

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 15 November 2023

Members

Dr Lynn Sloman MBE (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Kay Carberry CBE
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye (via Teams) (from Minute 54/11/23)

Executive Committee

Andrea Clarke	Interim General Counsel
Stuart Harvey	Chief Capital Officer (for Minute 53/11/23)
Lilli Matson	Chief Safety, Health and Environment Officer
Fiona Brunskill	Chief People Officer

Staff

Louise Best	Head of Change (for Minute 55/11/23)
Griff Bromfield-Jenkins	Senior Safety Manager (for Minute 57/11/23)
Christina Calderato	Director of Transport Strategy and Policy
Louise Cheeseman	Director of Buses
Isabel Coman	Director of TfL Engineering Asset Strategy (for Minute 53/11/23)
Mark Davis	General Manager, Trams (for Minute 52/11/23)
Adi Gurtu	Senior Engineer, Environment and Sustainability Engineering (for Minute 53/11/23)
Siwan Hayward OBE	Director of Security, Policing and Enforcement (for Minute 58/11/23)
Lucy Hayward-Speight	Head of Transport Strategy and Planning (Environment) (for Minute 59/11/23)
Samiya Hirji	Commercial Manager (for Minute 60/11/23)
Lorraine Humphrey	Director of Audit and Assurance
Claire Lefort	Legal Manager
Mandy McGregor	Head of Policing and Community Safety (for Minute 58/11/23)
Stuart Reid	Head of Insights and Direction
Tim Rudin	Senior Responsible Supplier Skills Manager (for Minute 60/11/23)
Mike Shirbon	Head of Quality, Safety and Security Assurance
Karen Wallbridge	Head of Talent (for Minute 54/11/23)
Sue Riley	Secretariat Officer

48/11/23 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. Marie Pye was attending the meeting via Teams and was able to participate in the discussion but did not count toward the quorum. The meeting was quorate.

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

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 Andrea Clarke's first meeting of the Panel since her appointment as interim General Counsel. Fiona Brunskill has also been permanently appointed as TfL's Chief People Officer. On behalf of the Panel, the Chair congratulated both Andrea and Fiona on their appointments.

This was the last meeting of the Panel for Louise Cheeseman, Director of Buses, who would retire at the start of 2024. Louise joined TfL in 2021 and had led on: efforts to build back demand for bus services, following the coronavirus pandemic; the launch of new Superloop services; the release of the Bus Action Plan and Bus Safety Strategy, the delivery of TfL's 1,000th electric bus; and the launch of the Women in Bus and Coach network. On behalf of the Panel, the Chair thanked Louise for her efforts and wished her a long and happy retirement.

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.

The Chair informed the Panel that the order of the agenda would change at each meeting to allow the Safety, Sustainability and Human Resources aspects of the agenda to receive equal weighting. In addition, the quarterly reports would be taken at the end of the agenda to allow the Panel to focus on strategic discussions and deep dives.

49/11/23 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.

50/11/23 Minutes of the Meeting of the Panel held on 13 September 2023

The minutes of the meeting of the Panel held on 13 September 2023 were approved as a correct record and the Chair was authorised to sign them.

51/11/23 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.

52/11/23 Safety Risk Management on TfL Services

Lilli Matson, Mark Davis and Stuart Reid introduced the paper, which summarised the lessons and action areas identified in the wake of Mr. Justice Fraser's remarks at the Sandilands tram overturning sentencing hearing on 27 July 2023. Since 2016, TfL had taken significant steps to further improve safety risk management across all its modes. In considering the Court's comments, and to continue to learn and improve, TfL had carried out a further exercise to identify any additional actions necessary to provide assurance to itself, the Board and external stakeholders that appropriate systemic controls were in place in the wider TfL business. This was an ongoing learning exercise that was being applied to all aspects of TfL and its Safety, Health and Environment Management System.

The paper summarised the recent improvements that had been made to underlying systems and capabilities around risk management. 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.

TfL had developed 23 actions in response. The focus was on strengthening strategic controls. Not all the actions were new but were being developed to bring greater levels of assurance to tools and processes that already existed. While many of the actions implemented immediately in the aftermath of the tragedy in November 2016 were specific to trams, lessons were being applied across the transport network.

Each action was sponsored by a Chief Officer and updates were provided through regular internal safety meetings. The Panel would also be updated on progress at a future meeting. **[Action: Lilli Matson]**

Assurance was provided through reporting on audit work and some programmes within TfL were also subject to external audit. TfL would review how best to enhance Board-level safety scrutiny and oversight of safety performance. This would be sponsored by TfL's General Counsel.

Several safety risk models in use within TfL were based around precursors and indicators and were used to inform decision making.

Feedback from customers and ensuring an easy-to-use system of reporting was recognised to be a key way of receiving information that could be joined up with internal reporting systems.

The Panel noted the paper.

53/11/23 Implementation of the Corporate Environment Plan – Capital

Stuart Harvey, Isabel Coman and Adi Gurtu introduced the paper, which provided an update on key metrics and ongoing progress against the Corporate Environment Plan (CEP) and Green Strategy, within the Capital directorate.

Capital had stepped up its commitments towards the green agenda and sustainability. A dedicated Environment and Sustainability Engineering team had been established to help accelerate the delivery of environmental improvement projects and grow functional capability.

Budget and financial arrangements were significant challenges going forward. This was being addressed by work to measure spend and to quantify the benefits derived in a consistent and accurate way. Capital was also seeking to capture the wider benefits that were delivered through programmes such as asset renewal.

The supply chain was acknowledged to be variable in terms of alignment and understanding with TfL's environmental objectives. Some elements of the supply chain had demonstrated good knowledge. Engagement was taking place to drive this forward as well as promoting the efficiency aspects that were derived from greening the supply chain.

'Green' metrics were included on the TfL and Capital Scorecards and were being introduced to other Scorecards and output measures were available. It was recognised that thought had to be given to ensuring a consistent approach was used to avoid any conflicting strategic goals.

The Panel noted the paper.

54/11/23 Developing Our Employee Value Proposition

Fiona Brunskill and Karen Wallbridge introduced the paper, which set out why development of the Employee Value Proposition (EVP) was a priority deliverable, the principles governing the development of the work, the timescales, and next steps.

The EVP was in the early stages of development and would help prospective employees connect with the TfL brand and understand how it felt to work for the organisation.

The EVP would articulate the offer in terms of: the chance to build a career – the career/professional development offer; the opportunity to work in a diverse and inclusive working environment; benefits – TfL had a strong benefits offer; and making a difference – the opportunity to make a real impact to London.

The Panel noted that employee experience varied across TfL and was broadly split along the lines of Head Office staff and front line and operational staff. There was a need for clear demarcation and communication of the differences between the roles and experiences. The EVP would be shared with contractors and concession operators to enable alignment where appropriate although it was recognised that there was a need to maintain separate identities in contracted operations.

TfL's Vision and Values needed to be embedded in the work and would also be communicated to external recruiters who worked with TfL.

The candidate experience was also being reviewed to ensure that regardless of outcome, candidates would have a consistent and positive experience.

The next stage of the EVP was to embed it into internal recruitment activity.

The Panel noted the paper.

55/11/23 TfL Change Landscape Update

Fiona Brunskill and Louise Best introduced the paper, which provided an update on the different change activity taking place across TfL.

Feedback from staff indicated that they felt that change could be better managed within TfL. To address this, discussion regarding change needed to be more open to help staff understand how different programmes worked together.

The London Underground (LU) Modernisation Programme comprised a suite of projects to meet strategic objectives and improve cost efficiency in the operations of LU.

Discussions had taken place with trade unions and agreements had been reviewed.

The Enterprise Resource Planning Programme looked at the suite of systems and associated processes that were used to run an organisation. This covered Finance, Human Resources, Procurement and, for TfL, deployment of operational employees. It was a significant undertaking that involved changes to the SAP system.

The Our TfL Programme covered the implementation of an efficient and effective operating model. This commenced in June 2022 and included the changes to the senior leadership structure and director structure. Work was now taking place to ensure all the work was aligned and people were working to the same standards and values. A robust governance process was in place to provide oversight of the 32 opportunities that had been prioritised.

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

56/11/23 Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1)

Lilli Matson and Stuart Reid introduced the paper, which outlined the improvements made in managing Enterprise Risk 1 – Inability to deliver safety objectives and obligations (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. Overall, 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.

The Panel remarked that it would be useful to consider mapping out the risk journey to get visibility of how TfL reaches its target area. Work was taking place about road risk and the transport network.

The Vision Zero goal for 2041 was challenging, and it was understood there was insufficient investment to achieve it. Work was underway to clarify the level of funding required to get back on track as the current funding agreement came to an end. In some instances, there were broad interventions that could be introduced through central government action.

There were mechanisms to build safety considerations into the decision making and the Business Plan.

Governance of risk was managed through Chief Officer's safety meetings, which were being aligned to the forward plan of this Panel.

ER1 was made up of two elements – the ability to maintain a safe network and a safe level of performance, and the capability to strategically improve it in line with targets.

The risk assessment conclusion was 'Requires Improvement', which related to its strategic nature and the ability to meet objectives that were very challenging. The existing safety performance was considered to be adequately managed. The safe carriage of passengers and management of the network were within tolerance for the risk. Robust processes were in place to define whether assets were safe to operate, and the update provided to the Panel related more to strategic activities. Key mitigations of ER1 had been identified and were being monitored to ensure they were appropriate.

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

57/11/23 Safety, Health, Wellbeing and Environment (SHE) Culture Programme

Lilli Matson and Griff Bromfield-Jenkins introduced the paper, which set out details and deliverables of the workstreams and key milestones in the Safety, Health, Wellbeing and Environment (SHE) Culture programme. It also provided an early indication of the level of TfL's SHE Culture maturity and outlined the next steps to build a baseline level of maturity.

The aim of the programme was to create an environment that would facilitate the continual strengthening of TfL's SHE Culture, which 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. The model had been piloted and applied to approximately 10 per cent of staff and was being implemented on a department-by-department basis to build a TfL-wide culture maturity baseline. Leadership and governance structures would be used to drive improvements. Work would also take place with suppliers to ensure appropriate cultures where in place.

It was 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.

Consideration would be given to how the culture maturity assessment could be used to further inform the TfL Board on its oversight of SHE activities. **[Action: Lilli Matson]**

The Panel noted the paper.

58/11/23 Work-related Violence and Aggression

Siwan Hayward OBE and Mandy McGregor introduced 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 (TSEOs) had been recruited and trained to provide visible support to frontline colleagues and deal with the triggers of WVA across the network. TSEOs dealt with difficult and challenging customers and were trained to do this. Part of their role was to change behaviour from non-compliant to compliant, and this had been seen to be effective with only 10 per cent of cases resulting in customers being removed from the network.

The roll out of body worn video (BWV) cameras had received support from colleagues and trade unions. There had been a significant increase in staff using BWV cameras and technical support for the hardware was always available. Staff were also receiving de-escalation training, which had been initially prioritised around 25 hotspot WVA locations.

Initially, incidents of verbal abuse were not included in the data, but this had now changed. 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 police partners and resulted in accelerated investigations.

Time had been spent considering how the impact of interventions could be measured and WVA performance was included in scorecards for all modes. The focus was on prevention and reducing overall levels of WVA.

Future annual updates would include timelines for the introduction of initiatives and activities. **[Action: Siwan Hayward OBE]**

The Panel noted the paper.

59/11/23 Ultra Low Emission Zone Update

Lucy Hayward-Speight introduced the paper, which set out the key findings of the London-wide Ultra Low Emission Zone (ULEZ) first month report that had recently been published.

The ULEZ scrappage scheme was still live and was popular, with £121m committed from the £160m of funding available. Work had taken place to improve the turnaround times of the scheme and to provide clearer information to potential applicants.

Vehicles scheduled for scrapping were collected by authorised operators who would dismantle the vehicle for recycling and disposal. A certificate of destruction would be issued to the customer for submission to TfL for payment.

Air quality impacts were reported on a zonal basis and, following a request from the Panel, the ability to provide more detailed information on a more local basis would be investigated. **[Action: Lucy Hayward-Speight]**

The Panel noted the paper.

60/11/23 Responsible Procurement

Tim Rudin and Samiya Hirji introduced 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 were female. TfL was working with suppliers and the wider transport industry to increase this figure. It was a challenge, and the key to delivering an increase was through collaborative working.

To reduce carbon in the supply chain, all bidders for contracts over £5m were required to provide organisational carbon reduction plans at the Selection Questionnaire stage to demonstrate their contribution towards London's ambition of being net zero carbon by 2030.

A minimum of 10 per cent of the total tender evaluation score would be allocated to responsible procurement and social value for all Greater London Authority Group contracts above the threshold for competitive procurement, as set out in the relevant procurement regulations contract. This weighting recognised bidders who would deliver community, environmental and local economic benefits that were relevant and proportionate to the subject matter of the contract. The 10 per cent threshold aligned with some public sector bodies, although some bodies set a higher threshold.

The Panel noted the paper.

61/11/23 Our Colleague Quarterly Report

Fiona Brunskill introduced 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 address the proportion of females entering the apprenticeship scheme. The figure was 24 per cent for 2023, which was comparable to the overall TfL attraction rate. The Employee Value Proposition work would also consider this issue and look at the offer by other employers to see what factors were influencing job and career decisions.

Disability awareness workshops were underway, being held virtually and face to face, giving staff an opportunity to see and understand the challenges facing customers with disabilities. In response to a request, additional information on the workshops would be provided to the Panel. **[Action: Fiona Brunskill]**

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. Succession planning was also underway for Chief Officer roles.

The Panel noted the report.

62/11/23 Safety, Health and Environment Report - Quarter 2 2023/24

Lilli Matson introduced the report, which provided key information and trends reported in Quarter 2 of 2023/24 (25 June to 16 September 2023).

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

The Panel noted the report.

63/11/23 Safety, Health and Environment Assurance Report

Mike Shirbon introduced the report, 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 Trams On-Track Plant and Machines audit had been deferred as it was intended to verify if the actions from the 2022 audit had been effective. These actions had not been fully implemented and the Panel would receive confirmation as to whether any of the actions were safety critical. **[Action: Mike Shirbon]**

Actions arising from audits were agreed at management meetings and were tracked. Any overdue actions were subsequently reported to the meetings of the Audit and Assurance Committee.

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 since the previous meeting and a second was due to be closed shortly. Other actions pertaining to assurance from operators were underway.

It was confirmed that the Trams Incidents and Accidents Process Compliance audit findings related to documenting communication between parties. Some requirements of the procedure were not sufficiently evidenced and were the focus of the agreed actions which were likely to be closed out shortly.

The Panel noted the paper.

64/11/23 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the current forward plan for the Panel.

In response to a request from the Panel, an update on platform train interface risk would be added as part of a wider paper on risk in operations.

The Panel noted the forward plan.

65/11/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

66/11/23 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 21 February 2024 at 10.30am.

67/11/23 Exclusion of the 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 items on: TfL Change Landscape Update; and Enterprise Risk Update - Inability to Deliver Safety Objectives and Obligations (ER1).

The meeting closed at 1.35pm.

Chair: _____

Date: _____