

Board



Date: 6 March 2024

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024

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 21 February 2024.

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 21 February 2024 were published on 13 February 2024 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) Approach to Talent;
- (b) Approach to Reward;
- (c) TfL's Green Infrastructure and Biodiversity;
- (d) Response to Youth Panel "Tomorrow's TfL" Report;
- (e) Our Colleague Quarterly Report;
- (f) Safety, Health and Environment Report – Quarter 3 2023/24
- (g) Risk and Assurance Report Quarter 3 2023/24

3.3 A summary of the items considered is provided below. The more detailed minutes of the meeting will be published ahead of the next meeting of the Panel.

4 Issues Discussed

4.1 In response to recommendations from the Board Effectiveness Review 2023, the order of the agenda for the meetings of the Panel was being rotated. While people issues were considered first on the agenda, safety remained the Panel's top priority. As raised at the meeting of the Board on 7 February, the Chair allowed time for a full discussion on Members' concerns about the rise in fatalities in the last quarter and the seven tragic fatalities since, as well as discussing recent bus fires.

4.2 Also, in response to a recommendation from the Board Effectiveness Review, a representative of the Youth Panel attended and participated in the discussions, so that Members heard the voices of young people.

Approach to Talent

4.3 TfL's Colleague Strategy set out how it would achieve its ambition to be a great place to work for everyone to thrive. This would support TfL to attract, retain, and develop people with the skills to move London forward safely, inclusively and sustainably.

4.4 The Talent Approach brings together six elements of coordinated activity designed to plan for the resources required in the future and to help everyone at TfL fulfil their work ambitions.

4.5 The Panel noted an overview of those six elements and an in-depth update on the Recruitment approach and the Learning and Development approach. The Approach would be applied to all staff across TfL with work taking place to ensure it could be effectively embedded in operational areas.

Approach to Reward

4.6 Ensuring TfL provides a fair and attractive employee offer is an integral part of its Colleague Strategy, with the need to balance fairness and affordability with meeting the competitive challenge of attracting and retaining talent.

4.7 The Panel noted that in responding to this challenge, TfL is reviewing its approach to pay management. The Job Family concept, which grouped together roles that performed similar functions, was a component of pay management. Twenty Job Families had been identified in TfL and external Pay Survey data was being used to inform pay ranges within job disciplines in each Family.

TfL's Green Infrastructure and Biodiversity

4.8 The Panel noted TfL's strategic work on Green Infrastructure and Biodiversity, which had a substantial economic value, at £328m. A key focus was biodiversity 'net gain' which would be achieved through a strategic business-wide approach. The aim was to leverage existing resource to see improvements without significant cost increases. Places for London was active in this area and was guided by the Sustainable Development

Framework as the property portfolio represented a major opportunity to drive this work forward.

- 4.9 TfL planned to publish its organisation-wide Green Infrastructure and Biodiversity Plan.

Response to Youth Panel "Tomorrow's TfL" Report

- 4.10 The TfL Youth Panel had completed a year-long exploration into the connections between environmental sustainability and equity, diversity and inclusion. It produced nine recommendations, which were published on TfL's website as part of a full policy report, [Tomorrow's TfL: The Youth Panel's vision for the future](#).
- 4.11 The Panel noted TfL's response to the recommendations, including how TfL would continue to work with the Youth Panel to help make progress in future, building on existing efforts and progress to date.
- 4.12 In response to a recommendation in the report (and the Board Effectiveness Review 2023), Ho-Kit Lam attended the meeting as the lead representative from the Youth Panel, and he would have a standing invite to attend and participate in future meetings, with Rosella Cottam attending if he was not available. Similar arrangements were being made for the meetings of the Customer Service and Operational Performance Panel.

Our Colleague Quarterly Report

- 4.13 The Panel noted the quarterly update on key activities across the Chief People Office, for the period November 2023 and February 2024.
- 4.14 The Inclusion Matters – Disability Awareness training course had seen 4,000 colleagues complete it. The Graduate and Apprenticeship programme had seen 106 graduates and 190 apprentices join in the period. Consideration would be given as to how Members could access the course content. A working group had been established and tasked with developing our new approach to Reasonable and Workplace Adjustments.

Safety, Health and Environment Report – Quarter 3 2023/24

- 4.15 The Panel noted the key information reported in the Quarterly Safety, Health and Environment (SHE) report for the 2023/24 financial year (17 September to 9 December 2023). Most data presented covered this date range, except for some road safety and work-related violence data.
- 4.16 There had been a five per cent reduction in the number of people killed or seriously injured on London's roads. This was below the challenging Vision Zero target of 9.4 and activities were ongoing to improve the downward trend. In response to Members' concerns, Glynn Barton and Lilli Matson provided an update on the rise in fatalities in the last quarter and the seven tragic fatalities since, and recent bus fires. Each incident was being investigated and

learnings were also considered in the round to identify any lessons that could be applied across the business.

Risk and Assurance Report Quarter 3 2023/24

- 4.17 The Panel noted an overview of the status of and changes to Enterprise Risk 1 (ER1) – Inability to deliver safety objectives and obligations, Enterprise Risk 2 (ER2) - Attraction, retention, wellbeing and health of our employees and Enterprise Risk 3 (ER3) – Environment including climate adaptation.
- 4.18 The report also summarised the findings from the associated assurance activity of these risks 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 within TfL's Risk and Assurance Directorate.
- 4.19 As of Quarter 3 2023/24 (17 September to 9 December 2023), we have revised reporting to the Board's Committees and Panels to provide a more consistent and comprehensive report on TfL risks and assurance activity. The revised reports are aligned to the risks within the remit of each Committee and Panel and address all applicable Risk and Assurance work.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024

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