

Board



Date: 12 June 2024

Item: Report of the Meeting of the Safety, Sustainability and Human Resources Panel held on 16 May 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 16 May 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 16 May 2024 were published on 8 May 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) Safety Risk Management on TfL Services;
- (b) Safety, Health, Wellbeing and Environment Culture Programme;
- (c) Electric Vehicles Update;
- (d) Responsible Procurement and Modern Slavery Statement;
- (e) Enterprise Risk Update – Environment Including Climate Adaptation (ER03);
- (f) Our Colleague Strategy – Delivery to Date;
- (g) TfL Pay Gaps and Action Plan;
- (h) Safety, Health and Environment Report – Quarter 4 2023/24;
- (i) Our Colleague Quarterly Report; and
- (j) Risk and Assurance Report Quarter 4 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 were rotated, with the order for this meeting being Safety, Sustainability and People / Colleague.
- 4.2 Representatives of the Youth Panel were unable to attend the meeting however their comments were shared with the Panel.

Safety Risk Management on TfL Services

- 4.3 The Panel noted the update on specific actions in place to address the systemic failings outlined in the Sandilands tram overturning sentencing remarks. These actions were designed to further strengthen and accelerate the progression of strategic safety risk management and had been substantially progressed, with the Safety Executive Committee providing a monitoring role.
- 4.4 A standardised framework was being developed that would set out concessionaire safety, health and environment performance in contracts and would also benchmark current concessionaires against the framework.
- 4.5 Assurance was provided through the three-line assurance process. Digital assurance tools had been introduced that improved monitoring of the processes.

Safety, Health, Wellbeing and Environment Culture Programme

- 4.6 The Panel noted the update on the Safety, Health, Wellbeing and Environment Culture Programme. The Programme consisted of four workstreams and highlights included: Culture Measurement; Leadership; Just and Fair; and Learning.
- 4.7 The Cultural Measurement assessed TfL as at the 'Structured' level of maturity. Improvement plans were being prepared to drive the organisation to the next level, 'Proactive Maturity'.

Electric Vehicles Update

- 4.8 The Panel noted the update on implementation and forthcoming key proposals to deliver electric vehicle (EV) charging infrastructure and convert fleets that TfL controlled to zero emission. The EV charging network had grown by 300 per cent since 2019, with almost one third of the UK's charging points located in London. The focus was now on high-mileage users performing essential roles such as taxi, private hire and commercial vehicle operators. To open opportunities for charging points, TfL was looking to unlock land owned within the Greater London Authority (GLA) Group.
- 4.9 Emerging issues that had been identified included the continued higher costs of EVs in comparison to petrol and diesel vehicles, accessibility at charging points that would make it easier for disabled drivers to switch to EVs,

understanding the requirements of commercial vehicle users and supporting delivery of shared infrastructure. Further work would take place on improving accessibility of charging points.

Responsible Procurement and Modern Slavery Statement

- 4.10 The Panel noted the draft Modern Slavery Statement 2024/25 and activities undertaken in the 2023/24 financial year (1 April 2023 to 31 March 2024).
- 4.11 Waste collection and solar panels had been identified and added as risk areas and activities were underway to understand the risks and get transparent information from suppliers and manufacturers.
- 4.12 The draft Modern Slavery Statement would be considered at the annual meetings of relevant TfL's subsidiary companies. The Statement would be submitted to the meeting of the Board in July 2024 for approval prior to publication on TfL's website.

Enterprise Risk Update – Environment Including Climate Adaptation (ER03)

- 4.13 The Panel noted an overview of the effectiveness of the risk controls for Enterprise Risk 3 – Environment, including climate adaptation. This risk related to TfL failing to meet its environmental obligations and commitments, and the potential impacts of climate change on TfL's infrastructure and operations. This was the first annual update on the risk, which had an impact assessed as High and a target assessment of Low. Significant progress had been made with the management of risk, although the audit conclusion remained 'requires improvement'.
- 4.14 The need to manage risk would require capital funding. The development of metrics and performance indicators as well as a performance tracker would be a useful tool to give greater visibility of progress and help reporting and highlight to those involved in oversight the need for action.

Our Colleague Strategy – Delivery to Date

- 4.15 The Panel noted an overview of delivery made against the Colleague Strategy, Colleague Roadmap and Colleague Scorecard Results for 2023/24. It had been a year since the launch of the Colleague Strategy, which set out objective and commitments relating to: creating a culture of inclusion; an attractive and fair employee offer; and supporting everyone to achieve their work ambitions. Improvements had been seen in the engagement score and senior management representativeness had been added to the TfL Scorecard.
- 4.16 The Action on Inclusion strategy had been launched, with a focus on colleagues and how they felt within the organisation. The recent cohort of 270 graduates, interns and apprentices had been the most diverse group recruited to date overall. The Job Families concept was being progressed and principle-based people policies were being developed.

- 4.17 The representation targets were based on being realistic, achievable and sustainable. Several senior female staff had recently moved onto other organisations and this had an impact on representativeness at senior levels.
- 4.18 The review of critical and hard to fill roles had been completed with 250 unique roles identified and succession planning and mitigating activities were taking place.

TfL Pay Gaps and Action Plan

- 4.19 The Panel noted an update on how pay gaps had changed since 2023, the reasons for the changes and the steps being taken to reduce the gaps. The year had seen a decrease in the gender pay gap and increases in the ethnicity and disability pay gaps. In the same period, a significant amount of work had taken place to increase colleagues' declaration data, which had resulted in an additional 1,000 declarations. A further 3,000 declarations had been received by way of a 'data dump' from an external recruitment partner and this impacted the stability of the pay gap data. The recent cohort of graduates, interns and apprentices, which was the most diverse recruited so far (with the exception of female apprentices which was lower than the previous year) also had an impact as these positions were at entry level pay scales. Over the long-term, this diversity would be contained within the talent pipeline and would feed up through the organisation.
- 4.20 The most significant pay gaps existed at an operational level and actions were being taken to address this, including looking at alternative paths to higher paid operational positions and paths from operational to professional services roles. The Future Leaders programme also considered this approach to progression, with a focus on an individual's potential rather than using a competence-based assessment.

Safety, Health and Environment Report – Quarter 4 2023/24

- 4.21 The Panel noted the key information reported in the Quarterly Safety, Health and Environment report for Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024). Most data presented covered this date range, except for some road safety and work-related violence data. This had been a challenging quarter, and targets has not been achieved on three of the four scorecard metrics. Thirty people had been killed on London's roads in the quarter and the thoughts of TfL colleagues were with all those who have been affected by this. All the fatalities were subject to ongoing investigations. Over the year, performance had been good, with road fatalities being the lowest ever, with the exception of 2021, which had been impacted by the coronavirus pandemic. Customer injuries had also reduced by eight per cent since the previous year. The scorecard target was met on colleagues killed or seriously injured although tragically a subcontractor had died during the year.
- 4.22 The Mayor had confirmed the Net Zero 2030 target. The GLA would continue to work closely with TfL on setting and achieving ambitious environmental goals.

Our Colleague Quarterly Report

- 4.23 The Panel noted the quarterly update on key activities across the Chief People Office, for the period February to May 2024. The Workplace Adjustment budget had been centralised and would facilitate a more consistent experience for colleagues. A new Equalities Impact Assessment app had been launched that would allow for more streamlined processing, maintain an audit trail and feed directly into the Diversity and Inclusion dashboard. The Steps into Work programme had seen 15 applicants of the cohort of 24 enrolled into the TfL apprenticeship scheme.

Risk and Assurance Report Quarter 4 2023/24

- 4.24 The Panel noted an overview of the status of and changes to Enterprise Risk 1 – Inability to deliver safety objectives and obligations, Enterprise Risk 2 – Attraction, retention, wellbeing and health of our employees and Enterprise Risk 3 – Environment including climate adaptation. The report covered Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).
- 4.25 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.
- 4.26 The Panel received updates on three audits that had 'poorly controlled' conclusions. Actions are in place to drive improvements.

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 16 May 2024

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