

# 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, Wednesday 29 June 2022

### Members

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

### Executive Committee

Howard Carter	General Counsel (via Teams)
Lilli Matson	Chief Safety, Health and Environment Officer
Tricia Wright	Chief People Officer

### Staff

Katherine Adams	Business Partner, Procurement (via Teams for Minute 23/06/22)
Kerri Cheek	Senior Bus Safety Development Manager
Louise Cheeseman	Director of Bus Operations
Nick Dent	Director of Customer Operations
Laura Grant	Head of Procurement (via Teams for Minute 23/06/22)
Jonathon Hawkes	HR Strategic Planning Manager (for Minute 25/06/22)
Donna McGuigan	Diversity and Inclusion Lead (for Minute 27/06/22)
Siobhra Murphy	Engagement Manager – Vision Zero (via Teams for Minute 20/06/22)
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Integrated Assurance
Karen Wallbridge	Skills and Employment Lead (via Teams for Minute 26/06/2226)
Hannah White	Senior Safety and Strategy Manager (for Minute 29/06/22)
James Varley	Secretariat Officer

### Also in attendance

Jon Emmett	Principal Policy and Programme Officer, Greater London Authority (via Teams)
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## 16/06/22 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. The meeting was also being webcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

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 the appropriate member of the Executive Committee after the meeting. Members confirmed there were no other safety matters they wished to raise, other than those to be discussed on the agenda.

Mark Philips was attending via Teams and was able to take part in the discussions but was not counted toward the quorum. Andy Lord, Gareth Powell and Alex Williams were unable to attend and Kerri Cheek, Louise Cheeseman and Nick Dent were attending in their place. Howard Carter was attending via Teams.

## **17/06/22 Declarations of Interests**

Howard Carter introduced the item.

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

## **18/06/22 Minutes of the Meeting of the Panel held on 24 February 2022**

**The minutes of the meeting of the Panel held on 24 February 2022 were approved as a correct record and signed by the Chair.**

## **19/06/22 Matters Arising and Actions List**

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

The information provided to Dr Nina Skorupska CBE relating to the removal of the requirements to wear a face covering on the transport network would be shared with Panel Members. **[Action: Secretariat]**

**The Panel noted the actions list.**

## **20/06/22 Safety, Health and Environment Report**

Lilli Matson, Louise Cheeseman and Nick Dent 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 of 2021/22 (12 December 2021 to 31 March 2022) and notable incidents outside the reporting period.

This week saw the launch of Vision Zero Week and Siobhra Murphy introduced a video created for stakeholders and a wider audience as part of the work taking place. Members reflected on the content, and found it a moving and powerful reminder of the relentless need to address road safety. Significant mobilisation activity was taking place during the week which included a Parliamentary briefing, the Youth Panel, issuing a

communications toolkit, and social media engagement. Stakeholders such as the London boroughs, Metropolitan Police and London Ambulance Service were also involved. The Office of Rail and Road (ORR) had decided to bring legal proceedings against TfL in respect of the tram overturning at Sandilands in Croydon on 9 November 2016. TfL had worked closely with the ORR and the Rail Accident Investigation Branch (RAIB) to make the network safer. TfL had entered a guilty plea at the Magistrates' Court earlier this month. The next hearing at the Crown Court was scheduled for next week. The Panel would be kept updated.

The incident at Sandilands remained at the heart of safety performance. The recommendations of the RAIB report had been fully implemented and resulted in an increase in performance. TfL would continue to reflect on it and consider what more could be done.

There had been three fatalities involving London's buses since the last meeting which were currently under investigation.

A contractor carrying out a routine maintenance track patrol on the Metropolitan line had been struck by a train. Although the contractor was not hurt, it was a serious incident and the RAIB were investigating. At the same time, track access procedures were being reviewed.

Although the coronavirus pandemic was no longer at the front and centre of activities, it was still a significant factor and was considered in decision making as controls were lifted. Staff would continue to be supported, particularly those with symptoms of long Covid.

It was acknowledged that it was not likely that the target for reductions in the number of people killed or seriously injured on roads would be reached. Progress had been made, with a reduction of 44 per cent against the 2005-09 baseline but the 65 per cent target would be difficult to achieve. The rate of improvement was different across the modes. TfL was doing all it could, but it was a collective effort with other stakeholders. The right measures were in place, though these were at risk in a managed decline scenario.

All new buses since 2019 had been compliant with the Bus Safety Standard. Work to retrofit the standard was taking place on a further 1,200 buses that had come into service prior to 2019 with 959 completed so far. Funding uncertainty had caused a pause in the programme for a further 1,800 buses. A breakdown of whether injuries were caused on or by a bus would be included in the Safety, Health and Environment Report going forward.

**[Action: Lilli Matson / Louise Cheeseman]**

There was a clear link between fare evasion and workplace violence, with it linked to 40 per cent of incidents. The current cost of living situation was being monitored to understand if and how it might take effect. The approach to fare evasion had been light touch during the pandemic although as restrictions were relaxed, activity was increasing.

The Bus Action Plan had been published in March 2022 and it set out the steps being taken to improve the safety of buses including driver fatigue, health and wellbeing initiatives, building on the success of the Destination Zero programme and implementing a strategic, data-led approach to reducing passenger injuries.

Members commented on the ability to understand and manage driver consistency, particularly in braking and to a lesser extent acceleration. The Advanced Braking system was part of the Bus Safety Standard to be introduced in 2024. Research had taken place, and this would drive forward the system performance levels, although it was noted that systems that had a faster and more powerful reaction could impact on risk to passengers travelling inside the bus. Driver training standards were monitored across operators and individual garages/depots where appropriate and had been found to be consistent. Safety performance rates tended to be related to the distance travelled.

The removal of pandemic related public health restrictions had seen an increase in ridership although a demographic breakdown of customers was not available. It was known that weekend and leisure journeys showed the most significant return to previous levels. It remained to be seen if customers from more vulnerable groups were returning at the same rate as others. TfL was continuing to encourage and normalise the use of face coverings to ensure customers felt safe.

The Health and Safety Executive (HSE) had visited the TfL site at Acton and highlighted the need for a better health risk management system. Systems and processes were in place, however enhanced management was needed. Improvements were implemented and the HSE had confirmed that it was satisfied with the action taken.

Members welcomed the Mayoral and TfL's commitment to purchasing renewable energy. It was noted that it was also important not to lose sight of the need to reduce energy usage wherever possible.

**The Panel noted the report.**

## **21/06/22 Safety, Health and Environment Assurance Report**

Mike Shirbon introduced the paper, which provided an overview of the effectiveness of the risk controls for Enterprise Risk 1 – Major safety, health or environmental incident or crisis.

At the year-end, 94 per cent of the Audit Plan had been completed. The range of audits had been expanded to include matters such as security. The ability to provide assurance was a result of the ability to analyse data. A new digital assurance system had been procured which would allow front line assurance to be more effectively delivered.

The Panel noted there were a number of overdue actions. A series of protocols existed for assessing whether overdue actions should be extended or whether subsequent changes meant they were no longer appropriate following communication with the action owners. The Panel would receive an update on the approach to the most overdue actions at the next meeting. **[Action: Mike Shirbon]**

**The Panel noted the paper.**

## **22/06/22 2021 Road Safety Performance**

Lilli Matson and Stuart Reid introduced the paper, which set out road safety data from London in 2021 as well as analysis of the trends and patterns of interest for the Panel.

For the year 2021, 75 people had been killed, 3,501 people seriously injured and 23,071 people slightly injured on London's roads. This had been an improvement on the previous year which was acknowledged to be anomalous due to the public health situation. 2021 had seen reductions in the number of pedestrians and motorcyclists killed or seriously injured but with an increase in the number of cyclists killed or seriously injured. The geographical distribution of incidents had also changed with an increase in the share of people killed or seriously injured while walking in Outer London boroughs, in particular Croydon and Ealing. Members noted that further improvements would be difficult to achieve if funding was not made available.

The increase in deaths and injuries to cyclists was a concern, however the programme remained appropriate and had the flexibility to address the change in geography that was seen in 2021. Incidents on the TfL Road Network were returning to pre-pandemic levels and it was important to recognise that Vision Zero applied across London and not just the central zone.

The use of e-scooters was increasing and Government was considering further legalising their use. In terms of risk, any assessment would need to consider the origins of any modal shift.

The impact of roadworks on safety was taken into consideration. Roadworks activity was managed and advice and guidelines were issued to operators. The Network Management Centre provided surveillance and monitoring activities to assist with coordination.

**The Panel noted the paper.**

## **23/06/22 Responsible Procurement**

Laura Grant and Katherine Adams introduced the paper, which presented the draft Modern Slavery Statement and provided an update on activities related to responsible procurement.

From March 2024, suppliers would be requested to complete a Modern Slavery Assessment Tool with the expectation that a score of 70 per cent or above was achieved. This was for those suppliers who were not subject to a legal requirement to have their own Modern Slavery Statement in place. TfL would work with suppliers to achieve the score, with the aim of promoting responsible procurement and raising the standards of suppliers rather than it being a barrier to entry for suppliers. The target figure was subject to review to ensure it was appropriate. Confirmation would be provided on whether the responsible procurement programme applied to organisations with a commercial relationship with TfL who were not supplying a good or a service, such as lessees of commercial property.

**[Action: Katherine Adams / Laura Grant]**

TfL was working with Electronics Watch on its Low Emission Vehicle programme to promote transparency in the supply chain and improve conditions of workers in the mining and mineral extraction industry.

An update on Responsible Procurement would be provided to the Panel meeting scheduled for 16 November 2022. This would include further detail on environmental and sustainability issues.

**[Action: Katherine Adams / Laura Grant]**

**The Panel noted the paper.**

## **24/0622 Human Resources Quarterly Report**

Tricia Wright introduced the paper, which provided an update on key Human Resources led activities and performance for the period February – June 2022.

The TfL Scorecard set out the measures that would be reported against in future reports. The diversity declaration rate had seen a downward trend and the target of 56 per cent required a reversing of the trend. It was an important indicator as it reflected efforts to make TfL a more inclusive place to work. A communications programme was being put in place and this would be shared with the Panel. **[Action: Tricia Wright]**

In response to a request from Bronwen Handyside, the status in terms of union membership and collective bargaining of staff withing the graduate and apprentice programmes would be confirmed. **[Action: Tricia Wright]**

The gender, ethnicity and disability pay gap reports had been published. The results were mixed, and a more detailed paper was due to be presented at the next meeting to set out work that was taking place to address gaps.

A number of initiatives to help staff had been launched including: provision of guidance for staff and managers to better support colleagues who were trans or non-binary; the TfL Anti-racism charter; the first Domestic Abuse Policy which would strengthen TfL's ability to provide a safe and inclusive work environment for those affected by domestic abuse; and a partnership with two credit unions to provide access to financial services for colleagues at potentially more competitive rates for savings and loans.

On 1 April 2022 the transition to hybrid working was completed, with colleagues coming into the office a minimum of two days per week, and the priority remained to keep people safe. There were benefits to attending a place of work such as the social and collaborative nature of the environment. In addition, using the public transport network to travel to and from work helped staff have empathy with and an understanding of customers.

**The Panel noted the paper.**

## **25/06/22 Attraction and Retention of Our Employees**

Jonathan Hawkes introduced the paper, which set out the approach to the attraction and retention of employees, the current challenges, the range of initiatives and programmes currently in place and critical skills in the organisation. This item was considered in conjunction with the paper on Enterprise Risk 2 – Attraction, Retention and Wellbeing of Our Employees as there was a significant amount of overlap.

TfL was a people led organisation and the pursuit of its vision and purpose could only be achieved through its people.

Attraction and retention of staff and skills was a long-term challenge. The employment market was increasingly competitive and employees were making different choices about their career direction. The traditional employee offer was becoming less competitive, particularly in the areas of information technology and engineering, making it harder to attract people.

Skills retention was also important. A turnover of staff was normal and skills and knowledge needed to be retained through succession planning.

It was noted that roles in information technology and engineering were the most immediate to face the challenges posed by the strong employment market.

An emerging rewards strategy was being developed which would look beyond salaries but also career paths and address elements of the current package which may be less attractive to some people. The overall offer, beyond just salary, included career development, upskilling and reskilling, and the benefit of having worked at TfL for a period, which could draw people towards TfL. It was difficult to analyse and understand why people may not apply to TfL or not accept a job.

Attraction and retention pressures in pay band one roles had not been as acute as other pay bands, however all the initiatives would also be applied to those roles.

Analysis of leavers had shown that there was some disproportionality. Women, LGBT+ and staff with disabilities groups were leaving at a faster rate than being employed. This correlated with the Viewpoint staff survey scores. Data would be shared with the Panel.

**[Action: Tricia Wright]**

**The Panel noted the paper.**

## **26/06/22 Everyone's Future Counts**

Karen Wallbridge introduced the paper, which provided an update on the employability programmes, which sought to create opportunities and mitigate against barriers to employment for Londoners. The scheme generally applied to people who were not TfL staff and the purpose was to make them 'work ready'.

TfL had a key role in London's recovery, not only in providing a clean, safe transport network but also in ensuring everyone could thrive and flourish and not leave anyone behind.

It was known that there were social, economic and health inequalities in London. For example, women were more likely to be unemployed or have their working hours reduced than men, young black people were more likely to be unemployed than their white counterparts, and young people who were eligible for free school meals were more likely to have lower grades at GCSE levels.

The programme benefited participants by providing them with employability skills or educational attainment and giving them a level playing field in the employment market. TfL also benefitted, as it became a better organisation by learning from people who faced barriers and also had a better understanding of diverse groups who made up its customers. Staff who supported the programme also received personal and career development opportunities as a result.

**The Panel noted the paper.**

## **27/06/22 Acting on Viewpoint**

Donna McGuigan introduced the paper, which provided an update on our activities in response to the findings of the 2021 Viewpoint staff survey, including the work taking place to address the lower engagement and inclusion scores experienced by disabled and LGBT+ colleagues.

Engagement had taken place with the Staff Network Group for Disability and the OUTBound Staff Network Group and action was being taken to respond to the feedback provided.

The Staff Network Group for Disability had raised its members' concerns regarding possible backlash resulting from being perceived as receiving preferential behaviour. Panel Members highlighted the need to tackle this and move to a focus on workplace adjustments rather than reasonable adjustments which would provide a broader range of actions.

Going forward, disaggregated data would become available to allow an understanding of engagement across TfL's business areas. This would be shared with the Panel in due course.

**[Action: Tricia Wright]**

**The Panel noted the paper.**

## **28/06/22 Enterprise Risk Update – Attraction, Retention and Wellbeing of Our Employees (ER2)**

This item was considered in conjunction with the paper on Attraction and Retention of Our Employees, as detailed in Minute 25/06/22 above.

**The Panel noted the paper.**

## **29/06/22 Enterprise Risk Update – Failure to prevent Safety, Health or Environment incident / meet commitments (ER1)**

Lilli Matson and Hanna White introduced the paper, which set out the activities to manage risk relating to the failure to prevent a major safety, health and environment (SHE) incident and/or meet/comply with either applicable SHE regulations, SHE commitments or targets in the Mayor's Transport Strategy (MTS) and/or TfL's own Vision and Values SHE ambitions and roadmap deliverables.

A clearer, more specific interpretation of Enterprise Risk 1 (ER1) had taken place following feedback from the Panel when the item was presented in 2021. This made the risk more relevant at business unit level through the risk cascade. It also allowed the risk to be better aligned with TfL's Vision and Values and the MTS.

The risk was complex and ongoing. Progress had been made in mitigations and processes. The assessment of 'Requires Improvement' reflected uncertainty over funding, possible further actions by the Office of Rail and Road, climate related incidents and other factors.



A priority list of SHE Risk Topics had been created which were identified as the most likely to result in the risk being realised. It was noted that this did not cover all the risks but those that presented the greatest risk to mitigating the revised definition of ER1.

The prioritisation enabled a more joined up approach and visibility across the business units in TfL.

Climate change risk and its location with the Enterprise Risk system was a subject of significant discussion and ongoing work.

Members commented that funding, and in particular, the managed decline scenario was a common thread in this risk and safety management in general. A paper on risk and prioritisation of safety matters in relation to budgets was on the Forward Plan and would be presented when a clearer picture of funding was available .

Members noted that the risk was currently higher than target and requested the next update to include detail on plans to reduce the risk. **[Action: Lilli Matson]**

### **30/06/22 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the item.

The Chair requested that the Corporate Environment Plan updates scheduled for the 14 September 2022 meeting should include reports from various directorates such as Capital Investment and Operations to inform the Panel on how the Plan was cascaded through TfL.

The Action on Inclusion Report was added to the Forward Plan.

**The Panel noted the forward plan.**

### **31/06/22 Any Other Business the Chair Considers Urgent**

There was no urgent business.

### **32/06/22 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Wednesday 14 September 2022 at 10.00am.

### **33/06/22 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 – Attraction, Retention and Wellbeing of Our Employees (ER2); and Enterprise Risk Update – Failure to prevent Safety, Health or Environment incident / meet commitments (ER1).

The meeting closed at 12.30pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_