

Date: 13 December 2023

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 15 November 2023

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items considered by the Safety, Sustainability and Human Resources Panel at its meeting on 15 November 2023.

2 Recommendation

2.1 **The Board is asked to note the report.**

3 Panel Agenda and Summary

3.1 The papers for the meeting of the Panel held on 15 November 2023 were published on 7 November 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

3.2 The main matters considered by the Panel were:

- (a) Safety Risk Management on TfL Services;
- (b) Implementation of the Corporate Environment Plan - Capital;
- (c) Developing our Employee Value Proposition;
- (d) TfL Change Landscape Update;
- (e) Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1);
- (f) Safety, Health, Wellbeing and Environment (SHE) Culture Programme;
- (g) Work-related Violence and Aggression;
- (h) Ultra Low Emission Zone Update;
- (i) Responsible Procurement;
- (j) Our Colleague Quarterly Report;
- (k) Safety, Health and Environment Report - Quarter 2 2023/24; and
- (l) Safety, Health and Environment Assurance Report.

- 3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Panel on 21 February 2024.

4 Issues Discussed

Safety Risk Management on TfL Services

- 4.1 The Panel noted the paper, which summarised the lessons and action areas identified in the wake of Mr. Justice Fraser's remarks at the sentencing hearing on 27 July 2023 in relation to the tram overturning at Sandilands, Croydon on 9 November 2016.
- 4.2 Six key themes had been drawn from the Judge's remarks: risk identification, assessment and management; governance; management of suppliers (in this case a concessionaire); safety culture; precursors and near-misses; and the design and maintenance of infrastructure. These themes had been used to guide action planning.
- 4.3 TfL had developed 23 actions in response. The focus was on strengthening strategic controls. Many of the actions implemented immediately in the aftermath of the tragedy were specific to trams however these actions were being applied across the transport network. Actions were sponsored by Chief Officers and assurance was provided through internal auditing and some programmes were also subject to external auditing.

Implementation of the Corporate Environment Plan - Capital

- 4.4 The Panel noted the paper, which provided an update on key metrics and ongoing progress against the Corporate Environment Plan and Green Strategy, within Capital. The directorate had stepped up its commitments towards the green agenda and sustainability and a dedicated Environment and Sustainability Engineering team had been established. One of the significant challenges going forward was budget and financial arrangements. Engagement with the supply chain was necessary to align suppliers with TfL's objectives.

Developing our Employee Value Proposition

- 4.5 The Panel noted the paper, which set out why development of the employee value proposition was a priority deliverable, the principles governing the development of the work, the timescales and next steps. The employee value proposition was in the initial stages of development and would help prospective employees connect with the TfL brand and understand how it feels to work for the organisation. Employee experience varied across TfL and was broadly split along the lines of Head Office staff, frontline and operational staff and employees of contractors/concession operators. There was a need for clear demarcation and communication of the differences between the roles and experiences. The candidate experience was also being reviewed to ensure that regardless of outcome, candidates would have a consistent and positive experience.

TfL Change Landscape Update

- 4.6 The Panel noted the paper, which provided an update on the change activity taking place across TfL. Feedback from staff indicated that they felt that change could be better managed within TfL and accordingly, talk about change needed to be more open and would help staff understand how different programmes worked together. Several programmes were underway including London Underground Modernisation, Enterprise Resource Planning and the Our TfL Programme.

Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1)

- 4.7 The Panel noted the paper, which outlined the improvements made in managing ER1 in the last year including alignment with TfL's Strategy and clearer risk cascade, the current assessment of ER1, and next steps for continued improved management and mitigation of ER1. Considerable progress had been made in delivering the plan to improve the management of ER1 over the last year. There was a need to continue to strengthen assurance. Improvements had been seen, but the performance targets were very ambitious. Resourcing also continued to be a challenge, particularly in terms of operational and capital funding.
- 4.8 The Vision Zero goal for 2041 was challenging, and there was insufficient investment available to achieve it. There was a need to understand the level of funding required to get back on track as the current TfL funding agreement came to an end. In some instances, there were broad interventions that could be introduced through central government action. Key mitigations of ER1 had been identified and were being monitored to ensure they were appropriate.

Safety, Health, Wellbeing and Environment (SHE) Culture Programme

- 4.9 The Panel noted the paper, which set out details and deliverables of the workstreams and key milestones in the SHE Culture programme. The aim of the programme was to create an environment that would facilitate the continual strengthening of TfL's SHE culture that would lead to improved performance and outcomes. A core element of the programme was the SHE Culture Maturity Model, which provided a measure of culture through questioning colleagues on what they know, feel and do. It was also noted that work on SHE culture also had linkages to wider TfL culture and the employee value proposition, which could be monitored and measured in staff engagement activities.

Work-related Violence and Aggression

- 4.10 The Panel noted the paper, which provided an overview of work-related violence and aggression (WVA) and an update on delivery of the WVA Strategy and priorities for 2023/24. In the last year, there were approximately 10,000 incidents of workplace violence and aggression reported, around 60 per cent being verbal abuse, 20 per cent threats and 20 per cent physical abuse with one per cent resulting in serious injury. Over 100 Transport Support and Enforcement Officers had been recruited and trained to provide

visible support to frontline colleagues and deal with the triggers of WVA, across the network. The roll out of body worn video cameras had received support from colleagues and trades unions. Staff were also receiving de-escalation training, which had been initially prioritised around 25 hotspot WVA locations. At the commencement of the pan-TfL WVA Strategy in 2020, incidents of verbal abuse were not included but were now collected in the data. Around seven per cent of verbal abuse had a hate element, the majority of which was racist. Hate crime was a priority for TfL's policing partners which resulted in accelerated investigations.

Ultra Low Emission Zone Update

- 4.11 The Panel noted the paper, which set out the key findings of the London-wide Ultra Low Emission Zone first month report which had recently been published. The scrappage scheme was still live and was proving to be a popular scheme with £121m of funding committed. Work had taken place to improve the turnaround times of the scheme and to provide clearer information to potential applicants.

Responsible Procurement

- 4.12 The Panel noted the paper, which provided an annual update on TfL's Responsible Procurement programme. It was noted that 16.3 per cent of apprentices in the supply chain identified as female and TfL was collaborating with suppliers and the wider transport industry to increase this figure. Work was taking place to reduce carbon in the supply chain, with all bidders for contracts over £5m being required to provide organisational carbon reduction plans to demonstrate their contribution towards London's ambition of being net-zero carbon by 2030. In addition, all Greater London Authority Group contracts above the threshold for competitive procurement as set out in the relevant procurement regulations were required to allocate a minimum of 10 per cent of the total tender evaluation score to responsible procurement and social value.

Our Colleague Quarterly Report

- 4.13 The Panel noted the report, which provided an update on key activities across the Chief People Office for the period September to November 2023. Activities were taking place to increase the proportion of women entering the TfL apprenticeship scheme. The figure was 24 per cent for 2023, which was broadly similar to the overall TfL attraction rate. The employee value proposition work would also consider this issue and look at the offer available from other employers to see what factors were influencing job and career decisions. The first review of critical and hard to fill roles had taken place and identified 250 unique roles. A succession planning exercise had concluded at the end of October to help ensure a talent pipeline was being developed.

Safety, Health and Environment Report - Quarter 2 2023/24

- 4.14 The Panel noted the key information in the Safety, Health and Environment Report for Quarter 2 of 2023/24 (25 June to 16 September 2023). Several aspects of the report had been drawn out in discussions of other items on the

agenda. The Panel welcomed the work taking place to develop a surface water strategy.

Safety, Health and Environment Assurance Report

- 4.15 The Panel noted 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’ 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 correlate to ER1. The overdue actions reported to the previous meeting of the Panel related to operators using TfL’s infrastructure, including heritage train operators. One action had been closed out since the previous meeting and a second was due to be closed out shortly. Other actions pertaining to assurance from operators were underway.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Safety, Sustainability and Human Resources Panel on 15 November 2023

Contact Officer: Andrea Clarke, Interim General Counsel
Email: AndreaClarke@tfl.gov.uk