

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 16 November 2022

Members

Dr Lynn Sloman MBE (Chair)
Kay Carberry CBE
Bronwen Handyside (via Teams)
Mark Phillips
Marie Pye

Executive Committee

Andy Lord	Interim Commissioner (up to Minute 43/11/22)
Glynn Barton	Interim Chief Operating Officer
Howard Carter	General Counsel
Stuart Harvey	Chief Capital Officer (via Teams for Minute 40/11/22)
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Interim Chief People Officer

Staff

Katherine Adams	GLA Business Partner – Procurement (for Minute 45/11/22)
Tricia Ashton	Director of Rail and Sponsored Services (for Minute 43/11/22)
Christina Calderato	Director of Transport Strategy and Policy (for Minute 41/22/22)
Tom Cunnington	Head of Buses Business Development (for Minute 44/11/22)
Laura Grant	Head of Procurement (for Minute 45/11/22)
Sam Longman	Head of Corporate Environment (via Teams for Minute 40/11/22)
Lucy Neville	Commercial Manager (for Minute 45/11/22)
Amy Pidwill	Senior Safety Strategy Manager (for Minute 42/11/22)
Stuart Reid	Head of Insights and Direction
Tim Rudin	Senior Responsible Supplier Skills Manager (via Teams, for Minute 45/11/22)
Leonie Saywell	Organisational Development Lead, HR (for Minute 47/11/22)
Mike Shirbon	Head of Quality, Safety and Security Assurance
Hannah White	Senior Safety Strategy Manager (for Minute 48/11/22)
James Varley	Secretariat Officer
Shamus Kenny	Head of Secretariat

34/11/22 Apologies for Absence and Chair's Announcements

Apologies for absence were received from Dr Nina Skorupska CBE (Vice Chair) and Dr Mee Ling Ng OBE. Bronwen Handyside was attending via Teams and was able to take part in the discussions but was not counted toward the quorum. The meeting was quorate. Alex Williams was unable to attend.

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.

9 November 2022 marked the sixth anniversary of the tram overturning at Sandilands, Croydon in 2016. The Panel had been involved in, and had oversight of this matter and would continue to do so. The thoughts of all those present remained with those affected.

The meeting scheduled to be held on 14 September 2022 had been cancelled due to the national mourning following the death of Her Majesty Queen Elizabeth II. The agenda for this meeting included items that were due to be discussed at that meeting.

35/11/22 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 to declare that related specifically to items on the agenda.

36/11/22 Minutes of the Meeting of the Panel held on 29 June 2022

The minutes of the meeting of the Panel held on 29 June 2022 were approved as a correct record and the Chair was authorised to sign them.

37/11/22 Matters Arising and Actions List

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

The Panel noted the actions list.

38/11/22 Safety, Health and Environment Report

Lilli Matson introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) for Quarters 1 and 2 of 2022/23 (1 April to 25 June 2022 and 26 June to 17 September 2022) and notable incidents outside the reporting period.

In recent weeks, there had been a number of serious collisions involving heavy goods vehicles. Four of the collisions had resulted in the deaths of pedestrians, which highlighted the importance of the Vision Zero programme.

Performance for the year to date had been mixed. TfL was on track to reach its in year road safety target. For customer and workforce injuries, performance was just off target. The year had also seen an increase in car occupant fatalities and this was being

investigated. Engagement was also taking place with the food delivery sector with particular reference to moped and motorcycle riders.

Injuries arising from slips, trips and falls on the network accounted for over two thirds of injuries. Alcohol intoxication and failure to use handrails were significant contributing factors. Slips, trips and falls were a constant cause of injury, and while actions were taken to reduce rates, changes would be expected to occur in marginal increments as most causal factors were outside TfL's control.

Performance in capital programmes was good, demonstrated by the continual fall of the accident frequency rate.

Covid-19 remained as the largest cause of staff sickness and absence. The Braham Street memorial, which was dedicated to TfL colleagues who had tragically lost their lives to Covid-19, was due to open in early 2023.

There had been three similar 'trap and drag' events on London Overground. Meetings had taken place with the Office of Rail and Road and Arriva Rail Limited. Interventions were underway to influence both driver and customer behaviour.

Increases in workplace violence and aggression were unacceptable and actions were being taken to address recent increases in reported events. Discussions were taking place with trades unions regarding the roll out of body worn cameras to staff.

The Panel would receive an update on fatigue management at a future meeting. This would look at how programmes differed across the business areas (such as Dial-a-Ride).

[Action: Lilli Matson]

In response to a question from the Panel, Lilli Matson undertook to investigate and update the Members on the circumstances of a recent incident involving a Dial-a-Ride customer sustaining an injury while using their mobility scooter. **[Action: Lilli Matson]**

The Panel noted the report.

39/11/22 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.

Progress was being made in addressing overdue actions and these would be reported to the Audit and Assurance Committee.

In response to a request, the Chair would receive an update on the London Underground Civils Competence Management audit. **[Action: Mike Shirbon]**

The Panel noted the paper.

40/11/22 TfL Sustainability Report and Corporate Environment Plan Progress Report

Lilli Matson and Sam Longman introduced the paper, which provided an update on key metrics and ongoing progress. Andy Lord, Glynn Barton and Stuart Harvey explained how the sustainability and the Corporate Environment Plan (CEP) were being mainstreamed into the organisation.

Sustainability was core to the work of TfL, it ran through its Vision and Values and work was continuing to enhance it. Communication to customers and stakeholders was also an essential part of the sustainability agenda.

In the Capital directorate, the Healthy Streets schemes were being introduced, which included cycle superhighways. This was moving people out of private transport onto more sustainable modes of transport. Carbon leads had been appointed for all the major projects and a baseline had been created for major schemes. Staff were being put through carbon literacy programmes to increase levels of understanding. Supplier engagement was also taking place to talk about carbon and the environment in general, as well as engagement with other organisations with similar aims to help to understand how the low carbon agenda could be delivered. An environmental evaluation tool had been developed to help draw out environmental impacts. TfL had ambitions around green thinking, creating an organisation that focussed on whole life costs and considered carbon from end to end.

A similar situation was to be found within the Operations directorate. A key part of operations was to drive the enthusiasm and knowledge through the business. Carbon literacy was a part of this, as well as making sure that sustainability was embedded in the decision making process. Again, a whole life approach was being used, with staff encouraged to think about sustainability on an end to end basis. Engagement was also taking place with contractors, and sustainability was being built into contracts.

Significant amounts of work were taking place to drive forward sustainability. Business processes were changing to take into account environmental impact and how the wider business benefit was being captured and communicated.

TfL had a view of its emissions baseline, from an operational and infrastructure perspective and in the context of what travel means in London. The CEP set out the steps for TfL to work on its own emissions. Actions such as the plans for zero emissions buses and the power purchase agreement would allow significant steps forward to be taken. The Panel would receive an update at a future meeting that would provide more detail on the CEP roadmap and the focus of activities. **[Action: Lilli Matson]**

While funding was acknowledged to be a challenge, efficiencies and carbon reduction would require expenditure. There was a financial cost to climate change and it was better to adapt and change ahead of regulation. A narrative was being developed to set out how short term carbon expenditure could achieve long term savings.

The Sustainability Staff Network Group was a good example of how staff wanted to support change. The group was sponsored by Lilli Matson and held events and other activities as well as communicating its work.

TfL had been working with London boroughs, utility companies and developers to progress a city-wide catchment strategy for surface water flooding. The Mayor and

Deputy Mayor for Environment and Energy were leading on the project which was informed by the Copenhagen Cloudburst Strategy.

The Panel noted the paper.

41/11/22 Direct Vision Standard and Safety Permit Scheme for Heavy Goods Vehicles

Christina Calderato introduced the paper, which informed the Panel on the outcomes of the introduction of the first phase of the Direct Vision Standard (DVS) scheme, which was launched in October 2019 and also provided an update on progress being made to develop and implement Phase 2 of the DVS and heavy goods vehicle (HGV) safety permit scheme.

During the first year of enforcement of the DVS and HGV safety permit scheme enforcement from 1 March 2021 to 28 February 2022, a total of 191,769 Safety Permits were issued with 112,259 to 'zero star' vehicles and 4,768 to 'five star' vehicles. Compliance with the scheme was very high, with more than 94 per cent of HGVs in London operating with a Safety Permit. The number of fatal collisions involving an HGV where vision was cited as a contributory factor had fallen compared to previous years (six in 2021, compared to eight in 2020 and nine in 2019), although this needed to be considered in the context of the coronavirus pandemic. 'Zero star' rated vehicles accounted for four of the six fatal collisions in 2021, where vision was cited as a contributory factor. This indicated that direct vision offered benefits over other Safe System equipment, which further pointed to the need to further raise the minimum direct vision threshold to 'three-stars'.

Collision data related to pedestrians and cyclists and consideration would be given to how other vulnerable road users such as motorcyclists could be included.

[Action: Christina Calderato]

The work of the project focussed on vision, Members noted that the use of Intelligent Speed Assistance on heavy goods vehicles would provide further safety benefits.

The Panel noted the paper.

42/11/22 Vision Zero Action Plan Progress Report – One Year On

Amy Pidwill introduced the report, which outlined progress against the action plan and put it into context against road safety trends that have emerged since the coronavirus pandemic, as well as updating the Panel on the results of installing Intelligent Speed Assistance (ISA) within TfL's vehicle fleet.

The rollout of ISA within TfL's fleet had delivered a 62 per cent reduction in speeding events but made no difference in the driving experience or journey times. The next step was to look at including fitment of ISA as part of the fleet procurement specifications. The positive impacts of ISA were also being communicated to Government.

TfL worked closely with the Metropolitan Police Service to improve the granularity of data and quality of information. A data led approach could be used to help inform predictive modelling to improve road safety.

It was acknowledged that the 70 per cent reduction in people killed or seriously injured on London's Roads by 2030 was a challenge, however, evidence had shown that the interventions such as speed reduction, bus safety and addressing safety at junctions were effective.

Reduction in road speeds due to 20mph speed limits were effective but effective enforcement by the police was required. As exceeding speed limits was a criminal offence, any changes to legislation to transfer enforcement powers to local authorities would result in de-criminalisation of the offence.

An ongoing programme of reviews of pedestrian controlled crossings was in place. Priority was being given to pedestrians.

A report on Road Safety and Deprivation was being produced and the Panel would receive a briefing on its content in due course. **[Action: Lilli Matson]**

The Panel noted the paper.

43/11/22 Vision Zero Plan for TfL's River Based Operations

Tricia Ashton introduced the paper which set out the Safety, Health and Environment Vision Zero Plan for TfL's River-Based Operations, which built on the Mayor's River Action Plan from 2013. TfL's river-based operations had grown with the addition of the Woolwich Ferry as a TfL-run service.

Good progress was being made on river safety. Safety management systems had been fully embedded across the organisation and safety performance indicators were used to track, monitor and improve performance.

The Safety Performance Index was a set of safety performance measures that allowed a wider view of risks and enabled TfL to prioritise those risks and track mitigating actions. The relatively low level on incidents meant that backward looking indicators did not provide sufficient level of useful data and a number of forward-looking indicators were also used.

The Panel noted the paper.

44/11/22 Bus Safety Programme Update

Tom Cunnington introduced the paper which provided an update on progress of the delivery of the Bus Safety Programme.

The programme was on track and delivering a downward trend in people killed or seriously injured on or by a bus. The impact of the new Government funding deal on bus safety projects was not yet known although a number of projects had been paused until funding became available. There was a prioritised programme for re-introduction of projects.

A number of projects were continuing, including the review of the Bus Safety Programme strategy and this would be shared with Panel Members when it was published.

[Action: Tom Cunnington]

The Bus Safety Standard was being introduced in phases as different technologies were at different stages of maturity. Phasing allowed early introduction of the more mature technologies to vehicles and time for development of less mature systems.

The customer injury rates varied between operators, which was the result of the different profiles of the routes and distances operated.

It was noted that there was a shortage of bus drivers in London and across the country. A part of the fatigue management training was to enable bus operators to understand the impact of requests for overtime on drivers. Details of the fatigue training would be shared with Members.

[Action: Tom Cunnington]

The increase in the use of both legal and illegal e-scooters on the roads and the impact that would have on bus operation would be factored into bus safety activities.

The Panel noted the paper.

45/11/22 Responsible Procurement

Laura Grant, Lucy Neville and Tim Rudin introduced the paper, which provided an update on the Responsible Procurement programme.

The Greater London Authority (GLA) Group Central Responsible Procurement team published the revised GLA Group Responsible Procurement Implementation Plan in September 2022. This provided ambitions and targets for TfL.

The areas of responsibility for TfL were: Skills and Apprenticeships, Ethical Sourcing and Modern Slavery, Environmental Sustainability, Fair and inclusive employment practices and Supplier Diversity.

Approximately 50 per cent of TfL key suppliers disclosed their workforce diversity data through the Diversity Data Benchmarking Initiative and future reports would provide updates on the response rate.

[Action: Laura Grant]

A minimum of 10 per cent of the total tender evaluation score would be allocated to responsible procurement and social value for all GLA Group above-threshold contracts. This would recognise bidders who could deliver community, environmental and local economic benefits where relevant and proportionate to the subject matter of the contract. It was possible to increase the social value weighting in procurement, however this had to be balanced with potential cost implications. A proportionate approach would be used dependent on the nature of the goods and services being procured.

A new e-procurement tool was being purchased which would enhance the ability monitor to key elements of the procurement process.

The Good Work Standard brought together best employment practices and links to resources and support from across London to help employers improve their organisations. Further information would be supplied to Members. **[Action: Laura Grant]**

A pre-employment programme was in place to address the gender balance in apprenticeships in the supply chain, as the current level was 80 per cent male.

The Panel noted the paper.

46/11/22 Human Resources Quarterly Report

Fiona Brunskill introduced the paper, which provided an update on key Human Resources (HR) led activities and performance for the period June to October 2022.

The Our TfL Programme had been established to ensure that TfL could deliver on its Vision to be a strong, green heartbeat for London, whilst also supporting its Values to be caring, open and adaptable. Further information was due to be provided to the Board at its next meeting.

The Count Me In campaign had launched and its purpose was to increase diversity declaration rates to enable TfL to ensure its activities around equality were effective. A new HR app was being developed which, amongst other functionality, would make it easier to self declare and information was provided to assist staff assess themselves.

The annual Viewpoint staff survey had taken place. While there had been a small improvement in response rate, from 54 per cent in 2021 to 57 per cent in 2022, it was acknowledged that this could be improved. Making the survey entirely paperless had helped increase the response rate. The last 12 months had been a challenging time for TfL in areas such as funding and this was expected to be reflected in the survey results.

The graduate and apprentice recruitment scheme had seen a record 54 per cent joining from a Black and Minority Ethnic community, with women starters falling slightly from 32 per cent to 29 per cent.

The Steps into Work Scheme was welcoming a new cohort of 11 people. The previous cohort of nine students had now finished the scheme after completing their 12-month programme. Three students have already secured permanent roles and the remaining students continued to be supported into either paid employment or further training.

Further work was underway to make TfL more welcoming and collaborative to embed and maximise the benefits of hybrid working.

Pay negotiations were underway, with a focus of higher increases for staff at the lower end of the pay scale. It would be confirmed whether any data was held relating to whether any staff were in receipt of in-work benefits. **[Action: Fiona Brunskill]**

Background information on the Staff Network Groups and the process of electing Chairs and Deputies would be provided to Panel Members. **[Action: Fiona Brunskill]**

Consultation activities were taking place in the Occupational Health department to strengthen its medical advisory capability and to create a strategic focus on wellbeing. Consultation was also taking place in trauma counselling and physiotherapy, in recognition of the constraints of those services being available in a single location at the present time.

The Panel noted the paper.

47/11/22 Leadership Development at TfL

Leonie Saywill introduced the paper, which set out the approach being taken to develop leaders at all levels in TfL and how this supported the mitigation of Enterprise Risk 2 on the attraction, retention and wellbeing of our people.

An employee led approach was being used to give people the opportunity to develop and grow. The development of values led leaders at all levels was important to TfL and fed into retention and succession planning.

Two frameworks, Senior Leadership Strengths and People Leadership, provided clarity and consistency, and their role was to shape the development offering for leaders. TfL's leadership needed to be diverse and applications from underrepresented groups were welcomed.

Critical roles were being identified and from that, succession plans would be developed. It was essential that the succession pipeline was sufficiently diverse to ensure appropriate representation. The use of robust data to inform the programme as well as highlight the retention aspects of the programme was necessary

The Panel noted the paper.

48/11/22 Plan for Managing our Safety, Health and Environment Enterprise Risks

Hannah White introduced the paper, which provided an update on the progress in developing Safety, Health and Environment (SHE) Enterprise Risks and the Strategy and Plan for effective management. The risk was assessed as 'above tolerance' and 'requires improvement'.

The approach was to build the confidence that TfL was proactively managing its controls around the risk of failure to prevent SHE incident/meet commitments.

Changes had been made to the way the risk was articulated and the associated governance and improvements had also been made to key controls. The visibility of leading indicators was being increased to highlight areas of concern. Collaborative working was being encouraged to manage SHE risk across the business areas in line with roles, accountabilities and influence.

The Panel noted the paper.

49/11/22 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item.

An update on the Gender Pay Gap would be presented to a future meeting.

The Chair and Chief Officers would be reviewing the plan and it would be updated in due course.

The Panel noted the forward plan.

50/11/22 Any Other Business the Chair Considers Urgent

There was no urgent business.

51/11/22 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 22 February 2023 at 10.00am.

The meeting closed at 1.00pm.

Chair: _____

Date: _____