grid Electricity Distribution.

18/05/24 Minutes of the Meeting of the Panel held on 21 February 2024

The minutes of the meeting of the Panel held on 21 February 2024 were approved as a correct record, and the Chair was authorised to sign them.

19/05/24 Matters Arising and Actions List

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

The Panel noted the updated Actions List.

20/05/24 Safety Risk Management on TfL Services

Lilli Matson and Stuart Reid introduced the item, which provided an update on specific actions put in place following the Sandilands tram overturning sentencing remarks and the further review of our approach to safety. These actions were designed to further strengthen and accelerate the progression of strategic safety risk management, providing a solid foundation through risk management tools and processes.

The actions had been substantially progressed, with the Safety Executive Committee sub-group providing a monitoring role.

The Formal Investigations process was being enhanced with the appointment of two additional investigators. Increased capacity would allow quicker mobilisation in response

to incidents. The investigation team was in regular contact with action owners and monitored progress and had a zero-tolerance approach to overdue actions.

A standardised framework was being developed that would set out concessionaire safety, health and environment performance in contracts to be let and would also benchmark current concessionaires against the framework.

Assurance was provided through the three-line assurance process. Digital assurance tools had been introduced which improved monitoring of the processes. Performance meetings were undertaken with suppliers, along with safety audits applying to specific suppliers. Work was taking place to consider how the assurance process could feed back into Board level oversight.

Management of safety risk applied to all areas of the organisation and its contracted services. TfL also used its strategic influence in areas where it did not have direct control, such as borough projects that received funding from TfL.

Members welcomed the progress made on the strategic actions.

The Panel noted the paper.

21/05/24 Safety, Health, Wellbeing and Environment Culture Programme

Lilli Matson and Griff Bromfield-Jenkins introduced the item, which provided an update on the Safety, Health, Wellbeing and Environment Culture Programme, including details of achievements, next steps and milestones, as well as indicating the level of cultural maturity and how data was being used to drive improvements.

The Culture Programme consisted of four workstreams and highlights included:

Culture Measurement – The Cultural Assessment had been made available to 8,300 colleagues and early results had shown that TfL was in the ‘Structured’ level of maturity.

Leadership – This aimed to ensure senior leaders were visible across the organisation. A positive reinforcement approach was being used and a number of engagement activities were underway. It had been agreed that the Executive Committee would have safety objectives for 2024/25, including prioritising a safe and secure workplace for all and ensuring safety comes first, demonstrating strong safety leadership.

Just and Fair – Engagement had taken place with colleagues and trades unions.

Learning Organisation – Activities were underway to look at how behaviours could be embedded so that colleagues were confident that matters could be raised, and actions would be monitored and closed out. It was important for TfL to be a psychologically safe organisation where colleagues had confidence that when issues were reported, they would be investigated and effectively dealt with. It was noted that this also tied in with the work of the Chief People Officer to promote a ‘speak up’ culture. CIRAS, the Confidential Incident Reporting Analysis Service, was also recognised as an important part of the process. Reporting levels, although relatively low, were increasing and transparency in terms of being able to see action taken was acknowledged to be an essential part of TfL’s response.

The level above 'Structured Maturity' was 'Proactive Maturity' and improvement plans were being drawn up to help facilitate the move forward.

The Panel noted the paper.

22/05/24 Electric Vehicles Update

Christina Calderato and Lucy Hayward-Speight introduced the item, which set out TfL's implemented and forthcoming key proposals to deliver electric vehicle (EV) charging infrastructure and convert the fleets that it controlled to zero emission.

The EV charging network had grown by 300 per cent since 2019, with almost one third of the UK's charging points located in London. The EV Infrastructure Strategy framed the delivery programme. The focus was now on high mileage users performing essential roles such as taxi, private hire and commercial vehicle operators. To open up opportunities for charging points, TfL was looking to unlock land owned within the Greater London Authority Group and this included the TfL Road Network and Places for London. A commercial vehicle fleet database had been created to understand travel behaviours and trip patterns to aid planning and investment.

The Mayor's Transport Strategy set out commitments to convert the entire TfL support vehicle fleet to zero emissions by 2050, with cars and vans being zero emission capable (ZEC) by 2025 and heavy vehicles to be fossil free from 2030.

For the taxi fleet, 57 per cent was currently ZEC and for private hire vehicles, 43 per cent were ZEC.

Emerging issues had been identified and these included: the continued higher costs of EVs in comparison to petrol and diesel vehicles; the accessibility of charging points, which would make it easier for drivers with disabilities to switch to EVs; understanding the requirements of commercial vehicle users; and supporting delivery of shared infrastructure. Value Added Tax was levied on the charging costs incurred at commercial charging points and this disproportionately impacted people on lower incomes who would have less access to off-street parking and home charging facilities.

The location of charging points needed to be carefully considered to suit usage patterns. Sites located near to popular destinations, such as leisure parks and entertainment venues, could encourage private vehicle usage where public transport alternatives existed and could therefore stimulate demand for road space. Members noted that databases allowed TfL to understand usage patterns at existing locations and this was used to inform planning.

Bus operators were being supported to provide charging points for their buses at depots and termini.

Further work would take place on improving accessibility of charging points. A standard had been published by the British Standards Institution and compliance was required in TfL's procurement process. It was a voluntary standard and was subject to commercial considerations by operators. The need for a standard for London was recognised and a workshop was being scheduled to raise the profile of the issue. The Panel would be

informed of accessibility standards for charging stations built by the Places for London joint venture and the date of the workshop. **[Action: Christina Calderato]**

The Panel noted the paper.

23/05/24 Responsible Procurement and Modern Slavery Statement

Samiya Hirji and Katherine Adams introduced the item, which presented the draft Modern Slavery Statement 2024/25 and activities undertaken in the 2023/24 financial year (1 April 2023 to 31 March 2024).

The Panel welcomed the reduction in carbon emissions from the Surrey Quays station upgrade, following implementation of the Publicly Available Specification (PAS) 2080 carbon standard. The upgrade featured carbon modelling from the outset and, with the most carbon being embedded, the design facilitated significant reductions.

Waste collection and solar panel manufacture had been identified and added as risk areas following engagement with external partners, such as the Ethical Trading Initiative and Electronics Watch. Activities were underway to understand the risks and get transparent information from suppliers and manufacturers. More stringent due diligence requirements had been added to the tender for waste services, which was currently being drafted. This would focus on recruitment practices, which was the area where the risk had been identified. Discussions would take place with the new contractor regarding best practice and due diligence in relation to where waste would be finally processed.

The London Transport Museum would be offered support to allow it to work with its supply chain to push forward its timeline for completion of the Sedex Self-Assessment Questionnaire by its suppliers.

The Panel noted the paper.

24/05/24 Enterprise Risk Update - Environment Including Climate Adaptation (ER03)

Sam Longman introduced the item, which provided an overview of Enterprise Risk 3 – Environment including climate adaptation. This risk covered TfL failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations.

This was the first annual update on the risk, which had an impact assessed as high and a target assessment of low. Significant progress had been made with the management of the risk, however the Control Effectiveness rating was 'Requires Improvement'. Developing and quantifying an understanding of impacts at asset and operational levels and also the impact of mitigations was key to improving the rating.

A process was underway with the asset teams to identify those assets that could adapt to climate change, as well as those which would need replacement with more suitable options.

The need to manage the risk would require capital funding and accordingly, a clear understanding of requirements and timelines would inform financial needs. The development of metrics and performance indicators, as well as a performance tracker, would be a useful tool to give greater visibility of progress, help reporting and highlight, to those involved in oversight, the need for action. The Panel would be provided with further information on metrics and performance indicators in a future update.

[Action: Sam Longman]

The Internal Audit team had also undertaken a number of audits on climate change and weather plans and mitigations.

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

25/05/24 Our Colleague Strategy – Delivery to Date

Fiona Brunskill introduced the item, which provided an overview of delivery against the Colleague Strategy, Colleague Roadmap and Colleague Scorecard results for 2023/24.

It had been a year since the launch of the Colleague Strategy which set out objectives and commitments relating to: creating a culture of inclusion; an attractive and fair employee offer; and supporting everyone to achieve their work ambitions.

Improvements had been seen in the engagement score and senior management representativeness had been added to the Scorecard.

The Action on Inclusion Strategy had been launched with a focus on colleagues and how they felt within the organisation. The Chair commended the Chief People Officer for the Inclusion Matters e-learning course, which included colleagues talking about their own experiences.

The recent cohort of 270 graduates, interns and apprentices had been the most diverse group recruited to date. TfL was now included in the Times Top 100 Graduate Employers and had also been voted Graduate Employer of Choice in the transport and logistics sector.

End of year performance and readiness conversations were taking place. These gave colleagues an opportunity to discuss their development journey which also fed into succession planning work.

Pay management was a focus and work was taking place to look at pay perception and fairness through the Job Families concept. In addition, principle-based people policies were being developed which would see rigid rule-based policies replaced.

The representation targets on the Scorecard were based on being realistic, achievable and sustainable. It was noted that gender representativeness in senior positions was challenging due to a lower proportion of women within TfL as a whole. At the same time, demand for diverse candidates in other organisations resulted in several resignations which increased the gender gap. Work was underway to ensure that TfL provided a fair platform for opportunity for women to develop into senior management and leadership positions. It was noted that perception of equality of opportunity was essential to ensure colleagues understood and saw that promotion and development was on merit. Previous

work in improving representativeness had been fair and equitable, although colleague perception had not always acknowledged this.

The review of critical and hard to fill roles had been completed with 250 unique roles identified. In Technology and Data for example, the challenge was around pay although a fair and attractive offer and the opportunity for progression would provide some mitigation. There would continue to be some utilisation of non-permanent labour, but the ambition would be to fill core roles.

The Panel noted the paper.

26/05/24 TfL Pay Gaps and Action Plan

Patricia Obinna introduced the item, which provided an update on how pay gaps had changed since 2023, the reasons for the changes and the steps being taken to reduce the gaps.

The year had seen a decrease in the gender pay gap and increases in the ethnicity and disability pay gaps. In the same period, a significant amount of work had taken place to increase declaration rates, as TfL could better support its colleagues if it knew more about them. This had resulted in an additional 1,000 declarations. A further 3,000 declarations had been received by way of a 'data dump' from an external recruitment partner, who had provided the information in one go. The data related to entry level customer services roles that were at the lower end of TfL's pay scales and this impacted the stability of the pay gap data. Testing would take place to assess the hypothesis that increased declaration rates tended to increase pay gaps in the short term.

The recent cohort of graduates, interns and apprentices, with the exception of female apprentices, was the most diverse recruited to date also had an impact as these positions were at entry level pay scales. If they were retained and progressed at TfL this would have a positive impact on the diversity of TfL and reduce pay gaps.

The most significant pay gaps existed at an operational level and actions were being taken to address this, including looking at alternative paths to higher paid operational positions and paths from operational to professional services roles. The Leading the Future programme also considered this approach to progression, with a focus on an individual's potential rather than using a competence-based assessment.

The Pay Gap Action Plan set out a multi-faceted approach to reducing pay gaps including attracting and recruiting diverse talent and career progression.

A new collaborative approach with the Greater London Authority was being developed and was expected to be in place by October 2024, which would see standardised reporting.

The Panel suggested that the Action Plan commitment to set up a 'Women Leaders in Transport' network should be reconsidered, as there were sufficient networks within the transport industry that could fulfil this function.

The Panel noted the paper.

27/05/24 Safety, Health and Environment Report - Quarter 4 2023/24

Lilli Matson introduced the item, which provided key information and trends reported in Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).

This had been a challenging quarter, and targets had not been achieved on three of the four Scorecard metrics.

However, across the year, performance had been positive, with road fatalities the lowest ever with the exception of 2021, which had been impacted by the public health situation. Customer injuries had also reduced by eight per cent since the previous year.

The Panel noted that there had been four fatal collisions involving buses in Quarter 4 and investigations were ongoing.

In response to a question from the Panel, it was noted that road safety data relating to electric bikes and scooters could not easily be disaggregated from the Department for Transport Stats19 dataset.

Catherine Barber, GLA Assistant Director – Environment and Energy, commended officers on the work that had taken place on environmental matters and informed the Panel that the Mayor had re-confirmed his commitment to the Net Zero 2030 target. The Greater London Authority would continue to work closely with TfL on setting and achieving ambitious environmental goals.

The Panel noted the report.

28/05/24 Our Colleague Quarterly Report

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

The Workplace Adjustment budget had been centralised and this would facilitate a more consistent experience for colleagues. Following a question from the Panel, the applicability of the programme beyond colleagues with disabilities would be confirmed.

[Action: Fiona Brunskill]

A new Equalities Impact Assessment app had been launched that would allow for more streamlined processing, maintain an audit trail and feed directly into the Diversity and Inclusion dashboard. An update would be included in the next Quarterly Report on the ability of the app to respond to any changes in definitions of protected characteristics.

[Action: Fiona Brunskill]

The Steps into Work programme had seen 15 applicants of the cohort of 24 enrolled into the apprenticeship scheme.

The Panel noted the report.

29/05/24 Risk and Assurance Report Quarter 4 2023/24

Lorraine Humphrey and Mike Shirbon introduced the item, 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.

Three audits had been given 'Poorly Controlled' conclusions. The Safety Complaints Process audit had shown inconsistencies in the way processes were applied. Actions to address this had been made and agreed. These actions were being monitored and progressed. The potential for the application of lessons learnt from the Sandilands tram tragedy in November 2016 was being explored.

The DLR Fire Asset Management audit had shown there was an inadequate change control process with a lack of clarity on roles and responsibilities. The Panel would be given an update on progress of actions as well as confirmation when those actions were closed out. **[Action: Mike Shirbon]**

The Driving at Work audit had shown that Management System documents lacked clarity and actions were taking place to address this.

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

30/05/24 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the current forward plan for the Panel.

The Panel noted the forward plan.

31/05/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

32/05/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 4 September 2024 at 10.30am.

33/05/24 Exclusion of the Press and Public

The Panel agreed 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), when it considered the exempt information in relation to the items on: Enterprise Risk Update - Environment Including Climate Adaptation (ER03); and Risk and Assurance Report Quarter 4 2023/24.

The meeting closed at 1.15pm.

Chair: _____

Date: _____

Date: 4 September 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, 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 4 September 2024)

Actions from the meeting held on 16 May 2024

Minute No.	Description	Action By	Target Date	Status/note
22/05/24	Electric Vehicles Update The Panel would be informed of accessibility standards for charging stations built by the Places for London Joint Venture and the date of the workshop	Christina Calderato	30 May 2024	Completed. Information sent to Members on 30 May 2024.
24/05/24	Enterprise Risk Update - Environment Including Climate Adaptation (ER03) The Panel would be provided with further information on metrics and performance indicators in a future update.	Sam Longman	May 2025	This will be included in the next paper, which will be submitted to the Customer, Sustainability and Operations Panel.
28/05/24 (1)	Our Colleague Quarterly Report The applicability of the Workplace Adjustments programme beyond colleagues with disabilities would be confirmed.	Fiona Brunskill	4 September 2024	Completed. This is included in the Our Colleague Quarterly Report.
28/05/24 (2)	Our Colleague Quarterly Report An update would be included in the next Quarterly Report on the ability of the Equalities Impact Assessment app to respond to any changes in definitions of protected characteristics	Fiona Brunskill	4 September 2024	Completed. This is included in the Our Colleague Quarterly Report.

Minute No.	Description	Action By	Target Date	Status/note
29/05/24	<p>Risk and Assurance Report Quarter 4 2023/24</p> <p>Docklands Light Railway Fire Asset Management audit had shown there was an inadequate change control process with a lack of clarity on roles and responsibilities. The Panel would be given an update on progress of actions as well as confirmation when those actions were closed out.</p>	Lilli Matson	21 May 2024	Completed. Information sent on 21 May 2024.

There are no outstanding actions from previous meetings.

Safety, Sustainability and Human Resources Panel



Date: 4 September 2024

Item: London-wide Ultra Low Emission Zone - Six Months Report

This paper will be considered in public

1 Summary

1.1 This paper summarises the key findings from the recently published London-wide Ultra Low Emission Zone (ULEZ) six months monitoring report.

2 Recommendation

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

3 Background

3.1 The ULEZ expanded London-wide on 29 August 2023. The London-wide zone measures 1,500 km² and covers nine million people, making it the largest zone of its kind in the world. The expansion of the ULEZ to outer London means that an additional 1,752 schools and other educational establishments, with around 880,000 attendees, are now included in the zone, with these students all breathing cleaner air as a result. An additional 501 health institutions are also now included in the zone bringing health benefits to all those who use the services these institutions provide.¹

3.2 In 2019, toxic air contributed to around 4,000 premature deaths in London. The greatest number of deaths attributable to air pollution were in outer London boroughs, mainly due to the higher proportion of elderly people in these areas, who are more vulnerable to the impacts of air pollution.² Over 480,000 Londoners have been diagnosed with asthma and are more vulnerable to the impacts of air pollution, with more than half of these people living in outer London.³ Asthma prevalence in London is highest in outer London, with approximately 4.9 per cent of the population in outer London boroughs diagnosed with asthma, compared to approximately 4.4 per cent in inner London boroughs.⁴

¹ Air Quality Factsheet (2024). Available at: Schools, Hospitals and Care Homes in the ULEZ Expansion Area

² <https://www.london.gov.uk/programmes-and-strategies/environment-and-climate-change/environment-publications/health-burden-air-pollution-london>

³ NHS England Quality and Outcomes Framework (QOF) data, published in the Public Health Outcomes Framework reports the number of patients aged 6 years plus included on a GP register of patients with asthma, by borough, in 2022/23.

⁴ NHS England Quality and Outcomes Framework (QOF) data, published in the Public Health Outcomes Framework reports the percentage of patients aged 6 years plus included on a GP register of patients with asthma,

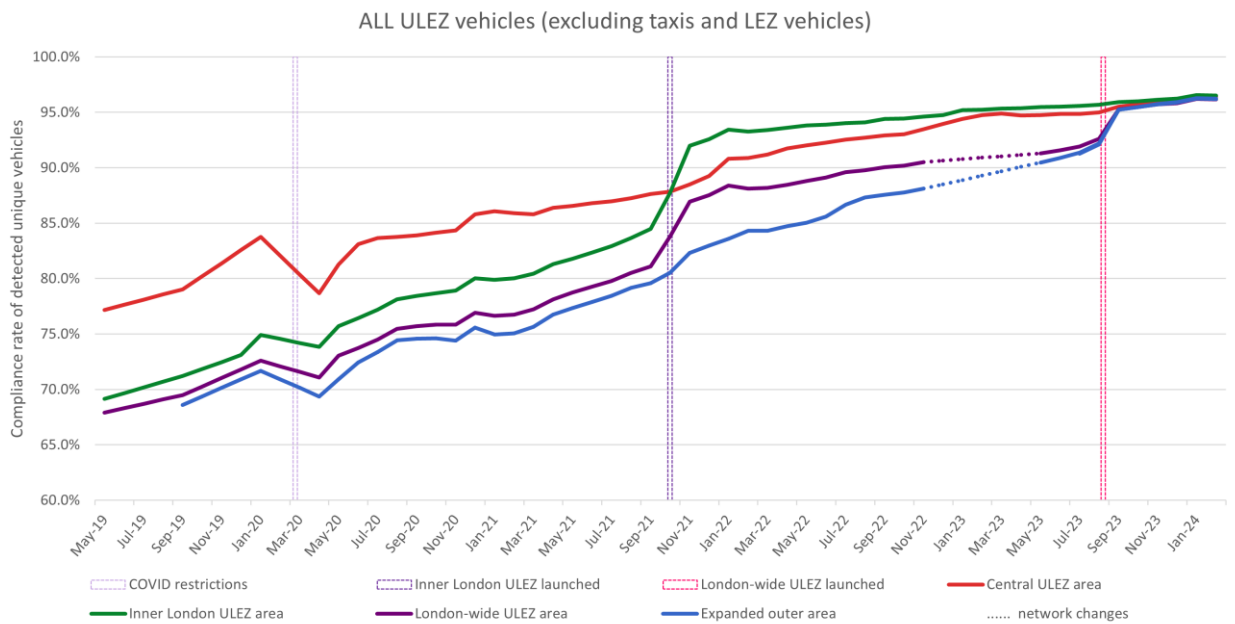
- 3.3 On 31 October 2023, the First Month Report was published and included detailed vehicle compliance data.
- 3.4 On 25 July 2024, the Six Month Report was published, which included data up to the end of February 2024. The report included an update on compliance along with preliminary analysis of the impact of the scheme and the London-wide expansion on air pollutant emissions and concentrations. The full report can be found here: <https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/environment-and-climate-change-publications/london-wide-ulez-six-month-report>.
- 3.5 Fuller analysis of both emissions and concentrations will be reported in the One Year Report, which will be supported by an advisory group of external experts.
- 3.6 As with previous ULEZ impact monitoring reports, data on uptake of the Scrappage Scheme is not included in the Six Month Report. This is because we report uptake separately through regular factsheets. The latest factsheet, with data up to 4 August 2024, shows that we have approved around 54,000 applications to the scheme and committed nearly £186m in funding (with over 330 vehicles approved for donation to Ukraine). Of these 54,000 applications, over 36,000 have been accepted for the car and motorcycle scheme and nearly 18,000 for the van and minibus scheme. A full evaluation of the impact of the Scrappage Scheme will take place after the scheme has closed.

4 Key findings

Compliance

- 4.1 A larger proportion of vehicles seen driving in London are cleaner. Compliance of vehicles subject to the ULEZ is 96.2 per cent London-wide. This is up from 91.6 per cent in June 2023 and 39 per cent in February 2017, when changes associated with the ULEZ began.
- 4.2 Compliance has increased for both cars (97.1 per cent) and vans (88.9 per cent).
- 4.3 In outer London, 97.1 per cent of cars now meet the ULEZ standards. Van compliance increased by 9.5 percentage points since June 2023, to 89 per cent in February 2024. This has effectively closed the gap between outer London and the rest of London, meaning the benefits of high compliance levels now extend to the whole city, as can be seen below.

by borough. The average prevalence has been calculated for outer London and inner London. This does not include undiagnosed or unrecorded cases of asthma.



4.4 On an average day, there were 90,000 fewer non-compliant vehicles seen in the zone in February 2024 than in June 2023. This is a 53 per cent reduction.

Traffic

4.5 The ULEZ was not designed as a congestion management tool but the way it operates means it does influence travel behaviour and traffic, as has been shown in previous ULEZ monitoring reports.

4.6 Preliminary analysis of traffic flows indicates there are no notable changes in overall traffic in central/inner/outer London. There are seasonal variations within this, with lower traffic during summer and Christmas holidays, and higher traffic outside of these periods.

4.7 This will be analysed further in the One Year Report.

Emissions

4.8 NOx emissions from cars in outer London in 2023 are 13 per cent lower than would have been expected without the London-wide ULEZ expansion (against an estimated 10 per cent in consultation). NOx emissions from vans in outer London in 2023 are seven per cent lower (against an estimated seven per cent in consultation).

4.9 NOx from cars and vans in outer London in 2023 is 424 tonnes lower (against an estimated 323 tonnes in consultation) than would have been expected without the London-wide ULEZ expansion. This is a reduction of 11 per cent.

4.10 PM2.5 exhaust emissions from cars in outer London in 2023 are 22 per cent lower (against an estimated 16 per cent in consultation) than would have been expected without the London-wide ULEZ expansion.

4.11 Emissions estimates are based on the most up to date monitoring of vehicle fleet and traffic information when compared to a scenario without the London-wide ULEZ.

Concentrations

4.12 Impacts of the London-wide ULEZ have been estimated using a similar method to previous reports using control zones in outer London and a zone around London.

4.13 In the first six months of operation, roadside NO₂ concentrations were on average up to 4.4 per cent lower than without the London-wide ULEZ expansion.

4.14 Overall, the full suite of ULEZ policies (all phases plus LEZ) have improved air quality. Roadside NO₂ concentrations are estimated to be:

(a) 53 per cent lower in central London (compared to without the ULEZ policies);

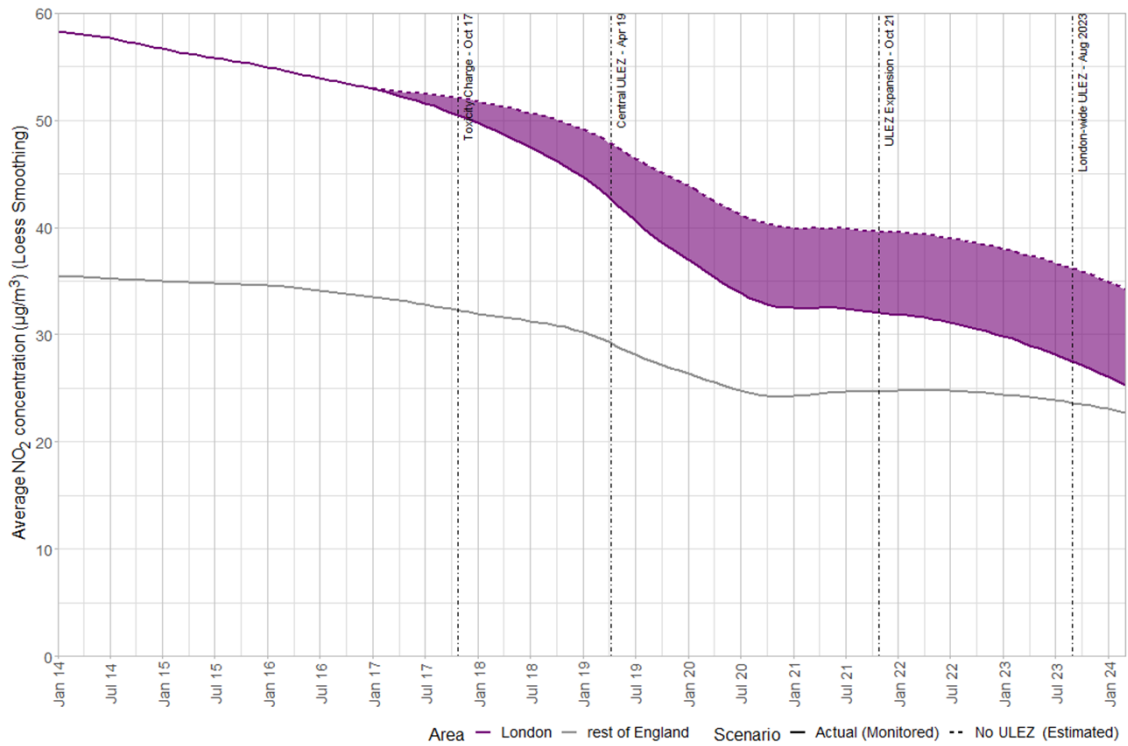
(b) 24 per cent lower in inner London (compared to without the ULEZ policies); and

(c) 21 per cent lower in outer London (compared to without the ULEZ policies).

4.15 Areas outside London are also seeing the impacts, with roadside NO₂ concentrations within five kilometres from the Greater London boundary on average nine per cent lower than without the ULEZ policies in place.

4.16 The analysis of trends of average London concentrations (the whole of London) indicates that the ULEZ has reduced roadside NO₂ concentrations by 23 per cent (equivalent to 8 µg/m³) compared to what they would have been without the ULEZ.

4.17 When compared to trends of monitored data for the rest of England, roadside concentrations in London are declining at a faster rate and therefore are closing the gap between London and the rest of England (as shown by the grey and purple solid lines in the figure below).



List of Appendices

None

List of Background Papers:

[London-wide Ultra Low Emission Zone – Six Month Report](#)

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Safety, Sustainability and Human Resources Panel

Date: 4 September 2024

Item: Action on Inclusion – 12 Months On

This paper will be considered in public

1 Summary

- 1.1 Action on Inclusion is our long-term promise to our people, setting out how we can create a truly inclusive organisation reflective of the city we serve. It was launched in June 2023 and included clear actions and ambitions to make positive changes across our organisation.
- 1.2 This paper provides an update on the delivery of the priorities identified for the first year of implementation in the Action on Inclusion Strategy and next steps.

2 Recommendation

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

3 Background

- 3.1 In April 2023, we briefed the Board on the development of Action on Inclusion, which outlined our proposed approach, launch plan and next steps.
- 3.2 The Action on Inclusion Strategy was subsequently launched at the end of June 2023, outlining our vision, objectives and actions for embedding inclusivity into everything we do.
- 3.3 Our ultimate aim with the strategy is to create an inclusive workplace where everyone can belong, supporting the delivery of the ‘creating an inclusive culture’ pillar of our Colleague Strategy. This will further embed our Vision and Values.
- 3.4 To inform this update, headline measures have been included from Action on Inclusion. Detailed progress is reported against the priorities identified for the first year of implementation.

4 Key achievements since launch

- 4.1 ‘I Act On’ colleague posters and video to raise awareness across the business of the key messages were launched in July 2023. As part of the launch campaign, colleagues voluntarily pledged actions they will take to embed inclusion in their local area. We will be revisiting these pledges with these colleagues as part of a proposed report to assess the impact of Action on Inclusion on colleagues’ experiences in their local business areas.
- 4.2 Twelve Action on Inclusion senior leadership in-person briefings were held (198 leaders participated) during August and September 2023, with the aim of briefing

senior leaders on the key messages of the strategy while emphasising the key role that each leader has in creating inclusion in the teams they lead.

- 4.3 These sessions included a deep dive into Allyship – to champion the consistent and intentional act of colleagues supporting the rights of other colleagues from under-represented groups, despite not being a member of that group. One of the key messages of Action on Inclusion is that all colleagues have a part to play in creating an inclusive workplace; one way of achieving this is by being an ally who works to promote a culture of inclusion for the benefit of all.
- 4.4 We launched the Inclusion Matters eLearning course in September 2023, which used the first-hand experiences of our own colleagues to bring to life the importance of inclusion. To date, more than 15,000 colleagues have completed the training, including over 90 per cent of People Leaders.
- 4.5 We launched the Becoming an Active Ally Toolkit in September 2023, which is designed to support colleagues on their journeys to becoming active allies to other colleagues. To date, over 200 colleagues have accessed this resource. We will be taking steps to assess how many colleagues have demonstrated their allyship towards other colleagues in the months since the launch of Action on Inclusion.
- 4.6 Operational People Leader briefings were held in October 2023. These sessions were attended by Area /Centurion managers in London Underground so that key messages could be shared with them as soon as possible so that Centurions could, in turn, cascade the key messages under Action on Inclusion to Operational colleagues pending the roll-out of Inclusion Matters training within Operations.
- 4.7 We launched the Inclusion Matters – Disability eLearning course in December 2023, with the aim of raising colleagues' awareness on disability and the barriers facing people with disabilities, making colleagues aware of what we can all do to help remove those barriers. To date, more than 12,500 colleagues have completed the training.
- 4.8 We launched Disability Awareness for People Leaders training in February 2024, which was designed in partnership with Business Disability Forum, the leading business membership organisation in disability inclusion. This training equips People Leaders with a greater understanding of disability, how to remove barriers, and what it means to cultivate a culture of disability inclusion in day-to-day interactions with colleagues with a disability. To date, over 500 colleagues have completed the training.
- 4.9 Improvements to our workplace adjustments process and the introduction of a centralised budget were introduced in April 2024. This process is designed to improve accessibility of adjustments for colleagues and increase accountability and enable monitoring. We are currently in the process of recruiting a dedicated team to manage this process and ensure any workplace adjustment requests are reviewed and responded to swiftly.
- 4.10 One Stop Shop for all Diversity and Inclusion (D&I) related matters and information was created and launched in April 2024 so that colleagues are able to

easily find any information and resources they need on any matters relating to D&I to encourage self-education.

- 4.11 We launched a D&I language operations campaign in May 2024. As a result of the Operational People Leader briefings (paragraph 4.6 above), we were informed that Operational colleagues would welcome posters covering key D&I terminology. Following detailed consultation with Operational colleagues (and working closely with colleagues from our Employee Communications team), we designed and launched a series of posters to support colleagues giving hints and tips on how to address the behaviours associated with these topics to create a more inclusive workplace.
- 4.12 We launched our new Equality Impact Assessment (EQIA) app in July 2024. This is a more accessible and user-friendly way for colleagues to consider D&I as part of their decision making at an early stage of project planning and design. The new app will enable improved data capture and visibility.
- 4.13 Further supporting information can be found in Appendices 1, 2 and 3.

5 Looking Forward

- 5.1 The anniversary of the launch of Action on Inclusion provides an opportunity for us to start considering ways in which we can start to measure the effectiveness and impact of the work that has been undertaken to date to create an inclusive workplace. While it is still early in the lifespan of this seven-year strategy, we are keen to start gauging whether the key messages of the strategy have landed with colleagues so that we can, if necessary, begin to create some thematic data which will inform our future approach/programme of activity.
- 5.2 In October 2024, we will be launching the new Viewpoint annual colleague engagement survey, designed and managed by our in-house Engagement team for the first time. As part of the new survey, we will start to measure our progress towards the creation of an inclusive workplace by asking a series of questions which taken together will give us an 'inclusion index' enabling us to measure from year to year how colleagues feel that we are doing against our stated objectives of creating a more inclusive workplace where all colleagues, irrespective of their background and lived experience, can achieve their work ambitions.

6 Areas of focus for the next 12 months

Senior Leader Representation

- 6.1 Data shows that senior leaders with protected characteristics are broadly leaving at the same rate as they are joining us. This will make it harder to achieve our Scorecard representation targets if we do not have targeted interventions to address why they are leaving. Data shows that the main reasons for leaving are pay and lack of promotional opportunities. Other key drivers for leavers are the culture, poor leadership and not feeling valued. We are therefore proposing:
 - (a) at payband 3 we have a minority gender population of 31 per cent (lower than that of senior managers), we recognise that we must focus on growing this population so that we have a talent pipeline to support our senior

leadership representation targets. Through our new Recruitment Approach, we will ensure that we are advertising in the right places to ensure we can continue to recruit diverse talent so that, in terms of gender representation, we are recruiting more women than the numbers leaving our business at any given time; and

- (b) with a lack of promotional opportunities being cited as a driver for colleagues leaving TfL, we will look to investigate whether the creation of a pan-TfL work experience programme will assist colleagues to consider alternative roles/careers within the business; perhaps also encouraging colleagues to think about 'development' more broadly rather than just as a promotion in their current role. We particularly want to develop a work experience programme that engages with our Operational colleagues to showcase the raft of potential opportunities across the business.

Culture and Leadership

6.2 To help address any potential cultural/leadership issues that may be impacting our Black, Asian and minority ethnic and women colleagues to leave within 12 months of joining, we are planning to:

- (a) revise our corporate induction to ensure that we reinforce our Values and our commitment to inclusion through our discussions with new starters to support an incremental change of culture; and
- (b) we will actively encourage more leader-led activities at a local level by developing an engagement plan to further embed Action on Inclusion across the business. This "nudge campaign" will involve sending all People Leaders specific D&I/engagement related activities that they can undertake with their teams to build trust and foster a more inclusive environment. A communication "nudging" our People Leaders to, for example, discuss caring responsibilities at a team meeting or to arrange a team lunch where everyone brings in food that they love or that is part of their heritage in order to encourage discussion are just simple examples of the types of "nudges" that could be sent out periodically in order to encourage People Leaders to engage with their people around D&I.

A focus on our Operational Areas

6.3 In addition to the above which apply across the business, we also have anecdotal evidence from conversations with Operational colleagues and feedback from listening groups that there has been a minimal (and/or inconsistent) impact of Action on Inclusion in Operational areas and that bespoke interventions are needed. We will therefore:

- (a) use our new Viewpoint annual colleague engagement survey to gain insights into how all colleagues are feeling about working at TfL, particularly in relation to Leadership, Wellbeing, Safety and Inclusion with reference to key metrics to inform the most appropriate targeted interventions;
- (b) develop a suite of appropriate face to face training offering that is suited to and accessible for our Operational colleagues, having regard to their

rostering requirements and working environments. We are currently working alongside our Operations leadership team to develop this;

- (c) design and deliver tools that give People Leaders/Line Managers practical advice on how to deal effectively with issues such as 'banter' and microaggressions using the media that our Operational colleagues tell us is most appropriate in the circumstances, e.g. via an operations poster campaign with associated conversation cards to facilitate discussion; and
- (d) design and deliver Operations D&I training (via facilitated workshops) for use during line closures and/or as opportunities arise while we are developing a full suite of training interventions (as above).

List of appendices to this report:

Appendix 1: Recruitment Approach

Appendix 2: Learning and Development Approach

Appendix 3: Colleague Roadmap

List of Background Papers:

None.

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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:

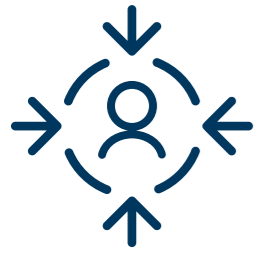
- Our in-house recruitment and commercial partnerships will deliver financially sustainable recruitment solutions for the short, medium, and long term
- Our recruitment approach will recognise the financial benefits of enabling colleagues to achieve their work ambitions
- Return on investment will be 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.

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



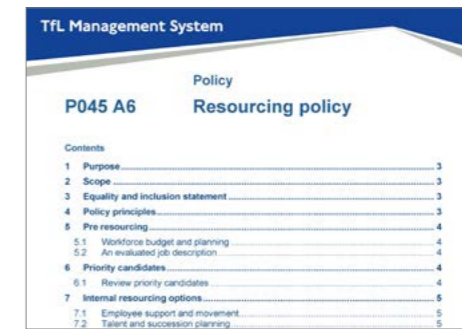
TfL Colleague Strategy

A document that outlines our overall strategy for our colleagues.



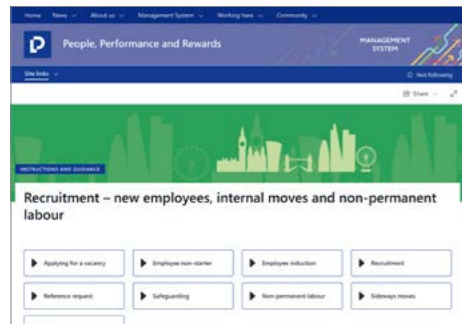
Action on Inclusion

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



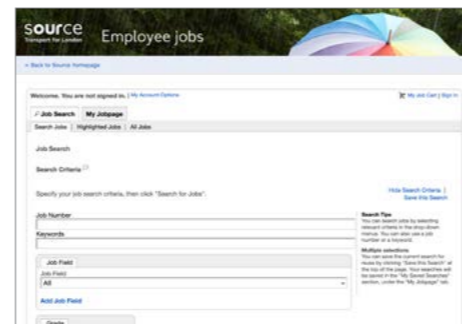
Resourcing policy

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



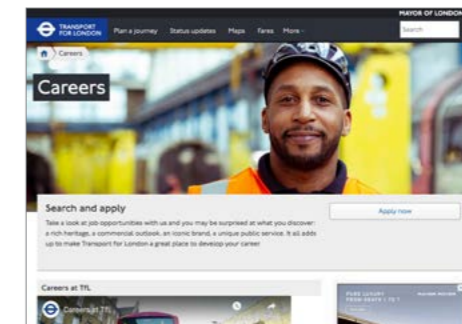
Instructions and guidance

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



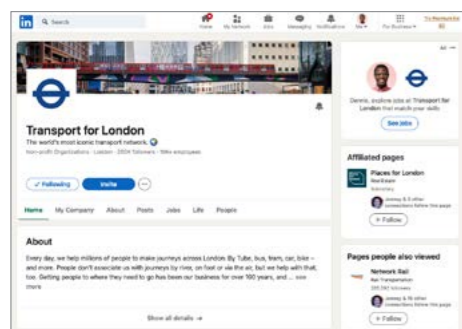
Internal roles

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.



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.

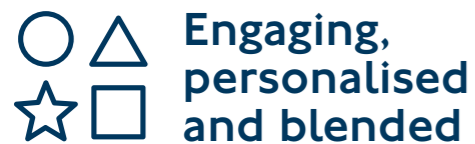
We will adapt and update our roadmap activities to reflect any changing needs and priorities of the organisation as well as colleague feedback, and in line with external market trends.

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:

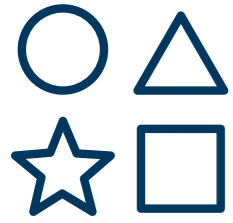
- We will use organisational data to identify learning and development needs, and to measure impact of learning and development on performance
- We will use feedback and evaluation data to drive continuous improvement in a timely manner
- Our strategic resourcing plan and local workforce plans will inform 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



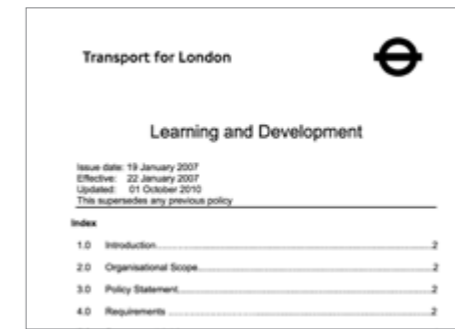
Colleague Strategy

A document that outlines our overall strategy for our colleagues.



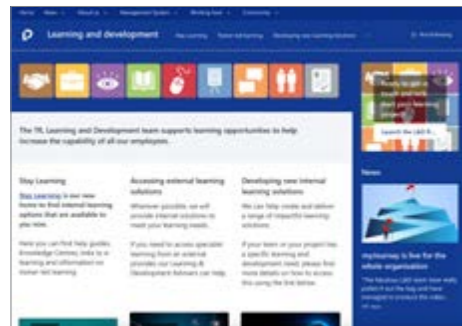
Action on Inclusion

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 strategy: colleague roadmap



Colleague roadmap

Our 2024/25 actions to progress on our priorities

Quarter 1 (April-June)

All People Leaders to complete Inclusion Matters

In-person disability awareness training available for all People Leaders

Develop tools to help managers be better prepared to manage trauma

Reward strategy – continue engagement on Job Family framework

Continue to implement our new employee value proposition for recruitment

Put new flexible working policy in place

Embed 'Our People Leader' framework into performance and development objectives

Commence delivery of road map commitments in 'Our recruitment approach' and 'Our Learning and Development approach'

Identify sites and commence delivery of the next tranche of rolling improvements to operational staff welfare facilities

Quarter 2 (July-September)

Introduce centralised adjustments process

Our new employee engagement survey goes live

Put new family leave policy in place

Launch refreshed 'Our People Leader Foundation'

Change the way we capture readiness status, moving to a continuous process

Quarter 3 (October-December)

Publish our strategic workforce plan

Launch myJourney Phase 2 – Recruitment and Onboarding (Enterprise Resource Planning)

Launch myJourney Phase 2 – Employee Central (Enterprise Resource Planning)

Quarter 4 (January-March)

Wellbeing intervention evaluation framework becomes available

New time off and leave policy in place

Embed employee value proposition internally

Deliver operating model and financial benefits through our Change Landscape, embedding the value chain and delivering more efficient and effective ways of working

Introduce electric vehicle salary sacrifice scheme

- Create an inclusive culture
- Provide a fair and attractive employee offer
- Support everyone to achieve their work ambitions

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Date: 4 September 2024

Item: Enterprise Risk Update - Attraction, Retention, Wellbeing and Health of Our Employees (ER02)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of Enterprise Risk 2 – Attraction, retention, wellbeing and health of our employees (ER02). This risk recognises that if we do not continue to attract and retain colleagues with the skills and expertise we need, or prioritise wellbeing, we will not be able to deliver effectively for London in the future.
- 1.2 In line with the Enterprise Risk schedule, ER02 is reviewed by the Panel annually. The risk plan and status were endorsed by the Executive Committee on 7 March 2024.
- 1.3 A full risk update report, included in the Part 2 paper, provides further commentary on the actions we are taking to mitigate against the drivers of risk identified.
- 1.4 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 We cannot deliver for London without attracting and retaining the talent we need to deliver our Business Plan and the Mayor's Transport Strategy.
- 3.2 Although the diverse nature of the organisation means our overall turnover will include areas with very low levels of employee exit, the areas of the business where we are experiencing higher turnover contain roles with critical and/or scarce skill sets, therefore the impact on delivery of employee turnover can be significant.
- 3.3 The most recent results of our employee engagement survey showed an increase in our 'total engagement' score. This included a six per cent increase in

colleagues who stated that they had confidence that there was a clear vision for the future of the organisation, and 66 per cent of colleagues stating that they had a strong commitment to TfL.

4 Key risk drivers

- 4.1 **Economic:** Rising living costs are starting to slow but remain high and continue to drive up salary expectations. Pay growth is at its highest level since 2001. Our levels of pay are continuing to be behind market for some key skill sets.
- 4.2 **A buoyant employment market:** The market for talent continues to be 'candidate led' although with definite signs of cooling. The Office for National Statistics reports that employment and job vacancies are down, while unemployment and redundancies are up.
- 4.3 **Perceptions of pay unfairness:** Perceived unfairness in historic pay differences between Operations and the rest of TfL may heighten dissatisfaction with pay and become a driver for employees to leave the organisation.
- 4.4 **Organisational uncertainty:** An ongoing requirement to deliver organisational or cultural change may impact employee wellbeing if not managed effectively. Any future changes to our pension scheme may be a trigger for some employees to end their employment earlier.
- 4.5 **The average age and length of service of our workforce:** We have a mature workforce and are likely to have an increase in retirees over the next few years.
- 4.6 **Changing skills requirements:** Future business priorities and Mayoral commitments may require our skills profile to change.

5 Potential consequences could include:

- 5.1 **Inability to deliver the Business Plan:** A disengaged and/or unhealthy workforce, or a workforce without the right skills and experience, is likely to be less productive and will be less likely to deliver against organisational objectives.
- 5.2 **Inability to attract key talent:** Inability to attract key talent in the future, through perceived comparatively lower rates of pay and reduced opportunities.
- 5.3 **Loss of talent:** Loss of key people, skills and knowledge, resulting in the inability to deliver the Business Plan, increasing the cost to delivery.
- 5.4 **Increased absence:** Organisational stress, which could be triggered by increased workloads or ineffective management of organisational change may affect employee wellbeing.
- 5.5 **Increased costs:** If we do not maintain the skills we need in our permanent workforce, we will be reliant on contractors and/or non-permanent labour to fill resourcing gaps.

6 Recent mitigations implemented

- 6.1 The Colleague strategy sets out our high-level ambitions and articulates how we will deliver our purpose through our people. In conjunction with the strategy, a refreshed Colleague Roadmap of activity has been developed outlining a programme of work prioritising how we will make working at TfL better for our colleagues, helping to further attract and retain talent.
- 6.2 Since the previous update to the Panel, we have implemented the below initiatives, which directly help to reduce our attraction, retention and wellbeing risk:
- (a) designed and delivered bespoke reward interventions in areas of critical skill requirements, including the Engineering Progression Development Pay Framework, and targeted interventions for Technology and Data, including launching a new market salary tool aligned to the headcount control process;
 - (b) worked with the business to identify critical and hard to fill roles across TfL and delivered succession plans for these roles to ensure a development pipeline is in place;
 - (c) revised our approach to gathering data from leavers (new leavers survey and piloting a proposed approach to exit interviews);
 - (d) worked with the business to mitigate the key skill flight risk arising from changes to IR35 legislation – 88 per cent of our affected non-permanent labour workforce accepted the new contract ensuring we can be flexible with our people resource while also retaining their experience in critical areas;
 - (e) established the strategic resourcing group to identify critical resourcing risks. Introduced a new streamlined process for headcount controls; and
 - (f) updated our approach to flexible working.

7 Summary of key planned mitigations:

- 7.1 **Reward Strategy:** We are engaging on the first phase of our reward strategy, which focuses on introducing a job family framework for areas outside of London Underground. Results from our 2023 employee engagement survey revealed a further decrease in the number of employees reporting they feel their pay is fair considering the work they do.
- 7.2 **Strategic Workforce Plan:** We will launch our long-term workforce plan in Quarter 3 of 2024/25. Our plan will analyse the skills we will need to deliver our 2030 objectives and assist the business to develop 'build or buy' strategies to ensure we can meet our medium- and longer-term resourcing requirements.
- 7.3 **Wellbeing Plan:** We are launching our new approach to employee wellbeing early next year with supporting activity to be delivered from 2024/25 through to 2029/30.

- 7.4 **Employee Value Proposition:** We are currently developing a new employee value proposition. This work will create a narrative and brand articulating our employee offer, telling an authentic and aspirational story of the experience of working here. The first phase of this work, to be ready to launch in Quarter 2 of 2024/25, will be used to support external recruitment.
- 7.5 **Employee Engagement Survey:** We will launch a new employee engagement survey in autumn 2024. The opportunity to refresh our employee survey allows us to focus questions on areas that we know can heighten risk of voluntary exit if not well managed. Feedback from our employees allows us to better shape our future employee offer.

8 Risk Status

- 8.1 The overall risk assessment of ER02 has improved over the previous year from “Requires Improvement” to “Adequately Controlled” and is now low risk due to the mitigations and controls in place.
- 8.2 The initiatives described in the Part 2 paper will help mitigate and control the risk over the medium-term.

List of appendices to this report:

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

List of Background Papers:

None.

Contact Officer: Fiona Brunskill, Chief People Officer
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Date: 4 September 2024

Item: Safety, Health and Environment Report - Quarter 1 2024/25

This paper will be considered in public

1 Summary

1.1 This paper summarises key information and trends in the first Quarterly Safety, Health and Environment Report for the 2024/25 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 1 2024/25

List of Background Papers:

None

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Safety, Health and Environment Quarterly report

Quarter 1 2024/25

(1 April 2024 - 22 June 2024)

Safety, Sustainability and Human Resources Panel Meeting:
4 September 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 1 of 2024/25, identifies strategic trends, and describes progress in delivering our strategic SHE programmes. The data referenced covers the period from 1 April 2024 - 22 June 2024, unless otherwise specified.

Quarter 1 results

Road Safety

In Quarter 1, there were 895 people killed or seriously injured in road traffic collisions, against a target of 899. The data behind these scores is further explained in the safety section of this report.

We are continuing to implement interventions aligned to our Vision Zero Action Plan to ensure the reduction of road danger under the Safe System pillars of speeds, streets, vehicles, behaviour, and post-collision response.

Safe Speeds

We completed our target of lowering speeds on more than 140km of roads in March 2024 and the TfL Road Network now has a 20mph speed limit on 264km of roads.

TfL Travel for Life

The annual TfL Travel for Life Top School Awards ceremony was held at Kia Oval on 21 May 2024. The ceremony was to recognise 27 London schools for their efforts to increase sustainable active travel. Seven

schools were named overall winners in their categories including Best Campaign to reduce car use, Best Newcomer and Best Long-Term Excellence.

Public Transport

Sadly, there were three reportable customer fatalities on our public transport network in Quarter 1.

Further information about these incidents is explained in the public transport section of this report.

In Quarter 1 there were also 38 reportable serious injuries to our customers across our public transport network, a decrease of 33.8 per cent in comparison to Quarter 1 of 2023/24. Eight of our colleagues were seriously injured on our network in Quarter 1; four on London Underground and one each on Buses, Dial-a-Ride, DLR and the Elizabeth line.

Capital

There were a total of six injuries (all minor) reported during Quarter 1 for Capital. Injuries to colleagues working in Capital continue to remain at a low level as we work towards our zero harm ambitions.

This quarter the Capital SHE Strategy was launched, placing SHE at the heart of everything we do. It provides a framework to deliver improvements in SHE performance across the value chain for capital and asset management.

Security

There is a concerted effort to tackle work-related violence and aggression (WVA) towards our people and those of our operators and contractors as it is unacceptable.

In Quarter 1, there were 2,363 incidents of WVA reported across all modes. This is 139 lower compared to Quarter 1 last year. There

were 152 fewer incidents reported by staff on London Underground and staff on the Elizabeth line reported 24 fewer incidents.

Occupational Health and Wellbeing

In Quarter 1, our Occupational Health and Wellbeing (OHW) team saw an increase for referrals to occupational health. The majority were because of lower limb and back pain. Stress formed the third most common reason for referral.

During Quarter 1, the Wellbeing team were announced as the Inside Out award winners for Physical Wellbeing Initiative of the Year.

Environment

In April 2024, we concluded a two-year workstream leading on the development of the International Association of Public Transport (UITP) climate change adaptation framework.

In May 2024, we restarted our annual air quality monitoring in driver cabs across eight Tube lines, which has since been completed. We have restarted air quality monitoring at 24 London Underground stations, which will run through to 31 August. The results from cabs and stations are due to be published later in 2024.

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 eliminate death and serious injuries from London's transport network by 2041.

Measure	Q1 Target	Q1 Actual
People killed or seriously injured in road traffic collisions	899	895
People killed or seriously injured in road traffic collisions in or by a London Bus	65	69
Customers killed or seriously injured	45	41
Colleague killed or seriously injured	4	8

Figure 1: Quarter 1 2024/25 Scorecard

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



Road safety performance

In Quarter 1, 13 people were killed on London's roads with a further 882 seriously injured totalling 895 people killed or seriously injured in this period. This was a reduction in those killed or seriously injured compared to Quarter 1 2023/24 (942).

Six people were killed while walking, five people while riding a motorcycle, one car occupant and one person in a vehicle classified as 'other'. This is lower than the 23 fatal injuries which were recorded in Quarter 1 of 2023/24. There was a fall in pedestrian deaths with six recorded in Quarter 1 2024/25 compared to the nine recorded in the preceding Quarter 4 2023/24. There was also a reduction in car casualties with one recorded in Quarter 1 2024/25 compared to six recorded in Quarter 1 2023/24.

We met our Quarter 1 target of 899 people killed or seriously injured on London's roads. This target represented the trajectory required to meet the 2030 MTS target of a reduction of 70 per cent against the 2010-14 baseline.

Significant bus related pedestrian incidents Quarter 1

On 26 March 2024, a pedestrian was struck by a bus along Barking Road (Newham) and subsequently died on 31 March.

On 16 June 2024, a pedestrian was struck by a bus on St Paul's Way in Mile End, near the junction with Burdett Road. The pedestrian subsequently died some days later. Both incidents are under investigation. In line with our Vision Zero Action Plan, we have continued to implement interventions to improve street safety under the Safe System

pillars of speeds, streets, vehicles, behaviour and post-collision response.

Safe Speeds

We completed our target of lowering speeds on more than 140km of TfL roads in March 2024. The TfL Road Network now has a 20mph speed limit on 264km of roads.

In Quarter 1, we lowered the speed limit on 3.8km of A406 North Circular Road in Enfield and Waltham Forest from 50mph. The new 40mph speed limit came into operation in July 2024.

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

Safer Junctions

Public consultation started on 22 May on walking and cycling improvements between Finsbury Park and Nag's Head, introduced on an experimental basis as part of the Cycleway 50 works. This included the Safer Junction locations of Holloway Road/Tollington Road/Camden Road and Holloway Road/Parkhurst Road/Seven Sisters Road. This consultation ran until 14 August 2024.

Further design and survey work is continuing at pace on the Battersea Bridge scheme, with construction due to start in Quarter 3 2024/25.

Design work continues on the remaining junctions covered by the programme. We have a target to complete public consultation and engagement on 10 of these locations by the end of 2024. Public consultation on safety improvements at Hogarth roundabout in Hounslow started on 11 July 2024. Detailed traffic modelling is underway on the Monument Junction scheme, and early engagement with statutory stakeholders has been taking place in July and August ahead of further public consultation in Quarter 3 2024/25.

Pedestrian Safety

Construction started in June 2024 on the A23 Brixton Hill near the junction with St Saviours Road introducing a new signalised pedestrian crossing at a location with a poor safety record and an identified pedestrian desire line.

Detailed design work is continuing at locations where we plan to deliver road safety schemes later in this financial year, including at Redcliffe Gardens in Kensington and Chelsea, King's Cross Road junction with Pentonville Road in Camden, A23 Streatham High Road at the junction with Gracefield Gardens in Lambeth and on the A20 Amersham Road junction with Parkfield Road in Lewisham.

Public engagement took place in July 2024 on safety improvements at the junction of A503 Seven Sisters Road and Wilberforce Road, with plans to implement an improved cycle crossing into Finsbury Park and improvements to a nearby pedestrian crossing.

Cycleway expansion

We launched 10 new Cycleways across London in June, designed to make cycling safer and easier around the capital. The new

routes add another 35km to London's growing strategic cycle network.

Alongside London boroughs, our continued work to develop Cycleways in London means the strategic cycle network has more than quadrupled in size from 90km in 2016 to 390km in June 2024. Delivering high-quality new Cycleways will support Londoners of all backgrounds and abilities to cycle safely, encouraging greater diversity in cycling.

Safe Vehicles

Bus Safety Strategy

More than 1,550 buses now meet the Bus Safety Standard and we have the following safety features fitted to the London bus fleet:

- 4,120 buses fitted with Intelligent Speed Assistance, which uses a digital speed limit map to help the driver comply with the speed limit by restricting the top speed of the vehicle
- 1,507 buses fitted with Acoustic Vehicle Alerting System, which alerts vulnerable road users to quiet-running buses
- 1,553 buses fitted with Camera Monitoring Systems, which replace external wing mirrors to improve drivers' indirect vision and eradicate the risk of mirror strikes

These numbers will continue to increase as new buses enter the fleet. We have also commenced a retrofit programme to install these key Bus Safety Standard features on older buses, to realise further safety benefits.

We are continuing our wide-ranging research and innovation programme across areas such as pedal application error, customer injuries and driver fatigue. On the latter, we have begun to install fatigue detection technology on vehicles as part of a trial which will help TfL to understand fatigue risk in bus

operations by route and vehicle type, location, day and time, roster and operator. As more vehicles are fitted driver alerts will be activated and then management interventions applied. This will help us to understand the most effective management interventions.

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) in March 2021, we have issued heavy goods vehicle (HGV) safety permits to cover at least 244,365 unique vehicles. At least 156,217 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 to help the industry to make their vehicles compliant ahead of the forthcoming launch. We opened applications for safety permits that incorporate the new Progressive Safe System from 24 June.

We are continuing to review the outcomes of this work and we provided an update to London Councils Transport and Environment Committee in July 2024 to confirm the level of industry readiness and the final grace period that should apply.

E-scooter rental trial in London

The trial has been operating for three years and there are now 10 boroughs taking part and around 4,000 e-scooters available for hire. For the period ending 2 June 2024, 105,000 trips were made taking this to a total of 4.1 million trips. The average e-scooter trip duration is 13 minutes and the average distance travelled is 1.9km. The second phase of the trial is gathering further data to inform policy on rental e-scooters and trialling further innovations including using artificial intelligence to improve parking compliance.

TfL entered into mutual termination with Dott, a micromobility operator in April 2024, with Dott citing financial sustainability and the unregulated nature of dockless e-bike operators as its rationale. Voi, another operator publicly voiced similar concerns in June. We continue to work closely with operators and participating boroughs to make improvements to the trial.

Safe Behaviours

TfL Travel for Life

On 21 May 2024, we held our annual TfL Travel for Life Top School Awards ceremony at Kia Oval to recognise 27 London schools for their efforts to increase sustainable active travel, with seven schools recognised as overall winners in their categories including Best Campaign to reduce car use, Best Newcomer and Best Long-Term Excellence. There were 200 nominations overall from schools, parents and borough officers.

We are also on track to deliver the greatest number of TfL Safety sessions since pre-coronavirus pandemic. The sessions are offered to all 10-11 year olds in London to prepare them for independent travel as they move on to secondary school. We have seen over 1,394 schools or 70,000 year 6 students. This is equal to 86 per cent of all 10–11-year-olds in London.

Lowering speeds

New speed limit changes came into force on parts of the A406 in the boroughs of Waltham Forest and Enfield. To raise awareness of the upcoming changes, we ran lowering speeds local borough comms consisting of digital banner advertising and digital audio, from 17 May to 16 June in these areas.

Our marketing Wave 25 tracker that evaluates the performance of our campaigns 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 of drivers agreeing “I need to think more about how fast I am driving on the road.”

Motorcycle and moped training

TfL offer two free motorcycling training courses for those who live, work or study in London. These courses are delivered by TfL's training partners.

Between the beginning of April and end of June, TfL delivered over 230 courses - this includes 179 riders completing 1-2-1 Motorcycle Skills and 51 riders completing Beyond CBT.

We are currently working on a new behaviour change campaign which will highlight how to keep motorcycle and moped users safe on London’s roads, and to help reduce the number of pedestrians killed or seriously injured involving motorcycle and moped riders contribute to. Our Stakeholder advocacy and engagement team are working to secure stakeholder feedback on the campaign.

Enforcement

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

Between April 2022 and May 2024, the MPS and City of London Police (CoLP) enforced 1,872,194 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 CoLP 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-five per cent of total offences enforced were speeding.

Total enforcement figures for June 2024 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

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 serious injury collisions beyond those being investigated by the Serious Collision Investigation Unit. We continue to monitor all aspects of the pilot including the timing of the referral and take up of the service during different stages of grief and recovery.

Public transport performance

Customer and colleague injuries have risen in line with increasing passenger numbers and activity as ridership returns to pre-pandemic levels. Recent data shows changes to travel patterns that Thursdays tend to be the day of the week with most customers and Mondays with the fewest.

All injuries

In Quarter 1 2024/25, the total number of customer injuries was 5.95 per cent lower than Quarter 1 2023/24, and the number of colleague injuries remains the same compared to last year. In Quarter 1 2024/25, the number of customer injuries was 20 percent lower than Quarter 4 2023/24, and 13.3 per cent lower for workforce injuries.

Fatalities

There were three reportable fatalities on our public transport network in Quarter 1, all taking place on London Underground.

On 19 April 2024, a person was reported on the track at East Acton station and subsequently found deceased.

On 19 May a person accessed the track at Colindale Underground Station and was subsequently found deceased.

On 6 June 2024, a person was found deceased between Tottenham Court Road and Goodge Street stations. **Serious Injuries**

Quarter 1 saw 46 serious injuries on our network. There were 38 serious injuries to customers, below the target of 45 for Quarter 1. Eight serious injuries were to colleagues which was above the Quarter 1 target of four.

Slips, trips and falls continue to be the predominant injury type, accounting for 56.5 per cent of all serious injuries across all modes, while 45 per cent of serious injuries occurred on London Underground.

Improvement Activity

We continue to focus on areas of highest risk on the network in relation to actual or potential injury.

Escalators

We have continued work to prevent escalator incidents and during school holidays we displayed our 'Keep Kids' Feet Clear of Edge' poster and play regular PAs (both of which are reinforced by station colleagues when they see children travelling on the network) to raise awareness of children's footwear being caught in escalators. In addition, we have undertaken research with Transport Research Laboratory to better understand customer behaviour the output of which will inform the approach that we take to influence customer behaviour.

We have started a trial of a trip switch on an escalator at South Kensington which will stop an escalator in the event an entrapment occurs. We are considering the feasibility of tactile skirting and using different coloured and stiffer brushes on the sides of escalators to deter customers from standing too close to the escalator sides for new escalators. We continue to work with Network Rail, and other train operating companies and escalator manufacturers to share the work that the different organisations are undertaking, and the learning associated with this to ensure that an industry wide approach is being taken on this issue.

For slips, trips and falls occurring on escalators, we are refreshing our plans for the top 10 stations that see incidents to look at potential mitigation measures. This will be complemented by our 'Take Extra Care After Drinking Alcohol' campaign and we are ready to upweight the communications of this during summer when we know that the number of incidents that have intoxication as a contributory factor increase. Specific interventions will include the prominent display of posters, the broadcast of announcements and the use of travel ambassadors to support regular staff.

Managing intoxication across our network

As an integrated transport authority, we have an important role in making sure our customers reach their destination safely following the consumption of alcohol.

We cannot prevent customers becoming intoxicated, but we can anticipate the impact and try to mitigate the effects. As part of our intoxication strategy, we aimed to reduce the negative impacts linked to intoxication; this includes reducing customer injuries as well as the number of staff assaults and workplace violence incidents relating to intoxication.

The strategy included working with the London Ambulance Service again to play announcements at hotspot stations reminding customers to take extra care when travelling after drinking alcohol. We also joined up with our internal workplace violence and aggression and marketing teams to promote safe travel and issued guidance and reminders to station staff on how to deal with and prevent incidents from occurring.

To support frontline colleagues in helping vulnerable customers, we sourced three new external partners / Business Improvement Districts and continued to work with our previous partners to deploy trained volunteers and medics at intoxication-related customer injury hotspots.

In preparation to mitigate against intoxication spikes this summer, we are planning an upweight our customer safety comms as well as staff briefings especially as the warm weather approaches with key events in Quarter 2 2024/25, such as the UEFA European Football Championship. We are hoping to see a further reduction in intoxication-related incidents with continued focus on partnerships, trend and hotspot analysis across the network.

Platform Train Interface (PTI)

We have brought all our PTI workstreams together into one comprehensive plan. Interventions consider infrastructure changes, customer communications and training and briefing station colleagues and train operators to ensure a holistic approach to preventing and responding to incidents.

We are also looking at wider artificial intelligence options to alert in the event of an incident at the PTI and are working with the TfL Open Innovation team to approach metros and other rail operators in the UK and worldwide to share how PTI risk is managed and learn from the mitigation measures that other rail operators.

Capital performance

Quarterly performance

In Quarter 1, there were no incidents which required reporting under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). As a result, the RIDDOR accident frequency rate for Capital has reduced to 0.02, This is below the target of 0.06.

In total, there were six injuries reported during Quarter 1, none of which were registered as Lost Time Injuries. This is consistent with the number of injuries that occurred during the same period in 2023/24, with five occurring.

Of these incidents, two were directly employed TfL colleagues and four were from our supply chain. There were no common trends or patterns that could be identified between the incidents themselves.

This results in the All-Injury Frequency Rate for TfL Colleagues in Capital increasing to 0.23, above the target of 0.08 and TfL's contractors rate increasing to 0.64 above the target of 0.40.

Although performance data demonstrates a slight increase in the rates of minor injuries, it demonstrates an improvement in the overall safety performance of the Capital directorate by the reduction of major injuries resulting in either RIDDOR or lost time. This performance is also favourable in comparison to similar client organisations, with TfL Capital's incident, lost time and RIDDOR frequency rates significantly below the sector average.

Significant Capital incidents

There have been no significant incidents that have occurred because of activities undertaken by the Capital directorate.

However, as part of the Telecommunications Commercialisation Programme for Technology and Data there were two fire incidents. One at Charing Cross on 27 May 2024 and the other Edgware Road on 20 June 2024. These fires occurred following works being carried out by a contractor.

These incidents have been reported to the Office of Rail and Road (ORR) as RIDDOR reportable Dangerous Occurrences and recorded under operations in the TfL performance data. The suppliers involved have been very proactive to share their investigation findings. TfL issued a SHE Alert, and a Formal Investigation has commenced to understand the root causes, and to look at any wider issues of how we can effectively assure ourselves on the work of others on our infrastructure.

Confrontations associated with the Ultra Low Emission Zone (ULEZ) still feature highly in Quarter 1. With incidents including an assault, eggs and white spirit thrown, a car kicked, and vehicles blocked in, as well as faulty cameras stolen after a confrontation. We continue to work with our supply chain, the MPS and the wider Greater London

Authority (GLA) Group to identify ways of reducing these incidents as well as undertaking training and briefing sessions on reducing conflict and conflict resolution.

Improvement Activity

The Four Lines Modernisation project held two sessions with colleagues to share and discuss some of the wider lessons learnt from the Sandilands Tram overturning tragedy.

Our electrical contractor Wingate are replacing lighting at King's Cross. They now deploy defibrillator units to their site teams, and these will be available to TfL staff and public too if needed.

On 17 May Capital colleagues took part in the Piccadilly Line Challenge from Ruislip to Cockfosters (walk, run cycle or tube), in aid of the charity Railway Children – supporting the world's most vulnerable children.

CCO SHE Strategy

We launched the Capital SHE Strategy in Quarter 1. This strategy places safety, health and the environment at the heart of everything we do, providing a framework to deliver improvements in SHE performance across the value chain for capital and asset management.

The strategy supports TfL's aims of 'Everyone home safe and healthy every day' and 'Tackling the climate and ecological emergency', with an overall ambition of: Preventing Harm. Capital will lead by example to reduce all forms of harm and embrace solutions to protect and enhance our environment.

The strategy supports this ambition by focusing on three SHE outcomes:

- Improve Capital's SHE performance

- Deliver on TfL's Safety and Health and Green strategic priorities and success measures
- Build a proactive SHE culture

This three-year strategy sets out how we will achieve the outcomes with a clear trajectory to meet TfL's 2030 strategic targets.

SHE Culture

To improve our safety, health and environmental performance, we are working to establish a more positive and proactive SHE culture across the organisation. This means ensuring SHE is at the heart of everything we do, so that colleagues feel responsible and enabled to improve the way we operate.

SHE Culture Assessments

Over the past year, teams have been completing assessments to measure their SHE Culture and understand where improvements can be made.

In Quarter 1, over 2,000 colleagues took part in the assessment process across our London Underground Operational Planning, Elizabeth line, Licensing and Regulation, and Crime, Policing and On-Street Services teams. In addition, three teams published action plans to target improvements in their SHE Culture.

SHE Culture Programme

Alongside local improvement plans, we are delivering a series of business-wide projects to improve TfL's SHE Culture.

This includes a focus on: improving our approach to SHE leadership; building a just and fair culture where colleagues feel fairly treated and enabled to report; and creating a learning organisation where colleagues are

empowered to share lessons to drive continuous improvement.

In Quarter 1:

- 106 SHE Leadership Engagement Tours were completed, which aim to improve leadership visibility and engagement on SHE
- 48 colleagues completed our new online training courses on SHE Leadership Engagement and Just & Fair
- Five Confidential Incident Reporting & Analysis System (CIRAS) reports were received

Security



Work-related Violence and Aggression (WVA) performance

Volume of WVA incidents in Quarter 1

During Quarter 1, there were 2,363 incidents of WVA reported across all modes. This year's Quarter 1 total is 139 lower compared to Quarter 1 last year. Staff working on London Underground reported 152 fewer incidents and staff on the Elizabeth line reported 24 fewer incidents.

In Quarter 1, there were 1,075 incidents of WVA reported by staff working on the bus network (46 per cent of all reported incidents). 1,015 incidents of WVA were reported by London Underground staff (43 per cent of all reported incidents) and 272 incidents were 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

During Quarter 1, there were 31 work-related violence with injury offences reported to the police across rail modes (London Underground, London Overground, DLR, Elizabeth line and London Trams); this was one less than during the same period in the previous financial year.

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 December 2022 and November 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 17.1 per cent – 0.6 per cent higher than the previous 12-month period. The comparative public transport solved rate for violence, sexual and public order was 8.3 per cent across the same time period.

Work-related crime solved rates were higher for violence and sexual offences (23.2 per cent) compared with public order offences (11.1 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 December 2022 and November 2023 (on rail modes only) was 68.1 per cent for violence, sexual and public order recorded offences, 3.3 per cent lower compared to the previous 12-month period. There are many reasons why 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 1, 348 of the reported WVA incidents were classified as physical assaults. This compares to 409 physical assaults reported in the same quarter last year, which represents a 15 per cent decrease. The biggest decrease in physical assaults was reported by staff working on the London Underground Network where 42 fewer physical assaults were reported. We are closely monitoring this to understand if the

fall is linked to our roll out of Body Worn Video (BWV) as essential kit.

The proportion of incidents involving a customer who was believed to be intoxicated was 8.5 per cent. This is a proportional decrease of 2.4 per cent compared to Quarter 1 last year.

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. This financial year we have taken three significant steps to support this.

We have a new WVA measure and target on our Operations Scorecard - to reduce the number of physical WVA incidents against directly employed TfL colleagues by 10 per cent. This will ensure regular scrutiny on our performance and help us as an organisation retain our focus on our activity to eliminate WVA.

In recognition of how important our local managers are to our work to eliminate WVA and support those who experience it, a new People Leadership Objective to 'Drive delivery toward our vision of eradicating work-related violence and aggression' has been cascaded to senior operational leaders for this performance year.

In May, our Annual WVA Delivery Plan was approved by the TfL Operations leadership team. This contains 50 specific activities we will undertake this year, to support delivery of our WVA strategy including increasing our Transport Support and Enforcement night team, implementing a new approach for high risk/repeat offenders, reviewing how we support repeat victims and strengthening offender management.

Significant Prosecutions in Quarter 1

Cromwell Bus Station – Route K1

On 18 July 2022 while waiting at traffic lights, a bus driver on route K1 was approached by a man who had missed the bus who began shouting and then punched the driver in the face, leaving him with a swelling and bruise below his eye. The MPS identified a suspect who was charged with committing actual bodily harm.

On 26 April 2024 (after a significant delay due to the time it is taking for cases to be heard at the Crown Court), the suspect was sentenced to 20 months in prison. The judge commented that the offence was made more serious by the fact that it was committed against a person providing a public service.

King's Cross London Underground Station

On 4 June 2023, a man barged past a Customer Services Assistant and threatened him with further violence after being challenged for sleeping on a platform bench. The colleague was wearing BWV and the BTP identified the suspect from the footage.

A man was arrested and charged with Common Assault. On 13 March, the suspect entered a plea of "Guilty" and was sentenced to prison for seven weeks.

Acton Town London Underground Station

On 13 January 2024 at Acton Town a train operator was punched in the face by a man after he was awoken on a terminating train. Station staff assisted our colleague and the BTP arrested the man at the scene.

The suspect was charged with Common Assault and on 25 April 2024 was ordered to pay fines, costs and compensation totalling £815.

Health



Sickness absence

Mental health and musculoskeletal conditions continue to be the main causes of colleague absence, followed by coughs and colds. This is in line with the national picture.

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

In Quarter 1 the most common reasons for referral to occupational health were lower limb and back pain, with stress forming the third most common reason for referral. However neurological and cardiovascular diseases also feature in the top 10 reasons for referral to occupational health and this highlights the importance of our employee health checks in reducing future risk of cardiovascular disease.

Wellbeing peer support and mental health for people leaders training

Quarter 1 was busy in training peer supporters, with approximately 80 Wellbeing Colleagues and 60 Trauma Support volunteers being trained. Feedback from both trainings was very positive, with reported increased knowledge on mental health, confidence in providing peer to peer support and signposting to the right resources. In addition, Mental Health toolkit for People Leaders masterclass was delivered to over 200 people leaders and evaluated using pre and post measures on mental health knowledge, confidence in having wellbeing conversations, ability to recognise signs of poor health, with statistically significant improvements in all areas.

Health and Wellbeing checks

Wellbeing Technicians continued with the provision of health and wellbeing checks across TfL. In Quarter 1 approximately 250 checks took place across eight different locations. The average employee age was 45, and 76.3 per cent were male. Smoking rates improved in comparison with data from last year, with eight per cent smokers (vs 15 per cent last year). However, 79.8 per cent of employees reported not eating a healthy and balanced diet, and 78.3 per cent did not meet the recommended minimum level of exercise per week, which is 41.4 per cent worse than national average. 70.4 per cent were overweight or obese, 42 per cent had elevated blood pressure, 13.5 per cent had elevated glucose levels, which is 1.5 per cent higher than checks from last year. 40.6 per cent of employees were referred to GPs or other services for further testing or investigation. The top three reasons for referrals were: blood pressure, cholesterol, and mental health.

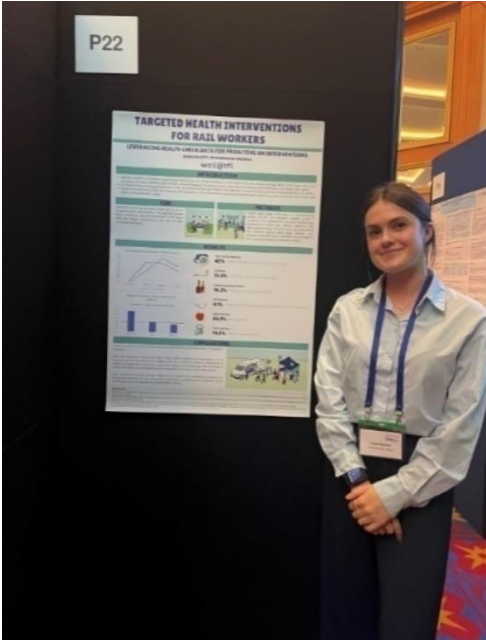
Pilot

We have initiated a wellbeing pilot to trial a variety of interventions in two areas of the business and we will measure to see if wellbeing and employee engagement improves in these areas. Learning from the pilot will be used to make a business case to extend the initiatives to other areas of the business.

Presentation at the Society and Faculty of Occupational Medicine Conference

On 21 and 22 June our Wellbeing colleagues attended a conference in Belfast on 'leading occupational health into the future'.

Presenting a paper titled 'Targeted health interventions in rail workers' we showed how data collected by our Wellbeing team can be used to proactively improve health checks and interventions.



Inside Out Awards

On 13 June the Wellbeing team were announced as the Inside Out award winners for Physical Wellbeing Initiative of the Year. There were several large public and private sector organisations who made the shortlist and so competition was tough. The award was in recognition of a number of initiatives including on site health checks, which provide colleagues with detailed information on their physical and mental health. The checks include signposting to other services such as smoking cessation or to their GP. Another major initiative has been the metabolic disease (obesity and type 2 diabetes) programme which over the last three years has been taken up by over 300 colleagues leading to weight loss and in some cases reversal of diabetes.

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 clearer air.

The Six Month Report, published on 25 July, evaluates the impact of the London-wide scheme in the first six months of its operation. The data shows that the scheme has been highly effective at reducing the proportion and number of older, more polluting vehicles on London's roads. It also shows:

- The ULEZ expansion is working better than predicted, with London's air quality continuing to improve at a faster rate than the rest of England and pollutant emissions in 2023 reducing dramatically, compared to a scenario without the London-wide expansion
- Particulate Matter (PM)2.5 exhaust emissions from cars in outer London are estimated to be 22 per cent lower than without the expansion
- Within the outer London ULEZ area, NOx emissions from cars and vans are estimated to be 13 and seven per cent lower than a scenario without the expansion. This is equivalent to removing 200,000 cars from the road for one year
- Overall, NO2 concentrations in outer London are estimated to be 21 per cent lower than without the ULEZ and its expansions

- 96 per cent of vehicles seen driving in London are now compliant, with a 53 per cent reduction in non-compliant vehicles in only six months

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, up to 7 July 2024, shows that nearly 54,000 applications have been approved and more than £186m has been committed.

TfL has called upon remaining Londoners who wish to utilise the ULEZ scrappage scheme to submit applications by 7 September to guarantee they will be processed, as the scheme will be closed after this date. The scheme has already supported nearly 54,000 applicant to switch to cleaner and greener modes of transport.

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 receiving 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.

This is in addition to 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 7,200 applications have been accepted to date for these grace periods.

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. The most recent available data shows that 300 vehicles have been accepted for donation to Ukraine since this option became available (from 15 March 2024).

Air Quality on London Underground

Our robust programme to tackle Tube dust in our stations, focuses on enhancing our cleaning, research, and monitoring, as well as using innovative technologies to reduce dust. Results from 2023 monitoring rounds have shown that dust levels on the London Underground have been falling over the last four years. In line with this programme, a trial of air filtration units went live in May at Baker Street station and is due to complete in September 2024. The aim of the trial is to test the effectiveness and practicality of this type of technology at tackling dust on the Tube. Data will be collected and monitored throughout to ascertain the effectiveness of this technology.

In May, we restarted our annual air quality monitoring in driver cabs across eight Tube lines, which has now completed. In July we are restarting monitoring at 24 London Underground stations, this will run through to 31 August. Results from cabs and stations are due to be published later in 2024.

Climate Emergency

Zero-emission Buses

We exceeded our target for the end of March of having 1,400 zero-emission buses in our fleet. We now have over 1,600 buses that operate using electric energy or hydrogen

instead of fossil fuels and remain on target to increase that number to 1,900 by the end of this financial year. London continues to have the largest zero-emission bus fleet in western Europe, having grown from just 30 buses in 2016. Since March this year, four further routes have converted to zero-emission – namely routes 152, 276, 307 and 384. Our opportunity charging trial on route 358, expected to launch in the Autumn, will continue to build on the electric bus charging infrastructure network by using pantograph technology. This commitment to leverage technology, where it can accelerate positive outcomes, is a core tenant in our vision to be a strong, green heartbeat for London.

Building Decarbonisation

Our Net Zero Matrix team is a multidisciplinary team, leading on our wider work to decarbonise and achieve the Mayor's target of a net zero London by 2030. The team commissioned a series of feasibility studies to explore the options and opportunities for phasing out fossil fuel-based heating systems and implementing energy efficiency measures to improve building performance. These studies have been conducted at a range of operational sites from different transport modes in partnership with Arcadis. The first package looked at 19 buildings, including depots, maintenance buildings, track offices and train crew accommodations. The studies are now complete and are being reviewed. A prioritisation exercise to determine which sites will progress to the next stage of design, is currently underway. The results of this exercise will also help to inform which sites are most suitable for a Department of Energy Security and Net Zero Phase 4 Public Sector Decarbonisation Scheme application, which is expected to be open for grant funding applications later in 2024.

LEDs

We continue to transition our network to LED lighting to make it brighter, safer and more energy efficient. To date, 95 per cent of bus shelters, 67 per cent of street lighting on the TfL Road Network and 47 per cent of London Underground stations have been converted to LED lighting. LED 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.

Keeping materials in use: connecting schools with digital devices

As of June, we have distributed over 800 repurposed laptops and iPads to 38 London state schools. Since 2020, our colleagues have been repurposing our decommissioned IT equipment as part of the Devices for Schools initiative. Approximately 79 per cent of the total embodied carbon of equipment like this comes from the sourcing of its components and the energy used in manufacturing, therefore finding opportunities for re-use helps significantly reduce the environmental impact of these products. The next phase of Devices for Schools aims to connect up to 60 schools with 6,000 iPads, laptops, and computers.

Power Purchase Agreements

Our first Power Purchase Agreement tender is a vital step towards ensuring that our operations can be net-zero carbon by 2030. The tender encourages the market to increase the volume of new renewable energy supplying the National Grid, thereby providing 'additionality' (new renewable generation). We are progressing with the procurement and contract award is expected in late summer.

ORR review

The ORR has updated their environmental guidance associated with its licence conditions for railway licence holders. As part of assuring the implementation of the new guidance, the ORR undertook a review of railway licence holders' environmental arrangements, supported by infrastructure consultants AECOM. The review process has been ongoing since July 2023, with 60 licence holders reviewed, 30 of whom were sampled for a quality review and five were invited for interview. The results were positive for TfL, with the full report providing a useful quality matrix scoring guide and recommendations that we can use, review, and take forward.

Tolworth Roundabout

The works on Tolworth roundabout, completed in May, included the installation of over 6,000 square metres of Sustainable Drainage Systems (SuDS) catchment.

The risk of flooding in London increases year on year – a higher risk of more frequent and intense storms means the network of sewers and drains are at or near capacity in many areas.

SuDS can help reduce the risks of flooding. They do this by managing and slowing the rate of surface water runoff into our waterways and sewage systems. SuDS also have a variety of other benefits, including helping to reduce the levels of pollution entering our waterways and can support biodiversity.

Last financial year, we delivered 8,000 sq. meters of catchment into highway SuDS, exceeding our annual commitment of 5,000. This year, we have a TfL scorecard target to deliver 9,000 sq. metres of catchment into SuDS.

Gallows corner carbon champion

Reducing our carbon impact at Gallows Corner in Romford has resulted in the project being awarded Carbon Champion status by the Institution for Civil Engineers.

Following a carbon modelling assessment, the team responsible for the Gallows Corner Flyover project is choosing to refurbish the flyover rather than replace it, meaning its carbon impact is anticipated to be reduced by around a third.

The project is now our third to be awarded Carbon Champion status. A project needs to have achieved, or be projected to achieve, quantifiable carbon savings to be awarded this status.

UITP framework

In April, we concluded a two-year workstream leading on the development of the UITP climate change adaptation framework. This sets out seven clear stages that organisations in the public transport sector should follow to begin and develop their adaptation journey and enhance organisational maturity. We included case studies to show practical examples of how organisations across the globe are adapting to climate change. The four recommendations of the framework are:

- Public transport organisations should exercise a leadership role in developing a new mindset, leading to greater awareness and a strategic approach on climate change adaptation across the sector and beyond
- Public transport organisations should develop holistic climate risk management to implement appropriate adaptation measures
- Public authorities should support cities and public transport systems by developing a policy toolkit dedicated to climate change adaptation

Funding organisations should dedicate appropriate funding and financing to support

adaptation to climate change of public transport systems.

Green Infrastructure and Biodiversity

Wildflower verges

Our Green Infrastructure and Biodiversity Plan sets out the steps we are taking to support London's response to the ecological crisis by protecting, connecting and enhancing the city's green infrastructure and biodiversity. Wildflower verges encourage biodiversity, supporting pollinators such as bees and butterflies, who in turn help wildflowers to thrive. Many other insects, birds and small mammals' habitats are also enhanced by these verges which create a supply of food, nectar and shelter. This spring, we met our target to double our wildflower verges for a second year in a row from 130,000 square metres in 2023 to 260,000 square metres, which is equivalent to 36 football pitches. We will continue to maintain these verges to ensure they remain safe for all road users.

Planting street trees

Tree canopy, the area covered by trees' leaves, covers approximately 19 per cent of our estate and has an important role to play to support climate adaptation in London. Trees in our city can help with reducing surface water flood risk in built-up areas and can also provide shade and cooling in warm weather. We have completed an assessment of the most suitable methodology and tools to use to model changes in tree canopy cover over time. The next step will be to proceed with the modelling work which will help us identify tree planting opportunities and draft a Tree Canopy Cover Plan by March 2025. This plan will detail how we will increase tree canopy cover across our estate by 10 per cent by 2050, compared with the 2016 baseline. Our 2023/24 street tree-planting programme saw a net increase of 236 street trees, which takes our total to 25,031 street

trees now planted across London. This means we have met the Mayor's target of a one per cent annual increase in the amount of street trees planted since 2016.

Funding for habitat bank

For all our projects that go through planning, we are under a legal obligation to increase biodiversity by at least 10 per cent for that site. Ideally, biodiversity net gain will occur on the site under development, however where this is not possible, we are able to deliver this on other parts of our estate, or purchase 'offsets' from another provider. To help reduce the costs of delivering biodiversity net gain, we are working on a bid to the GLA for funding that would allow us to create our first habitat bank. A habitat bank would enable us to deliver biodiversity units on our estate to support development projects and may also have potential to generate revenue through the sale of surplus units.

Sustainable Resources

Removal of Polychlorinated Biphenyl (PCBs) from London Underground

The Environment Agency visited London Underground in June to view the last of the PCB removal work from signalling assets which is due to be completed in December 2024. PCB removal from all other assets is complete.

Making it Happen

Sustainability Awareness toolkit launch

In May, we launched the Sustainability Awareness Toolkit to the whole organisation. This toolkit is a presentation with talking points that anyone can use at a team meeting or away day to inform and support meaningful discussions about helping TfL to become a more sustainable organisation.

Following the Sustainability Summit, and Sustainability Awareness Training for Directors and senior leaders in autumn 2023, this toolkit has been created to provide a 20–30-minute presentation to cascade the basics about sustainability throughout TfL.

Carbon Literacy update

We have now trained over 5,000 of our colleagues in Carbon Literacy, since we began offering the course in July 2022. This milestone highlights our commitment to sustainability and the collective effort of our volunteer trainers and coordinators across the business. Our Carbon Literacy training programme was also Highly Commended at the 2024 Chartered Institute of Highways and Transport awards, in the sustainability category, which took place in June 2024.

Safety, Health and Environment Quarterly Report

Quarter 1 2024/25

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)

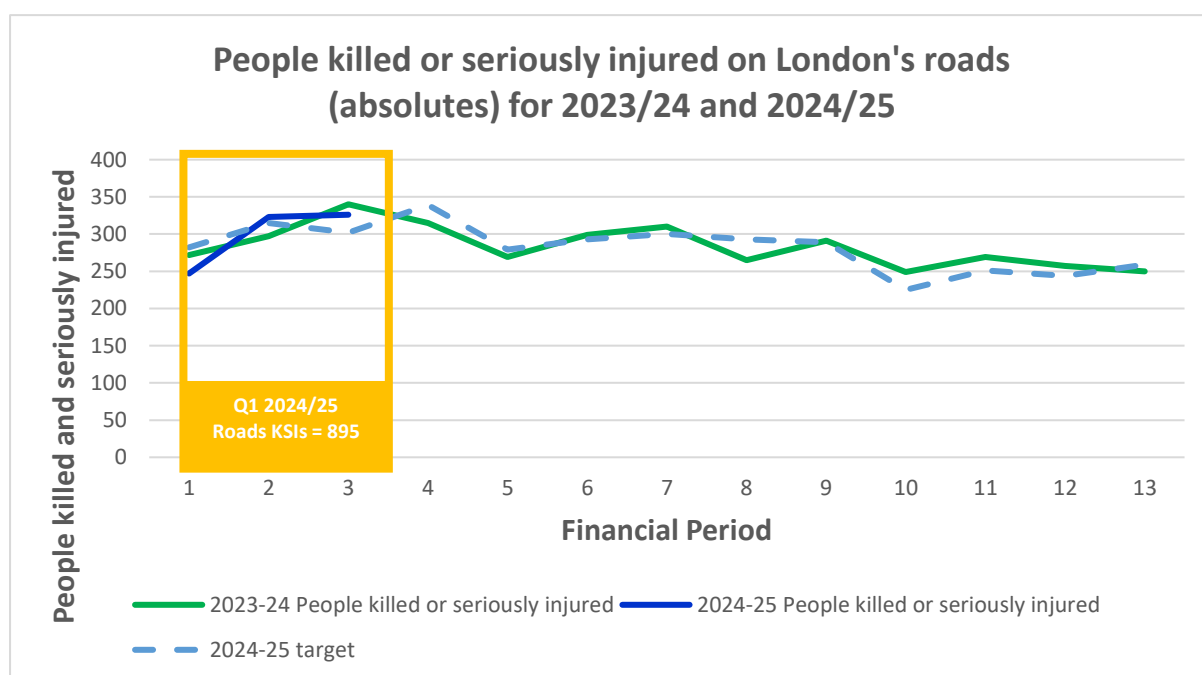


Figure 2: Scorecard measure: Numbers of fatal or serious injuries experienced by people on buses or in collision with buses (source STATS19)

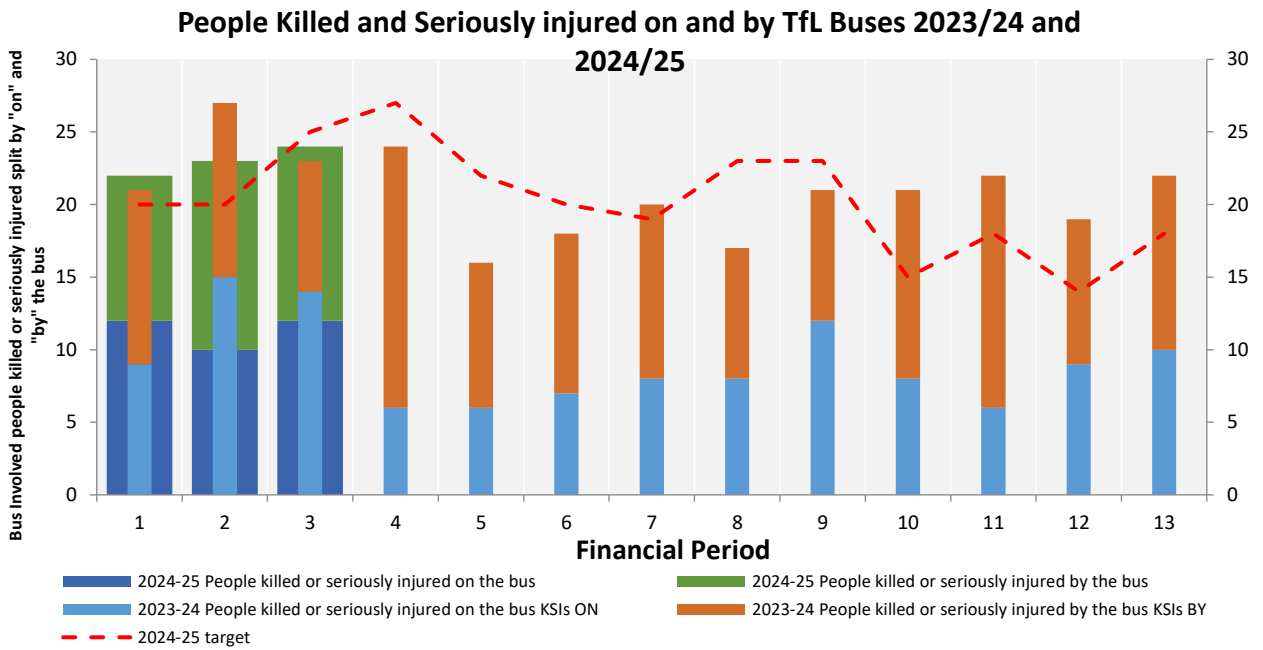
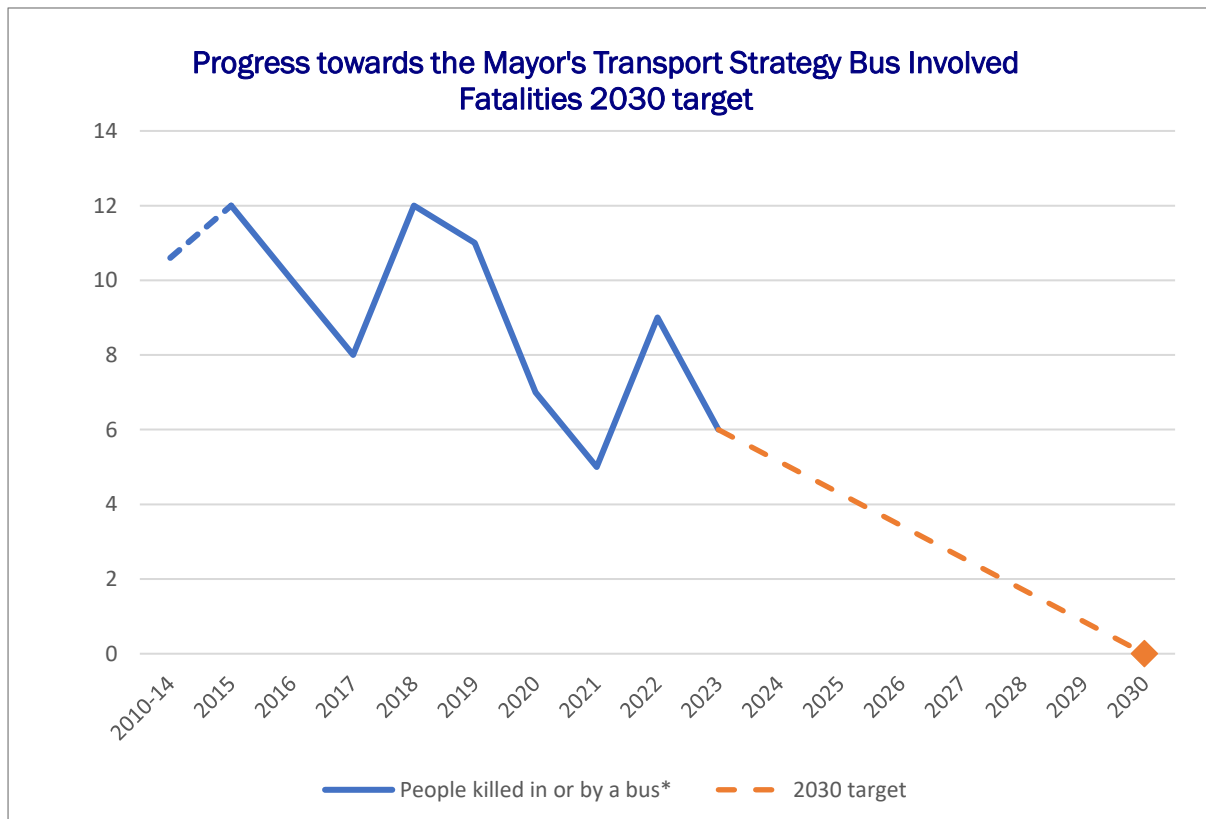


Figure 3: Long term KSI trends: progress towards MTS 2030 target (source STATS19)

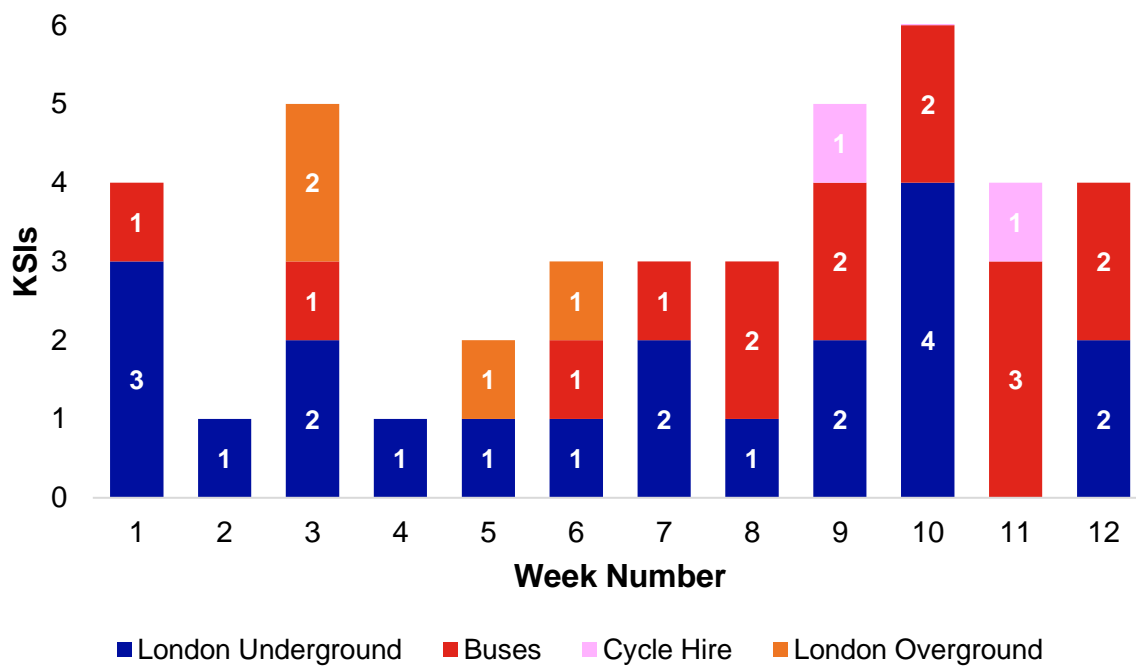


Please note, data presented in the data annex and report is provisional and could change due to late reporting or investigations closing later. The date the data was extracted from management information systems is available in the source information.

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 1 by mode



Source: IE2 and IRIS data systems, as of 08/07/2024

Figure 5: Customers killed or seriously injured per week in Quarter 1 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).

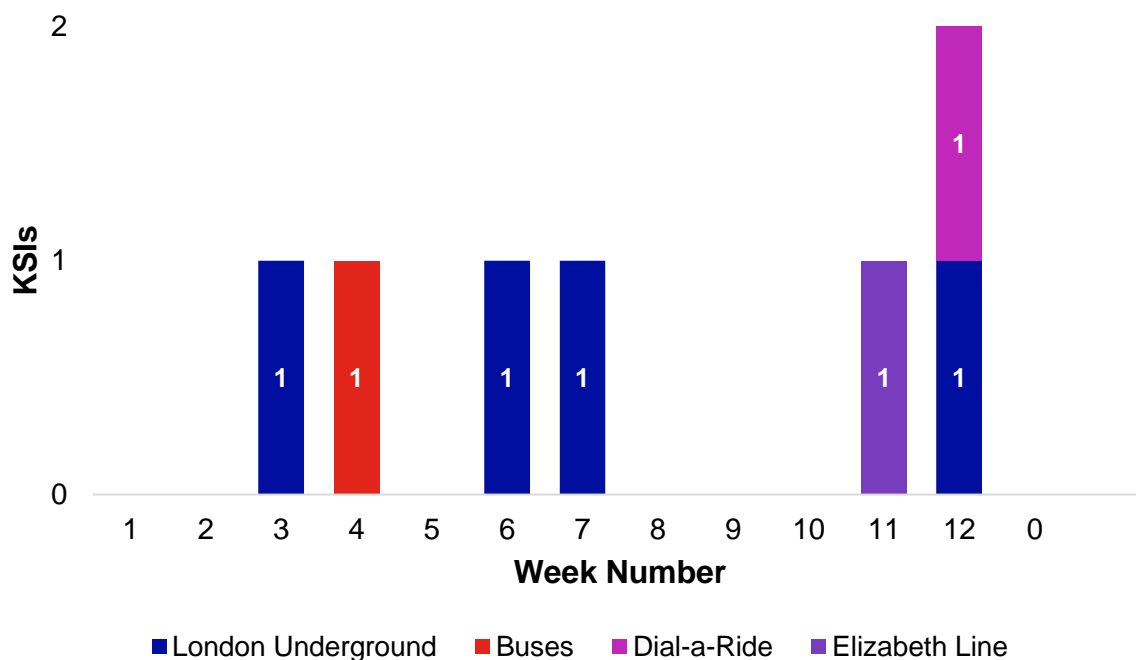
Customer KSIs per week of SSHRP quarter

Mode	Measure	Week Number											
		1	2	3	4	5	6	7	8	9	10	11	12
Buses	KSIs	1		1			1	1	2	2	2	3	2
	of which fatalities												
Cycle Hire	KSIs									1	1	1	
	of which fatalities												
London Overground	KSIs			2		1	1						
	of which fatalities												
London Underground	KSIs	3	1	2	1	1	1	2	1	2	3		2
	of which fatalities			2							1		

Source: IE2 and IRIS data systems, as of 08/07/2024

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 1 by mode



Source: IE2 and IRIS data systems, as of 08/07/2024

Note: We were made aware of a late report of a colleague serious injury after data was extracted on the Docklands Light Railway. The number has been updated in the main SSHRP Q1 Report

Figure 7: Colleague killed or seriously injured per week in Quarter 1 by mode, with fatalities highlighted

Colleague KSIs per week of SSHRP quarter

Mode	Measure	Week Number											
		1	2	3	4	5	6	7	8	9	10	11	12
Buses	KSIs				1								
	of which fatalities												
Dial-a-Ride	KSIs												1
	of which fatalities												
Elizabeth Line	KSIs											1	
	of which fatalities												
London Underground	KSIs			1			1	1					1
	of which fatalities												

Source: IE2 and IRIS data systems, as of 08/07/2024

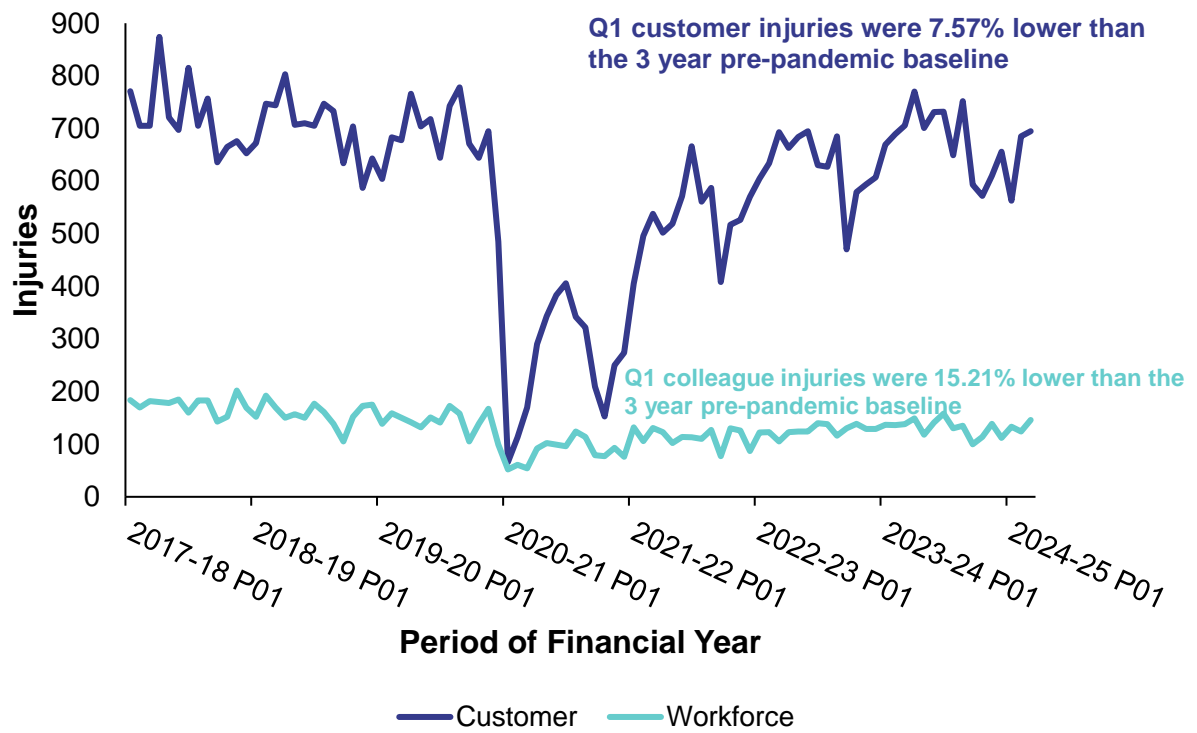
Note: We were made aware of a late report of a colleague serious injury after data was extracted on the Docklands Light Railway. The number has been updated in the main SSHRP Q1 Report

*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

Capital

Figure 9: RIDDOR accident frequency rate (per 100,000 hours worked)

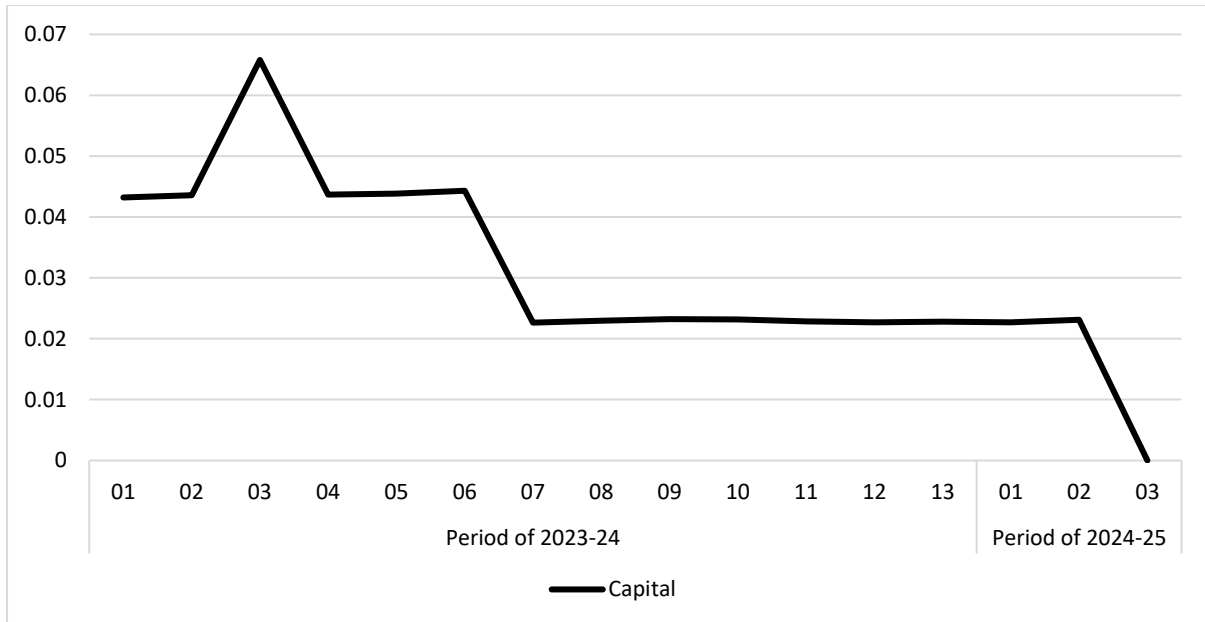


Figure 10: Lost time injury frequency rate (per 100,000 hours worked)

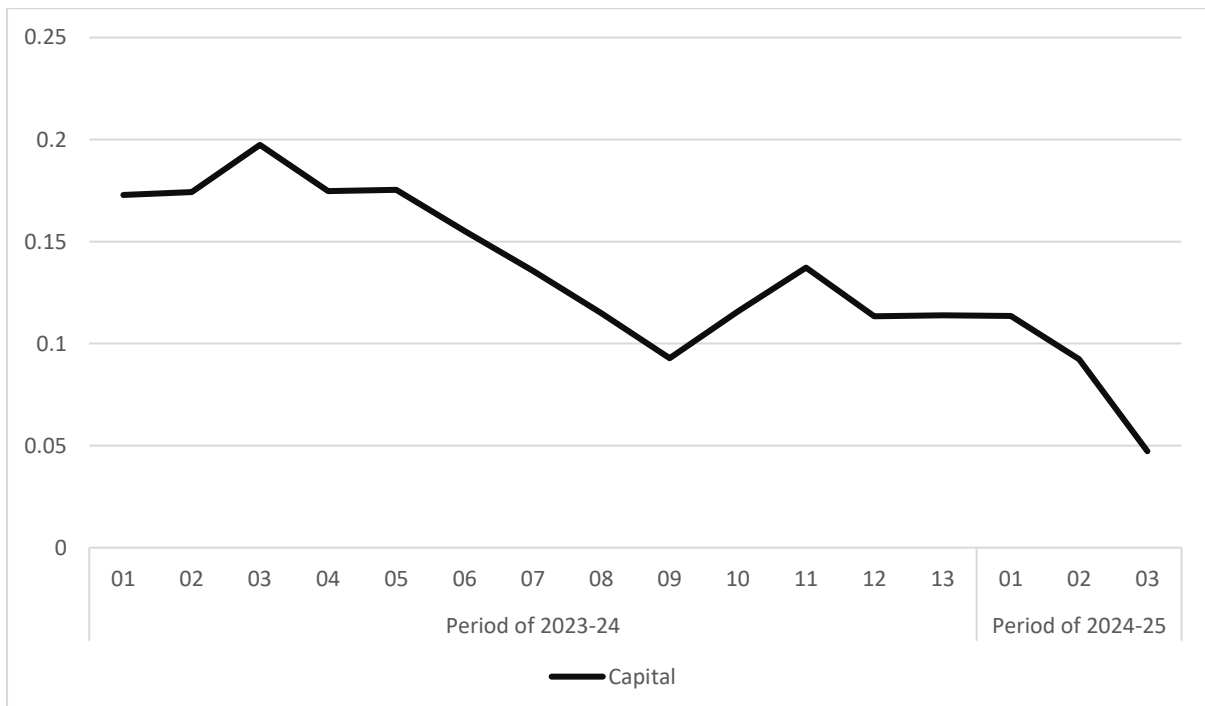
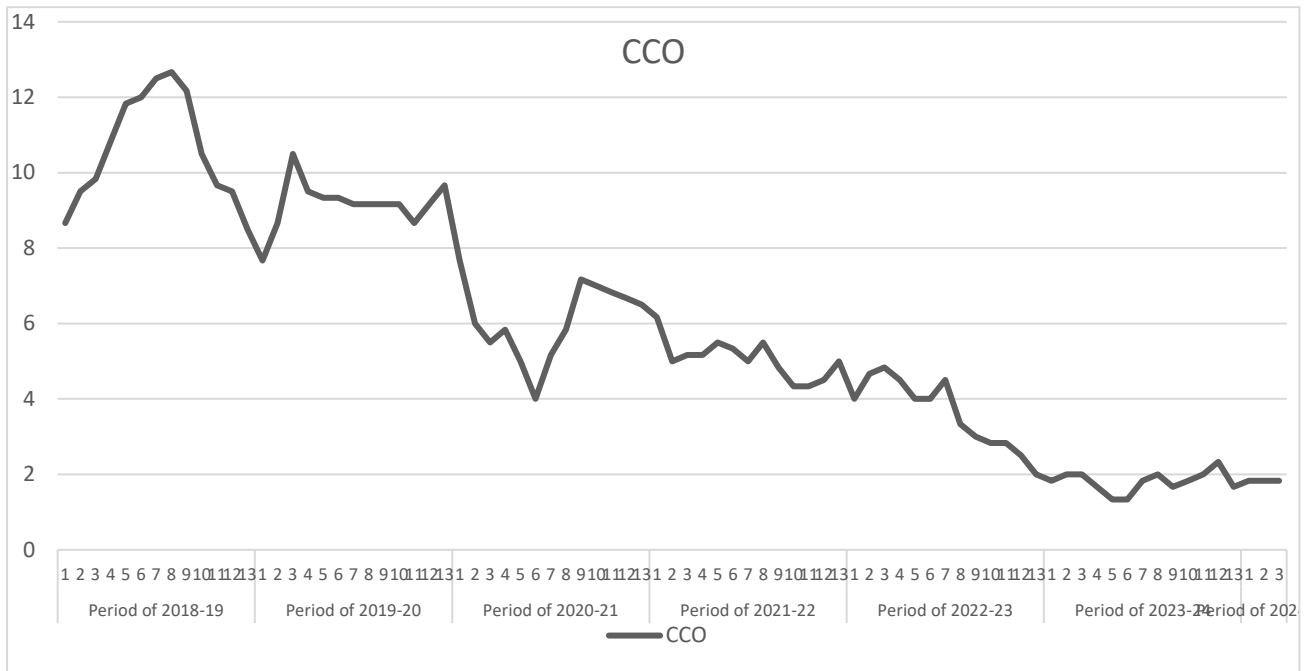


Figure 11: Total Capital workforce injuries (six-period average since 2018/19)



Security

Figure 12: Police recorded work-related violence with injury offence from April 2022 to June 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).

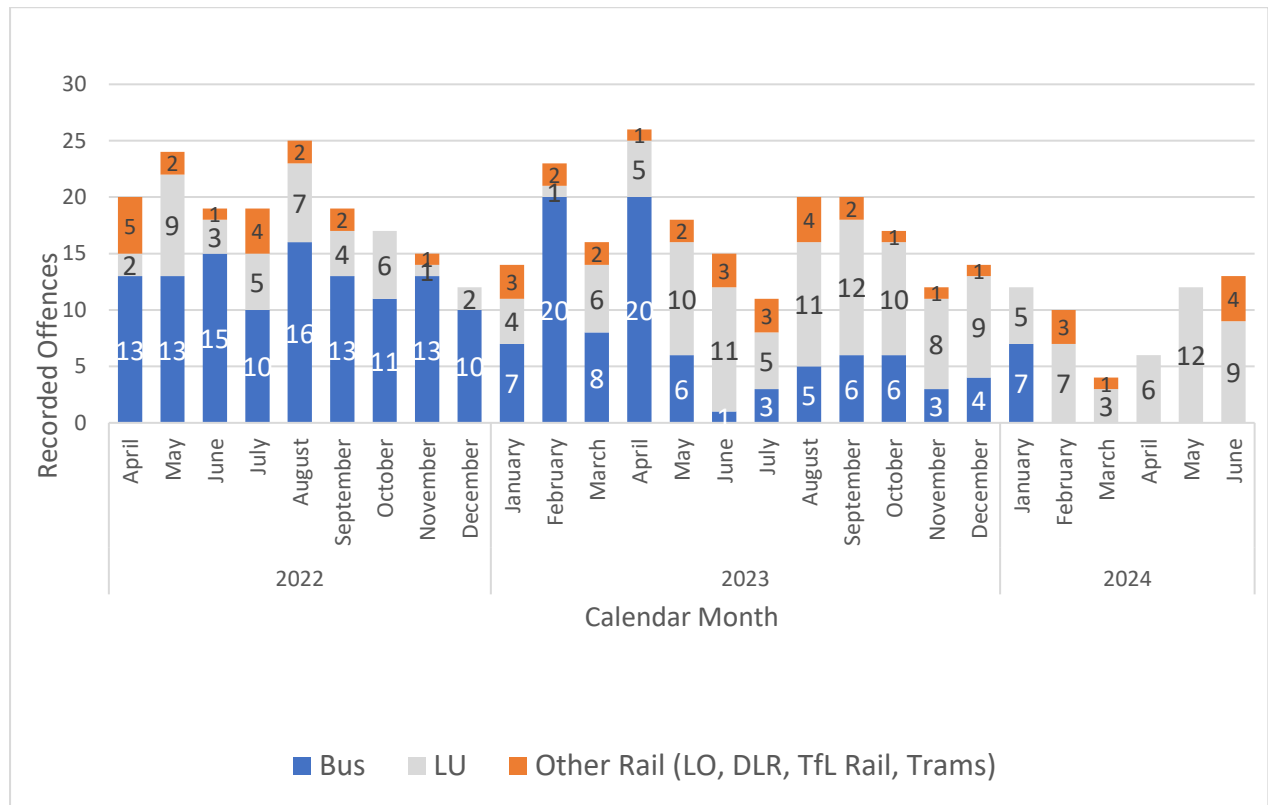


Figure 13: Solved rate for WVA offences investigated by the police from May 2020 to November 2023

(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).

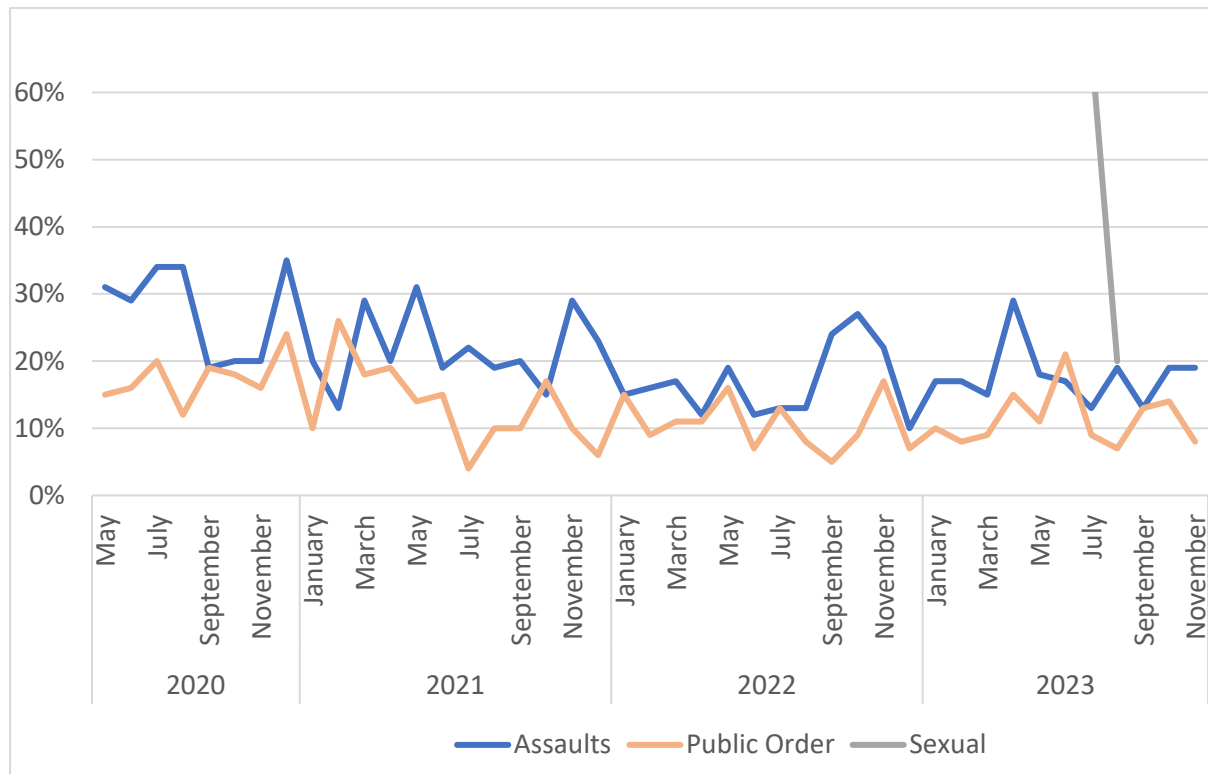
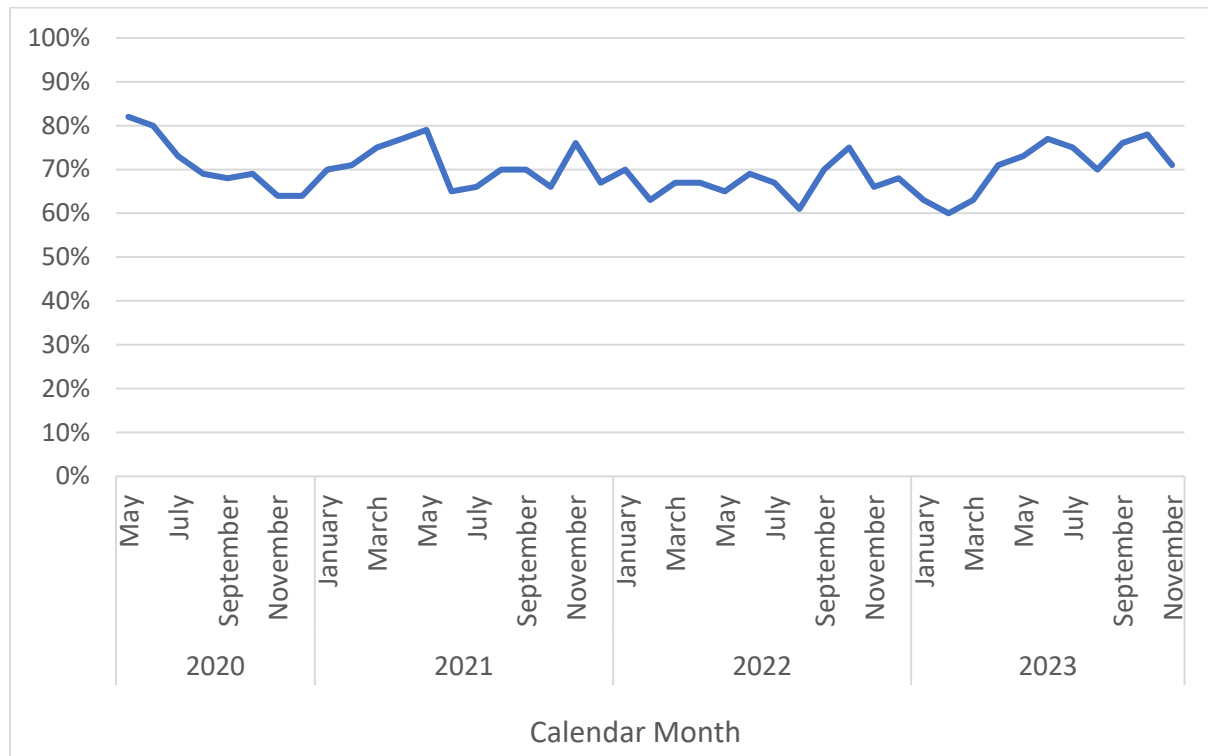


Figure 14: Percentage of Staff Willing to Support Police Investigations from May 2020 to November 2023 (all violence and public order offences)

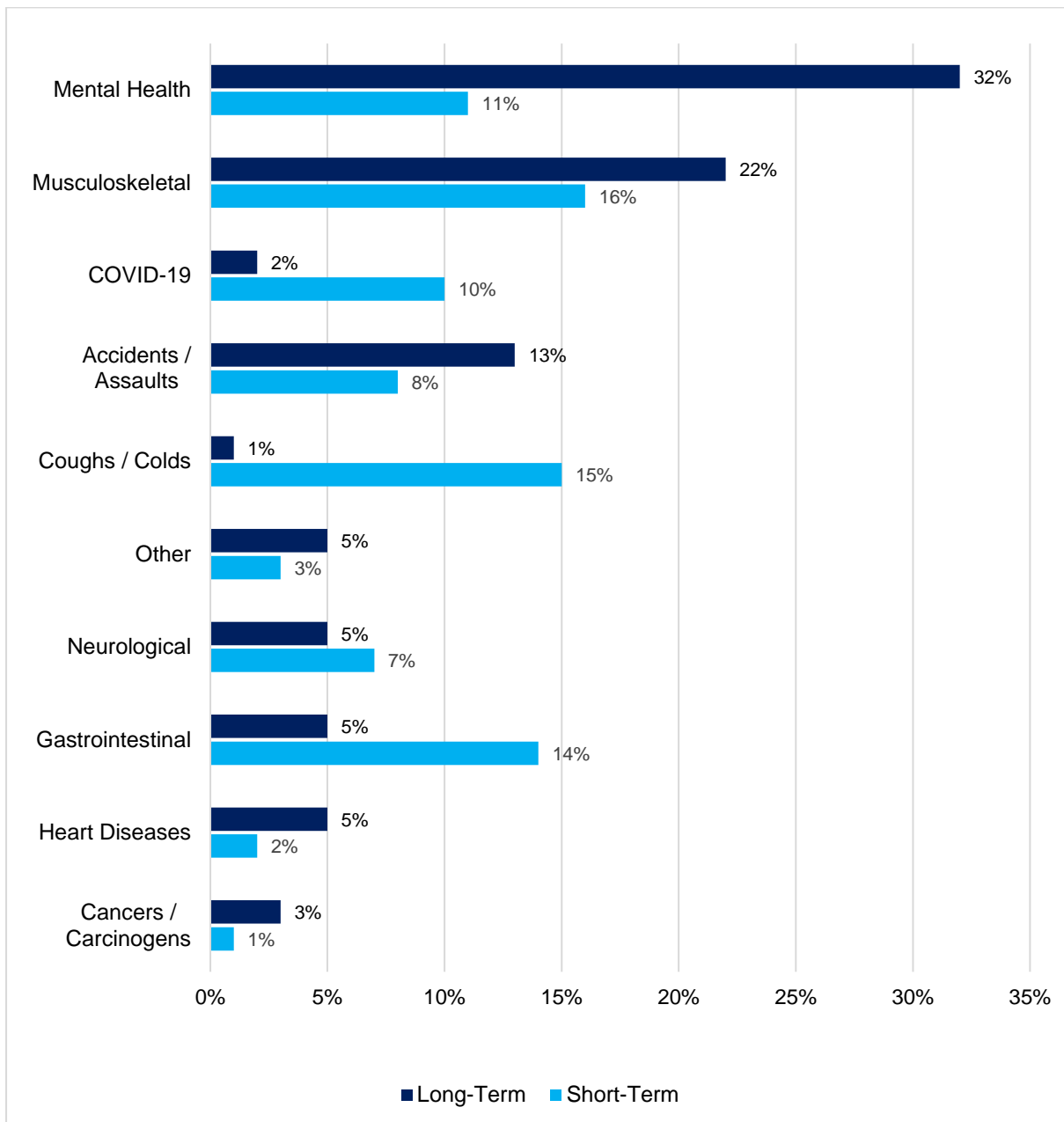
(Please note: This is done 6 months in arrears to allow for criminal investigations to progress).

(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 1 2024/25



Environment

Figure 16: Total tonnes of CO2e by Business Unit – provisional – Quarter 1 2024/25 (tonnes CO2e)

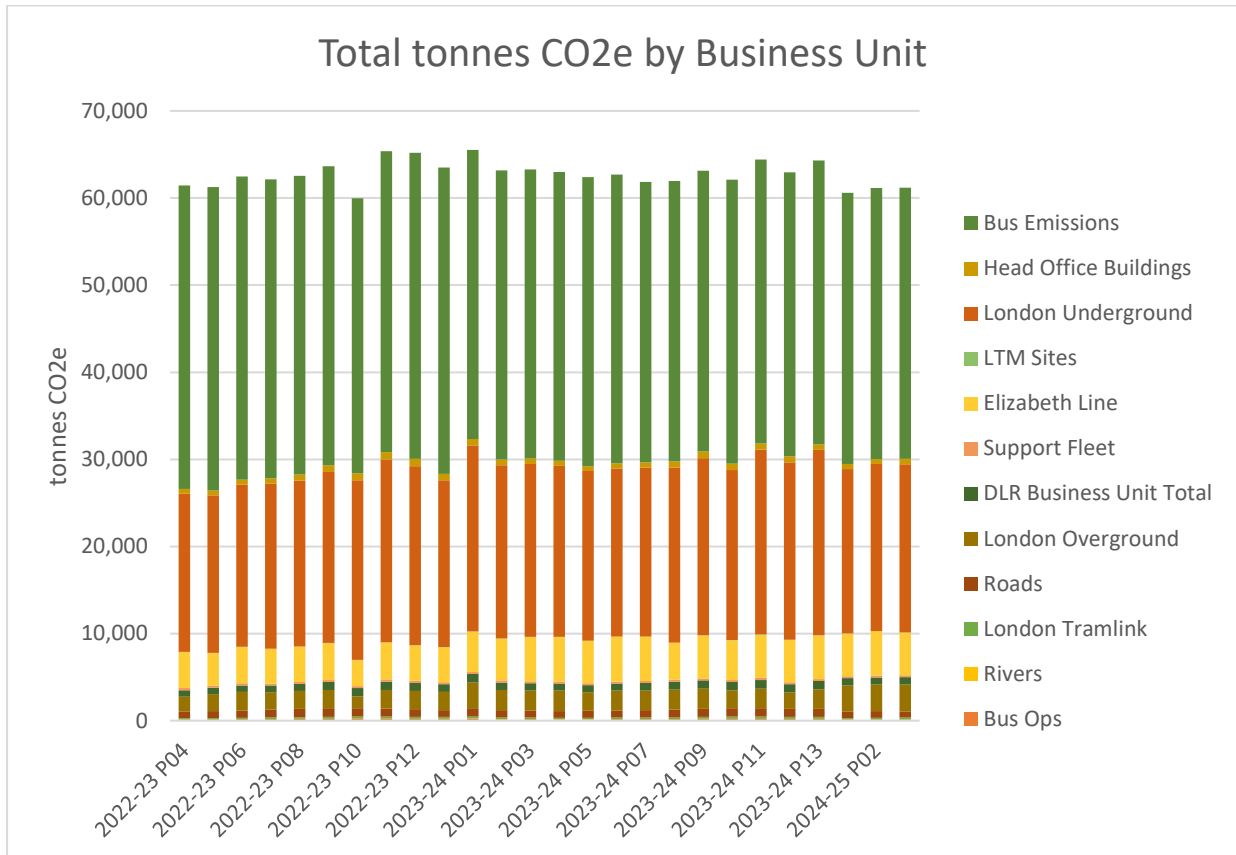


Figure 17: Total tonnes of CO2e by energy type – provisional – Quarter 1 2024/25 (tonnes CO2e)

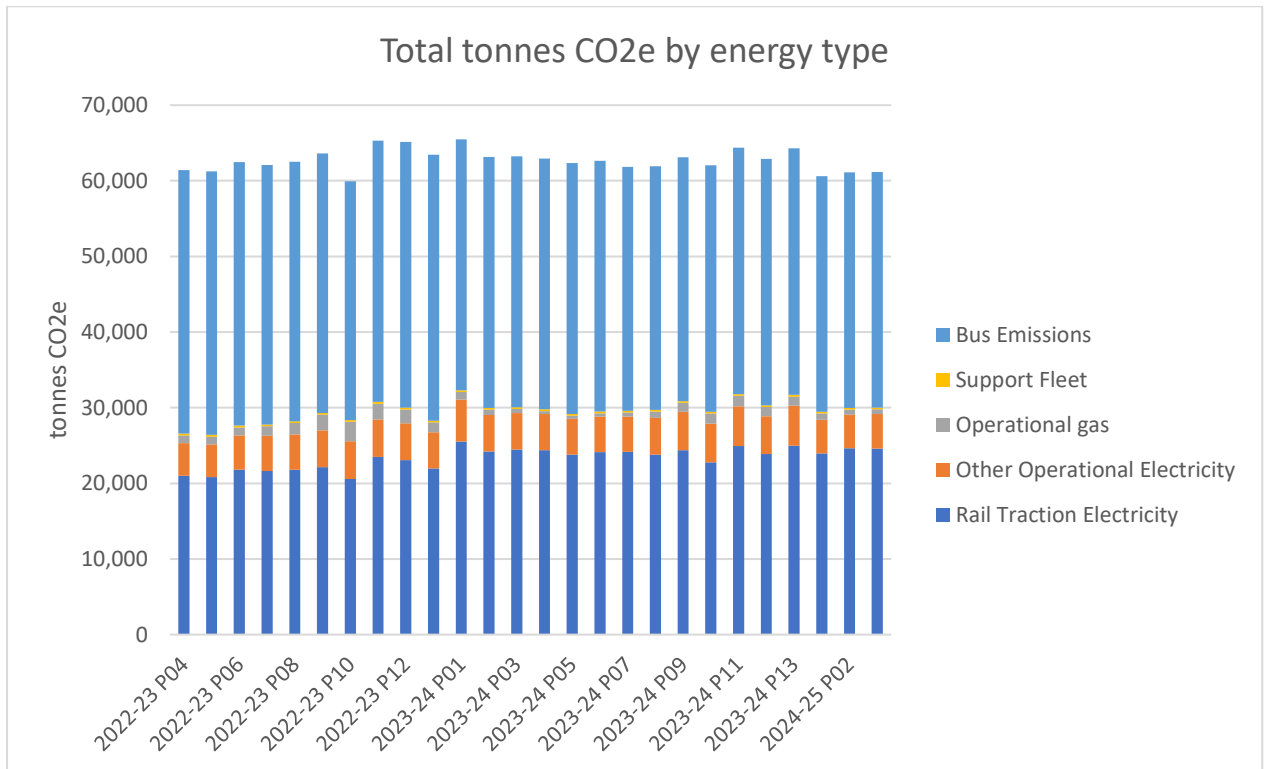
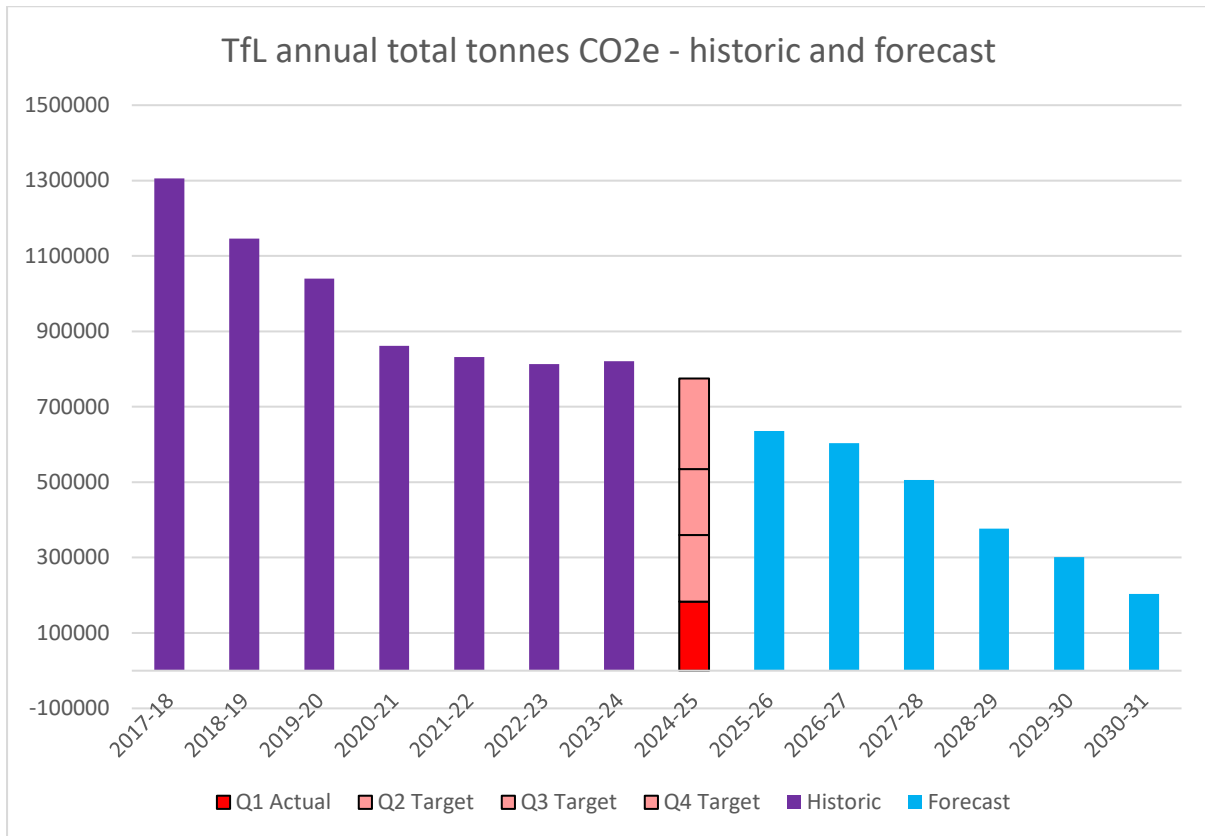


Figure 18: TfL annual total tonnes CO2e - historic and forecast – Quarter 1 2024/25 (tonnes CO2e)



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: 4 September 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 June to September 2024.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Our Colleague Quarterly Report

List of Background Papers:

None

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Our Colleague Quarterly Report

June to September 2024

4 September 2024



Our Colleague Quarterly Report

June to September 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 May 2024.

The format of this report will provide an update on

1. Our Colleague Strategy
2. Quarter I - Colleague Scorecard
3. Creating a culture of inclusion
 - a. Workplace Adjustments
 - b. Improving Disability Awareness
 - c. Development of a new EQIA App
 - d. Our new Engagement Survey
4. Supporting Everyone to achieve their work ambitions.
 - a. Strategic Workforce Plan
 - b. GLA Mentoring Programme
 - c. Leadership Development
 - d. Early Careers - Rate My Apprenticeship Top 100 Employers
 - e. Steps into Work
 - f. Innovate TfL Schools Challenge
5. An Attractive and fair employee offer
 - a. Our Approach to Reward
 - b. Our TfL Programme
 - c. Employee Value Proposition



Our Colleague Strategy

Our Colleague Strategy

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

A healthy heartbeat comes from colleagues feeling supported at work. We are building an inclusive workplace where everyone feels safe, valued and able to improve and develop, whatever 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.

Quarter 1 - Our Colleague Scorecard -

Measure	Target	Period Target	Period End	Scorecard
Attendance	94.25%	93.75%	94.26%	Green
Senior Manager Representativeness				
Women	35.3%	34.2%	34.6%	Green
BAME	20.4%	19.4%	20.3%	Green
Minority Faith	13.1%	12.7%	12.6%	Amber
Disability	6.9%	6.0%	6.4%	Green
LGB	6.1%	5.6%	5.9%	Green

In line with the Safety, Health and Environment Report, the colleague section of the TfL Scorecard, reporting Quarter 1 2024/25 (Q1) figures is provided below.

At the end of Q1 (Period 3), we were on course to meet our attendance measure, and four of the five representativeness measures.

The final Colleague Scorecard measure will come from our annual Viewpoint colleague survey scheduled to take place this autumn.



Creating a culture of inclusion

Workplace Adjustments

A new centralised process for colleagues to apply for workplace adjustments was introduced in April 2024, to make the process more streamlined for colleagues. The Diversity and Inclusion team can track the spend for any 'hard' adjustments that have a cost attached and provide advice and guidance; as well as troubleshoot complex queries. We have worked to ensure that People Leaders are aware of the process, as it is their responsibility to ensure that adjustments are in place for their team. We are continuing to work with our Employee Comms team to ensure we continue communicating the change of process.

With a change of language from 'reasonable adjustments' to 'workplace adjustments', we have communicated our commitment to go beyond our legal responsibility. We recognise 'workplace adjustments' will benefit not just disabled colleagues, and we are working to revise our guidance to support People Leaders to make sustainable decisions which put our colleagues first.

The new centralised Workplace Adjustments Team is in the process of being appointed, and we will report the metrics in the next report.

Improving Disability Awareness

TfL's Disability Awareness training for People Leaders is required learning for all People Leaders, and since the roll-out 527 People Leaders have undertaken the training to date (11.3 per cent), with sessions available every fortnight. Further communication activities have been planned to ensure consistent uptake in line with targets. We are aiming to reach 40 per cent of People Leaders by March 2026.

The prerequisite of the new People Leaders training is undertaking Inclusion Matters: Disability eLearning module which has, to date, been completed by over 9,500 colleagues (33 per cent), and over 63 per cent of People Leaders (just under 3,000 People Leaders).

Development of a new EQIA App

In July we launched the Workforce Equality Impact Assessments (EQIA) app, a commitment in Action on Inclusion. This interactive and intuitive online portal streamlines knowledge sharing and processing of EQIAs. It is achieving its stated reduction in processing time by over 50 per cent and support calls on utilising the system have been minimal. Training and guidance are available to colleagues, with over 150 colleagues having attended a knowledge sharing session. A recorded session is now on our intranet for all to access.

The content of the app can be adapted, and with our Business Services Function taking over management of the app, this means that we can respond to changes of any definitions of the protected



characteristics. Additionally, in September we shall be seeking to establish a working group to collate feedback on the app to date and to review and plan future changes to enhance the product.

Our new Engagement Survey

This year we are moving our annual Viewpoint survey to a new system managed by our own teams. This is to provide us with greater flexibility to ask the questions that matter when they matter. We will be directly managing the reporting process; through this we aim to gather reports quicker and streamline action planning. We are on track to launch our new Viewpoint survey in October.

Supporting everyone to achieve their work ambitions.

Strategic Workforce Plan

TfL's first Strategic Workforce plan is now in development, with input from our Strategic Resourcing Group. The group has agreed a skeleton structure to include:

- Introduction and context – current workforce profile, internal and external drivers, risks.
- Methodology – pillars to underpin our approach.
- Future Proofing – ensuring we have the right skills we will need in the future.

- Actions – road map of activities to address resourcing needs.
- Toolkit – interactive resources to support local business resource planning including principles on make versus buy.

Detailed content is now being drafted along with the development of a toolkit.

Following the end of year performance talent action planning, our critical and hard to fill roles are being reviewed across the business with risks being fed back via our Strategic Resourcing Group.

GLA Mentoring Programme

Following its launch in January 2024, the Greater London Authority Collaboration Group Mentoring Programme continues to grow. We now have 246 mentors and 392 mentees overall. Specifically, within TfL, we have seen 105 mentors and 115 mentees as of 31 July 2024. These connections continue to have an impact in supporting people to explore their career development and personal development needs. As relationships start to conclude we will get more formal evaluation and feedback. Further embedding and awareness raising is being planned for the autumn.

Leadership Development

Our Leading the Future group coaching programme, aimed at payband 2 and 3 leaders, has now completed three of the four cohorts with a total of 526 participants to date. The next cohort will begin in September and has attracted high interest. We have received positive feedback relating to the impact the coaching has had on leader's ability to do



their role and support their colleagues effectively.

We are now looking at how we can build on this success including how groups can continue to work together if they wish to.

Alongside this our second cohort of 'Getting Ready for Senior Leadership,' TfL's sponsorship programme for payband 4 and 5 leaders who aspire to achieve the Director level, has been launched with 26 participants.

Early Careers – Rate My Apprenticeship Top 100 Employers

We have risen in the latest top 100 apprentice employers Rate My Apprenticeship ranking from 70 to 52.

Rate My Apprenticeship Top 100 Apprentice Employers is based on the thousands of reviews submitted to RateMyApprenticeship.co.uk by individuals who have completed an apprenticeship in the last year. This means that our position in the ranking is based on how our apprentices have rated us, providing validation of an improving trend as being a great place to work as an apprentice by the people that count.

Steps into Work

Twenty-three Steps into Work participants graduated from the programme at our end of programme event in July.

Commissioner Andy Lord and Chief People Officer Fiona Brunskill presented awards to the students, and we were joined by London Assembly Members Elly Baker and Chris Luck. Steps into Work

supports people who are neurodivergent, including people with learning disabilities and the graduating 2024 cohort will continue to be supported to secure paid employment over the coming 12 months, with two already having secured employment.

Nine programme alumni who graduated in 2023 are currently in paid employment. In addition, two further alumni have been made offers of employment with TfL, pending onboarding checks: one from a recent Customer Service Assistant 2 campaign and the other as a Track Engineering Trainee.

Innovate TfL Schools Challenge

Following our Innovate TfL Schools challenge final event in April, we welcomed our 15 Innovate finalist's students for their two-week work experience during July. Students are currently studying at Uxbridge College, Four London School, Yavneh College, Douay Martyrs School and Harrow College.

Week one saw the students undertake a variety of site visits, including the IFS Cloud Cable Car, Old Street roundabout, visiting our Innovate sponsor Cleshar, completing business insight sessions and meeting London Assembly members Elly Baker, Krupesh Hirani and Bassam Mahfouz. Week two involved the students visiting Cleshar, our sponsor of Innovate TfL, a Q&A session with Commissioner Andy Lord and commencing their individual placements in Engineering, Tech and Data and Operational Skills Development.



An attractive and fair employee offer

Our Approach to Reward

Development of Job Families for all business areas outside of London Underground, continued throughout May and June. This work included the definition of Job Families and the mapping of roles to both their job family and to the 'Job Discipline' within that family. Ongoing benchmarking and the definition of the proposed job family pay ranges has been undertaken as a result of the work on definition and mapping.

Detailed impact analysis and the drafting of an Equality Impact Assessment has also been completed.

The analysis currently must be treated as 'tentative' as it is dependent on the final pay position achieved for 1 April 2024 as part of the current pay negotiations.

Following a further round of engagement with senior Directors a decision was taken to enter consultation for the proposed implementation of job families combined with the 2024 pay talks for TfL.

A briefing was held for all senior managers at payband 4 and above on Monday 8 July in preparation of commencing consultation. A dedicated SharePoint page has been set up where communications and information including FAQs can be found in relation to the consultation.

So far, there have been four consultation meetings held that have covered our wider reward strategy and the need for changes in Pay Management along with a detailed focus on Job Families. Consultation talks are planned on a fortnightly basis,

alternating with pay talks, and are anticipated to continue into November.

We have also started the negotiations on pay for London Underground for 2024, talks are ongoing.

Our TfL Programme

We have made significant delivery strides across the Our TfL programme (OTP) including in rolling out several important changes in:

- Executive Support Offices – unifying our executive support community in a consistent model to clarify roles, accountabilities, and provide a clearer career development path, while also facilitating financial savings.
- Project Management Community – consolidating our Project Managers in a centralised location to enhance agility and optimise resource utilisation for delivering our critical projects and programmes, thereby ensuring greater uniformity, and fostering opportunities for career advancement.
- Consolidating our Operational training resources to enhance the design of our future training model.
- Establishing an Estates Strategic Planning function to ensure a clear roadmap for optimising our Operational Estate over the medium to long term.

All OTP initiatives remain focused on improvements to our operating model, including our structures, processes, governance, and technology to ensure the continued development of a streamlined and efficient TfL, in line with our corporate and people strategies as well as our financial plans and cost saving targets.



Employee Value Proposition

We have finalised the design concept for our new Employee Value Proposition with agreement from the Colleague Executive Committee sub-group. The next stage of development of the branding will be to capture imagery that will be featured in our branding; helping us to attract and engage individuals who share our vision.



Safety, Sustainability and Human Resource Panel

Date: 4 September 2024

Item: Risk and Assurance Report Quarter 1 2024/25

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 1 of 2024/25 (1 April to 22 June 2024) (Q1).
- 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. ER01 is scheduled to be reviewed by the Executive Committee in September 2024 in line with the rolling 12-month schedule. ER02 is covered elsewhere on the agenda of this meeting.

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).

5 Work of Note this Quarter

- 5.1 Appendix 1 provides details of the Internal Audit and QSSA audits undertaken in Q1. Audit reports issued are given a conclusion of 'well controlled', 'adequately controlled', 'requires improvement' or 'poorly controlled'. Individual findings within audit reports are rated as high, medium or low priority.

Internal Audit

- 5.2 In Q1 Internal Audit issued one audit against ER02 'Learning and Development External Training' (adequately controlled) and one audit against ER03 'Impact of extreme weather - Elizabeth Line' (requires improvement). Additional information is contained in Appendix 1.
- 5.3 One Internal Audit is in progress at the end of Q1: 'Bus Safety Programme' (ER01).

Quality, Safety and Security Assurance

- 5.4 Twelve second line QSSA audits were delivered in Q1: 11 audits against ER01 and one audit against ER03. Seven of the 11 ER01 audits were 'Integrated Systems Audits' which assess London Underground (LU) Operations teams compliance with a range of management system requirements.
- 5.5 QSSA did not issue any audits in Q1 that were concluded as 'poorly controlled'.
- 5.6 Four audits were concluded as 'requires improvement', all have been agreed and tracked action plans in place with further details contained in Appendix 1.
- 5.7 Six QSSA audits from the 2024/25 plan were in progress at the end of Q1, five against ER01 and two against ER02:
- (a) TfL Operations Bus Station and Network Traffic Control Safety, Health and Environment (SHE) Compliance;
 - (b) Hainault Traincrew Integrated Systems Audit;
 - (c) LU Legionella Management;
 - (d) Management of Fatigue: Dial a Ride;
 - (e) Network Management and Resilience: Asset Operations Management of Legionella Risk; and
 - (f) Victoria Coach Station SHE Compliance.

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 No audits against ER01, ER02 and ER03 were cancelled or deferred in Q1.

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 Twelve 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 six climate change risk related audits of extreme weather which have been completed in 2023/24 and Q1 of 2024/25.

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 reasonably constant: 62 audits completed compared with 55 in the four quarters prior. The distribution by Chief Officer team and Enterprise Risk is also reasonably consistent across the two years. The small difference is due to a greater number of audits completed against other risks within the last four quarters which has reduced the number of ER01, ER02 and ER03 audits undertaken.
- 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 – 2023/24 compared with two in 2023/24 – 2024/25. Given the consistency in the other variables, this would indicate a strengthening of the controls relating to ER01 and ER03, there are two fewer 'poorly controlled' audits for ER03 and one fewer for ER01.
- 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 Q1 there were 185 open actions 15 of which were overdue and eight that were overdue by more than 100 days. This is a significant improvement on last quarter; compared with Quarter 4 of 2023/24, the number of overdue actions and actions overdue by more than 100 days has halved. 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: QSSA and Internal Audits Completed in Q1 against ER01, ER02 and ER03

Appendix 2: QSSA and Internal Audit Summary

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

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Appendix 1 – Quality, Safety and Security Assurance Audits Completed in Quarter 1 of 2024/25

ER1 Inability to deliver safety objectives and obligations

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 753	Docklands Light Railway (DLR) Risk Management and Project Competencies	To seek assurance that the DLR and KeolisAmey Docklands are compliant with the requirements of the Joint Risk Management Procedure, the Network Safety Risk Model, and that DLR Project Competency is compliant with Pathway.	Requires Improvement	The management of risks was inconsistent with a large number of incomplete risk register fields used to describe actions, controls and risk scores. It could not be assured that actions were completed effectively within agreed timescales. Other issues were raised on documentation reviews, occurrence of governance meetings and provision of training.
Chief Operating Officer	23 766	Management of Risk from Hazardous Substances	To seek assurance that the hazardous substances requirements of the Management System reflect legislative requirements and are implemented.	Requires Improvement	Although the site management of chemicals was found to be satisfactory at the six sites sampled, chemical risk assessments were not current or complete at over half the sites. It was noted that the management system content was updated during the audit to define assurance management, risk assessor competency and site storage requirements.
Chief Operating Officer	23 789	Rail for London Infrastructure Safety of People at Work	To assess compliance with the Safety of People at Work Procedure and identify potential improvements to the procedure	Requires Improvement	There were a number of significant non-conformances, notably relating to safe work packs (SWPs) not including all required signatures and content, competence of those responsible for authorising SWPs and identification of some risk controls.
Chief Operating Officer	23 790	London Overground (LO) Construction Design Management (CDM) - Client Duties	To provide assurance that LO is suitably and effectively applying the Client role as defined by the CDM Regulations	Well Controlled	For the two projects audited, all Client duties of the CDM Regulations were met. The required documents for the relevant projects were completed and stored appropriately and evidence was provided to show that LO are following legislation and internal guidance

Integrated Systems Audits

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	23 800	High Voltage Substations Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	81 per cent Conformance rate: 52 Green, two amber, 10 Red, (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	24 713	Metropolitan and Hammersmith and Circle Track Integrated System Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	78 per cent Conformance rate 38 Green, zero Amber, 11 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	24 701	Euston Square Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	79 per cent Conformance, 46 Green, zero Amber, 17 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	24 702	Archway and Kentish Town Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	84 per cent conformance, 47 Green, zero Amber, nine Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	24 703	Hatton Cross Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	80 per cent conformance, 45 Green, zero Amber, 11 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	24 704	Cockfosters Traincrew Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	22 per cent conformance, seven Green, zero Amber, 25 Red (compliant, minor non-compliance, major non-compliance)
Chief Operating Officer	24 705	Wembley Park Area Integrated Systems Audit	To provide assurance that key requirements contained in the management system are being met	Not Rated	69 per cent conformance, 37 Green, two Amber, 15 Red (compliant, minor non-compliance, major non-compliance)

ER3 Environment including climate adaptation

Chief Officer	Ref.	Audit Title	Objectives	Conclusion	Summary of Findings
Pan TfL	23 792	Waste Management – London Underground Depots	To seek assurance that TfL has implemented the Department for Environment, Food and Rural Affairs Code of Practice	Requires Improvement	All waste carriers had valid licences from the Environment Agency, and waste segregation signage on site was clear and consistent. Five medium priority issues were raised regarding the secure and segregated storage of waste on depot premises which increased the risk of contaminating the environment and the attraction of pests. Other non-conformances raised are those regarding staff competence, stakeholder communication and documentation for classifying unknown waste types.

Internal Audit: Draft reports issued in Quarter 1 of 2024/25

ER2 Attraction, retention, wellbeing and health of our employees

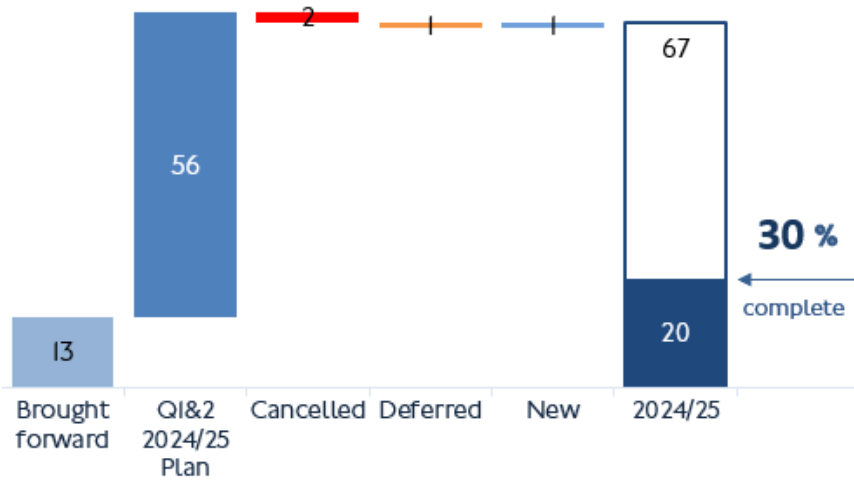
Chief Officer	Ref	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Finance Officer	24 003	Learning and Development – External Training	To provide assurance on the adequacy and effectiveness of framework agreements with external suppliers of specialist learning.	Adequately Controlled	There are effective key controls around the booking of external courses by Learning and Development Advisers on behalf of TfL business areas. These help ensure that such courses are relevant to the needs of TfL and employees who receive training. The controls also aim to ensure compliance with commercial and financial requirements in the procurement of external training suppliers. We identified the need for introducing a process for obtaining feedback from attendees in order to evaluate suppliers as well as some instances of non-compliance with the requirement to record training on employees' SAP records.

ER03 Environment including climate adaptation

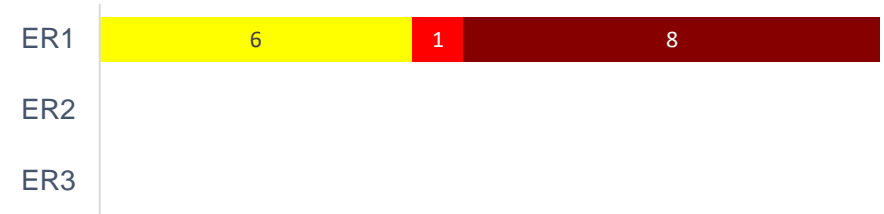
Chief Officer	Ref	Audit Title	Objectives	Conclusion	Summary of Findings
Chief Operating Officer	24006	Impact of extreme weather - Elizabeth Line	To provide assurance on the adequacy and effectiveness of controls in place to deal with the impact of extreme weather on the Elizabeth Line.	Requires Improvement	The plans for individual or combined weather events and associated seasonal plans have not been reviewed and updated to accommodate new information on the hazards and risks from extreme events. There were five high priority issues and one medium identified. The high priority issues relate to a lack of route wide risk assessments and scenario planning, no adequate definition of severe weather, absence of weather stations and hotspot registers and no single authority accountable for co-ordination.

Appendix 2 : Quality Safety Security Assurance Audit Summary

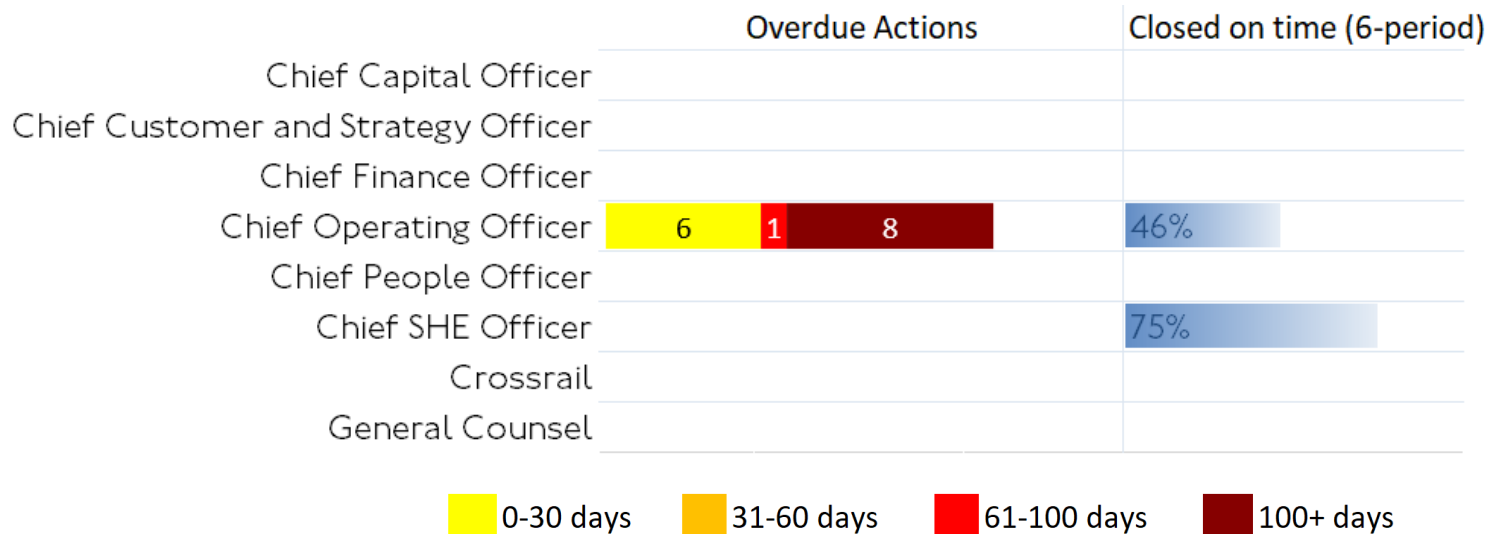
Audit Progress against Q1 & 2 2024/25 Plan



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



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



ER01, 02 and 03

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

	Q2 22/23 - Q1 23/24	Total	Q2 23/24 - Q1 24/25	Total
Chief Capital Officer	1 3 1	5	1	1
Chief Customer and Strategy Officer	1	1		
Chief Operating Officer	4 7 6 7 31	55	2 7 6 5 32	52
Pan Tfl	1	1	2	2

Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)

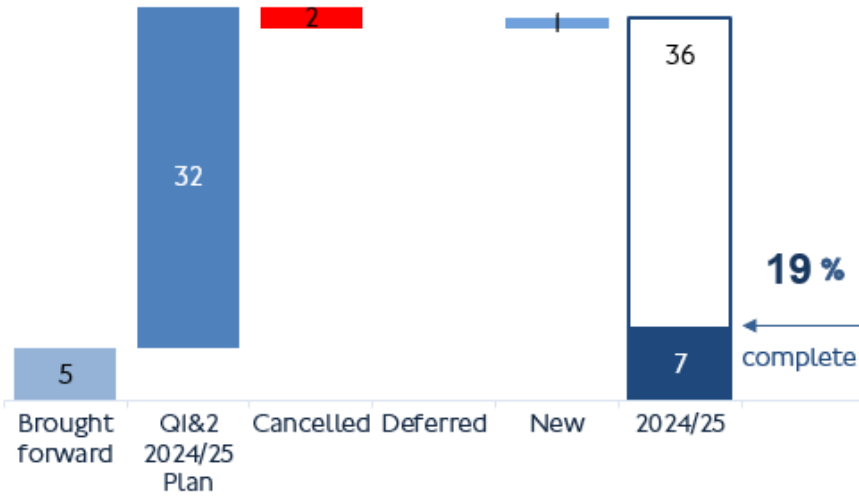
	Q2 22/23 - Q1 23/24	Total	Q2 23/24 - Q1 24/25	Total
ER01 Inability to deliver safety objectives and obligations	3 9 7 6 32	57	2 8 3 5 32	50
ER03 Environment including climate adaptation	2 1 1	5	1 3 1	5

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

Internal Audit Summary

All Audit Progress against Q1 & 2 2024/25 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	Closed on time (6-period)
Chief Capital Officer		100%
Chief Customer and Strategy Officer		0%
Chief Finance Officer		100%
Chief Operating Officer		0%
Chief People Officer		0%
Chief SHE Officer		100%
Crossrail		0%
General Counsel		



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

	Q2 22/23 - Q1 23/24	Total	Q2 23/24 - Q1 24/25	Total
Chief Customer and Strategy Officer	1 (Not Rated) 1 (Not Rated)	2	1 (Poorly Controlled) 1 (Not Rated)	2
Chief Finance Officer			1 (Adequately Controlled)	1
Chief Operating Officer			5 (Requires Improvement) 1 (Not Rated)	6
Chief People Officer			1 (Requires Improvement) 1 (Adequately Controlled)	2
Chief SHE Officer	1 (Requires Improvement) 3 (Not Rated)	4	1 (Not Rated)	1

Audit Conclusion Comparison by Enterprise Risk (over 4 quarters)

	Q2 22/23 - Q1 23/24	Total	Q2 23/24 - Q1 24/25	Total
ER01 Inability to deliver safety objectives and obligations	2 (Not Rated)	2	1 (Poorly Controlled)	1
ER02 Attraction, retention, wellbeing and health of our employees	1 (Requires Improvement) 1 (Not Rated)	2	1 (Requires Improvement) 2 (Adequately Controlled) 1 (Not Rated)	4
ER03 Environment including climate adaptation	1 (Requires Improvement) 1 (Not Rated)	2	5 (Requires Improvement) 2 (Not Rated)	7



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Date: 4 September 2024

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

- 1.1 A revised structure of Committees and Panels was agreed at the meeting of the Board held on 24 July 2024. The changes to TfL's decision-making structure were to replace the existing Safety, Sustainability and Human Resources Panel, the Customer Service and Operational Performance Panel and the Remuneration Committee with: a dedicated Safety and Security Panel; a Customer, Sustainability and Operations Panel; and a People and Remuneration Committee, while further mainstreaming sustainability issues in the work of the Audit and Assurance Committee, Finance Committee, Land and Property Committee and Programmes and Investment Committee. These changes will take effect from 9 September 2024.
- 1.2 This paper sets out the reports and papers from the current Safety, Sustainability and Human Resources Panel forward programme and the relevant Panel or Committee that will consider the item. This is not an exhaustive list, and each Panel and Committee will have other items for their respective Forward Plans.

2 Recommendation

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

3 Agenda Items

- 3.1 The following items, due to be considered by this Panel, will be allocated to the new Panels and Committees as follows:
- (a) Safety and Security Panel: Safety and Security elements of the Quarterly Safety Health and Environment Report; Reporting of Risk and Assurance matters relating to Safety and Security (including Cyber Security); Updates from the Office of Rail and Road and the Confidential Incident Reporting and Analysis Service; and Customer Safety Plan.
 - (b) Customer, Sustainability and Operations Panel: Sustainability elements of the Quarterly Safety, Health and Environment Report, Reporting of Risk and Assurance matters relating to Sustainability; Responsible Procurement and Modern Slavery Statement; Corporate Environment Plan Progress Updates from the Chief Operating Officer and Chief Capital Officer; Climate Emergency - Decarbonisation; Climate Emergency – Adaptation; and Green Infrastructure and Biodiversity.
 - (c) People and Remuneration Committee: Our Colleague Quarterly Report, Quarterly Strategic Workforce Planning Update; Our New Approach to

Engagement; Wellbeing Plan; Reward Update; Policy Review; and Annual Update on work-related violence and aggression.

List of appendices to this report:

None

List of Background Papers:

None

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