

Transport for London

Minutes of the Safety and Security Panel

Conference Rooms 1 and 2, Ground Floor, Palestra

197 Blackfriars Road, London, SE1 8NJ

1.30pm, Monday 2 December 2024

Members

Zoë Billingham CBE (Chair)

Omid Shiraji (Vice Chair)

Seb Dance

Peter Strachan

Executive Committee

Andy Lord

Andrea Clarke

Claire Mann

Lilli Matson

Commissioner

General Counsel

Chief Operating Officer

Chief Safety, Health and Environment Officer

Staff

Jules Gascoigne

Siwan Hayward

Lorraine Humphrey

Claire Lefort

Stuart Reid

James Varley

Shashi Verma

Chief Information Security Officer

Director of Security, Policing and Enforcement

Director of Risk and Assurance

Legal Manager

Head of Insights and Direction

Secretariat Officer

Chief Technology Officer

01/12/24 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Mark Phillips. The meeting was quorate.

The Chair welcomed those present to the first meeting of the Safety and Security Panel, whose purpose was to provide strategic oversight to improve TfL's safety and security culture.

Officers in regular attendance at the meeting would include Andy Lord, Andrea Clarke, Claire Mann, Lilli Matson, Siwan Hayward, Stuart Harvey, Lorraine Humphrey and Mike Shirbon.

The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda which was exempt from publication, to ensure the public and press could observe the proceedings.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions of the relevant item or with the appropriate member of the Executive Committee after the meeting.

02/12/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests to declare that related specifically to items on the agenda.

There had been one recent update to Members' declarations: Peter Strachan's term as Chair of the North East Ambulance Service NHS Foundation Trust had concluded with effect from 29 November 2024.

03/12/24 Minutes of the Final Meeting of the Safety, Sustainability and Human Resources Panel held on 4 September 2024

It was confirmed that Mark Phillips, who had attended the meeting on 4 September 2024, was content with the accuracy of the minutes of the meeting.

The minutes of the meeting of the Safety, Sustainability and Human Resources Panel held on 4 September 2024 were approved as a correct record, and the Chair was authorised to sign them.

04/12/24 Matters Arising and Actions List

Andrea Clarke introduced the item, which set out progress against an action from the final meeting of the Safety, Sustainability and Human Resources Panel.

The Panel noted the updated Actions List.

05/12/24 Safety, Health and Security Report – Quarter 2 2024/25

Lilli Matson and Siwan Hayward introduced the item, which provided key information and trends reported in Quarter 2 of 2024/25 (23 June to 14 September 2024), including performance against Scorecard targets.

The Panel acknowledged that safety was paramount, and it was neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London, nor when working for TfL. TfL took a zero-tolerance approach to this, as every death or serious injury had an impact on the individuals involved but also their families and friends and anyone who witnessed an incident.

Board Members were committed to ensuring the safety of customers and colleagues. This Panel would provide stewardship and challenge to the Executive to ensure that action was being taken to address key risks, prevent harm and ensure that anyone impacted was treated with the utmost care and compassion.

Andy Lord informed the Panel that he welcomed the establishment of the Panel and its focus on safety and security. Any fatality on the TfL network was one too many and TfL recognised what a profound impact that the death of a person had on those around them. Our condolences and thoughts were always with all of those people who had tragically lost their lives or suffered a serious injury on the transport network.

Fundamentally the transport network was safe, and TfL was not complacent and continued to focus on the Vision Zero action plan which had the target of ensuring nobody was killed or seriously injured across London's transport network by 2041. TfL would always ensure there was an appropriate response to any incident and that those affected were treated with compassion and care.

The opportunity to discuss security was welcomed, noting that some discussions may have to take place in closed session.

The report looked at performance on the TfL network and the wider road network, 95 per cent of which was managed by the London boroughs. The recent cyber security incident had impacted access to data for the report.

The colleague serious injury rate was tracking at a similar level to Quarter 2 of 2023/24. Most injuries were caused by slips, trips and falls. Activities to mitigate risk were set out in the Colleague Safety Plan which had been launched in September 2024.

Customer safety had seen improvement, with the rate of customers killed or seriously injured being seven per cent lower than in Quarter 2 of 2023/24. Platform train interface (PTI) incidents remained a focus, with the PTI safety plan being implemented to manage risk. A lot of innovative work was taking place around reducing PTI risk. The Panel would be given further information on mitigation activities for PTI incidents and in relation to incidents on escalators.

[Action: Lilli Matson]

Tragically, there had been two fatalities on the London Underground network in the quarter and our thoughts and condolences are with the family and friends of those who had died.

Road safety performance was slightly above target in the quarter although lower overall than the same quarter for 2023/24. The Communications team had been engaged to look at how TfL's bus safety activity could be promoted to customers and the wider public.

While bus safety performance remained within target, tragically a fatal collision between a bus and a child had occurred in the quarter. An investigation into the incident was underway and our thoughts and condolences are with the family and friends.

Mental health and musculoskeletal conditions were the main drivers of colleague absence. The Occupational Health team was delivering ways of improving wellbeing.

The provision of security related data from the Metropolitan Police Service had been impacted by its need to stabilise its reporting platform and accordingly, the quarterly report only used data drawn from TfL's own system. It was proposed that the next report to the Panel would be used as an opportunity to bring the reporting up to date as all the relevant information would be available.

During Quarter 2, there were 2,106 incidents of workplace violence and aggression (WVA) reported across all modes. It was fundamental to TfL that all colleagues felt protected at work and action was taken to eradicate WVA for all those who were directly employed by TfL and those working for its contractors. A significant amount of work had taken place to encourage reporting and there was confidence that data was robust and gave a stable picture of what was actually happening. The vast majority of WVA was aggression and verbal abuse, with around 10 per cent of incidents motivated by hate.

Around 15 per cent was physical and could result in injury to staff. Recent evidence showed that mitigations such as training and the use of body worn cameras had resulted in a downward trend in physical assaults. Tragic incidents in which a customer had been seriously injured or killed were rare and appropriate action was taken in response. The Panel noted that there had been a recent decrease in the rate of staff willing to support police investigations. This was a concern and was thought to reflect, at least in part, wider lack of confidence in policing. The WVA team provided support for staff attending court and the use of body worn camera evidence helped reduce the need for staff to attend court.

The reporting data was robust and manual records were maintained but some validation may be required on lower-level incident reporting. It was thought that the recent cyber security incident had a dampening effect on some reporting, and this would be better understood over time. Longer data sets would be included in future reporting and greater clarity would be provided on mitigating actions and their expected and reported impacts and outcomes. Further detail on the prioritisation of risks, perhaps through a dashboard, would also be provided together with detail on the number of passenger journeys for context.

[Action: Lilli Matson]

The Panel noted the report.

06/12/24 Trends in Safety and Key Improvement Activity

Lilli Matson and Stuart Reid introduced the item, which provided an overview of trends in safety performance and key activity to maintain and improve safety outcomes in London.

TfL was working to achieve the Vision Zero targets set out in the Mayor's Transport Strategy: eliminating deaths and serious injuries from London's transport system by 2041.

In colleague safety, the overall trend was downwards, with most incidents being slips, trips and falls. There were signs of the trend levelling off and this was being monitored. Colleague safety applied to all people working 'under the roundel' which meant directly employed staff and those employed by contractors.

In customer safety, the level of risk was relatively static and unchanging. The rate of customer injuries had decreased overall recently, however increases had been seen on the rail and bus networks.

On roads, progress was being made in reducing those killed and seriously injured rates. London was ahead of the national trend although the rate of improvement was slowing down. Bus safety was trending downwards and it was acknowledged that there was further work to be done in this area.

A number of improvement activities were taking place including strengthening safety systems, targeting key risks, improved investigations, strengthening safety culture, introducing new safe track access procedures, the bus safety programme, the platform train interface safety plan and promotion of escalator safety. As 95 per cent of the road network was outside of TfL control, a safe systems approach was used alongside close working with London boroughs. TfL looked beyond the transport industry for learning and experience in safety matters, such as drawing from the retail industry for escalator safety.

The Panel requested that updates on safety activities should show the impacts of specific actions. **[Action: Lilli Matson]**

TfL was impacted by broader societal issues such as increases in rough sleeping. Staff had received training to recognise vulnerable people and links had been forged with local authorities and outreach agencies to allow staff to respond when they came upon people using the network for shelter. Staff were also trained in suicide prevention and each year their actions saved many lives. Overall, the aspiration was for the roundel to be seen as representing a place of safety and safeguarding. Further detail on safeguarding activities would be provided in a future report to the Panel. **[Action: Siwan Hayward]**

The Panel noted the paper.

07/12/24 Update on the TfL Cyber Security Incident

Andy Lord, Shashi Verma and Jules Gascoigne introduced the item, which provided an update on the cyber security incident that commenced on 31 August 2024.

The incident was subject to an ongoing criminal investigation and TfL was working closely with the National Crime Agency (NCA) and the National Cyber Security Centre (NCSC) who had provided support and had been complimentary about TfL's handling of the situation. TfL apologised to those impacted by the incident such as customers affected by delays to issuing concessionary cards and refunds. Lessons learnt reviews would be taking place and would be used internally and also shared with other organisations.

TfL was notified of the intrusion to its information technology systems on 1 September 2024 and responded to the incident immediately, rebuilding the Active Directory and commencing the password reset process for TfL accounts. The password reset process was challenging and required staff to attend TfL sites in person to complete the process.

The disruption to TfL's systems was the result of the activities to mitigate risk rather than arising from the intrusion into the system. This affected customers and colleagues. Customer data had been lost and contact had been made with those customers who had been offered protection in line with guidance from the Information Commissioner's Office. Security systems were replaced and the recovery followed an internal process, informed by a priority list of requirements set by TfL.

The rapid response meant that forensic evidence was secured and the attacker had been identified.

The Commissioner thanked customers for their patience and staff for dealing with the disruption and workarounds. Siwan Hayward had been Gold Commander for the first 24 hours before Carl Eddleston, Director of Network Management and Resilience, took over. Both deserved credit for the way they dealt with a very challenging situation and provided support to Shashi Verma and his team.

The Panel welcomed TfL's response to the incident and felt that the work done should be viewed as an exemplar. TfL's transparency in the matter had been noted.

An independent review would take place and was expected to commence imminently, although it may take place in stages as the recovery process continued and in view of the ongoing investigation.

On behalf of the Panel, the Chair expressed her sincere thanks to Shashi Verma, Jules Gascoigne and the whole team across TfL who had responded to a significant incident in a way that has been exemplary in its openness with the Board and those impacted, without providing competitive advantage to those who sought to damage our systems.

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

08/12/24 Trends in Security and Key Improvement Activity

Claire Mann and Siwan Hayward introduced the item, which provided an update on Security Strategy and highlighted security improvement programmes.

As an organisation, TfL recognised that it was still maturing in terms of the way it embedded security. Good security meant protecting customers, colleagues, finances, assets, technology, data, services and operations from criminals and hostile actions that caused harm. The aim was for the organisation to be able to focus on 'prevent, deter and delay' of the security risks and also how to respond to incidents.

There was a challenge in terms of getting ahead of the threats to put in place responses and mitigations. Threats were constantly evolving and strong relationships with the police and security services were vital for this. Working closely with stakeholders, community organisations and advocacy groups was also essential.

TfL's vision was to eradicate workplace violence and aggression. Evidence from the rail industry had shown that body worn camera technology had driven a 10 per cent reduction on violence and aggression and a similar level of reduction was expected on the TfL network. Other interventions such as conflict management and use of enforcement officers helped protect colleagues.

Tackling fare evasion was fundamental to how safe the network felt for customers and a target rate of 1.5 per cent or less had been set for 2030. Different interventions were trialled to understand what worked well. Benchmarking took place with other metros to understand where London sat in comparison to other cities. Recent campaigns had highlighted the fact that fare evasion was not a victimless crime but took money from TfL that could be used to invest in the transport network.

Ending violence against women and girls was a well established workstream. While it was a widespread crime, people were able to use the transport network as it offered anonymity and crowding to facilitate offending behaviours. TfL encouraged reporting and had seen a 36 per cent increase in reporting of sexual offences and harassment, with the majority of cases being harassment. A recent survey had taken place to gain insight into how fear of harassment affected behaviour and patronage of the network. TfL publicised the behaviours that were not tolerated on the network and also promoted positive behaviours from bystanders to reduce harassment.

TfL was updating its policies in terms of prosecuting crimes and to make sure offenders and the nature of the offence were dealt with in an appropriate manner. The sanctions available could be influenced by discussions with Government and the police.

The Panel welcomed the focus on ending violence against women and girls and requested consideration be given to how violence against women and girls was reported back to the Panel, highlighting priorities and trends.

[Action: Claire Mann/Siwan Hayward]

The Panel noted the paper.

09/12/24 Risk and Assurance Report Quarter 2 2024/25

Lorraine Humphrey introduced the item, which provided an overview of the status of and changes to Enterprise Risk 01 (ER01) – Inability to deliver safety objectives and obligations, and Enterprise Risk 04 (ER04) – Significant security incident including cyber security. It 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 (QSSA) team and third line of assurance work by the Internal Audit team within TfL's Risk and Assurance Directorate.

ER04 would be presented to the Panel in February 2025 and ER01 would be presented to the first meeting of the 2025/26 meeting cycle.

The Audit Plan was agreed at the meeting of the Audit and Assurance Committee held on 18 September 2024 and, at the request of the Committee, retained flexibility to include reviews related to the recent cyber security incident.

Internal Audit issued one audit against ER01 which was rated as 'requires improvement' and three against ER04 which were all rated as 'requires improvement'. Three second line QSSA audits were delivered in the quarter against ER01, one was rated 'requires improvement', one 'adequately controlled' and the other was not rated. There were no QSSA audits against ER04. One QSSA audit against ER01 had been deferred for valid business reasons.

All audit actions related to ER04 audits were less than 30 days overdue and were expected to be closed out shortly. Four actions related to ER01 audits were overdue by more than 100 days and close out dates were in place for these.

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

10/12/24 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the item. No additional suggestions were raised for future discussion items on the forward plan, other than those already noted during the meeting.

The Panel noted the forward plan.

11/12/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

12/12/24 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 12 February 2025 at 10.00am.

13/12/24 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: Update on the TfL Cyber Security Incident; and Risk and Assurance Report Quarter 2 2024/25.

The meeting closed at 4.00pm.

Chair: _____

Date: _____