

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

**Kings Cross / St Pancras Room, 10th Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10:30am, Thursday 16 May 2024**

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)

Executive Committee

Fiona Brunskill	Chief People Officer
Andrea Clarke	Interim General Counsel
Lilli Matson	Chief Safety, Health and Environment Officer

Staff

Katherine Adams	Greater London Authority (GLA) Business Partner – Procurement (for Minute 23/05/24)
Griff Bromfield-Jenkins	Senior Safety Strategy Manager (for Minute 21/05/24)
Christina Calderato	Director of Transport Strategy and Policy
Jill Elliott	Head of Internal Audit
Lucy Hayward Speight	Head of Transport Strategy and Planning (for Minute 22/05/24)
Samiya Hirji	Responsible Procurement Manager (for Minute 23/05/24)
Lorraine Humphrey	Director of Risk and Assurance
Claire Lefort	Legal Manager
Sam Longman	Head of Sustainability and Corporate Environment (for Minute 24/05/24)
Andrew Morsley	Director of Operational Planning
Patricia Obinna	Director of Diversity and Inclusion
Stuart Reid	Head of Insights and Direction
Lisa-Jane Risk	Head of Operations, Transport Trading Limited Properties
Mike Shirbon	Head of Quality, Safety and Security Assurance
James Varley	Secretariat Officer

Also, in attendance

Catherine Barber	GLA Assistant Director – Environment and Energy
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16/05/24 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Bronwen Handyside. The meeting was quorate.

The Chair welcomed everyone to the meeting. Due to a technical issue, it was not possible to broadcast the meeting.

The Chair reminded the Panel that the order of the agenda was being rotated across the three main themes of the Panel's work and with the strategic items taken first. The order of the agenda for this meeting was Safety, Sustainability and then People items.

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.

17/05/24 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 interests to declare that related specifically to items on the agenda.

Since the last meeting, there had been two updates to Members' declarations: Marie Pye had been appointed as an Independent Panel Member of the General Optical Council; and Dr Nina Skorupska CBE had been appointed as a member of the Independent Advisory Panel for the National Grid Electricity Distribution.

18/05/24 Minutes of the Meeting of the Panel held on 21 February 2024

The minutes of the meeting of the Panel held on 21 February 2024 were approved as a correct record, and the Chair was authorised to sign them.

19/05/24 Matters Arising and Actions List

Andrea Clarke introduced the item, which set out progress against actions agreed at previous meetings of the Panel.

The Panel noted the updated Actions List.

20/05/24 Safety Risk Management on TfL Services

Lilli Matson and Stuart Reid introduced the item, which provided an update on specific actions put in place following the Sandilands tram overturning sentencing remarks and the further review of our approach to safety. These actions were designed to further strengthen and accelerate the progression of strategic safety risk management, providing a solid foundation through risk management tools and processes.

The actions had been substantially progressed, with the Safety Executive Committee sub-group providing a monitoring role.

The Formal Investigations process was being enhanced with the appointment of two additional investigators. Increased capacity would allow quicker mobilisation in response

to incidents. The investigation team was in regular contact with action owners and monitored progress and had a zero-tolerance approach to overdue actions.

A standardised framework was being developed that would set out concessionaire safety, health and environment performance in contracts to be let and would also benchmark current concessionaires against the framework.

Assurance was provided through the three-line assurance process. Digital assurance tools had been introduced which improved monitoring of the processes. Performance meetings were undertaken with suppliers, along with safety audits applying to specific suppliers. Work was taking place to consider how the assurance process could feed back into Board level oversight.

Management of safety risk applied to all areas of the organisation and its contracted services. TfL also used its strategic influence in areas where it did not have direct control, such as borough projects that received funding from TfL.

Members welcomed the progress made on the strategic actions.

The Panel noted the paper.

21/05/24 Safety, Health, Wellbeing and Environment Culture Programme

Lilli Matson and Griff Bromfield-Jenkins introduced the item, which provided an update on the Safety, Health, Wellbeing and Environment Culture Programme, including details of achievements, next steps and milestones, as well as indicating the level of cultural maturity and how data was being used to drive improvements.

The Culture Programme consisted of four workstreams and highlights included:

Culture Measurement – The Cultural Assessment had been made available to 8,300 colleagues and early results had shown that TfL was in the ‘Structured’ level of maturity.

Leadership – This aimed to ensure senior leaders were visible across the organisation. A positive reinforcement approach was being used and a number of engagement activities were underway. It had been agreed that the Executive Committee would have safety objectives for 2024/25, including prioritising a safe and secure workplace for all and ensuring safety comes first, demonstrating strong safety leadership.

Just and Fair – Engagement had taken place with colleagues and trades unions.

Learning Organisation – Activities were underway to look at how behaviours could be embedded so that colleagues were confident that matters could be raised, and actions would be monitored and closed out. It was important for TfL to be a psychologically safe organisation where colleagues had confidence that when issues were reported, they would be investigated and effectively dealt with. It was noted that this also tied in with the work of the Chief People Officer to promote a ‘speak up’ culture. CIRAS, the Confidential Incident Reporting Analysis Service, was also recognised as an important part of the process. Reporting levels, although relatively low, were increasing and transparency in terms of being able to see action taken was acknowledged to be an essential part of TfL’s response.

The level above 'Structured Maturity' was 'Proactive Maturity' and improvement plans were being drawn up to help facilitate the move forward.

The Panel noted the paper.

22/05/24 Electric Vehicles Update

Christina Calderato and Lucy Hayward-Speight introduced the item, which set out TfL's implemented and forthcoming key proposals to deliver electric vehicle (EV) charging infrastructure and convert the fleets that it 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 EV Infrastructure Strategy framed the delivery programme. The focus was now on high mileage users performing essential roles such as taxi, private hire and commercial vehicle operators. To open up opportunities for charging points, TfL was looking to unlock land owned within the Greater London Authority Group and this included the TfL Road Network and Places for London. A commercial vehicle fleet database had been created to understand travel behaviours and trip patterns to aid planning and investment.

The Mayor's Transport Strategy set out commitments to convert the entire TfL support vehicle fleet to zero emissions by 2050, with cars and vans being zero emission capable (ZEC) by 2025 and heavy vehicles to be fossil free from 2030.

For the taxi fleet, 57 per cent was currently ZEC and for private hire vehicles, 43 per cent were ZEC.

Emerging issues had been identified and these included: the continued higher costs of EVs in comparison to petrol and diesel vehicles; the accessibility of charging points, which would make it easier for drivers with disabilities to switch to EVs; understanding the requirements of commercial vehicle users; and supporting delivery of shared infrastructure. Value Added Tax was levied on the charging costs incurred at commercial charging points and this disproportionately impacted people on lower incomes who would have less access to off-street parking and home charging facilities.

The location of charging points needed to be carefully considered to suit usage patterns. Sites located near to popular destinations, such as leisure parks and entertainment venues, could encourage private vehicle usage where public transport alternatives existed and could therefore stimulate demand for road space. Members noted that databases allowed TfL to understand usage patterns at existing locations and this was used to inform planning.

Bus operators were being supported to provide charging points for their buses at depots and termini.

Further work would take place on improving accessibility of charging points. A standard had been published by the British Standards Institution and compliance was required in TfL's procurement process. It was a voluntary standard and was subject to commercial considerations by operators. The need for a standard for London was recognised and a workshop was being scheduled to raise the profile of the issue. The Panel would be

informed of accessibility standards for charging stations built by the Places for London joint venture and the date of the workshop. **[Action: Christina Calderato]**

The Panel noted the paper.

23/05/24 Responsible Procurement and Modern Slavery Statement

Samiya Hirji and Katherine Adams introduced the item, which presented the draft Modern Slavery Statement 2024/25 and activities undertaken in the 2023/24 financial year (1 April 2023 to 31 March 2024).

The Panel welcomed the reduction in carbon emissions from the Surrey Quays station upgrade, following implementation of the Publicly Available Specification (PAS) 2080 carbon standard. The upgrade featured carbon modelling from the outset and, with the most carbon being embedded, the design facilitated significant reductions.

Waste collection and solar panel manufacture had been identified and added as risk areas following engagement with external partners, such as the Ethical Trading Initiative and Electronics Watch. Activities were underway to understand the risks and get transparent information from suppliers and manufacturers. More stringent due diligence requirements had been added to the tender for waste services, which was currently being drafted. This would focus on recruitment practices, which was the area where the risk had been identified. Discussions would take place with the new contractor regarding best practice and due diligence in relation to where waste would be finally processed.

The London Transport Museum would be offered support to allow it to work with its supply chain to push forward its timeline for completion of the Sedex Self-Assessment Questionnaire by its suppliers.

The Panel noted the paper.

24/05/24 Enterprise Risk Update - Environment Including Climate Adaptation (ER03)

Sam Longman introduced the item, which provided an overview of Enterprise Risk 3 – Environment including climate adaptation. This risk covered 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 the risk, however the Control Effectiveness rating was 'Requires Improvement'. Developing and quantifying an understanding of impacts at asset and operational levels and also the impact of mitigations was key to improving the rating.

A process was underway with the asset teams to identify those assets that could adapt to climate change, as well as those which would need replacement with more suitable options.

The need to manage the risk would require capital funding and accordingly, a clear understanding of requirements and timelines would inform financial needs. The development of metrics and performance indicators, as well as a performance tracker, would be a useful tool to give greater visibility of progress, help reporting and highlight, to those involved in oversight, the need for action. The Panel would be provided with further information on metrics and performance indicators in a future update.

[Action: Sam Longman]

The Internal Audit team had also undertaken a number of audits on climate change and weather plans and mitigations.

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

25/05/24 Our Colleague Strategy – Delivery to Date

Fiona Brunskill introduced the item, which provided an overview of delivery 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 objectives 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 Scorecard.

The Action on Inclusion Strategy had been launched with a focus on colleagues and how they felt within the organisation. The Chair commended the Chief People Officer for the Inclusion Matters e-learning course, which included colleagues talking about their own experiences.

The recent cohort of 270 graduates, interns and apprentices had been the most diverse group recruited to date. TfL was now included in the Times Top 100 Graduate Employers and had also been voted Graduate Employer of Choice in the transport and logistics sector.

End of year performance and readiness conversations were taking place. These gave colleagues an opportunity to discuss their development journey which also fed into succession planning work.

Pay management was a focus and work was taking place to look at pay perception and fairness through the Job Families concept. In addition, principle-based people policies were being developed which would see rigid rule-based policies replaced.

The representation targets on the Scorecard were based on being realistic, achievable and sustainable. It was noted that gender representativeness in senior positions was challenging due to a lower proportion of women within TfL as a whole. At the same time, demand for diverse candidates in other organisations resulted in several resignations which increased the gender gap. Work was underway to ensure that TfL provided a fair platform for opportunity for women to develop into senior management and leadership positions. It was noted that perception of equality of opportunity was essential to ensure colleagues understood and saw that promotion and development was on merit. Previous

work in improving representativeness had been fair and equitable, although colleague perception had not always acknowledged this.

The review of critical and hard to fill roles had been completed with 250 unique roles identified. In Technology and Data for example, the challenge was around pay although a fair and attractive offer and the opportunity for progression would provide some mitigation. There would continue to be some utilisation of non-permanent labour, but the ambition would be to fill core roles.

The Panel noted the paper.

26/05/24 TfL Pay Gaps and Action Plan

Patricia Obinna introduced the item, which provided 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 declaration rates, as TfL could better support its colleagues if it knew more about them. This 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, who had provided the information in one go. The data related to entry level customer services roles that were at the lower end of TfL's pay scales and this impacted the stability of the pay gap data. Testing would take place to assess the hypothesis that increased declaration rates tended to increase pay gaps in the short term.

The recent cohort of graduates, interns and apprentices, with the exception of female apprentices, was the most diverse recruited to date also had an impact as these positions were at entry level pay scales. If they were retained and progressed at TfL this would have a positive impact on the diversity of TfL and reduce pay gaps.

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 Leading the Future programme also considered this approach to progression, with a focus on an individual's potential rather than using a competence-based assessment.

The Pay Gap Action Plan set out a multi-faceted approach to reducing pay gaps including attracting and recruiting diverse talent and career progression.

A new collaborative approach with the Greater London Authority was being developed and was expected to be in place by October 2024, which would see standardised reporting.

The Panel suggested that the Action Plan commitment to set up a 'Women Leaders in Transport' network should be reconsidered, as there were sufficient networks within the transport industry that could fulfil this function.

The Panel noted the paper.

27/05/24 Safety, Health and Environment Report - Quarter 4 2023/24

Lilli Matson introduced the item, which provided key information and trends reported in Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024).

This had been a challenging quarter, and targets had not been achieved on three of the four Scorecard metrics.

However, across the year, performance had been positive, with road fatalities the lowest ever with the exception of 2021, which had been impacted by the public health situation. Customer injuries had also reduced by eight per cent since the previous year.

The Panel noted that there had been four fatal collisions involving buses in Quarter 4 and investigations were ongoing.

In response to a question from the Panel, it was noted that road safety data relating to electric bikes and scooters could not easily be disaggregated from the Department for Transport Stats19 dataset.

Catherine Barber, GLA Assistant Director – Environment and Energy, commended officers on the work that had taken place on environmental matters and informed the Panel that the Mayor had re-confirmed his commitment to the Net Zero 2030 target. The Greater London Authority would continue to work closely with TfL on setting and achieving ambitious environmental goals.

The Panel noted the report.

28/05/24 Our Colleague Quarterly Report

Fiona Brunskill introduced the item, which provided an update on key activities across the Chief People Office for the period February to May 2024.

The Workplace Adjustment budget had been centralised and this would facilitate a more consistent experience for colleagues. Following a question from the Panel, the applicability of the programme beyond colleagues with disabilities would be confirmed.

[Action: Fiona Brunskill]

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. An update would be included in the next Quarterly Report on the ability of the app to respond to any changes in definitions of protected characteristics.

[Action: Fiona Brunskill]

The Steps into Work programme had seen 15 applicants of the cohort of 24 enrolled into the apprenticeship scheme.

The Panel noted the report.

29/05/24 Risk and Assurance Report Quarter 4 2023/24

Lorraine Humphrey and Mike Shirbon introduced the item, which provided 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.

Three audits had been given 'Poorly Controlled' conclusions. The Safety Complaints Process audit had shown inconsistencies in the way processes were applied. Actions to address this had been made and agreed. These actions were being monitored and progressed. The potential for the application of lessons learnt from the Sandilands tram tragedy in November 2016 was being explored.

The DLR Fire Asset Management audit had shown there was an inadequate change control process with a lack of clarity on roles and responsibilities. The Panel would be given an update on progress of actions as well as confirmation when those actions were closed out. **[Action: Mike Shirbon]**

The Driving at Work audit had shown that Management System documents lacked clarity and actions were taking place to address this.

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

30/05/24 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the current forward plan for the Panel.

The Panel noted the forward plan.

31/05/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

32/05/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 4 September 2024 at 10.30am.

33/05/24 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 7 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Enterprise Risk Update - Environment Including Climate Adaptation (ER03); and Risk and Assurance Report Quarter 4 2023/24.

The meeting closed at 1.15pm.

Chair: _____

Date: _____