

Board

Date: 20 October 2021

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 14 September 2021

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 14 September 2021.

2 Recommendation

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

3 Panel Agenda and Summary

- 3.1 The papers for the meeting of the Panel held on 14 September were published on 6 September 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

- 3.2 The main matters considered by the Panel were:

- (a) Quarterly Safety, Health and Environment Report;
- (b) Measuring and Improving Employee Health;
- (c) Bus Driver Welfare;
- (d) Bus Safety Programme and Driver Health and Wellbeing;
- (e) Vision Zero Action Plan Update;
- (f) TfL Sustainability Report and Corporate Environment Plan;
- (g) Human Resources Quarterly Report;
- (h) Diversity and Inclusion Update;
- (i) Safety, Health and Environment Assurance Report; and
- (j) Enterprise Risk Update - Inability to Support New Ways of Working (ER10).

- 3.3 A summary of the items considered at the meeting is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 2 December 2021.

4 Issues Discussed

Quarterly Safety, Health and Environment Report

- 4.1 The Panel noted the safety, health and environmental performance for London Underground (LU), TfL Rail, Surface Transport (including London Overground) for Quarter 1 2021/21 (1 April to 26 June 2021). Most of the data presented covered this range, except for some road safety and work-related violence data which was clearly highlighted. Two notable safety incidents which occurred outside the reporting period were also raised.
- 4.2 The road, bus and public transport workforce safety scorecard measures had been met. The public transport customer safety scorecard measure was not met, with slips, trips and falls as the main cause of customer injuries and incidents on stairs and escalators remained high.
- 4.3 Lower than normal passenger numbers and on street activity continued as tighter Government restrictions remained in place due to the coronavirus pandemic. Across the public transport network, there were no accidental customer or workforce deaths, however serious injuries had increased to a total greater than any quarter throughout 2020/21. Fifteen people were killed and early estimates indicated 849 people were seriously injured on London's streets in Quarter 1. More people cycling were killed or seriously injured compared to other transport modes, followed by powered two-wheeler drivers and then people walking. However, the risk of being killed or seriously injured per journey was falling for people cycling, which reflected a significant increase in the number of people cycling, and a change in where, when and why people were cycling.
- 4.4 Outside of Quarter 1, two notable road safety incidents occurred; the death of a person cycling at Holborn gyratory involving an HGV and a collision between two buses at Victoria bus station which resulted in two serious injuries and a fatal injury.
- 4.5 Ninety-five people who worked on the transport network had tragically lost their lives to Covid-19 since the start of the pandemic. Covid-19 remained the top cause of short-term absences in Quarter 1 but fell from the first to third most common cause of long-term absence when compared to the previous quarter. Absences related to mental health and musculoskeletal issues were the most significant causes of long-term absences and remained the focus of TfL's preventative measures.
- 4.6 TfL's electricity consumption in Quarter 1 reflected the near normal operation of services and included the reopening of the Waterloo & City line for the first time since March 2020. Consumption was 31 per cent higher compared to the same quarter last year due to reduced service levels as a result of the

pandemic. Carbon emissions were only 21 per cent higher, partly offset by grid decarbonisation.

Measuring and Improving Employee Health

- 4.7 The Panel noted the paper, which provided an update on the progress of a health and wellbeing programme for London bus drivers, as well as steps that TfL was undertaking to improve and support the health of its own employees.
- 4.8 The pandemic highlighted the impact preventable underlying conditions such as diabetes, hypertension and obesity could have by increasing the risk of poor outcomes amongst those suffering with Covid-19. Social inequalities also affected outcomes and impacted on general health and wellbeing. Improved health and wellbeing benefitted not only individual employees but also the organisation, resulting in improved attendance, engagement and productivity.
- 4.9 There were several elements to ensuring that any health and wellbeing initiatives brought benefits to employees, such as ensuring initiatives were data driven and evidenced based. Any interventions should be rigorously evaluated to determine their benefit and benchmarked both internally and externally.
- 4.10 TfL valued employee health and wellbeing and had much already in place to support employees. However, there was more that could be done and improved reporting on health data was key. TfL worked closely with its contractors to consider how it could influence the health and wellbeing of their staff, either through contractual obligations and/or as an exemplar of employee best practice. The work TfL was taking with the bus operators to improve health among bus drivers was an example of its commitment to support contractors.

Bus Driver Welfare

- 4.11 The Panel noted the paper, which provided an update on workstreams in progress to improve bus driver welfare, including the provision of toilets and bus driver welfare facilities such as mess rooms.
- 4.12 Providing good bus driver facilities aligned with the Mayor's Transport Strategy by ensuring that the bus network was operationally efficient and reliable and therefore met customer expectations. TfL was committed to ensuring that drivers had access to toilets and welfare facilities to carry out their crucial role. The pandemic had impacted the availability and capacity of existing driver welfare facilities and TfL had rapidly responded to address this by providing temporary toilets and expediting plans to provide more mess room capacity to allow social distancing.
- 4.13 TfL continued to engage with bus drivers, operators and Unite to ensure that, as bus routes changed, they were assigned the correct priority within the programme and new toilet facilities were delivered on the highest priority routes. Opportunities for developers to provide facilities for bus drivers would continue to be identified as part of Section 106 planning contributions and

other negotiated agreements. TfL continued to identify driver relief facilities in need of renewal and progress projects to ensure facilities met the needs of drivers.

Bus Safety Programme and Driver Health and Wellbeing

- 4.14 The Panel noted the paper, which provided an update on the progress of the Bus Safety Programme as well as the emerging work on Driver Health and Wellbeing, in response to the longer-term recommendations made by University College London's Institute of Healthy Equity report into driver deaths as a result of Covid-19.
- 4.15 The number of people killed or seriously injured in or by a bus fell by 38 per cent to 132 people between 2019 and 2020, which was the lowest number on record. While this reduction had exceeded the 2022 target, there was still more to do to ensure reductions continued in those killed and seriously injured in the move out of the pandemic.
- 4.16 The retrofit roll-out of Intelligent Speed Assistance technology began in July 2021 and the programme was expected to deliver 1,200 buses in the first tranche. Future tranches would be subject to the next Government funding settlement.
- 4.17 The safety training programme for London bus drivers commenced in May 2019 but delivery had been severely impacted by the pandemic, with suspensions of all classroom-based training during lockdowns and time taken to ensure Covid-19 safe training environments. TfL was working with operators to establish a revised end date for the training with an intended target of all drivers receiving training by March 2022.
- 4.18 More frequent voluntary health assessments for drivers were being introduced in the form of self-assessment kiosks to help detect health conditions, such as hypertension, diabetes and heart disease at an earlier stage. The kiosks would signpost drivers to additional support available from their operator, Employee Assistance Programmes and other external resources. This enabled bus operators to assist drivers in getting the help they needed and built on the open culture work of the fatigue management programme.

Vision Zero Action Plan Update

- 4.19 The Panel noted the paper, which set out the intention to publish an update to the 2018 Vision Zero Action Plan, as well as an overview of the purpose and content of the document. The final draft would be shared with the Panel prior to publication in autumn 2021.

TfL Sustainability Report and Corporate Environment Plan

- 4.20 The Panel noted the paper, which contained an overview of the purpose and content of the Sustainability Report alongside, and supported by, a Corporate Environment Plan for the first time in 2021, and outlined TfL's approach to sustainability and environment to customers, staff and suppliers.

- 4.21 The Sustainability Report was a wide-ranging report that aimed to capture the social, economic and environmental benefit TfL delivered and to track progress. It provided an account of work to date and included key metrics to measure performance. The Corporate Environment Plan set out TfL's future approach to improving its organisational performance. It was a forward-looking plan with a focus on the environment strand of sustainability, providing more detail on its ambition, targets and plans.
- 4.22 The report and plan were subsequently published on 30 September 2021.

Human Resources Quarterly Report

- 4.23 The Panel noted the paper, which provided an update on key Human Resources (HR) led activities and performance for the period July - September 2021.
- 4.24 Updates included people performance against TfL scorecard measures and further details on TfL's ongoing response to the coronavirus pandemic, including the move toward office re-occupation and transition to a hybrid way of working. It also included updates on activity delivered across the HR function aligning to three of TfL's top People Priorities: a more inclusive and diverse organisation; an engaged, motivated and healthy workforce; and the right people, skills and capacity to deliver the Business Plan.
- 4.25 The first key indicator of progress against the people scorecard measures would be the results of the annual Viewpoint staff survey, which was subsequently launched in October 2021, following which an informal briefing would be provided for Members.
- 4.26 The recently finalised refreshed equality objectives would be communicated across the organisation and delivery teams would be accountable for the individual initiatives to develop delivery plans. The objectives would form a foundation to the ongoing development of TfL's future focused diversity and inclusion strategy, Action on Inclusion, scheduled to be published in January 2022.

Diversity and Inclusion Update

- 4.27 The Panel noted the paper, which provided an overview of the work delivered and planned, that would help to ensure TfL's workforce was more reflective of London and would create and embed a fairer and more inclusive culture.
- 4.28 TfL was committed to delivering on equality and fairness in its recovery from the pandemic. London's diversity was one of its greatest assets and TfL was working to make its workforce better represent the city it served, especially at senior levels. The environment it was operating in was uncertain and this was having an impact on the ability to attract and retain leaders.
- 4.29 TfL was taking action to address diversity within the organisation, from building diverse pipelines for future leaders to supporting those ready for a leadership role. This year it was launching its Action on Inclusion strategy to ensure a

continued relentless pursuit of inclusive leadership, cultures, behaviours and ways of working across our organisation.

Safety, Health and Environment Assurance Report

- 4.30 The Panel noted the paper, which set out the proposed approach to continuing to strengthen and improve TfL's safety, health and environment (SHE) assurance activities; by providing information on assurance activity and findings; and identifying areas where further development was proposed or underway.
- 4.31 The Office of Rail and Road had highlighted the importance of continuing to have appropriate arrangements in place to monitor and review the effectiveness of risk controls. Recent discussion with the Audit and Assurance Committee identified a need for more visibility and scrutiny of SHE risk management and the assurance processes in place to ensure and evidence compliance with TfL's standards and processes.
- 4.32 Starting from September 2021, it was proposed to start reporting SHE assurance information to the Panel. As the digital assurance capabilities currently in development were rolled out, there would be progressively more data and insight to report to the TfL Committees and Panels providing risk oversight.

Enterprise Risk Update - Inability to Support New Ways of Working (ER10)

- 4.33 The Panel noted the paper, which provided an overview of Enterprise Risk 11 ('Inability to support new ways of working') which focused on technology, people and estates for office-based employees.
- 4.34 The risk status had been amended to adequately controlled. TfL's approach to programme management, planning and governance was a key factor in the reassessment of the risk status being updated.
- 4.35 A gradual transition to hybrid working began from 17 August 2021, in line with the Government guidance.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 14 September 2021

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