

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Teams Virtual Meeting 10.00am, Wednesday 30 June 2021

Members

Kay Carberry CBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Cllr Julian Bell
Bronwen Handyside
Mark Phillips

Executive Committee

Howard Carter	General Counsel
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Alex Williams	Director, City Planning
Tricia Wright	Chief People Officer

Staff

Mark Farrow	Chief of Staff, Surface Transport (for Minute 26/06/21)
Siwan Hayward	Director of Compliance, Policing, Operations and Security
Matt Galvin	Responsible Procurement Manager (for Minute 30/06/21)
Paul Kiteley	Senior Commercial Manager (for Minute 30/06/21)
Mandy McGregor	Head of Policing and Community Safety (for Minute 27/06/21)
Ben Plowden	Director, COVID-19 Restart and Recovery Programme (for Minute 29/06/21)
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Integrated Assurance
James Varley	Secretariat Officer

Also in attendance

Catherin Hui	Office of Rail and Road (HM Principal Inspector of Railways – TfL Team) (for Minute 24/06/21)
Ian Skinner	Office of Rail and Road (Assistant Chief Inspector) (for Minute 24/06/21)
Elliot Treharne	Assistant Director for Environment and Energy, GLA

20/06/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting.

The meeting was broadcast live on YouTube, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication.

An apology for absence had been received from Dr Mee Ling Ng OBE. Gareth Powell, Managing Director Surface Transport and Shirley Rodrigues, Deputy Mayor for Environment and Energy, were not available for the meeting, and Siwan Hayward and Elliott Treharne were attending in their places.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled decisions to be taken via video-conference, expired on 6 May 2021. As Members were not able to meet in person due to social distancing measures, the approval of the Minutes would be taken by the Chair, exercising Chair's Action, following the discussion of the item with Members.

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

A fire had broken out in the arches at Elephant and Castle railway station on 29 June 2021. There was no damage to TfL property and London Underground was in contact with Network Rail and the London Fire Brigade to enable any learning from the incident to be shared.

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

21/06/21 Declarations of Interests

From 12 April 2021, Dr Nina Skorupska CBE was appointed a member of the Royal BAM Group Supervisory Board and her declaration and biography on tfl.gov.uk had been updated. Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests that related specifically to items on the agenda.

22/06/21 Minutes of the Meeting of the Panel held on 10 February 2020

The Chair, following consultation with Members, approved the minutes of the meeting of the Panel held on 10 February 2021 as a correct record.

23/06/21 Matters Arising and Actions List

Howard Carter introduced the paper.

The Panel noted the Actions List.

24/06/21 Rail Safety - Presentation by the Office of Rail and Road

Lilli Matson, Catherine Hui and Ian Skinner introduced the paper and presentation, which provided an overview of the role of the Office of Rail and Road (ORR) as independent regulator for the rail industry and roads, its current views on safety regulation in TfL during the last year, and its current areas of focus.

The ORR's Vision for Railways was zero industry-caused fatalities, with an ever-decreasing risk to passengers, workforce, and public. The RM3 Risk Management Maturity Model was a key component of safety management.

2020/21 had been a challenging year for the rail industry. In London, TfL and its operators continued to respond to the coronavirus pandemic, demonstrating how well it could protect both the workforce and passengers and work in a highly collaborative way.

There had been two fatalities in the year on the London Underground network, both on platforms. Looking ahead, financial pressures arising for the coronavirus pandemic would require a mature and measured response.

Recent regulatory activity by the ORR included management of workplace health and safety risks, coronavirus pandemic impact on workforce and passengers, asset management arrangements, safe track access, Crossrail and its transfer to an operational railway, review of operational incidents and the issuing of an improvement notice in relation to management of platform train interface risk.

TfL's railway operations had well established safety management arrangements to control risks associated with their operations, which had delivered a good level of safety to staff, customers and the public.

Key themes for 2021/22 centred around managing for the future, supporting people and technology.

The ORR's relationship with TfL was good, with positive engagement with railway duty holders. It had found TfL's response to the coronavirus pandemic to be sound and robust and that London's railways continued to deliver a good level of safety for customers and staff. Risk management maturity remained stable.

TfL compared favourably with the rest of the rail industry in the UK. In addition to the RM3 risk model, the ORR also looked at the TfL and Rail Safety Standards Board models and used learning from the Health and Safety Executive.

The work of front-line staff in risk control was an essential factor in operating a safe railway. There was a strong reliance on good quality engagement with staff and it was vital that staff understood their role in risk control.

The recent incidents on the tram network, which were reported at the meeting of the Panel on 10 February 2021, showed that safety management systems needed to have the capability to link incidents together rather than look at them in isolation.

Ensuring the efficacy of assurance systems was at the forefront of TfL work, particularly in areas where there was a paucity of data and where monitoring was a challenge.

The Safety Management System was currently in the process of being re-certified and following completion, Members would be invited to a briefing on TfL's risk maturity model in the autumn. **[Action: Lilli Matson]**

Representatives from the ORR would be invited to a future meeting, in approximately 18 months to provide an update on TfL's management of safety through the transition period following the easing of social distancing measures. **[Action: Lilli Matson]**

The Panel noted the paper.

25/06/21 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Andy Lord and Siwan Hayward introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 4 2020/21 (13 December 2020 – 31 March 2021) and notable incidents outside the reporting period.

The quarter was impacted by the national lockdown measures in place, which affected the number of journeys taken and the risk profile. Overall, performance was positive, and all scorecard measures had been met.

In Quarter 4, there were 17 people killed and early estimates indicate 783 people seriously injured on London's streets. The increase in numbers of cyclists on London's roads had resulted in numbers killed or seriously injured increasing, however the risk remained broadly similar to last year. At present, there was no indication that there were additional factors other than those normally associated with harm to cyclists. The Vision Zero action plan was being refreshed and would address the increase.

There had been an increase in violence and aggression against staff of six per cent against the previous quarter. Nearly half of the reported incidents were against bus drivers and this was in part due to their visible presence on the frontline throughout the pandemic and the role they played encouraging compliance with coronavirus safety measures on buses. The customer profile on buses had also changed during the lockdown period, and this was also acknowledged to be a factor.

It was noted that as public health restrictions were eased, there had been an increase in levels of intoxication and fare evasion on the network, both of which were drivers of aggression against staff. Steps were being taken to mitigate these risks, including increasing the numbers of Revenue Protection staff on London Underground.

The annual review of road safety casualty statistics for 2020 had been published. There had been 96 deaths on the road network and this, taken with the numbers of people seriously injured, represented a 22 per cent decrease on the previous year. Performance was on track with Vision Zero targets. There had also been an 84 per cent reduction in injuries on the bus network. This was encouraging but it had to be recognised that 2020 was an anomalous year.

The Coroner's Inquest into the deaths resulting from the tram overturning at Sandilands, Croydon on 9 November 2016 commenced on 17 May 2021. Panel Members and staff extended their condolences and sympathies to all those affected by the tragic deaths.

Work was progressing well in response to the incidents on the tram network that were reported to the Panel in February 2021. In addition to the individual investigations, four workstreams were being progressed and the Office of Rail and Road had indicated that it was satisfied with the work to date.

This continued to be a challenging time for the health and wellbeing of staff and contractors. TfL was supporting them and was maximising the opportunities for staff to be tested and vaccinated and this was being extended to contractor staff. To date, 90 people who worked on the transport network had tragically lost their lives to Covid-19 since the start of the pandemic. Panel Members and staff expressed their sympathy and condolences to the family and friends of those who had died.

A range of initiatives were being introduced to enhance TfL environmental performance. The Central London Low Emission Zone had its first anniversary recently and work was on track for its expansion. TfL had reduced its CO₂ emissions by 18 per cent compared, to the same time last year.

The British Transport Police had investigated the death at Waterloo station of Christian Tuvi, a London Underground contractor, and passed its file onto the Crown Prosecution Service, who would decide if further action would be taken. Panel Members and staff expressed their sympathy and condolences to the family and friends of Christian Tuvi.

As London moved towards the lifting of social distancing restrictions, work was taking place to manage the transition. Operational structures of command remained in place with regular, senior level meetings held on a weekly basis, scenario planning was being used to assess implications and actions. Regular engagement was taking place with staff and trade unions.

An update on the management of risk, including health and wellbeing of staff would be presented to the next meeting of the Panel. **[Action: Lilli Matson]**

Further information on the assurance by trade union representatives of health and safety within the bus operating companies would also be provided. **[Action: Gareth Powell]**

The Panel noted the report.

26/06/21 Rental E-scooter Trial June 2021 – June 2022

Mark Farrow introduced the paper, which set out the key areas of risk and the approach to mitigating and reducing these risks through the rental e-scooter trial launched in London on 7 June 2021.

The trial involved extensive data collection and monitoring and co-ordinated work with key stakeholders. The intention was to grow the trial over time and use the findings to inform policy at a London-wide and nation-wide level and further understanding of how e-scooters could be operated safely.

The trial had entered its fourth week, with 600 rental scooters available across five London boroughs, offered by three operators selected through a rigorous procurement process.

Many safety features were designed into the scooter and the rental process. The vehicles were of a robust construction, limited to a maximum speed of 12.5mph, were illuminated at all times and technology prevented their use in certain locations, such as parts of the TfL Road Network or pedestrianised areas. A comprehensive maintenance regime was also required. Users were also required to undergo safety instruction and a provisional driving licence was a minimum requirement. It was acknowledged that safety reporting was important, and consideration was being given to encourage self-reporting of safety incidents. The user experience was always considered in the development of safety functionality and every effort was made to ensure that safety requirements did not become a deterrent to usage. Designated parking spaces were part of the trial.

Work was also taking place to increase public awareness of the differences between the e-scooter trial and the use of scooters by private owners. The Metropolitan Police Service had a good understanding of the trial and had been active in the confiscation of over 1,000 illegally used private e-scooters.

The Panel agreed that, in addition to the focus on safety, there needed to be an emphasis on the sustainable elements of scooter usage. All of the operators had to submit an environmental plan, including a commitment to reaching a target of 100 per cent renewable energy as part of the procurement process.

The Panel noted the paper.

27/06/21 Work-related Violence and Aggression Strategy – 2021/22 Delivery Action Plan

Siwan Hayward and Mandy McGregor introduced the paper, which set out the Delivery Action Plan for 2021/22.

Kay Carberry and Bronwen Handyside were thanked for their input into the plan and their work around the Work-related Violence and Aggression Strategy.

Progress was being made, with the roll out of 4,500 body worn cameras, recruitment and training of 55 new Transport Support and Enforcement Officers, the creation of a single pan-TfL Work-related Violence and Aggression team and a new customer-facing communications campaign on the consequences of assaulting our people. Successful prosecutions were also communicated to staff. Data reporting was also being reviewed and improved.

Work was also underway on a scoping exercise to identify other staff who could benefit from the provision of body worn cameras.

Members welcomed the classification of misogyny as a hate crime, on an experimental basis, from autumn 2021. The policing partners of TfL already prioritised that type of offence against staff and customers.

TfL faced financial pressures going forward and consideration would be given to analysis of costs and outcomes for measures being taken to address work-related violence and aggression, with a focus on the most impactful actions.

The Panel noted the report and endorsed the Action Plan.

28/06/21 Human Resources Quarterly Report

Tricia Wright introduced the item, which provided an overview on key Human Resources led activities and statistics for the period of March – June 2021.

Work continued to be focussed on the support of staff through the coronavirus pandemic recovery phase and looking ahead. The Future Ways of Working programme had developed a roadmap for the return of staff to offices, which was covered in detail in a paper elsewhere on the agenda (Minute 29/06/21).

The Scorecard Targets for 2021/22 were centred around improving engagement and embedding an inclusive culture, as well as staff health and wellbeing.

The new Diversity and Inclusion Director, Marcia Williams, would join TfL on 5 July 2021. An update on diversity and inclusion would be provided to the next meeting of the Panel.

[Action: Tricia Wright / Marcia Williams]

Every effort was being made to be open and transparent in engagement with staff, particularly with regard to communications on TfL's financing arrangements. Ongoing dialogue took place with the trade unions and staff had several different communication channels available. Staff were being actively encouraged to talk to each other and make use of services available in the Employee Assistance Programme.

A total of 87 graduates and apprentices had been recruited in the year and planning was underway for the 2022 intake. Outreach activity had commenced to support recruitment.

The Covid-19 Special Recognition awards scheme had provided a number of awards to teams and individuals for their contributions during this difficult period. The scheme applied to directly employed staff. Andy Lord had written to the Chief Executive of ABM, London Underground's cleaning contractor, to request that his thanks be passed on to its staff. Andy Lord would confirm if ABM operated a similar awards scheme for its employees.

[Action: Andy Lord]

The Panel would receive an update on the training of line managers at a future meeting.

[Action: Tricia Wright]

The Panel noted the report.

29/06/21 TfL New Ways of Working programme

Tricia Wright and Ben Plowden introduced the paper, which provided an update on the New Ways of Working (NWOW) programme.

The safety and wellbeing of staff and supplier staff was of paramount importance. The approach being used was building on work on hybrid working that had commenced prior to the coronavirus pandemic. A hybrid model would help achieve efficiencies and drive a more flexible and agile approach to working. Feedback from staff had also shown there was an appetite for continued home and hybrid working.

Risk Assessments and an Equality Impact Assessment had been undertaken and staff would be well supported during the transition.

Staff who wished to work in the office, due to personal circumstances, were able to do so. In addition to the current office sites, local hubs were being proposed that would allow staff to work outside their home environment but without the need to travel to their base office. The benefits of working with colleagues in a work environment were recognised and staff health and wellbeing relating to working environment was monitored.

The Panel noted the report.

30/06/21 Responsible Procurement

Paul Kiteley and Matt Galvin introduced the paper, which set out the Modern Slavery Statement and the activities relating to responsible procurement. The Modern Slavery Statement would be presented to the Board at its meeting on 28 July 2021.

TfL worked with the functional bodies and industry colleagues to share best practice and review government tools to support monitoring of Modern Slavery Statements. It had also worked with suppliers on the areas of key risks.

It was acknowledged that supply chain transparency was challenging in some areas, such as electronics. TfL collaborated with partner organisations including the Ethical Trading Initiative and Electronics Watch to progress due diligence issues, such as the treatment of Uyghur Muslims in China, in its supply chains. Where risks were identified, TfL worked with its supply chain to address these and ensure safe sources were used.

Members requested more regular updates on TfL's responsible procurement activities and its linkages to sustainability. **[Action: Paul Kiteley]**

The Panel noted the report.

31/06/21 Enterprise Risk Update – Major Safety, Health or Environmental Incident or Crisis (ER1)

Lilli Matson and Stuart Reid introduced the item, which provided an update on the status of TfL's Safety, Health and Environment risks, the associated actions and the Enterprise Risk template.

The framework of the risk was presented to the Panel at its meeting on 4 November 2020 and had since been rationalised and a new cycle initiated. The risk had not changed significantly. It was an amalgamation of safety, health and environmental risks, which had been brought together to recognise that a catastrophic safety or environmental event posed an existential risk.

The assessment of the risk was categorised as 'requires improvement'. Many of the controls that were previously set out were underway or due for completion. The assurance process was being digitised to make the process easier to apply and to enable better extraction of data. The Corporate Environment Plan was under development, the Vision Zero programme was being refreshed and coronavirus pandemic controls were in place and lessons learnt activities were taking place across the organisation. The improvement plan would be reported back to the Panel in due course.

Members noted that the Audit and Assurance Committee maintained an overview of the management of Enterprise Risks and had requested a further all-Member discussion on risks later in the year. The date for the discussion would be brought forward if possible.

[Action: Howard Carter]

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

32/06/21 Enterprise Risk Update – Protecting the Wellbeing of TfL’s Workforce (ER2)

Tricia Wright introduced the item, which provided an update on the management of the risk relating to Protecting the Wellbeing of TfL’s Workforce.

The risk was presented to the Panel at its meeting on 4 November 2020, however it had evolved during the coronavirus pandemic. The Human Resources directorate worked closely with the Safety, Health and Environment directorate to identify the risk.

The assessment of the risk was categorised as ‘requires improvement’ due to the continual impacts of the coronavirus pandemic to the organisation.

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

33/06/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. There were no further items to add to the forward plan other than those discussed earlier in the meeting.

The Panel noted the paper.

34/06/21 Any Other Business the Chair Considers Urgent

There was no urgent business.

35/06/21 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Tuesday 14 September 2021 at 10.00am.

36/06/21 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Enterprise Risk Update - Major Safety, Health or Environmental Incident or Crisis (ER1); and Enterprise Risk Update - Protecting the Wellbeing of TfL’s Workforce (ER2).

The meeting closed at 1.23pm.

Chair: _____

Date: _____