

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, 13 September 2023

Members

Dr Lynn Sloman MBE (Chair)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Marie Pye

Executive Committee

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

Staff

Christina Calderato	Director of Transport Strategy and Policy
Andrew Morsley	Director of Operational Planning
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Quality, Safety and Security Assurance
Alexander Tallon	Senior Safety Strategy Manager (for Minute 40/09/23)
James Varley	Secretariat Officer
Jonathan Wharfe	Director of Procurement and Commercial, Operations

Also in attendance

Catherine Barber	Assistant Director, Environment and Energy, Greater London Authority
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34/09/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Dr Nina Skorupska CBE (Vice Chair), Bronwen Handyside and Mark Phillips. The meeting was quorate.

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 being broadcast live to TfL's YouTube channel, to ensure the public and press could observe the proceedings and decision making.

This was Howard Carter's last meeting of the Panel as he was retiring from TfL at the end of September. While Members had expressed their thanks at the recent TfL Board meeting, the Chair, on behalf of the Panel, thanked him once again for all the wise counsel and advice he had provided to Members over the years and wished him the very best for the future.

The Chair reminded those present that safety was paramount at 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.

35/09/23 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.

36/09/23 Minutes of the Meeting of the Panel held on 24 May 2023

The minutes of the meeting of the Panel held on 24 May 2023 were approved as a correct record and the Chair was authorised to sign them.

37/09/23 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.

38/09/23 Safety, Health and Environment Report – Quarter 1 2023/24

Lilli Matson introduced the report, which provided key information and trends reported in Quarter 1 of 2023/24 (1 April to 24 June 2023).

The Panel was updated on the sentencing hearing in relation to the tram overturning at Sandilands, Croydon on 9 November 2016. TfL and Tram Operations Limited had received fines of £10m and £4m respectively. TfL had delivered robust and lasting safety improvements and continued to review its operations and work with the wider tram industry to ensure that it would have the safest possible network and to prevent such a tragedy occurring again. TfL had reflected on the judge's sentencing remarks and an update would be provided at the next meeting of the Panel.

The inquest into Christian Tuvi's death at Waterloo Underground station on 18 September 2019, had taken place in June 2023. The Coroner had issued a Prevention of Future Deaths report in which issues relating to the provision of training to the operatives of TfL's contractor, KONE were mentioned. This has been addressed and is resolved. Contractor safety culture was always a focus for TfL and was embedded in contractual relationships at the procurement stage and as part of ongoing conversations, in the form of clear roles, responsibilities and accountability.

In Quarter 1, 23 people had been killed on TfL's road network and a further 919 seriously injured. TfL was focussing on speed reduction. To date, 142km of the TfL road network was subject to a 20mph speed limit and a total of 220km were due to be delivered in two years in the accelerated delivery programme. A Vision Zero summit was due to be held on Monday 18 September 2023 and the Meal and Grocery Delivery Motorcycle Road

Safety Charter had been launched to encourage safer behaviours in the delivery sector. A copy of the charter would be provided to Members. **[Action: Lilli Matson]**

Slips, trips and falls were a long-standing issue across the network, with 39 incidents in the quarter. Members noted that during periods of limited escalator availability, in line with evacuation priorities and procedures, escalators operated in an upward direction, with customers using stairs to descend. It was not known if this had an impact on rates of customer injury.

Robust data was not currently available on injury rates due to e-scooter collisions; however, the TfL hire scheme did retain data and further information would be provided to Members. **[Action: Lilli Matson]**

In Quarter 1, there were 1,186 incidents of workplace violence and aggression reported in all modes, with fare evasion a significant factor. Activities, including the mandating of body-worn cameras, were being rolled out to reduce violence and assist in prosecutions.

The Panel welcomed the work that had taken place to implement the extension of the Ultra Low Emission Zone on 29 August 2023, which would ensure five million more Londoners could breathe clearer air.

The Carbon Literacy programme for staff had received positive feedback from participants. The aim was to train 3,000 colleagues by the end of 2023/24, with 1,000 having already received training.

In response to a request from Members, TfL's CO₂ emissions data, shown in the data annex, would include a longer term forecast trajectory in future reports. **[Action: Lilli Matson]**

The Panel noted the report.

39/09/23 Road Safety – 20mph in London

Alexander Tallon introduced the paper, which provided an update on the delivery of the Lowering Speed Limits programme in London, a major part of which was the implementation of 20mph limits but also included work to reduce limits from 50mph to 40mph and from 40mph to 30mph.

TfL was leading a multi-agency approach. Lowering speeds was an essential part of Vision Zero. Rollout of the reductions was supported by enforcement, education and communication activities.

The Metropolitan Police Service provided enforcement of the limits. It was acknowledged that transferring enforcement powers to the relevant London boroughs could deliver benefits, although there were legal implications, and the Department for Transport's view was that it should remain a function of the police force. TfL would continue to monitor the situation.

The Panel noted that compliance was best achieved through a shift in culture and behaviours, although this did not negate the need for robust enforcement. Road users needed to be encouraged to see 20mph as the normal driving speed. Communication

and engagement work was targeting different road user groups to promote safer behaviours.

The methodology used for the programme considered a number of factors but in general, the 20mph limit would be applicable to areas where people lived, worked or played.

The Panel had previously seen TfL's work on the link between deprivation and road safety. Officers were considering how investment could be directed towards prioritising areas with higher levels of deprivation.

TfL was in discussions with officers in outer London boroughs to increase their understanding of the benefits of reduced speed, as well as providing advice on policy engagement.

The Panel noted the paper.

40/09/23 TfL Corporate Environment Plan – Operations

Andrew Morsley introduced the paper, which provided an update on how the key themes of the Corporate Environment Plan (CEP) were being embedded by the TfL Operations team.

Implementation of the CEP was taking place through investment activity to decarbonise operations, build resilience to climate change and develop green infrastructure. The targets set out in the CEP were being built into the daily work of TfL.

There were various strands to the implementation of the CEP. Staff engagement was essential through the Carbon Literacy programme, sustainability training and use of environment leads. Decarbonisation work included the continued expansion of the zero-emission bus fleet, upgrading of lighting systems to use LED technology, decarbonisation of buildings, energy management and the phased removal of internal combustion engine vehicles from the fleet.

Climate change adaptation included the introduction of sustainable drainage systems to reduce or slow the progress of water into overwhelmed drainage systems and robust plans and procedures were in place for adverse weather conditions.

Green infrastructure was being assessed, using modelling and data science to understand levels of vegetation and tree cover on the estate. Wildflower planning and tree planting was also taking place.

TfL was committed to reducing and ultimately ending its use of pesticides and glyphosates in line with the Mayor's London Environment Strategy.

Communication and promotion of activities also took place to ensure staff and customers were aware of the work being done by TfL.

The Panel noted the paper.

41/09/23 Initiative to Promote Women in the Bus and Coach Industry Update

Dr Lynn Sloman MBE introduced the paper, which provided an update on the ongoing action to promote women in the bus and coach industry.

The Panel noted the paper.

42/09/23 Our Colleague Quarterly Report

Fiona Brunskill presented the update on key activities across the Chief People Officer Directorate for the period of June to September 2023. The report had been subject to a change of name to better reflect the broader work activities that took place across the Chief People Office.

The report covered the following key areas: Our Colleague Strategy; creating a culture of inclusion; supporting everyone to achieve their work ambitions, an attractive and fair employee offer; and the Our TfL Programme.

Several deep dives had taken place for Action on Inclusion for senior management. These had been received positively by participants. The Inclusion Matters course was due to be launched for all colleagues, which would give staff an opportunity to talk about what inclusion means and to learn about active listening. The purpose was to help people understand and make everyone feel that they belonged at TfL.

Leadership development and how TfL supported everyone to achieve their ambitions was covered in the next item on the agenda.

Over 270 graduates, apprentices and interns had been welcomed to TfL on 11 September 2023. This was the largest intake to date.

On 7 July 2023, 21 students had graduated from the Steps into Work programme, and 70 per cent of the previous cohort had progressed into employment within or outside of TfL.

The Approach to Reward was under development and an update would be presented to a future meeting. This would also feed into ongoing work to understand and develop a strategy to reduce reliance on non-permanent labour. The Employee Value Proposition was also developing and would be presented to a future meeting.

A target had been set for senior management to reflect economically active Londoners by 2030. This was a phased target, and it was noted that the retention of staff while maintaining representativeness was a challenge as external organisations were often able to recruit from TfL by offering substantially higher salaries.

Tracking would take place to assess progress against the key areas for the Chief People Office.

The Panel noted the report.

43/09/23 Leadership Development at Transport for London

Fiona Brunskill introduced the item, which set out the approach taken to developing TfL's people leaders and aspiring leaders; and to build a strong culture of good people leadership, which was a key deliverable in TfL's Colleague Strategy.

Leadership development would help TfL become a values led organisation in which leaders are able to make decisions based on judgement rather than previous practice. Leaders needed to be provided with more bespoke opportunities that better reflected their leadership journey. Individuals were empowered to make their own decisions in terms of their needs and aspirations. For more formalised programmes, applications were being encouraged from under-represented groups.

One of the principles of the Our People Leaders Framework was creating a caring, inclusive sustainable and safe working environment. Leaders would need to complete a module about leading inclusively.

The annual Viewpoint colleague survey was not considered to be agile or appropriate for providing feedback for the specifics of personal development and an appropriate mechanism for feedback needed to be developed.

The Panel noted the paper.

44/09/23 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' and Enterprise Risk 3 (ER3) – 'Environment including climate adaptation'. 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.

The Panel noted the non-audit work carried out in Quarter 1 of 2023/24 (1 April to 24 June 2023), which provided TfL with the intelligence it needed from risk and assurance principles outside the constraint of an audit.

The Quarter 3 and Quarter 4 of 2023/24 audit programmes content have been agreed, particularly around climate change content.

The number of overdue actions had fallen since the same quarter last year. The number of Chief Operating Office overdue actions over 61 days had been reduced to six since publication of the report. Half of those related to heritage trains and were a complex piece of work. The Panel would receive an update on those actions at the next meeting.

[Action: Mike Shirbon]

The Panel noted the paper.

45/09/23 Members' Suggestions for Future Agenda Discussions

Howard Carter introduced the current forward plan for the Panel.

The Panel noted the forward plan.

46/09/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

47/09/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 15 November 2023 at 10.30am.

The meeting closed at 12.35pm.

Chair: _____

Date: _____