

# 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  
10.30am, Wednesday 24 May 2023

### Members

Kay Carberry CBE (Chair of Meeting)  
Dr Mee Ling Ng OBE  
Mark Phillips  
Marie Pye

### Executive Committee

Howard Carter	General Counsel
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Interim Chief People Officer

### Staff

Katherine Adams	GLA Business Partner, Procurement and Commercial (for Minute 27/05/23)
Christina Calderato	Director of Transport Strategy and Policy
Kerri Cheek	Senior Bus Safety Development Manager
Louise Cheeseman	Director of Bus
Stuart Coates	Commercial Manager, Procurement and Commercial (for Minute 27/05/23)
Sam Longman	Head of Corporate Environment (for Minute 29/05/23)
Andrew Morsley	Director of Operational Planning
Patricia Obinna	Interim Director of Diversity and Inclusion
Stuart Reid	Head of Insights and Direction
Raj Sachdeva	Director of Finance
Mike Shirbon	Head of Quality, Safety and Security Assurance
Shamus Kenny	Head of Secretariat

### **17/05/23 Appointment of a Chair of the Meeting, Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Dr Lynn Sloman MBE (Chair), Dr Nina Skorpuska CBE (Vice Chair) and Bronwen Handyside. The meeting was quorate.

In the absence of both the Chair and the Vice Chair, the Committee appointed Kay Carberry CBE as the Chair for the meeting.

Glynn Barton, Chief Operating Officer was also unable to attend the meeting and was represented by Andrew Morsley.

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 Panel agreed to alter the order of the agenda. The minutes of the meeting reflect the agenda order for each item.

### **18/05/23    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 and there were no other interests to declare that related specifically to items on the agenda.

### **19/05/23    Minutes of the Meeting of the Panel held on 22 February 2023**

**The minutes of the meeting of the Panel held on 22 February 2023 were approved as a correct record and the Chair was authorised to sign them.**

### **20/05/23    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 updated actions list.**

### **21/05/23    Safety, Health and Environment Report – Quarter 4 2022/23**

Lilli Matson introduced the report, which provided key information and trends reported in Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023). Members noted and welcomed the improved report format.

The Office of Rail and Road prosecution of the driver of the tram that overturned at Sandilands, Croydon on 9 November 2016, was currently taking place. TfL and the operator had pleaded guilty to the charges of health and safety breaches. Staff current and former, were giving evidence and were being given appropriate support.

Performance against the Scorecard for Quarter 4 showed targets had been achieved for people killed or seriously injured in road traffic collisions, people killed or seriously injured in road traffic collisions in or by a London bus and customer injuries. Workforce injuries were slightly above target. Activities were taking place to address this and interventions have already taken place. The Panel welcomed the continued performance from the Capital Directorate.

The Department for Transport was due to issue the national road safety figures and TfL would release the corresponding 2022 data for London. It was noted that the long-term trend for road casualties in London was trending downwards but not on target, reductions in injuries to children and vehicle occupants had seen improvements, and progress was

needed in walking, cycling and motorcycle performance. While, overall, the Vision Zero Action Plan was an effective tool, the actions were being kept under review to ensure they were being effective and were the right interventions. The Inequalities in Road Danger in London report was also being used to inform this work.

On 5 May 2023, an incident had occurred at Clapham Common station, which resulted in some passengers evacuating the train through breaking carriage windows and climbing out. This was the result of reports of an acrid burning smell from the train and was subsequently understood to be a substance interacting with the hot underside of the train. The situation was understandably upsetting for passengers and a review of the incident was taking place.

Workplace violence and aggression had been increasing. There was evidence that the increase was partly due to better reporting but also customer behaviour which had, in some cases, changed following the coronavirus pandemic related lockdowns in the previous years. There was also some correlation between the increase and an increase in fare evasion and this was being addressed through revenue protection and enforcement activities. Communication and messaging of the unacceptability of violence and aggression would take place with customers. Members supported the zero-tolerance approach that TfL was taking.

On environment and sustainability, activities were underway to support the introduction of the London-wide Ultra Low Emission Zone on 29 August 2023. The Power Purchase Agreement had moved to the next stage of procurement and the Climate Change Adaptation Plan had been launched.

The Safer Streets 20mph zones were continuing to be introduced across London. The zones have a positive impact on pedestrian casualty rates and data on benefits realisation would be used to help promote further roll out in London's boroughs.

**The Panel noted the report.**

## **22/05/23 Bus Safety Programme Update**

Louise Cheeseman and Kerri Cheek introduced the paper, which provided an update on the progress of the delivery of the Bus Safety Programme and the roll out of the Bus Safety Standard.

The Bus Safety Standard was being rolled out against the published roadmap. At the end of April 2023, 1,009 new buses met the standard, approximately 11 per cent of London's bus fleet. 1,204 buses had been retrofitted with Intelligent Speed Assistance technology. It was expected that 50 per cent of the fleet would have the technology by the end of 2024. Acoustic Vehicle Alerting Systems had been a requirement on new quiet-running buses since the launch of the Bus Safety Standard, with 869 systems fitted to the end of April 2023.

The Bus Safety Strategy was nearing completion and would be shared with Members. The strategy was a collaborative piece of work, with involvement of the bus industry, suppliers, manufacturers and operators. It was driving wider changes in the industry as a whole, and an aspiration of the safety features becoming standard fitment on vehicles.

The Bus Safety Standard also helped identify areas which would drive the targets of the Vision Zero programme.

Improvements in safety from the introduction of the standard would be seen over time. New challenges were emerging, such as the usage of e-scooters and monitoring would take place to see if adaptations needed to be made to take into account new risks.

Work was taking place to look at customer and driver behaviours and how changes would enhance safety. For example, a review was taking place of bus stops adjacent to segregated cycle lanes and how warnings to passengers and cyclists could reduce incidents. Behaviour change was also being considered in terms of reductions in slips, trips and falls in buses, which had seen increases during the coronavirus pandemic as customers were less likely to hold onto handrails or have contact with surfaces.

In response to a request from Members, the Panel would receive the Bus Safety Strategy following publication. **[Action: Louise Cheeseman]**

**The Panel noted the paper.**

### **23/05/23 Initiative to Promote Women in the Bus and Coach Industry**

Louise Cheeseman introduced the paper, which provided an outline of a new initiative, to be called 'Women in Bus and Coach', led by TfL's Bus Operations Directorate to encourage and support more women into the bus and coach industry in London and across the country.

The initiative was to address factors that acted as a barrier to entry into all parts of the industry, including management and technical positions. Barriers included vehicle cab ergonomics, the standard of facilities and working patterns and rostering. Changes to these and other factors would make a career in the bus and coach sector more attractive to women.

Members welcomed the work, which would make the industry more representative and address the shortage of drivers.

**The Panel noted the paper.**

### **24/05/23 Action on Inclusion Update**

Patricia Obinna introduced the paper, which provided an update on the development of the colleague section of TfL's Action on Inclusion Strategy; Creating an Inclusive Workforce document. The document had been informed through engagement with staff, including over 500 listening sessions, and through informal discussions with the Board and the Mayor and his team.

The colleague section of Action on Inclusion would be launched in June 2023 and was the vehicle to deliver the Mayor's Transport Strategy relating to TfL becoming a more inclusive employer. A communication plan was being developed, which would address the challenges of briefing operational colleagues.

The document was also being shared with other parts of the Greater London Authority Group and TfL would reach out to others, such as the Metropolitan Police Service, to learn from their experiences. As a seven-year strategy, it would continue to evolve to meet its 2030 targets.

Regular updates would be provided to the Panel on progress against its measurable targets, with an annual update to the Board.

**The Panel noted the paper.**

## **25/05/23 Human Resources Quarterly Report**

Fiona Brunskill presented the update on key activities across the Chief People Officer Directorate for the period February to May 2023.

The recent Human Resources Conference enabled 300 colleagues to meet together for the launch of the Colleague Strategy, which was being discussed later in the agenda.

Senior manager representation was now a Scorecard measure, with significant work taking place to ensure it was achievable and that appropriate interventions could be introduced if targets were not achieved.

A leaver survey had been introduced earlier in the year and an update would be provided to the Panel once a suitable dataset had been developed. **[Action: Fiona Brunskill]**

The identification of critical and hard to fill roles had been aligned with the action planning cycle, which would take place after end of year performance reviews in May and June 2023. Members suggested forging closer links with universities and educational establishments to enhance TfL's ability to recruit for the necessary skills, and could involve input into the design of courses that would address specific needs of TfL. **[Action: Fiona Brunskill / Karen Wallbridge]**

A review of policies was underway, which would lead to principle-based policies and procedures. There would be less reliance on detailed, prescriptive rules that were long, rigid and complex. Leadership training was a key part of enabling principle-based policies to be successfully implemented.

**The Panel noted the report.**

## **26/05/23 Our Emerging Colleague Strategy**

Fiona Brunskill introduced the item, which outlined proposals to make TfL a great place to work for everyone to thrive, so that it would attract, retain and develop people with the skills to achieve its goals.

The Colleague Strategy focused on three key themes: creating a culture of inclusion across TfL; an attractive and fair employee offer; and supporting everyone to achieve their work ambitions.

The Colleague roadmap set out the stages of delivery of the strategy, with activities undertaken by the Leadership Team and the wider staff population.

The Panel acknowledged the ongoing need to ensure staff attendance in office locations was maintained as recent research had identified the benefits of staff having informal social relationships with colleagues.

**The Panel noted the paper.**

## **27/05/23 Responsible Procurement**

Katherine Adams introduced the paper, which presented the draft Modern Slavery Statement 2022/23 and activities undertaken in the 2022/23 financial year (1 April 2022 to 31 March 2023).

In the year, the campaign to invite medium- and high-risk suppliers to complete the Cabinet Office Modern Slavery Assessment Tool had resulted in an 80 per cent completion rate, an increase from 50 per cent last year. Two modern slavery due diligence workshops had also taken place.

Working with Electronics Watch, progress continued to be made on the Low-Emission Vehicle Programme.

As requested by Members, the draft Modern Slavery Statement also included more details on TfL's responsibilities in property development and as a landlord. TfL's property company, TTL Properties Limited, had formed a compliance team to manage and visit TfL tenants across the estate and the staff were trained to identify signs of modern slavery and to report suspected incidents and to engage with tenants so that they also understood modern slavery issues.

The draft Modern Slavery Statement would be presented to the Board for approval at its meeting in July 2023. The cover paper would identify differences between the existing and proposed statements. **[Action: Katherine Adams]**

**The Panel noted the paper.**

## **28/05/23 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 (QSSA) 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.

A total of 31 second line QSSA audits were delivered in Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023), taking the total to 89 per cent of the annual plan for 2022/23.

The audit of Management of Civil Engineering Deep Tube Project Asset Data for New Assets was concluded as 'poorly controlled' in Quarter 4 and had an agreed and tracked action plan in place.

There had been a significant improvement in the management of actions in 2022/23. At the end of Quarter 4 there were 35 overdue actions out of 92, with only six more than 100 days overdue.

**The Panel noted the paper.**

### **29/05/23 Enterprise Risk Update – Environment including Climate Adaptation (ER3)**

Sam Longman introduced the paper and related supplementary information on Part 2 of the agenda, which provided an overview of the management of risk in relation to TfL failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations.

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

### **30/05/23 Members' Suggestions for Future Agenda Discussions**

Howard Carter presented the proposed forward plan for 2023/24.

**The Panel noted the forward plan.**

### **31/05/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **32/05/23 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Wednesday 13 September 2023 at 10.30am.

### **33/05/23 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 – Environment including Climate Adaptation (ER3).**

The meeting closed at 12.30pm.

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

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