

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 22 February 2023**

Members

Dr Lynn Sloman MBE (Chair)
Dr Nina Skorpuska CBE (Vice Chair) (From minute 16/02/23)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye (via Teams) (From minute 10/02/23)

Executive Committee

Glynn Barton	Interim Chief Operating Officer
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Interim Chief People Officer

Staff

Christina Calderato	Director of Transport Strategy and Policy
Andrea Clarke	Director of Legal
Sam Longman	Head of Corporate Environment
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Quality, Safety and Security Assurance
Hannah White	Senior Safety Strategy Manager
Sue Riley	Secretariat Officer

Other Attendees

Catherine Baker	Director, CIRAS
Catherine Barber	Assistant Director, Environment and Energy, Greater London Authority

01/02/23 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Apologies for lateness had been received from Dr Nina Skorpuska CBE and Marie Pye. Marie Pye was attending via Teams and was able to take part in the discussions but was not counted towards the quorum. The meeting was quorate. Howard Carter, General Counsel, was unable to attend the meeting and Andrea Clarke was deputising.

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.

The Chair, on behalf of the Panel, passed on condolences to the family of Oscar Roith, CB; FREng; FIMEchE; FRSA; DSc; MA(Cantab), who passed away on 6 February 2023, aged 95. Oscar was appointed to the Board of London Transport following the Fennell Enquiry into the King's Cross Fire where he served as a Member from 1988 to 1995 and was the Chair of its Safety Audit Committee.

London owes Oscar a debt of thanks as his leadership drove significant improvements in safety and reduced crime across the bus, Tube and rail networks. He was instrumental in overseeing the implementation of safety improvements, including the smoking ban, on London Underground, following the King's Cross Underground station fire of 1987. His focus on improving collaboration between management, unions, staff and the British Transport Police and revamping training programmes created a much improved safety culture.

02/02/23 Declarations of Interests

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date. Mark Phillips declared an interest in Item 5 (05/02/23) in his capacity as Director of CIRAS Limited and Railway Documentation Drawing Services Limited.

There were no other interests to declare that related specifically to items on the agenda.

03/02/23 Minutes of the Meeting of the Panel held on 16 November 2022

The minutes of the meeting of the Panel held on 16 November 2022 were approved as a correct record and the Chair was authorised to sign them.

04/02/23 Matters Arising and Actions List

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

The Panel noted the updated actions list.

05/02/23 Presentation from CIRAS

Lilli Matson and Catherine Baker introduced the annual report from CIRAS (Confidential Incident Reporting Service), examining trends and themes across TfL.

TfL welcomed the role of CIRAS in providing an independent reporting service and in highlighting the importance of raising the profile of safety reporting across the organisation.

All individual reports received by CIRAS were fully investigated and fed back to the reporter, who had further opportunity to respond, until a satisfactory resolution was reached by all parties.

The Panel noted the paper and presentation.

06/02/23 Safety, Health and Environment Quarterly Report – Quarter 3 2022/23

Lilli Maston introduced the report, which provided key information and trends reported in Quarter 3 of 2022/23 (18 September to 10 December 2022).

Following discussions with the Chair and Vice Chair, staff were reviewing the style of the quarterly report to ensure a more concise and strategic approach, with a focus on work in progress and key trends.

An update was provided on the 2 December 2022 pre-inquest review hearing related to the death of a self-employed contractor at Waterloo Underground station on 18 September 2019, at which London Underground was an interested person. A further hearing would take place on 4 April and the inquest would take place before a jury from 5 to 16 June 2023.

A letter from the National Union of Rail, Maritime and Transport Workers had been sent to the Mayor regarding station staffing and TfL had sent a response outlining the detailed process of safety risk assessment used when assessing staffing at stations.

It was agreed that data would be provided in future reports on progress against relevant targets within the Mayor's Transport Strategy. **[Action: Lilli Matson]**

An update would be provided to a future meeting on the project involving three bus operating companies and the collection of data relating to slips, trips and falls. **[Action: Lilli Matson]**

Improvements in platform safety was limited by design at older stations and therefore changes in passenger behaviour would be the most effective mitigation.

Members highlighted the importance of a change in motorcyclist speed compliance in Low Traffic Zones and the need for targeted enforcement and awareness raising.

The upward trend in recorded workplace injuries can be linked to increased reporting of workplace violence due to increased awareness and a zero tolerance approach. It was hoped that the use of body cameras and criminal prosecutions by TfL would act as a deterrent.

As many slip, trip and fall incidents were related to intoxication, it was agreed that staff would consider how partnership working with the hospitality sector could help reduce alcohol related incidents on the transport network. **[Action: Lilli Matson]**

The Panel would continue to closely monitor Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) incidents within the Capital Directorate.

The Panel noted the report.

07/02/23 Pan-TfL Fatigue Management Programme Update

Hannah White introduced the overview of the Fatigue Management Programme and approach to developing a pan-TfL Fatigue Management Plan.

The Panel welcomed the paper, and the pro-active approach to fatigue management reporting. The importance of ensuring staff take adequate rest days and the impact of second jobs, within the context of the cost of living pressures, were discussed. While second jobs were not monitored by the current system, it was noted that this was a relevant issue for future monitoring systems.

The Panel noted the paper.

08/02/23 London-Wide Ultra Low Emission Zone

Christine Calderato presented the update on the London-wide Ultra Low Emission Zone (ULEZ).

Members were advised that an application for judicial review had been made by the London Boroughs of Hillingdon, Harrow, Bexley and Bromley and Surrey County Council challenging the Mayor's decision made on 24 November 2022 to confirm the expansion of the ULEZ London-wide and to approve £110m in funding for the associated scrappage scheme. TfL was also named as an interested party.

The importance of a need for a clear communication strategy was highlighted.

It was agreed that a Panel briefing would be arranged on the details of the ULEZ scheme.
[Action: Secretariat]

The Panel noted the paper.

09/02/23 TfL Climate Change Adaption Plan

Sam Longman introduced the draft TfL Climate Change Adaptation Plan, setting out the actions TfL is undertaking to prepare for the impacts of climate change and reduce the risk of climate impacts on London's transport network.

As an immature and complex field, TfL was being seen as a leader in this area. Staff training, internal and external engagement and inclusion in TfL's business as usual activities, such as procurement and project approvals, were all highlighted.

Members noted the importance of investment in assets and the need to build those costs into TfL's capital programmes and seek ways to unlock external funding such as grants and private investment. Staff up-skilling and development of climate adaption risk management were also highlighted as areas for improvement.

The Greater London Authority welcomed the Plan and the involvement in its drafting and would welcome the opportunity to help accelerate the carbon literacy training programme. The Chair thanked Catherine Barber for attending the meeting and for her valuable input and the collaborative approach in developing the Plan.

A place based investment approach which unlocked initiatives and benefits would be more likely to attract private investment and avoid “cherry picking”.

TfL capital investment projects seeking financial authority would be required to demonstrate consideration of climate change and adaptation measures.

Further updates would be provided to the Panel at future meetings.

The Panel noted the paper.

10/02/23 Human Resources Quarterly Report

Fiona Brunskill presented the update on key activities across the Chief People Office Directorate for the period November 2022 to January 2023.

The format of the report had been changed to reflect a more strategic approach to tracking scorecard data and this was welcomed. In future reports the Panel requested that progress and outcomes are tracked. **[Action: Fiona Brunskill]**

The People Leaders Framework had been well received by staff, particularly within the Customer Services teams.

Staff financial wellbeing, use of food banks and overtime working, as previously discussed, were important qualitative measurements on how the cost of living crisis impacted health, safety and pay discussions.

The Panel noted the report.

11/02/23 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 (ER1) – ‘Inability to deliver safety objectives and obligations’, Enterprise Risk 3 (ER3) – ‘Environment including climate adaptation’ based on second line of defence audit work by the Quality, Safety and Security Assurance team and third line of defence work by the Internal Audit team. Information was also provided on Enterprise Risk 6 (ER6) – ‘Deterioration of operational performance’ and Enterprise Risk 4 (ER4) – ‘Significant security incident’, as they correlated to ER1.

Significant progress had been made on reducing overdue actions.

A number of internal audits were being carried out in the Climate Adaption team, as part of a staged process.

The Panel noted the paper.

12/02/23 Enterprise Risk Update – Attraction, Retention, and Wellbeing of Our Employees (ER2)

Fiona Burnskill introduced the paper and related supplementary information on Part 2 of the agenda, which provided an overview of Enterprise Risk 2 (ER2) – ‘Attraction, retention, and wellbeing of our employees’.

Staff turnover was currently highest in the Finance and Communications teams.

Members asked to be provided with further assurances regarding the controls and mitigation measures. **[Action: Fiona Brunskill]**

Employment data, excluding non-permanent labour, would be provided to Members CBE. **[Action: Fiona Brunskill]**

The Panel requested that further disaggregated data on retirement profiles be included in future reports to inform workforce planning. **[Action: Fiona Brunskill]**

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

13/02/23 Members' Suggestions for Future Agenda Discussions

Lilli Matson and Stuart Reid presented the proposed forward plan for 2023/24.

Any issues raised at Board meetings would be incorporated into the Quarterly Safety, Health and Environment Reports.

Members stressed the importance of addressing cross cutting themes and not just single issue items.

The Panel agreed the proposed approach to future papers and the forward plan.

14/02/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

15/02/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 24 May 2023 at 10.30am. All future Panel meetings would start at the later time of 10.30am.

16/02/23 Exclusion of 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 – Attraction, Retention, and Wellbeing of Our Employees (ER2).

The meeting closed at 12.22pm.

Chair: _____

Date: _____