

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Tuesday 14 September 2021

Members

Kay Carberry CBE (Chair)
Cllr Julian Bell
Dr Mee Ling Ng OBE
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
Gareth Powell	Managing Director, Surface Transport
Tricia Wright	Chief People Officer

Staff

Tom Cunnington	Head of Buses Business Development
Adam Edwards	Lead Sponsor Stations and Structures
Jackie Gavigan	Secretariat Manager
Jonathon Hawkes	Strategic Planning Manager
Ben Hennessy	Change Delivery Lead
Lorraine Humphrey	Interim Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Sam Longman	Head of Corporate Environment
Jane Lupson	Senior Bus Safety Development Manager
Donna McGuigan	Diversity and Inclusion Lead
Dr Sam Phillips	Head of Health and Wellbeing
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Integrated Assurance
Donald Wayne	Senior Safety, Health and Environment Assurance Manager
Marcia Williams	Director of Diversity, Inclusion and Talent

Also in attendance

Peter Daw	Assistant Director for Environment and Energy, GLA
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37/09/21 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. Howard Carter reported that apologies for absence had been received from Bronwen Handyside and Dr Nina Skorupska CBE. Cllr Julian Bell indicated that he would need to leave for part of the meeting. Shirley

Rodrigues, Deputy Mayor for Environment and Energy, was unable to attend the meeting and Peter Daw was attending in her place.

It was the first meeting of the Panel held in person since 12 February 2020 due to the coronavirus pandemic restrictions. Due to continued space restrictions, some staff were attending the meeting through Teams. 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.

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

38/09/21 Declarations of Interests

Howard Carter introduced the item. Members' declarations of interests, as published on tfl.gov.uk, were up to date and there were no additional interests that related specifically to items on the agenda.

For the purposes of transparency, Mark Phillips noted Item 6 on the agenda (Measuring and Improving Employee Health) in reference to work TfL was doing on employee health monitoring and management in connection with the Rail Safety and Standards Board, on which he was Chief Executive Officer.

39/09/21 Minutes of the Meeting of the Panel held on 30 June 2021

The minutes of the meeting of the Panel held on 30 June 2021 were approved as a correct record and signed by the Chair. The Chair had also signed the minutes of the previous meetings held since June 2020.

40/09/21 Matters Arising and Actions List

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

On action 28/06/21(2) arising from the Human Resources Quarterly Report at the meeting on 30 June 2021, Andy Lord confirmed that ABM, London Underground's cleaning contractor, operated a specific recognition scheme for its employees, which had recognised 300 staff members during the coronavirus pandemic, including 50 staff specifically recognised for their work on TfL operations.

The Panel noted the actions list.

41/09/21 Quarterly Safety, Health and Environment Report

Lilli Matson, Gareth Powell and Andy Lord 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 1 2021/21 (1 April to 26 June 2021) and notable incidents outside the reporting period.

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. TfL continued to focus efforts on reducing slips, trips and falls on the network, with innovative thinking and practice to make it safer, such as additional cleaning and UV lighting on handrails to encourage use. Customer intoxication had caused a spike in incidents on London Underground as lockdown eased, particularly at the weekends at the largest stations. Significant work was done to raise awareness through passenger announcements and messaging and more details would be brought back to a future meeting of the Panel, including any available information on whether wearing face coverings was a factor in slips, trips and falls incidents.

[Action: Lilli Matson]

Incidents of violence and aggression towards staff had increased but the strategy to address this was having an effect. Highly trained transport safety officers had been deployed to intervene and protect frontline staff on the network. There were a number of prosecutions and body-worn cameras were rolled out to assist in the identification of offenders. Known hotspots on buses were being addressed with high levels of patrols.

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.

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. A full investigation was underway in which TfL was fully involved.

The Safer Junctions programme looked at road risk by area and length and prioritised interventions and available funding on that basis, to improve safety at the highest priority locations. The Direct Vision Standard introduced systemic change to reduce the risk of HGVs themselves but did not eliminate the risks entirely. The Safe Systems approach included driver behaviour and enforcement and the Vision Zero Action Plan addressed all aspects to drive out risk. Any conclusions and lessons learnt from the Holborn cycling incident that modified the safety approach would be fed into the Action Plan.

TfL's rental e-scooter trial was well-monitored and included data on the low levels of accidents, all of which were followed up. Users were required to undergo safety training, hold a provisional driving licence and adhere to speed limits. Information gathered from

the trial would inform understanding of how e-scooters could be accommodated on London's roads safely. Safety performance data on incidents from the use of illegal scooters provided by the Metropolitan Police was difficult to extract as it fell under the 'Other vehicle' category. An update on how the e-scooter trial was progressing would be brought back to the Panel and more information would be included in future reports.

[Action: Lilli Matson/Gareth Powell]

TfL operated multi-transport modal risk models covering the approach to securing safety performance now and how to target future investment and activity to reduce new risks and look at emerging new trends. The Panel asked for a better understanding of how the corporate safety risk model was developing, how demand was changing risk exposure, scenario risk planning and behaviour changes. A more strategic overview would be brought back to the Panel.

[Action: Lilli Matson]

As ridership continued to return, TfL was focussing on ensuring a safe return to the network, including refreshing the Vision Zero Action Plan and reinforcing the message around using the roads safely.

The final report had been received from the Rail Accident Investigation Branch into the death of a person at Waterloo station in May 2020 who was fatality injured on the interface between the train and the platform and TfL was fully acting on all the recommendations in the report.

At the time of the meeting, 95 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.

Wearing of face coverings, except for those who are exempt, was a condition of carriage on the network and enforcement and messaging to customers continued to encourage high compliance. The vaccine clinics and operation of testing facilities continued to be rolled out to staff and contractors to help intercept the virus and ensure they could work safely.

Following recent episodes of heavy rain and severe flooding, TfL was looking at the resilience of its assets and any lessons learnt to feed into its management plan for climate change. Huge efforts were being made into readiness for the expansion of the Ultra Low Emission Zone scheme on 25 October 2021 which would improve air quality in London.

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.

The Panel noted the report.

42/09/21 Measuring and Improving Employee Health

Lilli Matson, Dr Sam Phillips and Jane Lupson introduced 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.

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.

There were several elements to ensuring that any health and wellbeing initiatives brought benefits to employees, such as ensuring initiatives were data driven and evidence based. Any interventions would be rigorously evaluated to determine their benefit and benchmarked both internally and externally.

TfL was undertaking various initiatives to improve and support employee health, including proactive health promotion through trained Health and Wellbeing champions and reactive support through the Employee Assistance and Occupational Health programmes. For harder to reach operational employees, the Employer Health Innovation Fund grant would enable TfL to understand and help overcome the barriers to accessing existing health and wellbeing tools over the next 18 months. Mobile buses would be placed at different sites offering health assessments and GP referrals if needed. A physical and mental health programme for staff at Acton Depot would be developed based on survey study results and evaluated after 12 months. The Health and Wellbeing Steering Group was prioritising leadership commitment, improved communications, and support and training for line managers to determine the milestones, deliverables and measures.

Progress made on the development of a health and wellbeing programme for London bus drivers included the introduction of self-assessment health kiosks at each of the operators to gather data across the whole of the network. The Employer Health Innovation Fund grant would enable TfL to research and pilot the best way to deliver bus driver health and wellbeing assessments in the longer term. Nine bids from bus operators for the Fatigue and Wellbeing Innovation Challenge would be taken forward. Funding awards would be announced shortly with trials due to start in autumn 2021.

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 undertaking with the bus operators to improve health among bus drivers was an example of its commitment to support contractors.

Progress would be reported back to the Panel in six months time, including more detail on milestones and measurements used to assess staff awareness and the impact of the initiatives.

[Action: Lilli Matson]

The Panel noted the paper.

43/09/21 Bus Driver Welfare

Gareth Powell and Adam Edwards introduced 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.

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.

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.

The Panel noted the paper.

44/09/21 Bus Safety Programme and Driver Health and Wellbeing

Gareth Powell and Jane Lupson introduced 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.

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.

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.

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.

The next round of bus driver training would focus on diversity and inclusion and an update would be brought back to the Panel, including further information on improving bus safety for more vulnerable customers.

[Action: Garth Powell]

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.

The Panel noted the paper.

45/09/21 Vision Zero Action Plan Update

Lilli Matson and Stuart Reid introduced 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 Mayor's commitment to Vision Zero and the elimination of deaths and serious injuries from the road network included interim targets to reduce deaths and serious injuries by 65 per cent by 2022, 70 per cent by 2030 and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041. The 2018 Vision Zero Action Plan outlined the Safe Systems framework TfL had adopted to work towards those goals and a progress report was planned; to take stock of the considerable amount of progress delivered; to refocus attention on Vision Zero as London emerged from the pandemic; and to share new insights that had emerged. Actions set out in the 2018 Action Plan would be incorporated into the refresh document and delivery status would be reported back.

The progress report would consider: the vision for London and application of the Safe Systems framework; progress in the last three years and emerging road safety trends; what London had delivered and new actions yet to be delivered under the five Safe System pillars of safe speeds, safe streets, safe vehicles, safe behaviours, and post-collision response and victim support.

The final draft of the Vision Zero Action Plan would be shared with the Panel prior to publication.

The Panel noted the paper.

46/09/21 TfL Sustainability Report and Corporate Environment Plan

Lilli Matson and Sam Longman introduced 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.

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. Progress and performance against metrics and plans for improvement would be reported annually to the Panel.

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. Its central aim was transition to zero-carbon London with five key themes of air quality, sustainable resources, best environmental practices, green infrastructure and climate emergency. Progress on the delivery of the Plan's objectives would be reported quarterly to the Panel and annually through the TfL Safety, Health and Environment report and future Sustainability Reports.

The focus was on the different activities, wide range of services, large workforce and vast supply chain that TfL as a large organisation undertook. The documents were intended to help improve environmental and sustainability performance, engage staff and stakeholders, attract and retain talent, support efforts to secure investment and build and strengthen partnerships.

The final drafts of the Sustainability Report and the Corporate Environment Plan would be shared with the Panel prior to publication.

The Panel noted the paper.

47/09/21 Human Resources Quarterly Report

Tricia Wright introduced the paper, which provided an update on key Human Resources (HR) led activities and performance for the period July - September 2021.

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.

The first key indicator of progress against the people scorecard measures would be the results of the annual Viewpoint staff survey which would be launched at the end of September 2021, following which an informal briefing would be provided for Members.

[Action: Tricia Wright/Secretariat]

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.

Marcia Williams had been appointed as the new Director of Diversity, Inclusion and Talent and was welcomed by the Panel. The new Director would be responsible for the diversity and inclusion strategy, principles and practices being delivered across the respective businesses, acknowledging the differing needs and business plans in each area. She was also responsible for implementing a TfL-wide talent strategy, organisational development and talent acquisition and creating a diverse workforce with a culture of high performance to meet current and future needs.

The latest group of 46 graduates and 64 apprentices were undertaking their induction this week, with a further 58 apprentices joining in January 2022. Fifteen students from 'Steps in to Work' celebrated completing their year end employability programme at an event in July 2021 and the students would be supported into employment over the coming year. A number had secured apprenticeships and some had entered further education.

TfL was experiencing an increase in staff turnover with a number of leavers attracted to other organisations for significantly more salary, particularly at senior levels, and it was struggling to recruit into a number of areas. The organisation was looking at ways to stall and mitigate this, particularly for diverse talent, and the issue was also being considered by the Remuneration Committee.

The Panel noted the report.

48/09/21 Diversity and Inclusion Update

Marcia Williams introduced the paper, which provided an overview of the work delivered and planned to help ensure TfL's workforce was more reflective of London and would create and embed a fairer and more inclusive culture where colleagues at all levels felt engaged and supported to be their authentic selves.

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.

In response to recent societal events relating to inequality and injustice, TfL had acted by offering many Director led 'listening sessions' across the organisation which were well received. TfL recognised that there was more work to be done to ensure the consistent provision of the supportive and inclusive environment to which it was committed.

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 the organisation. Colleagues were working to define TfL's Vision and Values and set out future direction. It was measuring success on how included colleagues felt with a new TfL Scorecard, addressing issues around race equality and challenging itself to do better by translating the Anti-Racism Leadership Charter into concrete actions to support colleagues.

Next steps also included: identifying pan-TfL diversity and inclusion priorities with the aim of collating common themes and issues at a TfL level and producing an Action Plan to address the findings; developing and delivering a Disability Roadmap; reviewing SafeLine and enhancing support mechanisms for colleagues to report issues of bullying and harassment and or/discrimination; and designing and implementing a new 12-week pre-employment intervention that incorporated traineeships and a deliverable model for those over 25 with barriers into the workplace.

The Panel noted the paper.

49/09/21 Safety, Health and Environment Assurance Report

Lilli Matson and Stuart Reid introduced 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.

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.

Starting from September 2021, it was proposed to improve 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.

An integrated approach had been adopted to deliver this improvement, based on two complementary strands of work. The first of these concerns ensured sufficient visibility, including reporting to senior executives on SHE assurance and key SHE risks in a unified and consistent way. The second strand included improvement of assurance processes to ensure the required tools and processes were in place. This work was being developed collaboratively across TfL directorates.

The Panel noted the report, considered any further development areas and agreed to regular reporting to the Panel.

50/09/21 Enterprise Risk Update – Inability to Support New Ways of Working (ER10)

Tricia Wright and Ben Hennessey introduced the paper, which provided an overview of Enterprise Risk 10 ('Inability to support new ways of working') which focused on technology, people and estates for office-based employees.

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. The programme was coordinating the delivery of clearly identified enablers towards hybrid working under different workstream, led by subject matter experts. The workstream delivery plans incorporated mitigations for the risks.

A gradual transition to hybrid working began from 17 August 2021, in line with the Government guidance. In the first three months, a partial return to the office would be optional. From mid-November 2021, TfL employees would return to the office for at least 20 per cent of their working time. The transition phase would run to March 2022 and a detailed business case proposal for future hybrid working would be submitted ahead of this date, for implementation from approximately April 2022 onwards. A longer duration

of the transition phase would allow the programme to continue to implement enablers, as well as test, trial, adapt and evolve the approach driven by evidence and insights.

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

51/09/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. No additional suggestions were raised for future discussion items on the forward plan or for informal briefings.

The Panel noted the forward plan.

52/09/21 Any Other Business the Chair Considers Urgent

There was no urgent business.

53/09/21 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Thursday 2 December 2021 at 10.00am.

54/09/21 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 item on Enterprise Risk Update – Inability to Support New Ways of Working (ER10).

The meeting closed at 12.28pm.

Chair: _____

Date: _____