

## Agenda

**Meeting: Safety, Sustainability and  
Human Resources Panel**

**Date: Wednesday 10 February 2021**

**Time: 10.00am**

**Place: Teams Virtual Meeting**

### Members

Kay Carberry CBE (Chair)

Dr Nina Skorupska CBE (Vice-Chair)

Cllr Julian Bell

Bronwen Handyside

Dr Mee Ling Ng OBE

Mark Phillips

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live on the [TfL YouTube channel](#)

A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

### Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: James Varley, Secretariat Officer, 020 7983 4613; email: [JamesVarley@TfL.gov.uk](mailto:JamesVarley@TfL.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Howard Carter, General Counsel  
Tuesday 2 February 2021

**Agenda  
Safety, Sustainability and Human Resources Panel  
Wednesday 10 February 2021**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Panel held on 4 November 2020 (Pages 1 - 8)**

General Counsel

**The Panel is asked to approve the minutes of the meeting of the Panel held on 4 November 2020 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List (Pages 9 - 14)**

General Counsel

**The Panel is asked to note the updated actions list.**

**5 Quarterly Safety, Health and Environment Performance Report (Pages 15 - 68)**

Chief Safety, Health and Environment Officer

**The Panel is asked to note the report.**

**6 Operational Incidents on the Tram Network: August - October 2020**  
(Pages 69 - 74)

Chief Safety, Health and Environment Officer

**The Panel is asked to note the paper.**

**7 Elizabeth Line Safety Update** (Pages 75 - 78)

Chief Safety, Health and Environment Officer

**The Panel is asked to note the paper.**

**8 Bus Driver Welfare** (Pages 79 - 90)

Managing Director, Surface Transport

**The Panel is asked to note the paper.**

**9 Bus Safety Programme and Driver Health and Wellbeing** (Pages 91 - 100)

Managing Director, Surface Transport

**The Panel is asked to note the paper.**

**10 Sustainability in TfL Buildings** (Pages 101 - 112)

Director, Commercial Development

**The Panel is asked to note the paper.**

**11 TfL Carbon Reduction Priorities** (Pages 113 - 128)

Director, City Planning / Chief Safety, Health and Environment Officer

**The Panel is asked to note the paper.**

**12 Human Resources Quarterly Report** (Pages 129 - 140)

Chief People Officer

**The Panel is asked to note the report.**

**13 TfL Viewpoint Survey Results 2020** (Pages 141 - 158)

Chief People Officer

**The Panel is asked to note the paper.**

**14 Enterprise Risk Update - Inability to support new ways of working (ER10)** (Pages 159 - 164)

Managing Director, Customers, Communication and Technology

**The Panel is asked to note the paper and the exempt supplemental information provided on Part 2 of the agenda.**

**15 Members' Suggestions for Future Discussion Items** (Pages 165 - 170)

General Counsel

**The Panel is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.**

**16 Any Other business the Chair Considers Urgent**

**The Chair will state the reason for urgency of any item taken.**

**17 Date of Next Meeting**

Wednesday 30 June 2021 at 10.00am

## **18 Exclusion of Press and Public**

**The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 1 and 2 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.**

## **19 Enterprise Risk Update - Inability to support new ways of working (ER10) (Pages 171 - 176)**

**Exempt supplemental information relating to the item on Part 1 of the agenda.**

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## Transport for London

### Minutes of the Safety, Sustainability and Human Resources Panel

#### Teams Virtual Meeting 10.00am, Wednesday 4 November 2020

##### Members

Kay Carberry CBE (Chair)  
Dr Nina Skorupska CBE (Vice Chair)  
Bronwen Handyside  
Dr Mee Ling Ng OBE  
Mark Phillips

##### Executive Committee

Staynton Brown	Director of Diversity, Inclusion and Talent
Howard Carter	General Counsel
Lilli Matson	Chief Safety, Health and Environment Officer
Tricia Wright	Chief People Officer

##### Staff

Christina Calderato	Head of Transport Strategy and Planning (from 11.30am) (for 9 and 10)
George Clark	Director of Engineering
Tom Cunnington	Head of Buses Business Development (for item 6)
Katherine Drayson	Principal City Planner (for Item 9)
Lucy Hayward-Speight	Strategy and Planning Manager (for Item 10)
Claire Mann	Director of Bus Operations
Dr Sam Phillips	Head of Health and Wellbeing (for Item 6)
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Integrated Assurance
James Varley	Secretariat Officer

##### Also in attendance

Shirley Rodrigues	Deputy Mayor for the Environment and Energy
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#### 46/11/20 Apologies for Absence and Chair's Announcements

The Chair welcomed everyone to the meeting. TfL's meetings now fell within the Flexibility of Local Authority Meetings Regulations 2020 and the meeting was being broadcast live on YouTube.

An apology for absence had been received from Cllr Julian Bell. Andy Lord, Gareth Powell and Alex Williams were not available, and George Clark, Claire Mann and Christina Calderato were attending in their places (respectively).

The Chair reminded those present that safety was paramount to TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with TfL staff after the meeting. Members confirmed there were no safety matters they wished to raise, other than those to be discussed on the agenda.

## **47/11/20 Declarations of Interests**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](http://tfl.gov.uk), were up to date and there were no interests that related specifically to items on the agenda.

## **48/11/20 Minutes of the Meeting of the Safety, Sustainability and Human Resources Panel held on 9 September 2020**

The minutes of the meeting of the Panel held on 9 September 2020 were approved as a correct record.

## **49/11/20 Matters Arising and Actions List**

The Panel was informed that 10 locations, all with welfare facilities, were currently used for remote sign-in for bus drivers. Consultation with Unite the Union on the provision of remote sign-in had been positive.

The Panel noted the Actions List.

## **50/11/20 Quarterly Safety, Health and Environment Performance Report**

Lilli Matson, George Clark and Claire Mann introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 2 2020/21 (28 June – 19 September 2020).

Since the last update to the Board in October 2020, another member of staff had tragically died as a result of Covid-19 infection. This brought the total to 46 colleagues from TfL and partner organisations who had passed away in service from Covid-19. The thoughts of the Panel Members and staff were with all those affected.

The number of journeys taken remained suppressed as a result of the public health situation.

The second national lockdown was due to commence on 5 November 2020. TfL continued to do everything it could to make sure the network was as safe as possible for customers and staff. It had engaged Imperial College to monitor cleanliness and assist with identifying issues and targeting mitigating actions.

There had been an increase in the level of workplace violence and aggression since the previous quarter. Over half of the police-reported incidents were targeted at bus drivers. It was acknowledged that the capacity restrictions impacted in the relationship between driver and passengers. Drivers were aware that their role was the safe driving of the bus and that they were not responsible for enforcement activities, which were covered by the Compliance, Policing and On-Street Service Directorate (CPOS). It would be confirmed if the work of the CPOS team, including successful prosecutions, were communicated to staff and the public.

**[Action: Lilli Matson / Siwan Hayward]**



Injury rates on buses had increased from the previous quarter, although absolute numbers were lower than the same quarter last year. The injuries were mainly in the slips, trips and falls category; it was thought that customers may not be using safety equipment, such as handrails and poles, due to concerns about Covid-19 transmission. The communication of safety information and assurance would be enhanced to influence behaviour and an update would be provided to a future meeting.

**[Action: Gareth Powell / Claire Mann]**

On 21 June 2020, a southbound train ran past a signal at danger and on through two sets of points, ending up on the northbound track, 23 metres from a Metropolitan line train that was stationary at the platform at Chalfont and Latimer station. The train was operated by Chiltern Railways and the signalling was controlled by London Underground. London Underground had worked closely with Chiltern Railways on its investigation, which was looking at Chiltern's management, communications and the actions of the driver. London Underground has also launched a review of its interfaces and protocols which has now been completed. A draft report was being produced and an update would be provided to a future meeting.

**[Action: George Clarke / Andy Lord]**

**The Panel noted the report.**

## **51/11/20 Human Resources Quarterly Report**

Tricia Wright introduced the item, which provided an overview on key Human Resources-led activities and statistics for Quarter 2 2020/21 (28 June – 19 September 2020).

The Scorecard for 2020/21 was primarily focused on restarting services, stabilising the current situation and building for the future. Safety and wellbeing of staff would continue to be a priority.

A range of activities had taken place to celebrate Black History Month throughout October 2020. World Mental Health Day took place on 10 October 2020 and staff took part in the 'Do One Thing' event that encouraged sharing of learning and experience.

The Occupational Health team had and continued to provide outstanding support for staff.

The Viewpoint staff survey had closed; the response rate stood at 64 per cent, which was the same as the previous year. The Panel would receive an update on the results of the survey at the next meeting.

**[Action: Tricia Wright]**

A Covid-19 Recognition Scheme for TfL staff had been developed and was due to be launched in November 2020. Members welcomed the work being done and requested that it was shared with contractors.

**[Action: Tricia Wright / Claire Mann]**

An ongoing Workload review, led by members of the Executive Committee, was underway. Issues such as annual leave usage and financial concerns were also being reviewed.

The Panel expressed its thanks to the Human Resources team for the production of the report.

**The Panel noted the report.**

## **52/11/20 Update on Response to the findings of the UCL research into Covid-19 Bus Driver Fatalities**

Lilli Matson and Sam Phillips introduced the item. The paper provided an update on the responses that TfL and the bus operators had taken in response to the findings in the first part of the University College London (UCL) study, which examined the deaths of 29 bus drivers as a result of Covid-19 in the period March to May 2020.

The first part of the UCL study was published prior to the previous meeting of the Panel.

In mid-October 2020, the Office for National Statistics updated its estimates on the mortality rates across ethnicities. Differences in mortality involving Covid-19 were most strongly associated with demographic and socio-economic factors and could not be explained by pre-existing health conditions.

There were five recommendations in the report, which focused on enhancing protection for bus drivers, particularly those with multiple risk factors, through early interventions and reducing exposure during epidemics.

The response from TfL and its bus operators to implement the recommendations was now more co-ordinated. TfL was issuing clear guidance and all parties were following national guidelines.

The Occupational Health team had undertaken over 2,500 risk assessments to enable staff to continue to work safely. Bus operators were also required to use a risk assessment tool of equivalent standard and it was acknowledged that drivers should be made aware that a consistent approach is being used across operating companies.

Bus drivers were also being encouraged to disclose health conditions that did not affect their ability to drive but could be a risk factor for Covid-19. Clinically vulnerable employees were told they should not come into work.

The research was due to be completed in early 2021. It was expected to identify differences in infection and death rates between London's frontline transport workers and the general London population.

UCL had also released its Report on Scientific advice to TfL on bus driver assault screen modifications due to the Covid-19 pandemic. TfL had responded to the recommendations in the report.

Prior to the Covid-19 pandemic, TfL had been actively involved in the promotion of healthy workplaces with the introduction of the 'Health Bus' and bus operators were considering health plans and activities.

**The Panel noted the paper.**

## **53/11/20 Diversity and Inclusion Update**

Staynton Brown introduced the item, which provided an update on the work being done on diversity and inclusion across TfL for both customers and staff and how this has been

adapted in response to the challenges posed by Covid-19 and the response to the killing of George Floyd.

A significant amount of work had been undertaken to address structural inequality and disparity of outcome across TfL.

The Covid-19 pandemic had slowed the development of the Inclusion Strategy and this would be re-established soon.

Social and equality risks to staff and customers were being managed through various activities. These included inputs from the Social Impact Steering Group and the Independent Disability Advisory Group, reviews of staff with caring responsibilities and enhanced Diversity and Inclusion dashboards.

There was a desire from staff within TfL for it to be a genuinely anti-racist organisation and actions were being taken to understand what this would mean in practice. An Anti-Racist Leadership Charter was being drafted and would be shared with Members in due course. **[Action: Staynton Brown]**

The Panel welcomed the work and commitment to diversity and inclusion and suggested that benchmarking take place to understand how TfL compared with other organisations, as well as creating a picture of what 'good' looked like. **[Action: Staynton Brown]**

Pay gap action plans were being developed and would be published by the Greater London Authority at a future date. Pay gaps were driven by multiple factors and actions to close gaps needed to be carefully managed to avoid unintended consequences, such as improving representativeness at entry level positions could then increase pay gaps.

**The Panel noted the paper.**

## **54/11/20 Climate Change Adaptation Update**

Lilli Matson and Katherine Drayson introduced the item, including the exempt information on Part 2 of the agenda. The papers set out TfL's existing climate change related risks; the work already underway to mitigate them; activity still to be commissioned or completed on climate change adaptation; and the risk posed to TfL's future work on adaptation if the decision-making processes did not account for the longer term safety and other benefits it would bring.

The derailment of a train at Carmont in Scotland, on 12 August 2020, highlighted the effects of severe weather conditions. Resilience activities would assist recovery from incidents, however, adaptation activities would underpin a preventative approach.

There was a need for improved data to assess how TfL's operations would be affected by severe weather now and in the future. There was also a need for a comprehensive TfL-wide assessment of climate risks to its assets.

Members acknowledged the progress made and agreed that the case for funding for adaptation should be pursued and not compromised by pressure to make savings.

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

## **55/11/20 Electric Vehicle Infrastructure Update**

Lucy Hayward-Speight introduced the item, including the exempt information on Part 2 of the agenda, which provided an update on electric vehicle charging infrastructure, since the launch of the Mayor's Electric Vehicle Infrastructure Taskforce (EVIT) in May 2018.

The EVIT Delivery Plan, published in June 2019, set out infrastructure targets to support the increase in numbers of electric vehicles in London.

TfL had responded to the consultation on bringing forward the end to the sale of new petrol and diesel cars and vans from 2040 to 2035. An earlier date of 2030 had been requested and work was taking place to understand any implications that might arise from the current Covid-19 pandemic. The imminent publication of the London Electric Vehicle Infrastructure Delivery Plan: One Year On was noted.

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

## **56/11/20 Enterprise Risk Update - Major Health, Safety or Environmental Incident or Crisis (ER1)**

Lilli Matson introduced the item, including the exempt information on Part 2 of the agenda. The papers set out how TfL managed the risk associated with the failure to sufficiently identify and manage safety, health or environment risks that could result in injuries, deaths, poor health and wellbeing of staff, customers, contractors or the wider population or harm to the environment and will impact TfL's reputation, financial capacity and operational resilience.

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

## **57/11/20 Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2)**

Tricia Wright introduced the item, which set out how TfL managed risk related to ensuring it had the right skills and talent management to mitigate disproportionate allocation of work, non-delivery of objectives and the negative impact it would have on staff.

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

## **58/11/20 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the item.

The Chief Inspector of Railways would be invited to attend a future meeting of the Panel.  
**[Action: Lilli Matson]**

## **59/11/20 Any Other Business the Chair Considers Urgent**

There was no urgent business.

## **60/11/20 Date of Next Meeting**

The next scheduled meeting of the Panel would be held on Wednesday 10 February 2021 at 10.00am.

## **61/11/20 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: Climate Change Adaptation Update; Electric Vehicle Infrastructure Update; Enterprise Risk Update – Major Health, Safety or Environmental Incident or Crisis (ER1); and Enterprise Risk Update – Protecting the Wellbeing of TfL's Workforce (ER2).

## **62/11/20 Close of Meeting**

The meeting closed at 1.10pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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**Date:** 10 February 2021

**Item:** Actions List

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper informs the Panel of progress against actions agreed at previous meetings.

#### **2 Recommendation**

- 2.1 **The Panel is asked to note the Actions List.**

#### **List of appendices:**

Appendix 1: Actions List

#### **List of Background Papers:**

Minutes of previous meetings of the Panel

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## Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 10 February 2021)

Actions from the meeting held on 4 November 2020

Minute No.	Description	Action By	Target Date	Status/note
50/11/20 (1)	<p><b>Quarterly Safety, Health and Environment Performance Report: - Bus safety</b> Confirm if the work of the CPOS team, including successful prosecutions, were communicated to staff and the public.</p>	Lilli Matson / Siwan Hayward		<p>We regularly publicise details of TfL and police face covering compliance, enforcement and prosecution activity in internal and external communications. This includes platform articles, Upfront and local communications channels (e.g. reports to bus operators) as well as social media and press activity.</p> <p>Communication of successful prosecutions for work-related violence incidents is an important part of our strategy to reassure our people, demonstrate that action is being taken against those that harm our staff and warn customers of the consequences of doing so. These outcomes are being publicised through our internal comms channels (including posters in rest rooms etc). Notable prosecution outcomes are also published in</p>

Minute No.	Description	Action By	Target Date	Status/note
				the media by TfL or our police partners. We are currently looking at ways to get a more regular feed of information to our operators.
50/11/20 (2)	<b>Quarterly Safety, Health and Environment Performance Report – Bus safety</b> Provide an update on bus safety activity.	Gareth Powell	10 February 2021	On agenda for this meeting.
50/11/20 (3)	<b>Quarterly Safety, Health and Environment Performance Report – LU safety</b> Provide an update on LU's safety review following the Chiltern Railways incident.	Andy Lord	10 February 2021	Oral update to be provided at this meeting.
51/11/20 (1)	<b>Human Resources Quarterly Report – Viewpoint survey</b> The Panel would receive a paper on the results of the survey.	Tricia Wright	10 February 2021	On agenda for this meeting.
51/11/20 (2)	<b>Human Resources Quarterly Report – Covid-19 Recognition Scheme</b> Share the Covid-19 Recognition Scheme with contractors.	Tricia Wright / Claire Mann	10 February 2021	In progress.
53/11/20 (1)	<b>Diversity and Inclusion Update – Anti-racist charter</b> An Anti-Racist Leadership Charter was being drafted and would be shared with Members in due course.	Staynton Brown	Spring 2021	To be circulated when available.

Minute No.	Description	Action By	Target Date	Status/note
53/11/20 (2)	<b>Diversity and Inclusion Update – Benchmarking</b> Investigate if benchmarking against similar organisations could take place	Staynton Brown		Diversity and Inclusion (D&I) benchmarking undertaken against the GLA HR D&I Standard. TfL is also a Disability Confident employer. In addition, members of our D&I team bring a wealth of best practice from other organisations, Business In the Community, for example.
58/11/20	<b>Members' Suggestions for Future Discussion Items</b> Invite the Chief Inspector of Railways to a future meeting.	Lilli Matson	Summer 2021	In progress.

**There were no outstanding actions from previous meetings**

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**Date:** 10 February 2021

**Item:** Quarterly Safety, Health and Environment Performance Report

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper summarises key information reported in the third Quarterly (Q3) report for the 2020/21 financial year. The Q3 period covers the dates 20 September to 12 December 2020 and the majority of data presented in the Q3 cover this range, except for road safety data, which is gathered and reported in months and calendar years.
- 1.2 The paper shows that we have met and exceeded scorecard targets for safety. Across our public transport network, customer injury rates have declined for both minor injury and death or serious injury. The number of customers being killed or seriously injured per million passenger journeys this quarter is the lowest of the most recent five quarters.
- 1.3 In Q3, there were 28 people killed and early estimates indicate 820 people seriously injured. on London's streets. This is a reduction of 20 per cent when compared to the same quarter last year. However, road risk (Killed or seriously injured per million journey stages) increased to 0.42 per million journey stages.
- 1.4 It is with great sadness that as of 2 February 2021, we report that the number of transport workers who have lost their lives to Covid-19 has now risen to 69.
- 1.5 When excluding leave related to Covid-19, days lost to sickness among our workforce remain down compared to last year. We have also seen a reduction in workplace violence and aggression directed towards our people, following an increase in Q2, despite a rise in passenger numbers.
- 1.6 Our operational electricity consumption and carbon emissions remain lower than the equivalent period last year, however both have risen compared to Q1 as more services resume. We are pleased to report that we are on track to meet our targets for carbon emissions from our non-operational functions.

## **2 Recommendation**

- 2.1 **The Panel is asked to note the report.**

### 3 Key Information Presented in the Q3 report

3.1 This paper summarises the key information and trends that are contained in the Quarterly (Q3) report. References in parenthesis give the page numbers of the Q3 report.

#### Scorecard

3.2 We report that both the TfL safety scorecard measures have been met and exceeded.

Our progress towards 2022 Vision Zero goal scorecard		Q3	
Measure	Unit	Target	Actual
People killed or seriously injured in road traffic collisions per million journey stages	Killed or seriously injured per million journey stages	0.45	0.42 (1 person injured for every 2.4 million journeys)
Customer and workforce injuries per million passenger journeys	Killed or seriously injured per million journeys	0.13	0.08 (1 person injured for every 12.5 million journeys)

**Fig 1: Scorecard targets and performance**

3.3 The H1 scorecard was the first time that we have used a rate-based scorecard where casualties are normalised by customer numbers. Our original forecast in H2 used rates based on assumptions around the level of journeys that would take place during H2. This has now been changed to a flat rate for the remainder of H2 due to unpredictable fluctuations in customer numbers resulting from lockdown restrictions.

3.4 When comparing Q3 to last year's quarter, we see a 22 per cent reduction in the number of people killed (36 vs 28) and a 20 per cent reduction in people seriously injured (1025 vs 820). Reduced traffic levels, experienced throughout the year as a result of the lockdowns, along with interventions such as the Streetspace programme and redoubled enforcement has contributed to this change in injuries. While this reduction is positive, it is not expected to continue when traffic levels return to the status quo and there is evidence that risk per journey has increased during lockdown

3.5 Road safety casualties have also shown a regional shift – with more casualties of all severities occurring in Outer London than Inner London. This indicates less of an issue of casualty 'hotspots' and suggests road safety must improve across all roads in order to reduce casualties across London in future.

## Public Transport Safety

3.6 Three significant incidents occurred during the reporting period:

- (a) On 28 September 2020, an Underground customer was seriously injured after he fell alighting from a train at Bank/Monument station. Unfortunately, he subsequently died on 21 October, and we were notified of this on 15 December. We are sharing information with the Office of Rail & Road and with the British Transport Police
- (b) On 28 September 2020, an Underground customer appeared unsteady on his feet while on the platform at Upminster station. After losing his balance, he fell onto the tracks where he sadly died of his injuries. We are sharing information with the Office of Rail and Road and the BTP.
- (c) On 18 November 2020, a man fell on the stairs of a N5 bus, which was travelling at low speed out of Euston Bus Station. Footage from CCTV shows the passenger, who was top deck, suddenly get up for his stop. He was holding a drink, carrier bag and mobile phone while he came down the stairs and appears to be not be holding on properly. As the bus pulls away, the passenger fell, landing on his back. He sustained fatal head injuries and sadly died in hospital several days later. The incident is being investigated by the bus operator as part of our Notification and Investigation of Major Incidents process.

There has been an update of note to a significant incident that occurred in Quarter 2:

On 15 July 2020, an elderly female with a walking aid was preparing to board the bus via the front door (making use of the support rail), the driver accidentally closed the doors on her, and she fell to the pavement outside the bus. She was taken to hospital for her injuries. We subsequently learned from the Coroner in late October that the female had passed away in hospital. TfL and the bus operator attended the pre-inquest review hearing on 18 November and are supporting the Coroner with their inquiries.

- 3.7 We also concluded a number of serious incident investigations and reported to relevant operational boards, as summarised in the Q3 report.
- 3.8 Across our public transport network, Q3 customer injury rates have declined for both minor injury and death or serious injury. The number of customers and workforce members being killed or seriously injured per million passenger journeys this quarter is the lowest of the most recent five quarters at 0.08. The recent decline in both total injury numbers and rates is positive compared to earlier this year during the first lockdown, which saw injury rates rise as total injuries did not fall as far as passenger numbers.
- 3.9 On our bus network, customer injuries in Q3 remained similar to the previous quarter at 627 minor injuries and one fatal injury. Total injuries remain below comparable to equivalent quarters from last year, but have not fallen as fast as passenger numbers which is concerning.

- 3.10 We are on track to 2022 MTS target for buses, which is 70 per cent fewer deaths and serious injuries against our baseline, with the 2019 year-end position using validated data showing a 65 per cent reduction in KSIs.

### **Road Safety**

- 3.11 The MTS Vision Zero target is to reduce all road deaths and serious injuries (KSIs) by 65 per cent by 2022, and 70 per cent by 2030. It also includes a more stretching target for bus safety of 70 per cent fewer deaths and serious injuries by 2022, and 100 per cent fewer by 2030.
- 3.12 To December 2019, there had been a 39 per cent decline in the total number of people killed or seriously injured against the 2005-09 baseline, but the rate of progress has slowed in recent years.
- 3.13 In Quarter 3, there were 28 people killed and early estimates indicate 820 people seriously injured. This is an increase compared to Q2 (Figure 1), driven by an increase in journeys as restrictions on movement eased. As London came out of lockdown and moved into the summer. Serious and Fatal road casualties gradually increased, quickly amongst vulnerable road users across and more slowly in motorised traffic.
- 3.14 When comparing Q3 to last year's quarter, we see a 22 per cent reduction in the number of people killed (36 vs 28) and a 20 per cent reduction in people seriously injured (1025 vs 820). Reduced traffic levels, experienced throughout the year as a result of the lockdowns, along with interventions such as the Streetspace programme and redoubled enforcement has contributed to this change in injuries. While this reduction is positive, it is not expected to continue when traffic levels return to the status quo and there is evidence that risk per journey has increased during lockdown.
- 3.15 Road safety casualties have also shown a regional shift – with more casualties of all severities occurring in Outer London than Inner London. This indicates less of an issue of casualty 'hotspots' and suggests road safety must improve across all roads in order to reduce casualties across London in future.

### **Construction and workforce safety**

- 3.16 Workforce injuries across TfL have remained relatively stable compared to Quarter 2. There was a small increase from the last quarter, primarily driven by an increase in injuries within our construction and projects activities. Overall this represents a 40 per cent reduction when compared to last year's quarter
- 3.17 During Q3 we have undertaken 3.6 million hours of work across Major Projects Directorate, Project & Programme Directorate, LU Renewals & Enhancements and Crossrail. Over the quarter, our lost time injury frequency trend has been increasing across Renewals and Enhancements and Major Projects Directorate, at 0.26 and 0.3 respectively. This is against a threshold of 0.2 lost time injuries per 100,000 hours worked.
- 3.18 Our top three injury causes are; Slips, trips & falls (6 injuries), falling objects (4 injuries) and non-compliance with SHE rules (3 injuries). There is no common or consistent causal factor behind these, with manual handling and slips/trips being the most common category.



## **Workforce Security**

- 3.18 Despite passenger ridership being up in Q3, police crime data for work-related violence and aggression offences showed a 20 per cent decrease (117 fewer offences) compared with Q2 and was 18 per cent lower (107 fewer offences) than Q3 in 2019/20.
- 3.20 Approximately half of recorded offences were targeted at bus drivers. The overwhelming majority of incidents involved verbal abuse and threatening behaviour, followed by common assault. Spitting incidents – from both passengers and other road users - accounted for 27 per cent of all WVA offences involving bus drivers and is at a similar level to Q3 2019/20.
- 3.21 In Q3 2020/21 the proportion of offences against staff deemed hate crime was 22 per cent. This remains similar to previous quarters. The majority of hate crimes directed at transport staff are racial hate crimes (in excess of 80 per cent) and this is consistent across all modes.
- 3.22 During 2020/21 the overall positive outcome rate for prosecutions is 22 per cent compared with 14 per cent in 2019/20. This value fluctuates greatly between the BTP and the MPS and is reflective of the live nature of ongoing investigations with many cases open at time of reporting. The majority of WVA offences were on the bus and LU networks with the positive outcome rate for the first half of 2020/21 being 15 per cent and 43 per cent respectively.

## **Health**

- 3.23 In aggregate, employee days lost due to sickness (this excludes absences related to Covid-19) in Q3 show an increasing trend compared to the previous quarter during the pandemic. However, when Q3 is compared to last year's quarter we see a reduction of 32 per cent. Total days lost is down 6 per cent from last year's quarter.
- 3.24 It is with regret that as of 2 February 2021, we report that the number of transport workers who have lost their lives to Covid-19 has now risen to 69. We continue to prioritise measures that are protecting our customers and our staff to reduce the risk of transmission on our network and the Q3 report reminds the Panel and stakeholders of these.

## **Environment**

- 3.25 Electricity consumption in our operations has returned to comparable levels seen in Q3 of 2019/20, after rising steadily in each period during Q2 as more rail services resumed. Carbon emissions (not including buses) also returned to levels comparable to last year in line with increased electricity consumption.
- 3.26 Total electricity consumption across TfL was approximately 95 per cent of that in the equivalent period of last year, as rail services returned to similar frequencies.

3.27 CO<sub>2</sub> emissions from our rail operations and head office buildings were approximately 15 per cent lower in Q3 than the equivalent period in 2019/20.

3.28 CO<sub>2</sub> emissions from our support functions (head office buildings and support vehicles) are on track to meet the London Environment Strategy target for the GLA Group to reduce its CO<sub>2</sub> by 60 per cent by 2025. While carbon emissions from our rail services are continuing to decrease, we can only meet the ambition for TfL services to be zero carbon by 2030 by ensuring our energy consumption comes from renewable sources

**List of appendices to this report:**

Appendix 1 - SSHRP Safety, Health and Environment Report (Q3)

**List of Background Papers:**

None

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# **Safety, Health and Environment quarterly report**

Quarter 3 2020/21

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## Introduction

This report summarises our performance in the last quarter and identifies strategic trends covering the period 20 September–12 December 2020 unless specified. Road safety data covers the financial quarter from July to September.

The report sets out some of the ways we have continued to keep our customers and staff safe during the coronavirus pandemic. This quarter, our priority was to reassure our customers and our workforce that we continue to operate safe services as we introduce and strengthen measures to help with the pandemic. In parallel, we have continued to make progress towards our longer-term safety, health and environmental objectives.

We continued to see suppressed passenger numbers and on-street activity as tighter Government restrictions were imposed on people's movement and activity. This reduced travel meant many of our key safety, staff and environmental performance indicators remain at lower levels than they might normally be. Despite this, we continued to implement measures to improve our short- and longer-term safety, health and environmental performance. Where relevant, we present data in this report as rates, reflecting variation in activity over the past six months.

The remainder of the report sets out our safety, health and environmental performance and future challenges across our operations.

## **About this report**

This report explores and highlights the performance, trends and measures we are taking in the areas of safety, health and environment. It also highlights significant incidents that occurred during the quarter, how we have engaged with our regulators, and any investigations that have concluded, with lessons learnt from them where relevant.

Throughout this report, our 'customers' refers to direct users of our services, and our 'workforce' includes our directly employed staff as well as people working in our supply chain. For both groups, we use data collected directly from our operational businesses. Some assault data comes from both from our own internal reporting systems and from the police.

Our 'streets' refers to all of London's roads and their users, including borough streets. Where we report safety data for our streets, we use data collected by the Metropolitan Police Service (MPS) and the City of London Police, in line with Government requirements. All road safety data is provisional and subject to review and assurance, with the final data published annually in line with Department for Transport requirements.

### **Reporting period**

Most data cover the quarter from 20 September 2020-12 December 2020. In some cases, information is provided by the MPS in calendar months instead of by financial quarters. In these instances, data covers the period July to September. This is noted next to the graph where necessary. Casualties on our streets are reported by calendar months, in line with Government guidance on the reporting of road injuries.



# Mayors Transport Strategy and Scorecard

Our role is to enable London to move safely and sustainably, in line with the goals of the Mayor’s Transport Strategy. This includes increasing the attractiveness of public transport, and making cycling and walking easier and more convenient options. We work in partnership with many partners, including London’s boroughs, businesses, the police, local communities and consumer organisations.

**Figure 1: Scorecard**

<b>Scorecard (second half of the year)</b>		
<b>Measure</b>	<b>Q3 Target</b>	<b>Q3 Actual</b>
People killed or seriously injured in road traffic collisions (per million journey stages)	0.45	0.42  (1 person injured for every 2.4 million journeys)
Customers and workforce killed or seriously injured (per million passenger journeys)	0.13	0.08  (1 person injured for every 12.5 million journeys)

Our performance scorecard has been adapted in light of the coronavirus pandemic, while reflecting the need to make progress against the long-term goals of the Mayor’s Transport Strategy.

The scorecard from the first half of the year was the first time we have used a rate-based scorecard, where casualties are normalised by customer numbers. Our original forecast in the second half of the year used rates based on assumptions around the level of journeys that would take place. This has now been changed to a flat rate for the rest of the year, owing to unpredictable fluctuations in customer numbers resulting from lockdown restrictions.

Both our scorecard measures this quarter are within target. The reduction in traffic levels led to a reduction in overall risk rates for people killed or seriously injured per million journeys. This reduction in the risk rate exceeds the target set, but is driven by the unusual circumstances of the year’s travel.

The number of customers and workforce that were killed or seriously injured per million passenger journeys is the lowest of the last five quarters.

# Safety

## Introduction

This section summarises our safety performance across construction, public transport, road risk and our workforce. It provides an overview of key trends for the year and the areas we are targeting for improvement.

## Public transport safety

Despite renewed tightening of government restrictions during Quarter 3, there were slightly higher passenger numbers than the first two quarters of this financial year. The number of customer injuries also increased. However, as this increase was not as significant as the rise in passenger numbers, customer injury rates have fallen slightly from Quarter 2. Overall, the number of customer injuries and journey numbers remain significantly lower than before the coronavirus pandemic.

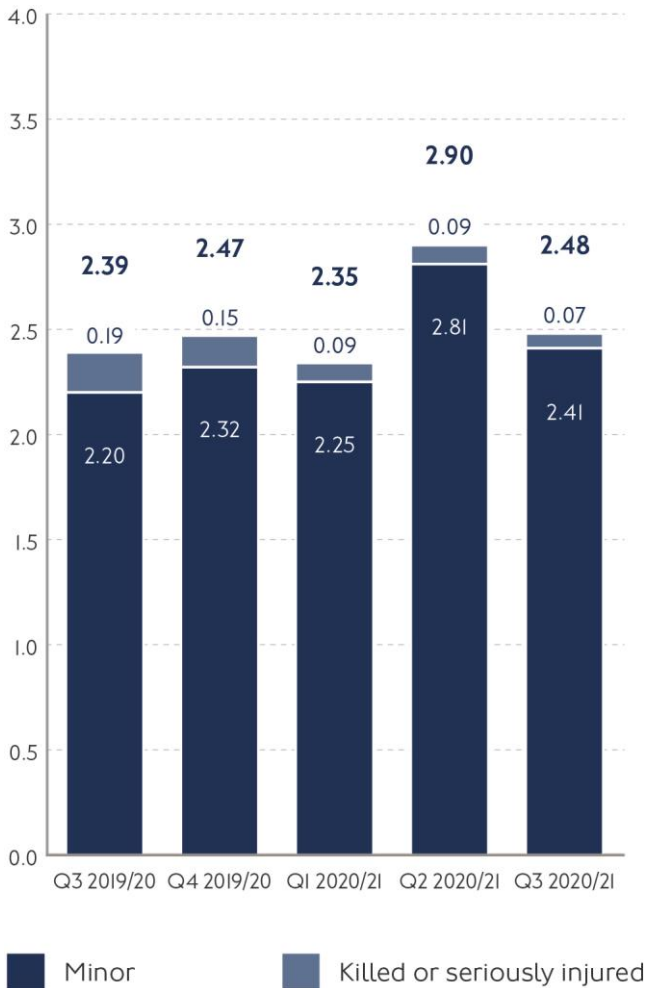
Most customer injuries happened on London Underground and buses, which reflects the higher numbers of passengers they carry, compared to our other modes of transport. Over the last quarter, we have refocused our customer safety plans to adapt to the lower customer numbers and change in how customers use our network.

For London Underground, our focus continues to be on improving customer safety by preventing slips, trips and falls, particularly on stairs, escalators and at the point where customers board and alight the trains.

Our Customer Service Delivery Group continued to monitor incident data in Tube stations to forecast when increases in incidents are likely, such as changes to Government coronavirus advice and the weather, and taking action, including reminding station staff to be vigilant, particularly for vulnerable customers. Intoxication continues to be a contributory factor in a significant number of customer injuries. A new intoxication plan is in place, which includes the annual alcohol safety and antisocial behaviour campaigns over Christmas and the New Year.

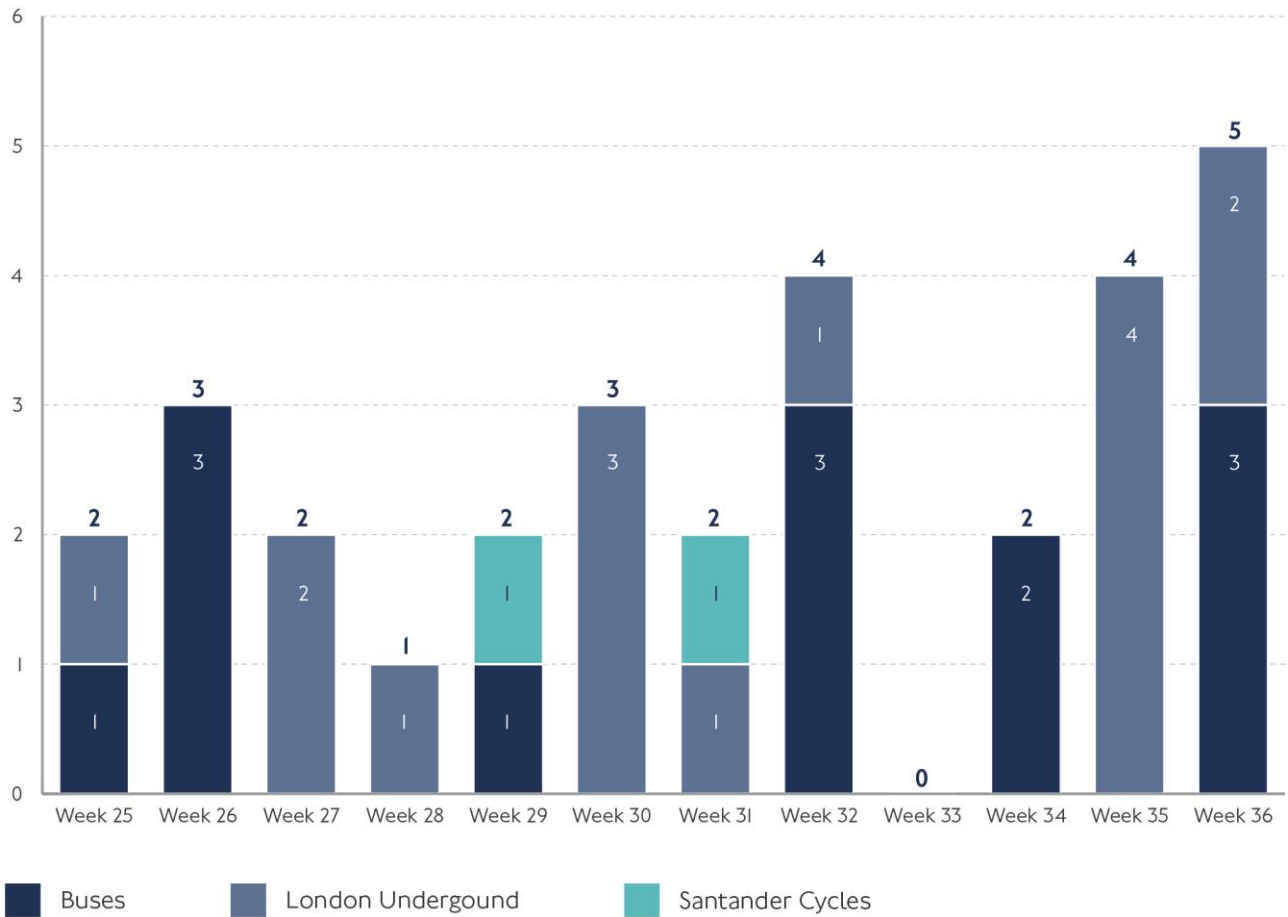
For buses, we continue to work to mitigate risk as much as possible by providing a safe environment for those travelling on our network. Our main focus is on preventing slips, trips and falls. We continue to analyse key causal factors in these types of incidents and any changes to risk from the coronavirus pandemic.

**Figure 2: Customer injuries (rates by customer journeys)**

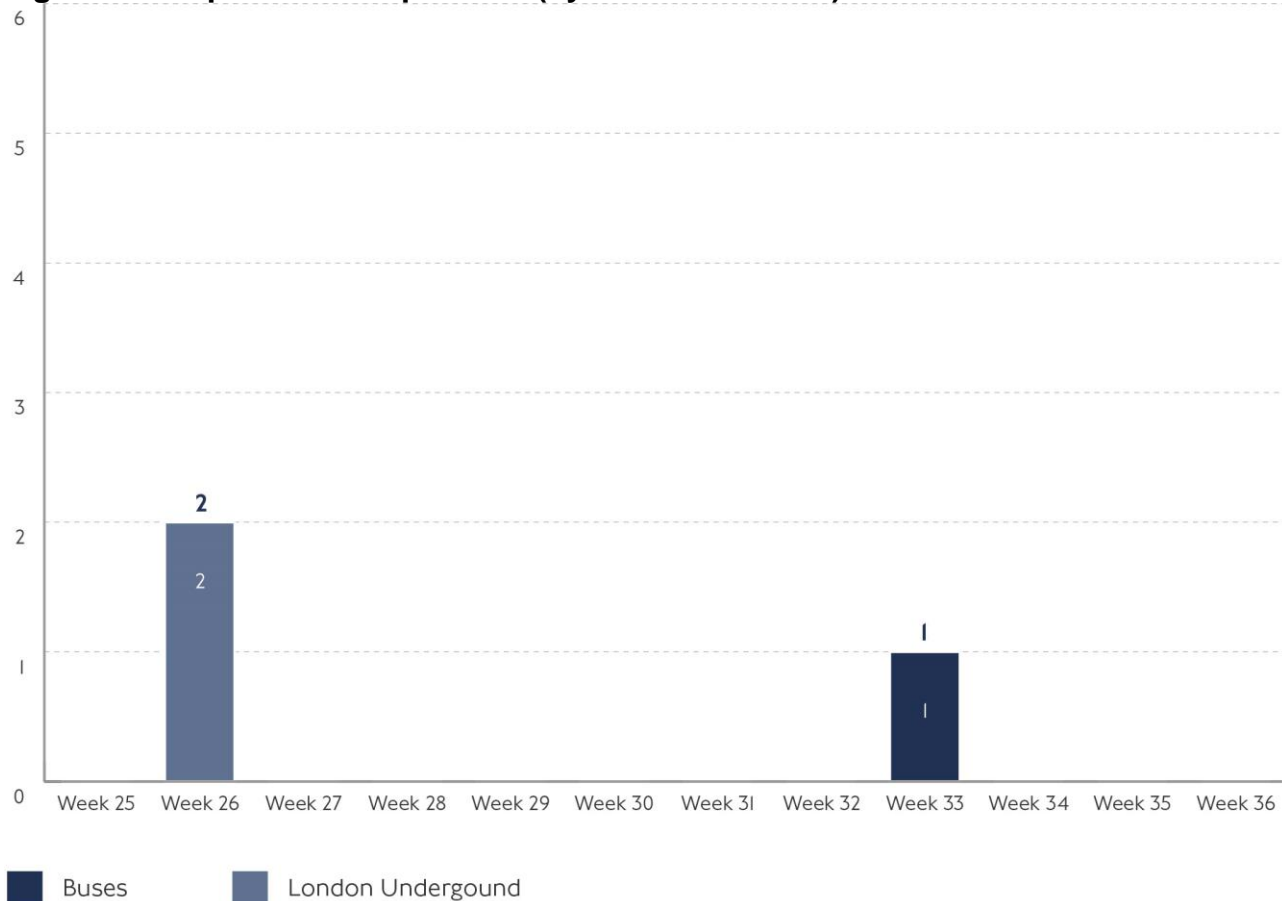


Across our public transport network, the number of minor customer injuries, and people killed or seriously injured fell this quarter. On average, more than 14 million passenger journeys were taken for each journey that resulted in a customer being killed or seriously injured, and more than 400,000 passenger journeys were taken for each journey that resulted in a minor injury. The number of customers being killed or seriously injured per million passenger journeys this quarter is the lowest of the most recent five quarters.

**Figure 3: People seriously injured in quarter 3 (by mode and week)**



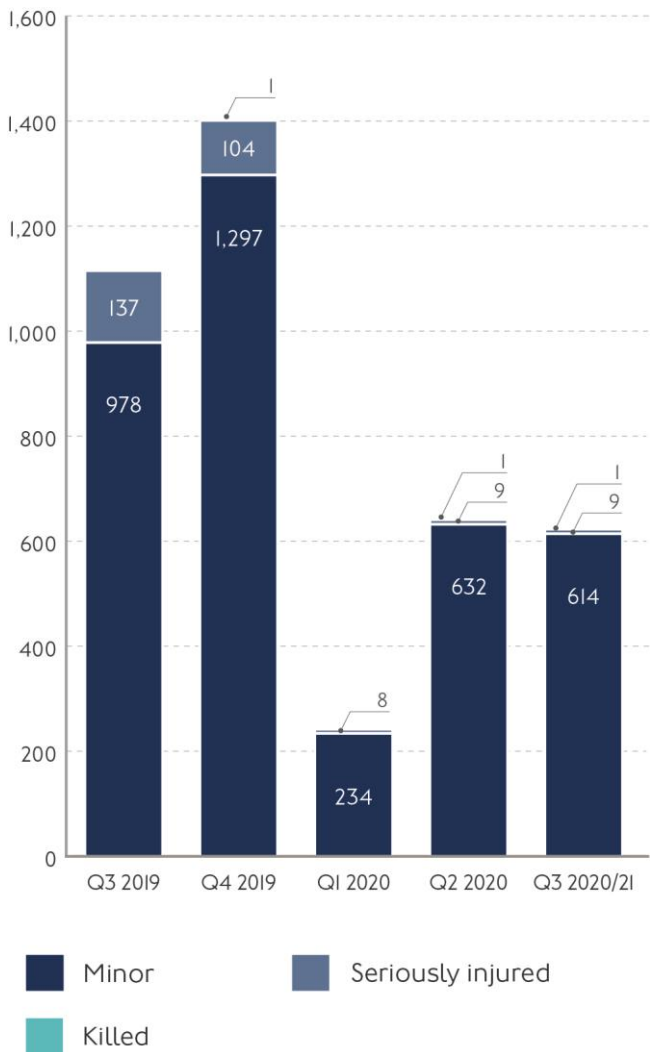
**Figure 4: People killed in quarter 3 (by mode and week)**



Three customers were tragically killed on public transport this quarter and 30 were seriously injured. Sadly, an Underground customer died after attempting to board a train at Bank/Monument station and another died after losing their balance and falling onto the tracks at Upminster station. A person died - after falling down the stairs of a bus in week 33. This compares to one customer killed and 35 seriously injured during Quarter 2. Fewer people used Santander Cycles compared to the Summer months of Quarter 2 which contributed to a fall in those killed or seriously injured. Meanwhile, the number of people killed or seriously injured on buses, London Underground and in our construction and projects has remained largely the same over the past two quarters.

In October, the Coroner informed us that a person who was seriously injured in Quarter 2 while attempting to board a bus has sadly died while in hospital. This incident has been updated to reflect this tragic event.

**Figure 5: Bus customer injuries (by quarter)**



On our bus network, the number of customer injuries in Quarter 3 remained similar to the previous quarter at 614 minor injuries. Total injuries remain below the equivalent quarters from last year, but have not fallen as fast as passenger numbers.

We are on track to meet our 2022 Mayor’s Transport Strategy target of 70 per cent fewer people killed or seriously injured on buses against our baseline, with validated data from the end of 2019 showing a reduction of 65 per cent.

## **Using asset data to improve safety on the Underground**

We have worked to improve the way we present safety information on our assets and infrastructure to our construction and engineering teams. Our engineering, asset operations, asset strategy, project management, renewals and enhancements, and safety, health and environment teams worked together to introduce a clear approach to highlight safety concerns. We changed our project management process to ensure that, if a project scope changes, the project team involves the relevant engineering and maintenance experts. This will help us make more robust and safer decisions across all London Underground assets.

## **Future plans**

As well as our ongoing safety plans and activity for each mode, we also plan to improve our strategic approach to making our public transport network safer.

Following the tragic death of a customer at Waterloo station in May 2020, London Underground is focusing on making it safer for customers to board and alight our trains. We will implement a new 'platform train interface scanning' approach for train operators, which will help them make safe decisions during train despatch. We have started a comprehensive review of how we assess risks to our customers and started a review of station infrastructure to identify what else we can do to improve customer safety.

Ever since the tragedy at Kings Cross station in 1987, fire safety has been at the front of our mind. We are reviewing how we manage fire safety and will launch a new training programme for everyone who has responsibility for managing fire safety on the Underground in first half of 2021. Along with our engineering programme to review fire risk assessments, this will ensure that we continue to effectively tackle fire safety on the London Underground.

## **Road safety**

There is still a long way to go to eliminate deaths and serious injuries on London's roads. The Mayor's Transport Strategy Vision Zero target is to reduce all deaths and serious injuries on our roads by 65 per cent by 2022, and 70 per cent by 2030. It also includes a more stretching target for bus safety of 70 per cent fewer deaths and serious injuries by 2022, and for nobody to be killed or seriously injured by 2030.

At end of 2019, there had been a 39 per cent reduction in the number of people killed or seriously injured, against the 2005-09 baseline. However, the rate of progress has slowed in recent years.

Road safety in 2020 has been complex, with the coronavirus pandemic and resulting lockdowns causing fluctuations in traffic levels. As a result, there have been fewer deaths and serious injuries than previous years, largely reflecting a reduction in travel.



In Quarter 3 (July to September 2020), 28 people were tragically killed, while provisional estimates show 820 people have been seriously injured. This is an increase from Quarter 2, driven by an increase in journeys as restrictions on movement eased and we moved into the summer months. The number of people killed or seriously injured increased rapidly among vulnerable road users, but more slowly for drivers of motor vehicles.

Road safety casualties have also experienced a regional shift, with more casualties of all severity occurring in outer London than inner London. This suggests casualty ‘hotspots’ are less of an issue and that road safety must improve across all roads to reduce casualties across London in future.

**Figure 6: People killed or seriously injured in road traffic collisions**

	Q3 2019/20	Q3 2020/21	Change (%)
Killed	36	28	-22
Seriously injured	1,025	820	-20
Total	1,061	848	-20

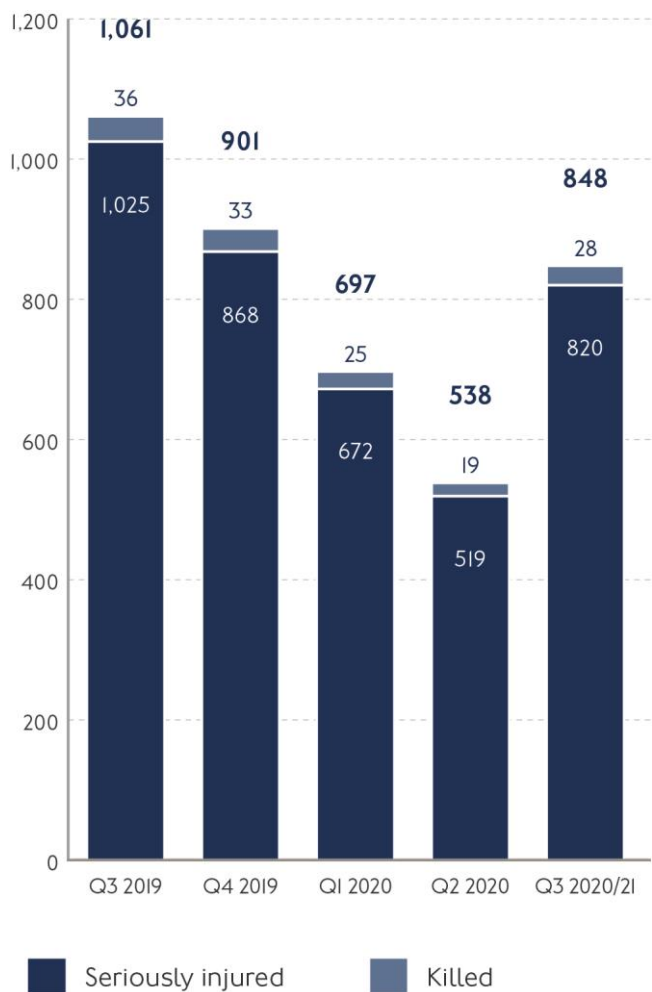
The reduction in number of people killed or seriously injured is driven by a reduction in pedestrian fatalities, which were two-thirds the previous levels. Reduced traffic levels throughout the year as a result of the lockdowns prompted this change. While this reduction is positive for meeting targets, it is not expected to continue once traffic levels rise.

**Figure 7: People killed or seriously injured in road traffic collisions (per million journeys)**

Measure	Unit	Q3 Target	Q3 Actual
People killed or seriously injured in road traffic collisions per million journey stages	Killed or seriously injured per million journey stages	0.45	0.42 (1 person injured for every 2.4 million journeys)

A reduction in traffic levels led to a reduction in overall risk rates for people killed or seriously injured per million journeys. This reduction in the risk rate exceeds the target, but is largely driven by the unusual circumstances of the year’s travel.

**Figure 8: People killed or seriously injured on London’s roads (July 2019 to September 2020)**



The number of people killed on London’s roads reduced by 22 per cent in Quarter 3, compared to the same quarter last year (from 36 people to 28). There was a 20 per cent reduction in the number of people seriously injured (from 1,025 to 820). This was a result of the reduction in traffic levels as a result of the coronavirus pandemic, along with the work of the Streetspace for London programme and more enforcement. While this reduction is positive, it may not continue when traffic levels return to normal.

### Streetspace for London

Following successful and rapid delivery in the first half of 2020/21, the Streetspace for London programme has continued at pace. The programme has focused on strategic movement corridors and town centres, with infrastructure to support walking, cycling and public transport.

Some of our recent key achievements in the second half of the year include completing a section of Cycleway 9 on Chiswick High Road and continuing the Cycleway 4 extension between Greenwich and Charlton.

We are currently monitoring the schemes that were launched earlier in the year to assess their performance and consider whether any changes are required. This includes the planned removal of the westbound cycle lane on Euston Road from the Streetspace for London programme. The eastbound cycle lane will remain in place for now and we will continue to work closely with the local community on our plans to make cycling in the area safer and easier.

Other schemes continue to operate well and help provide a safer, easier option for Londoners to walk and cycle as coronavirus restrictions continue. Work is also well under way to determine which schemes introduced under the programme could be made permanent and we will engage with stakeholders on these proposals throughout the second half of the year.

A significant number of schemes continue to be provided across the boroughs, including a protected cycle route on Liverpool Road in Islington and protected cycle lanes on York Way in Camden.

### **E-scooter rental trial**

We are working with London Councils, London's boroughs and the police on plans for a trial of rental e-scooters in the Capital. This trial aims to promote safety standards and develop a better understanding of the impact of this emerging mode of transport on London's roads. On 17 November 2020, we launched the procurement process for e-scooter operators to take part in the trial. Up to three operators will be selected to take part in the 12-month trial, which is due to start in spring 2021 across a defined, geographically limited area.

The trials are part of a wider approach to enable people to use greener forms of transport and help avoid a damaging, car-led recovery from the pandemic, which would make air quality worse and increase congestion.

Operators taking part in the selection process will be assessed on their ability to meet strict safety requirements and high operating standards. The data generated from the trial will be shared with the Department for Transport to inform any new legislation in this area.

The use of privately owned e-scooters on public roads is not covered by these changes and remains illegal in the UK. The MPS will continue to engage with e-scooter riders and, where necessary, enforce the legislation.

### **Future plans**

In the coming quarters we will refresh the Vision Zero action plan. This will assess progress on the actions in the existing plan and will include a gap analysis to ensure the plans reflect recent trends and road usage. We will also be focusing on powered two wheelers. This will include a review of current policy, licensing and training, design and infrastructure, and enforcement to see how we can improve their safety in London.

## Construction and workforce safety

For our construction and projects work, Quarter 3 saw a welcome return to ‘normality’, with sites remobilised and work taking place under COVID-secure conditions. Only those who needed to be on site were, but many more who could work from home continue to do so to further protect our frontline workforce. We have used virtual site visits and regular online communication.

### Anniversary of Christian Tuvi’s death

We marked the first anniversary of the tragic death of Christian Tuvi, who died while undertaking maintenance work at Waterloo station on 18 September 2019, with a small family-led memorial at the station. Christian, his family and friends remain very much in our thoughts.

**Figure 9: Workforce injuries**

Business Area	Q3 2019/20	Q2 2020/21	Q3 2020/21
London Underground	266	158	154
Buses	91	70	79
Other operations	22	2	3
Rail (including TfL Rail)	51	28	26
Other services	12	10	10
Construction and projects	61	18	33
<b>Total</b>	<b>503</b>	<b>286</b>	<b>305</b>

Workforce injuries have remained relatively stable compared to Quarter 2. There was a small increase from the last quarter, primarily driven by an increase in injuries within our construction and projects activities. Overall, this represents a 40 per cent reduction when compared to last year’s quarter.

### Accident frequency rate

During Quarter 3, we have done 3.6 million hours of work across our Major Projects Directorate, Projects and Programmes Directorate, London Underground Renewals and Enhancements and Crossrail. During this time, there were 33 injuries, with 21 in London Underground Renewals and Enhancements, 11 in Major Projects Directorate, one in Projects and Programmes Directorate and 13 in Crossrail.

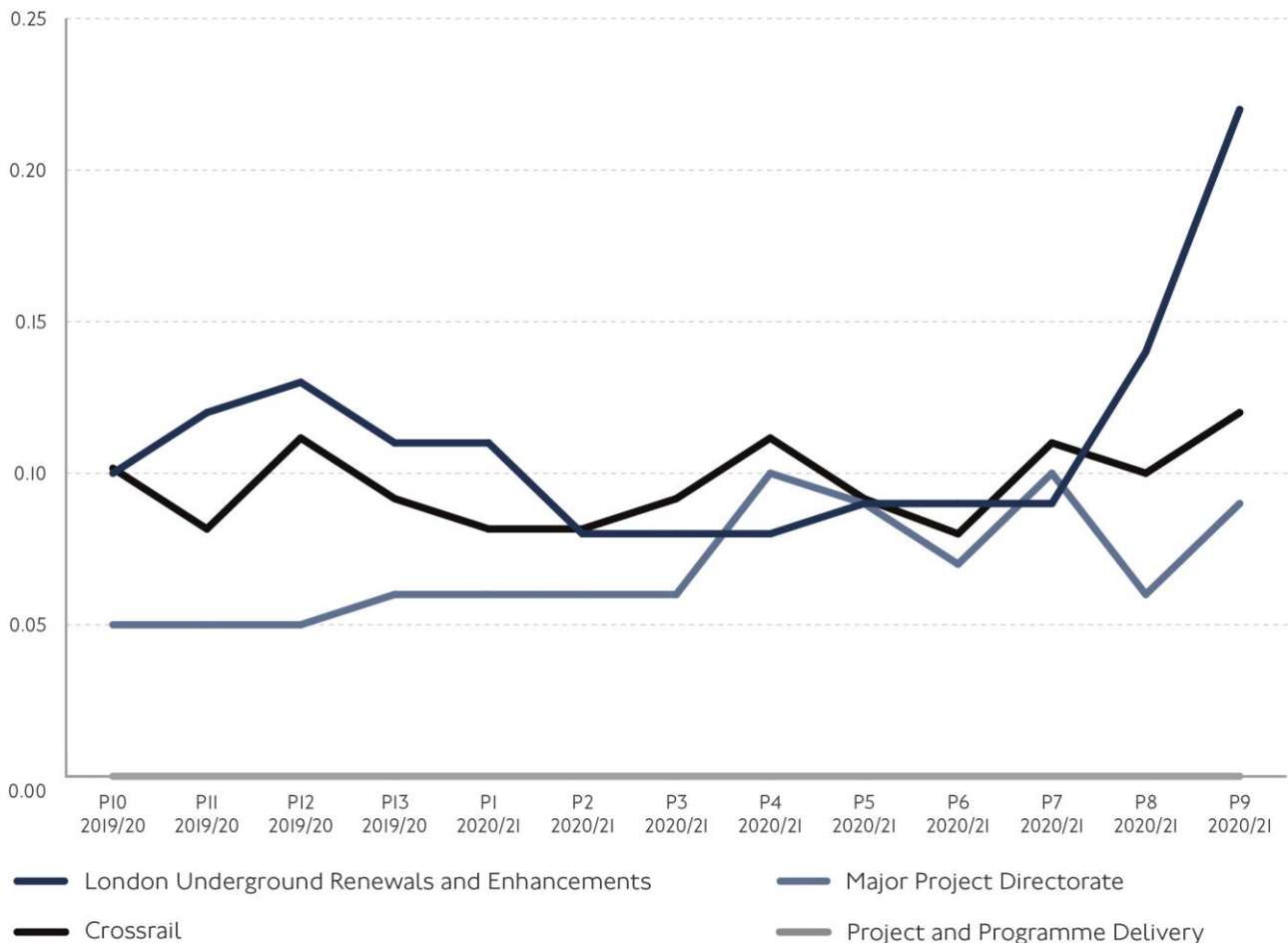
There were six Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents this quarter, which is the highest number in the year to date. These

consisted of three injuries in London Underground Renewals and Enhancements and three in our Major Projects Directorate. As a consequence, our RIDDOR accident frequency rate performance has worsened across Construction and Projects.

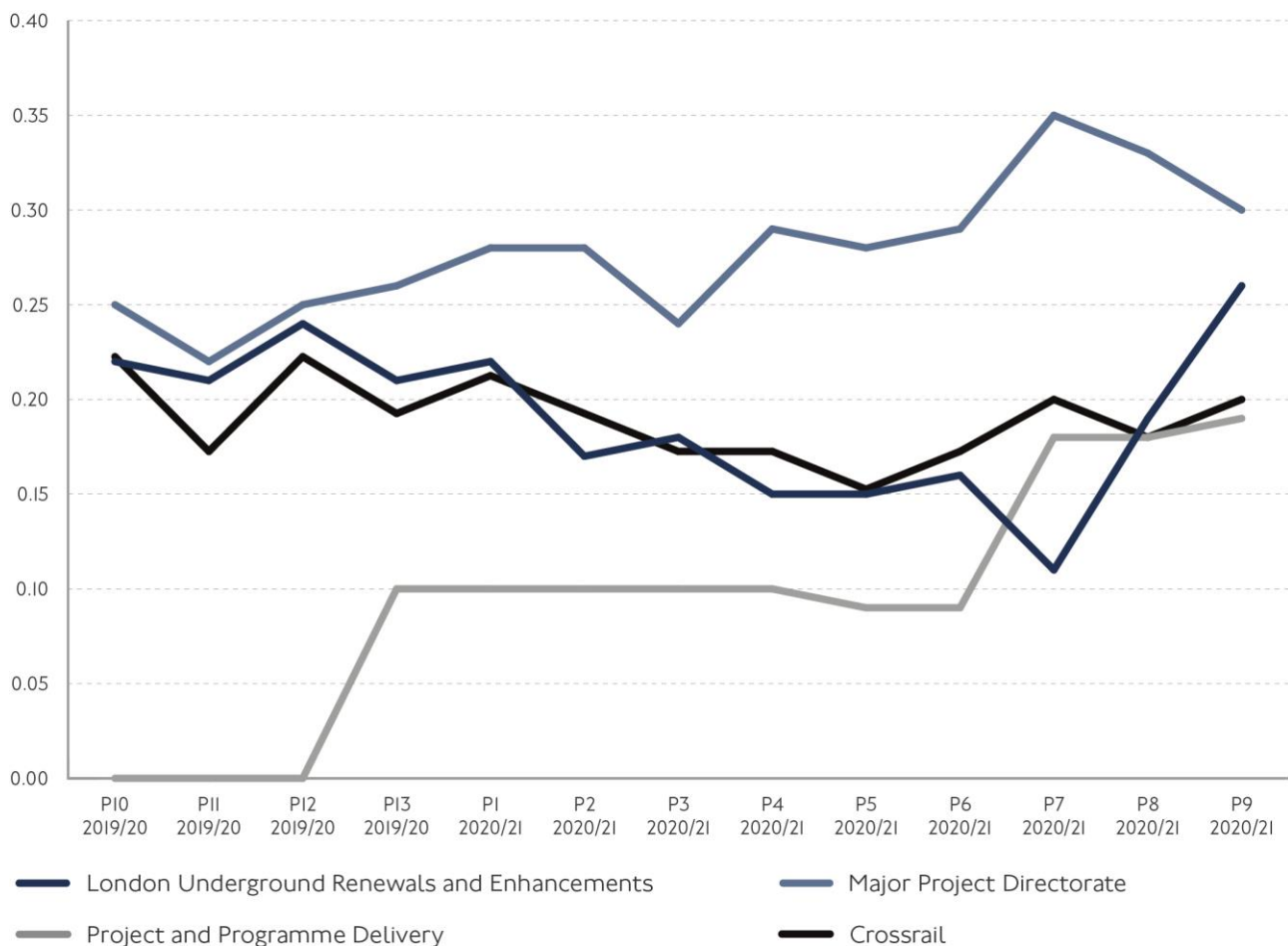
Our rate within London Underground Renewals and Enhancements is slightly above threshold and our Major Projects Directorate team remain below threshold. The RIDDOR accident frequency rate within the Surface Projects and Programmes Directorate remains zero.

In Quarter 3, our top three causes of injury are slips, trips and falls (six), falling objects (four) and non-compliance with safety, health and environment rules (three).

**Figure 10: Accident frequency rate (RIDDOR)**



**Figure 11: Lost time injury frequency rate**



Our frequency rates include data from our Major Projects Directorate, Project and Programme Delivery, London Underground Renewals and Enhancements and Crossrail. However, owing to the current definition of construction and project work at TfL, they do not include figures from other business areas where some construction activity takes place. Instead, these figures are incorporated in the public transport workforce data.

Our lost time injury frequency trend has been increasing across Renewals and Enhancements, and Major Projects Directorate, at 0.26 and 0.3 respectively. This is against a threshold of 0.2 lost time injuries per 100,000 hours worked. There is no common or consistent cause for these, although manual handling, and slips and trips are the most common.

### Buried services training

We have developed virtual training for avoiding utilities, such as buried pipes and power cables, within our surface transport projects area. This includes the associated safety risk

and interruption of service. The training is aimed at improving people's ability to recognise when precautions need to be enhanced.

## **Future plans**

The stricter coronavirus controls have led to a greater focus on the wellbeing of our people. We recognise that for many of our workforce the cumulative effects of winter weather, school closures and home teaching, caring for vulnerable relatives, and restrictions on movement and socialising may begin to take its toll.

## **Workforce security**

Violence and assaults are unacceptable risks that continue to affect operational staff, and construction and maintenance workers. There are a number of key trends and areas where we are targeting improvements.

### **Collaborating with our partners**

There has been an increase in violence and aggression towards our construction and projects workforce. This includes an engineer who was assaulted and had their survey equipment stolen, and another worker who was hospitalised following an unprovoked attack outside a station.

We have worked in collaboration with partner organisations, including the MPS, British Transport Police (BTP) and our suppliers, to develop measures to help prevent or mitigate the impacts of such attacks on our workforce. Some of these measures include providing urban safety training, which is delivered as two separate online modules. These cover situational awareness and human behaviours, which include group discussions and experience sharing. Other measures include posters on sites, arranging webinars with BTP to prevent and report workplace violence, and trialling a new process of capturing and sharing details of attacks with the police.

Our internal London Underground workplace violence training modules and video scenarios have been made available to external suppliers through our Professional Communities Portal. While the situations may not all be relevant to them, many of the principles will be valid and we are happy to share the material with others.

### **Transport support and enforcement officers**

Protecting our frontline staff from work-related violence and aggression remains a priority for us and our transport policing partners, BTP and the Metropolitan Police Roads and Transport Policing Command. We continue to make excellent progress on commitments in the Work-related Violence and Aggression Strategy, which was approved earlier this year. This includes the rollout of a new team of transport support and enforcement officers to tackle the triggers of work-related violence and aggression and antisocial behaviour. There

are now 27 officers in operation, with six more in training and we are planning to recruit up to 40 additional officers by the end of March 2021.

### **Body-worn video**

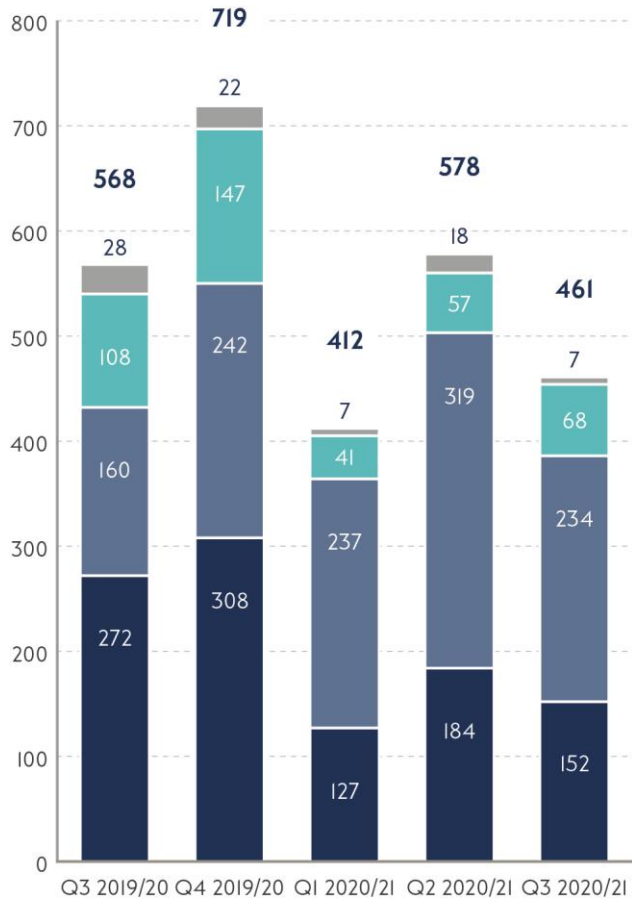
Body-worn video is being rolled out to our directly employed staff, in line with operational requirements. The first phase of the rollout to our surface staff is now complete. Within London Underground, the first phase rollout is due to be completed by the end of March 2021, given the some of the complexities around installing camera docking points with Tube stations. The feedback from staff has been very positive, with notable changes in passenger behaviour when staff are wearing the cameras.

### **Police recorded violence and public order offences**

Despite passenger ridership being up in Quarter 3 from previous quarters, police crime data for work-related violence and aggression offences showed a 20 per cent decrease (117 fewer offences) from Quarter 2. This was 18 per cent lower (107 fewer offences) than Quarter 3 2019/20.



**Figure 12: Police recorded violence and public order offences against staff (volume)**



- TfL employees – London Underground
- Operators – London Buses
- Operators – London Overground, TfL Rail, DLR, London Trams
- TfL Employees – Other operational areas

**Figure 13: TfL reported assaults (moving annual average)**



Around half of the offences were targeted at bus drivers, with the majority of incidents involving verbal abuse and threatening behaviour. A significant number of these were coronavirus-related altercations, such as wearing face coverings or limits on the number of people on a bus. This is followed by common assault, which is an intentional or reckless act that causes a person to feel under immediate threat of injury or violence. This can include spitting, pushing, throwing an object and other threatening behaviour.

The number of spitting incidents – from both passengers and other road users – accounted for 27 per cent of all work-related violence and aggression offences involving bus drivers, which is similar to Quarter 3 2019/20. In most cases, the driver was protected by the cab screen or window, which are now fully sealed in response to the pandemic, but this is still an abhorrent offence that can cause physical and mental harm. Given the serious nature of the threat this vile behaviour poses, spitting offences were, and continue to be, prioritised by us and our transport policing partners. We use all evidential

opportunities, including CCTV, Oyster card data and DNA spit kits to quickly identify and charge suspects and bring them in front of the courts as quickly as possible.

It is completely unacceptable that transport staff are being subjected to hate-motivated abuse and assault. In Quarter 3, the proportion of hate-crime offences against staff was 22 per cent. This remains similar to previous quarters. Most hate crimes are racial, accounting for more than 80 per cent, which is consistent across all modes.

### **Significant prosecutions of unacceptable behaviour**

During 2020/21, the overall positive outcome rate is 22 per cent, compared with 14 per cent in 2019/20. This value fluctuates greatly between the BTP and the MPS, reflecting the live nature of investigations with many cases open at time of reporting.

The majority of work-related violence and aggression offences were on the bus and London Underground networks, with the positive outcome rate for the first half of 2020/21 being 15 per cent and 43 per cent respectively.

**Figure 14: Successful prosecutions**



- TfL employees – London Underground
- Operators – London Buses
- Operators – London Overground, TfL Rail, DLR, London Trams
- TfL employees – Other operational areas

### **8 October 2020**

A man boarded a bus in White Hart Lane and, after abusing the bus driver, was refused entry. The police were called after he broke the front windscreen wiper. He received an adult caution.

### **11 November 2020**

A woman attempted to follow someone through the gates at Tottenham Court Road station and was challenged by a member of staff. She became abusive and threw a drink, which hit two staff members. The BTP identified the suspect and she was charged with two counts of common assault. The case was adjourned several times due to the coronavirus pandemic, but was finally heard at Basildon Magistrates' Court on 11 November 2020, where she pleaded guilty. A 27-year-old woman from Southend-on-Sea was sentenced to a six-month conditional discharge and ordered to pay compensation to her two victims.

### **14 November 2020**

At Addington Road, a man got into a fare dispute with a bus driver on a route 314 bus. The man repeatedly hit the assault screen on the driver's cab door and made threats towards the driver. He received an adult caution.

### **16 November 2020**

Staff attended a collapsed and intoxicated man on a platform at Stonebridge Park station. He became aggressive, racially abusing those who had helped him and physically attacking a member of staff. BTP officers attended and arrested the male and he was subsequently charged with two counts of racially aggravated common assault and summonsed to court. On 16 November 2020 at Highbury Corner Magistrates' Court, a 50-year-old man from Ealing pleaded guilty to both charges. He was sentenced to a Community Order with a four-week curfew, enforced through electronic tagging, to remain at a specific address overnight. He was ordered to pay £85 court costs and compensation to both his victims.

### **20 November 2020**

A man asked to be let into High Street Kensington station. A member of staff recognised him as a regular fare evader who was often abusive, so did not let him in. The man then became rude and aggressive, grabbing the member of staff's face. The BTP attended and apprehended the suspect. He was charged with common assault and public order offence but failed to attend Court and was found guilty in his absence and a warrant was issued for his arrest. On 20 November 2020 at Westminster Magistrates' Court, a 71-year-old man was sentenced to 28 days' jail and ordered to pay his victim compensation. He was also sentenced to 14 days in prison for failing to attend his original trial date, the sentence to be consecutive, and to pay court costs. His prison sentence was a total of 42 days.

## **21 November 2020**

A group of people tried to push through the gates at Oxford Circus station without tickets. They became confrontational when challenged by staff, with one of the group spitting towards staff. Another person in the group became racially abusive, pulled down his face mask and spat in a member of staff's face before walking away. A DNA spit sample was taken and the incident was reported to the BTP. The suspect was identified through forensics and charged with racially aggravated public order and common assault and remanded in custody. On 21 November 2020 at Westminster Magistrates' Court, a 19-year-old man pleaded guilty to both charges and was sentenced to 60-hours community service and ordered to do 25 days of rehabilitation activity. He was also ordered to pay compensation to his victims.

## **22 November 2020**

On a route 43 bus at Holloway Road, a man threw liquid over the front section of the bus after a fare dispute with the driver. He received an adult caution.

## **14 December 2020**

On a route 13 bus at Wilton Road, a person spat at the driver and hit the assault screen after a dispute. Police were called and the person was arrested. On 14 December 2020 at South West London Magistrates Court, they were given an order to pay £266 compensation.

# **Health**

## **Workforce health**

This section provides a health performance summary of our workforce, with an overview of key trends for the year and the areas where we are targeting performance improvements.

### **Coronavirus related absences**

The number of days lost due to COVID-19 is not directly comparable over time due to changes in the way absences have been recorded. Amongst those directly employed by TfL, Quarter 3 saw 4493 days lost to Covid-19, with most coming in London Underground operations This represents an increase from earlier in 2020, which is due to fewer staff on

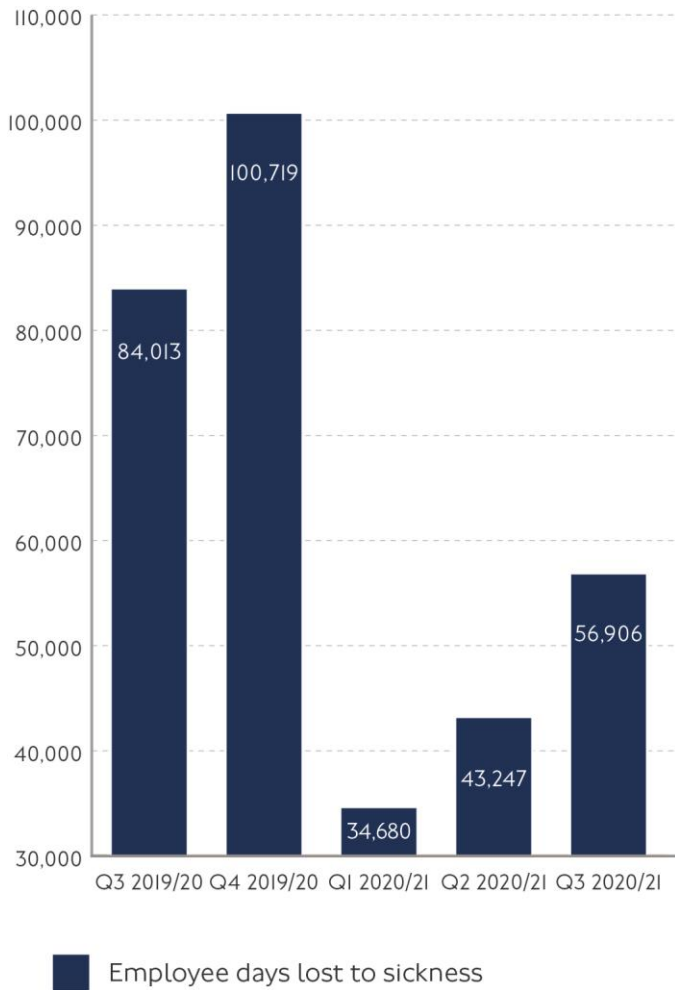
furlough in Quarter 3 who now are classified as absent, compared to the start of the pandemic. This is combined with a better understanding of symptoms, improved internal reporting and the possibility of increased transmission due to the 'second wave' of infections.

### **Days lost to sickness**

On aggregate, employee days lost to sickness in Quarter 3 have increased, compared to the previous quarter. However, when Quarter 3 is compared to the same quarter last year, there is a reduction of 32 per cent. This year, coronavirus-related absences have been categorised separately to sickness, so are not included in this total.

Total days lost is down six per cent when compared the same quarter last year. In Quarter 3, the top reasons for employee days lost to sickness were mental health (10 per cent of short-term absence and 32 per cent of long-term absence), musculoskeletal (16 per cent of short-term absence and 21 per cent of long-term absence), and coughs and colds (four per cent of short-term absence and 14 per cent of long-term absence)

**Figure 16: Days lost due to sickness (excluding COVID-19)**



**Figure 17: Days lost to sickness (comparison)**

	Q3 2019/20	Q3 2020/21	Change (%)
Days lost to sickness	84,013	56,906	-32
Total days lost	85,484	79,984	-6



## **Fatigue management**

Fatigue can negatively affect staff wellbeing and also result in safety incidents. We are improving our approach across the organisation to better support employees who experience fatigue.

On 2 November 2020, we launched a self-assessment sleep questionnaire for all employees. The results give people immediate information and personalised feedback on how to improve their sleep patterns. The overall results will help us understand what we need to do to support staff and what we can do to help them improve their sleep and avoid fatigue. This work is followed up by a wellbeing campaign on sleep hygiene, with tools on how to improve sleep, information on where to access advice and resources, and details of how to access sleep clinics.

Fatigue can lead to health and safety risks, which is why we must understand if and how people are affected. From January 2021, a sleep hygiene campaign will reinforce the messages on how to improve sleep quality and one-to-one sleep clinics will be available. This forms part of our work on the Vision Zero strategy to eliminate deaths and serious injuries on our network and make London a safer, healthier and greener place.

In September 2020, we launched a fatigue training course for bus operator managers and supervisors. The training aims to raise awareness of the basics of tiredness, how it is caused and what drivers can do to help alleviate it. Around 250 bus operator managers have received training so far. We are currently doing the training virtually, owing to the restrictions caused by the pandemic, but this has enabled us to continue this important work.

## **Health promotion pilot at Acton**

We are trialling face-to-face health assessments at Acton Depot in a COVID-secure way. The purpose of these assessments is to provide a health 'MOT' to promote healthy lifestyles in an easily accessible way for our LU operational staff.

An occupational health technician, wearing full personal protective equipment, attended the depot on 29 October, 19 November and 26 November to carry out mini health assessments on members of staff who had made pre-arranged appointments. These tests included calculations of body-mass index and percentage body fat, blood pressure and pulse, cholesterol and glucose testing. Attendees were advised of their readings and whether they were within the healthy/desirable range or, if not, were advised of steps they could take. The assessments were well attended with 27 members of staff seen over the three days. Feedback has been good and there is a demand for more to be carried out at the depot.

## **Future plans**

We plan to continue with the health assessments, with a continued emphasis on operational areas, subject to coronavirus restrictions. A further health and wellbeing challenge will also be launched across the organisation, either within this quarter or the next quarter of the year. The overriding focus for the year will be on physical health, linking in with the Better Health campaign from Public Health England. We will continue to support staff to lose weight, get more active, improve their mental health or quit smoking

# **Coronavirus**

## **Introduction**

Since the start of the coronavirus pandemic, our response has evolved from immediate responses to protect the safety and health of our customers and staff, to more continuous measures as we adapt to new ways of working and travelling. We continue to support the government advice that customers should walk or cycle where possible and avoid busy times and routes on public transport.

### **Transport workers who have lost their lives to COVID-19**

At the time of reporting, 69 transport workers have tragically lost their lives to COVID-19. Each of these losses is a personal tragedy to their friends, family and colleagues and our thoughts are with everyone affected.

Of these 69 people, 10 worked within London Underground and Rail services, two were employed in our head offices, 53 worked within surface transport (including 42 bus and London Dial-a-Ride drivers), and four people worked in our partner organisations.

### **Research into bus driver deaths**

The Institute of Health Equity at University College London has been researching the deaths of bus drivers from COVID-19. The first phase of research has been completed, with the findings and actions outlined in the Quarter 2 report. The second phase of the study is under way. All London bus drivers are invited to complete a survey that examines their non-occupational and occupational risk factors for coronavirus and their response to the measures taken by bus operators to reduce their risk. University College London is currently seeking information on the demographics of London bus drivers from the operators. The final report will be published in spring 2021 and will help bus operators and us to decide what other measures can be put in place to further reduce risk to our employees.

## **Ensuring the network is safe for staff and customers**

As part of our commitment to keep our people and customers safe, we have been working with Imperial College London since September 2020 to carry out sampling each month on the transport network to look for the presence of coronavirus.

In November 2020, for the third month in a row, all air and surface samples were negative for COVID-19 in detectable quantities on the network. Sampling also took place in December 2020 and will continue in 2021. We will extend the scope of the testing to include staff-only areas. This is expected to start in the first half of 2021.

Researchers travelled during peak hours on the Northern line from Waterloo to Euston, and on the route 205 bus. Samples were taken from various surfaces, including grab handles, escalators and push buttons. They also took samples from the air, with around 18,000 litres of air sampled in each station, and more on Tube carriages and buses, which is significantly more than a person would breathe in that time. We are the first transport organisation to conduct air sampling in addition to surface swabbing.

## **Face covering engagement and enforcement**

Compliance with the need to wear a face covering on public transport remains generally very high. The majority of passengers are wearing a face covering over their nose and mouth when on public transport and in stations, unless they are exempt. We remain focused on improving compliance through our communications, behaviour change and enforcement activity.

Our enforcement officers have been taking firm action against the small minority who do not comply. We are working every day alongside police officers from the Metropolitan Police Service Roads and Transport Policing Command and the BTP on enforcement operations at locations across London.

Over the last six months, more than 125,000 people have been stopped from boarding services until they have put on a face covering, around 9,000 have been prevented from boarding, and around 2,000 have been ejected from services. Almost 1,400 fixed penalty notices have been issued.

Customers who do not pay their fine within 28 days face prosecution, and around 170 people have been found guilty of the offence at court. Fines have ranged from £250 to £440 for those pleading guilty, and £660 for those found guilty in their absence. One repeat offender was fined £1,170.

We continue to run an extensive communications campaign to encourage compliance. This includes posters, station announcements and other engagement. As part of this, we are also warning people about the enforcement consequences for not complying with the law.

## **Rapid testing in King's Cross station**

On 2 December 2020, we started a voluntary rapid testing pilot with our workforce, in conjunction with the Department for Health and Social Care. The first site opened in the employee training area at King's Cross St Pancras station, followed by sites at King's Cross visitor centre and our Pier Walk office. The rapid tests give results within 30 minutes, providing reassurance to employees and reducing the risk of transmission in the workplace. This is in addition to our regular risk reduction practices, including washing hands, covering face, maintain social distancing and enhanced cleaning.

## **UV light on escalators**

In response to the coronavirus pandemic, we have installed more than 200 ultraviolet (UV) light sanitising devices on 110 escalators across the Underground network. This followed a six-week trial earlier this year that used UV light to continuously clean the handrails on escalators at Heathrow Terminal 2 & 3, Heathrow Terminal 4 and Heathrow Terminal 5 Tube stations. The devices have been installed at some of the busiest stations on the network, including Bond Street, Charing Cross, Green Park, King's Cross St Pancras, London Bridge, Paddington, Tottenham Court Road, Victoria and Waterloo. These devices supplement our existing extensive anti-viral cleaning regime.

Covid-19 secure construction activities Throughout Quarter 3, our capital delivery work, which covers our construction projects, has been working to a plan in anticipation of a resurgence of coronavirus transmission. Together with our suppliers, we are much better prepared than we were at the start of the pandemic, with better hygiene controls, safer systems of work developed from coronavirus risk assessments, and more personal protective equipment. We have managed to keep sites operating wherever possible, but at the start of Quarter 3 it was hard to anticipate the extent of any possible increase in COVID-19 cases. A COVID-19 playbook was developed to enable an appropriate and proportionate response as required.

There has been a consistent approach across all our projects to support our suppliers in minimising risk. Visits to sites are only made when essential, with more voice and video calls used to monitor progress on sites. The safety, health and environment night team have done assurance on-site checks to verify control measures. Contractors generally comply with the measures, but there have been isolated instances when workers forgot to social distance, which is always raised with the site management.

## **Face covering campaign at construction sites**

We launched a poster campaign across our construction sites to encourage people to wear face coverings when required. The aim is to make people think personally about safety, with people identifying what motivates them to act in the safest manner.

# Environment

## Introduction

Environmental sustainability is a key priority for us and the Mayor. The main theme for this section is continuing to improve London's air quality and reduce carbon.

### Low Emission Zone and Direct Vision Standard

The Low Emission Zone (LEZ), which covers most of Greater London, encourages the most polluting heavy diesel vehicles to become cleaner by setting minimum standards for emissions. From March 2021, these standards will be tightened for buses, coaches and lorries and other vehicles over 3.5 tonnes, to bring them in line with the requirements of the Ultra Low Emission Zone (ULEZ). On 5 October 2020, we re-started the communications campaign, which was paused during the coronavirus pandemic, to prepare vehicle owners for the introduction of the new LEZ standards.

For owners of lorries more than 12 tonnes, there will also be integrated communications to raise awareness of the start of enforcement of the new Direct Vision Standard (DVS) through out-of-home advertising in posters, as well as emails, letters, PR and stakeholder engagement. Our DVS scheme categorises heavy goods vehicles (HGVs) depending on the level of driver's direct vision from their cab. The DVS will require all HGVs more than 12 tonnes to hold a safety permit to enter or operate in Greater London from 1 March 2021. We also restarted the DVS campaign on 5 October 2020, to encourage applications for the new safety permits. The campaign includes posters, press and online adverts, emails, PR activity and stakeholder engagement.

### Ultra Low Emission Zone expansion

In 2019, we introduced the world's first 24-hour Ultra Low Emission Zone (ULEZ) in central London. This has had a transformational impact on air pollution, contributing to a 44 per cent reduction in roadside nitrogen dioxide within its boundaries. From 25 October 2021, the existing central London ULEZ will expand up to the North Circular Road (A406) and South Circular Road (A205), creating a much larger zone that will help improve air quality for millions of Londoners. Cars, motorcycles, minibuses (up to five tonnes), vans (up to 3.5 tonnes) and other specialist vehicles driving within the boundary will need to meet the required ULEZ emissions standards or pay a daily charge.

On 5 October 2020, we launched the first phase of a new campaign to help raise awareness of the ULEZ expansion and educate drivers about how and where the scheme operates, encourage them to check their vehicles and plan their options. This campaign includes posters, radio adverts, press and online advertising, targeted emails to drivers, press activity and stakeholder engagement and will run after the expansion launches.

## **Heavy vehicle scrappage scheme**

On 28 October 2020, the Mayor's scrappage scheme for vans and minibuses was extended to include heavy vehicles, such as lorries, coaches and buses. The scheme supports sole traders, small businesses and charities with 50 or fewer employees to replace or retrofit older, more polluting vehicles in advance of the tighter LEZ standards, which will come into force on 1 March 2021.

Following high demand, the funds have been fully allocated on a first come first serve basis. Around £2m will be spent on replacing or retrofitting around 135 older polluting heavy vehicles, with money for those scrapped going towards cleaner fleets.

## **Rapid charging update**

To support the growing number of zero-emission capable taxis and the wider take-up of electric vehicles, we are spending £18m and working with the boroughs and other organisations to build a network of rapid charge points across London. We have continued work on multiple hub sites at Baynard House in the City of London and Glass Yard in Greenwich. Despite the interruptions from the coronavirus pandemic, we have met our original target of installing 300 rapid charge points by the end of 2020, and now have 302 charge points installed. We are also working with London Councils to install residential charging points through the Go Ultra Low City Scheme.

## **London electric vehicle infrastructure delivery plan update**

On 13 November 2020, we published the London electric vehicle infrastructure delivery plan: one year on report, which highlights the progress made on electric vehicle infrastructure since the launch of the delivery plan in June 2019. It shows that London exceeded the provision infrastructure needed in 2020, as indicated in the delivery plan, and that seven out of the eight enablers to facilitate charge point delivery are complete.

In November, the Mayor's Electric Vehicle Infrastructure Taskforce members met to discuss the impact of the coronavirus pandemic, the Mayor's ambition for a zero-carbon city by 2030 and the need for a green recovery. Follow-on sessions with subgroups of the taskforce on supply chain ethics and rapid hub development are planned for early 2021. We are also working with our partners from the Greater London Authority and London Councils to update our assumptions on the electric vehicle infrastructure required up to 2035 in light of recent changes. This will help inform our demand modelling and to plan for future infrastructure.

## **Waste recycling**

The project team at Bank station upgrade, in partnership with the Community Wood Recycling scheme, has recycled more than 300 tonnes of wood from the waste stream since January 2018. This has been used for community projects, made into a variety of products, with anything that cannot be productively used being recycled.

## **Power purchase agreements**

In November 2020, the Finance Committee noted a paper detailing the procurement approach for two renewable energy power purchase agreements. These two power purchase agreements will provide us with around 20 per cent of our total electricity requirements and will represent a major milestone towards our target of operating a zero-carbon railway by 2030. They are being developed as part of broader piece of work exploring the future opportunities for collaboration in power purchasing across the GLA Group.

## **Solar power**

In December 2020, we started early market engagement to better understand how we could work with other organisations to installing solar panels to directly power the London Underground network. The prospectus and market sounding questionnaire will form the basis of discussions with potential suppliers throughout February 2021; and will ultimately inform a procurement strategy and potential routes to market.

## **London Underground polychlorinated biphenyls**

Polychlorinated biphenyls (PCBs) PCBs are substances that are toxic to humans and animals. There is legislation in England and Wales, as well as an international agreement, which bans their use. Some of the thousands of different types of electrical capacitor used in signalling, power, fleet, tunnel telephone systems on the London Underground predate this legislation and therefore sometimes contain PCBs.

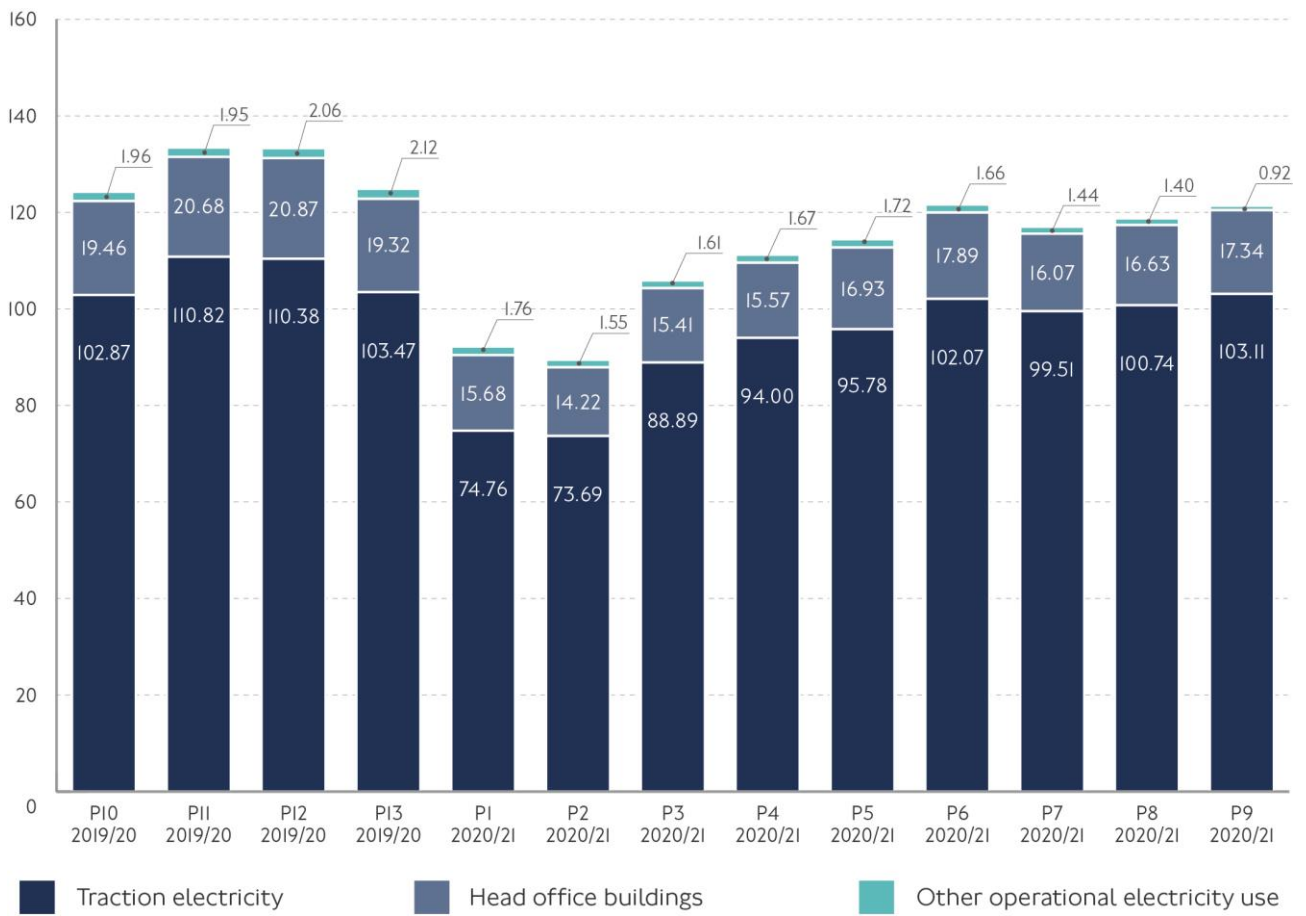
In Quarter 3, London Underground continued to identify old equipment, which is still in use, that may contain PCBs. While many programmes have been postponed, owing to the coronavirus pandemic, many programmes have been adjusted to ensure legal deadlines are still met. One area that is difficult to resolve within current constraints is the use of power rectifiers that contain PCBs, which were due to be replaced through the Piccadilly Line Upgrade. Asset strategy and power asset operations are developing an alternative plan to replace these units.

PCBs can also be found in old power transformers. In Quarter 3, London Underground tested eight transformers that had not already been proved to be PCB-free. Six of them were free of PCBs with options being investigated to deal with the two that contain some PCBs.

## **Energy and carbon**

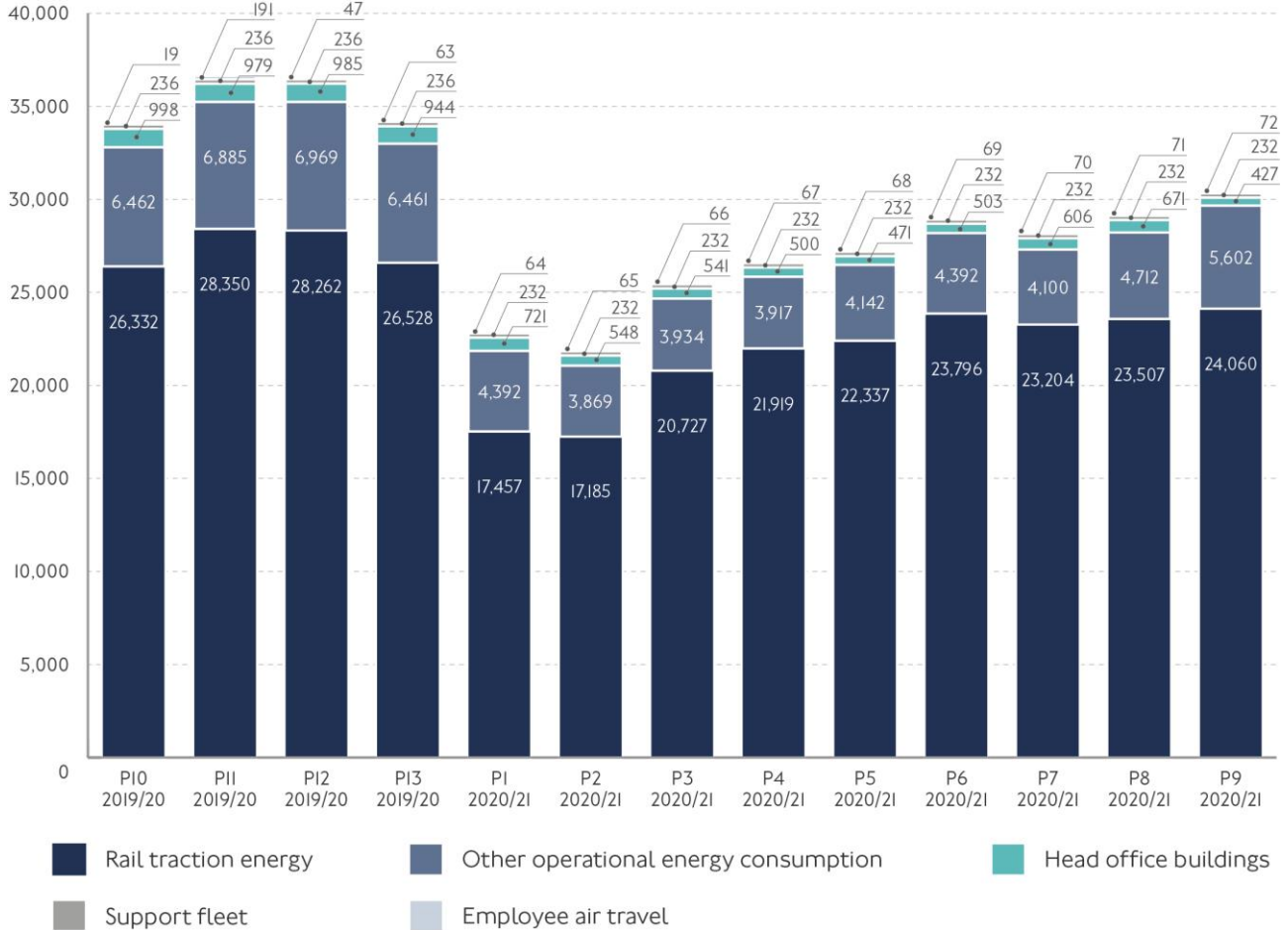
Our total electricity consumption was around 95 per cent of that in the equivalent period of 2019/20, as rail services returned to similar frequencies.

## **Figure 18: Electricity consumption (giga watt hours)**





**Figure 19: CO<sub>2</sub> emissions, excluding buses (tonnes)**



Carbon dioxide (CO<sub>2</sub>) emissions from our rail operations and head office buildings were around 15 per cent lower in Quarter 3 than during the same quarter in 2019/20.

CO<sub>2</sub> emissions from our support functions, including head office buildings and support vehicles, are on track to meet the London Environment Strategy target for the Greater London Authority Group to reduce its CO<sub>2</sub> by 60 per cent by 2025. While carbon emissions from our rail services continue to decrease, we can only meet the ambition for our services to be zero carbon by 2030 by ensuring our energy consumption comes from renewable sources.

**Future plans**

On 1 March 2021, we will strengthen the Low Emission Zone standards. This was originally postponed to help businesses meet the new standards in light of the coronavirus pandemic. In March 2021, we will release tender documentation for our first power purchase agreement. This will represent a major milestone towards our target of operating a zero-carbon railway by 2030.

# Significant Incidents

## Introduction

The following significant incidents occurred in Quarter 3. The investigations that have started or concluded in this quarter can be found in the next chapter.

### Bank station accident

On 28 September 2020, an Underground customer was seriously injured when he fell while alighting from a train at Bank/Monument station. Tragically, he died on 21 October 2020, and we were notified of this on 15 December. We are sharing information with the Office of Rail and Road and the BTP.

### Upminster station accident

On 28 September 2020, an Underground customer appeared unsteady on his feet while on the platform. After losing his balance, he fell onto the tracks where he sadly died of his injuries. We are sharing information with the Office of Rail and Road and the BTP.

### Incidents on London Trams

TfL maintains a rigorous focus on operational safety across all its modes; investigating and following up on indicators and near miss incidents that flag concern. This includes the safety performance of our Tram network and the actions that have been taken to improve safety following the tragic tram overturning at Sandilands in November 2016. Between August and September of last year, there were three significant incidents across the tram network. While none of these resulted in injury or harm to staff or customers, they are being taken very seriously by TfL (London Trams (LT)) and the operator Tram Operations Limited (TOL) and we are working closely together to ensure they do not happen again.

The three incidents are described below.<sup>1</sup>

### New Addington – 5 August 2020

At around 13:05, two trams entered the single-line section between King Henry's Drive and New Addington tram stops from opposite directions. The trams were stopped by each driver (approximately 100m apart) using a normal service brake application when they became aware of the conflicting movement in the single line section. The incident occurred

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<sup>1</sup> The text in this section was updated, after publication of this paper, to provide additional information and to be consistent with the "Operational Incidents on the Tram Network: August - October 2020" paper elsewhere on the agenda.

due to the fact that, following a background signalling loop failure, both drivers were individually given authority to proceed at around the same time; one by means of a signal operating correctly according to the design, and the other verbally by the TOL controller because all movements were locked at the time of communication.

The incident was reported to TfL (LT) immediately, and also reported to the ORR within the required timeframe.

### **Mitcham – 14 September 2020**

At around 11:08 hrs, a tram travelled through Mitcham tram stop at 41km/h, failing to call at the tram stop. The tram then passed a signal which was displaying a stop aspect. The tram was subsequently stopped by the driver when the Signal Passed at Stop (SPAS) Protection Warning Lights activated, coming to a stand in the interlaced section of track where trams can travel in either direction. There were no other trams in the section.

This incident occurred in September 2020. However, it is particularly concerning that while TOL provided some technical data on this incident to LT, the full seriousness was not made clear to us until the end of November 2020. We immediately contacted the Office of Rail and Road (ORR), and this was subsequently notified to the RAIB and ORR by TOL.

### **Derailment at Addiscombe – 21 October 2020**

At approximately 21:50 the TOL Control centre received an external call regarding personal information relevant to the driver of a tram. The Controller subsequently advised the tram driver of this when the tram was stationary at a stop. The driver requested that they be allowed to finish work and arrangements were made by the control centre to de-tram passengers at Addiscombe tram stop and return to the depot as a non-passenger tram via the emergency crossover.

The tram driver when questioned believed that they were fit to drive and whilst they followed the instructions given to them, the tram driver failed to check when setting the points at the emergency crossover for the return journey, that they were in the correct position. This resulted in a slow speed derailment of the empty tram. The incident was reported to TfL (LT) immediately, and also reported to the ORR within the required timeframe.

A separate paper will be presented to the Panel meeting outlining these incidents in detail and the immediate actions taken.

### **Fatal falls on buses**

#### **Stamford Hill**

On 15 July 2020, the driver of a 76 bus accidentally closed the doors on an older woman who was boarding the bus at Egerton Road/Stamford Hill. She fell to the pavement and the emergency services were called, who took her to North Middlesex Hospital with a

suspected hip injury. In October 2020, the Coroner informed us that the woman had sadly died while in hospital.

We attended the pre-inquest review hearing, along with the bus operator, on 18 November, and we are supporting the Coroner with their inquiries. One area being considered as part of the inquest, is a requirement to report injuries involving mechanically propelled vehicles to the police (under section 170 of the Road Traffic Act 1988), which does not appear to have happened in this instance. We have raised this point with the bus operators ahead of a further hearing, which is scheduled for 4 March 2021.

Incidents like this, which begin with apparently minor injuries, are unfortunately fairly common, but the consequences are very rarely this serious. We will work with the MPS to ensure we have a consistent and a clear understanding of when such incidents should be reported and how to do it.

### **Euston Bus Station**

On 18 November 2020, a man fell on the stairs of a N5 bus, which was travelling at low speed out of Euston Bus Station. Footage from CCTV shows the passenger, who was top deck, suddenly get up for his stop. He was holding a drink, carrier bag and mobile phone while he came down the stairs and appears to be not be holding on properly. As the bus pulls away, the passenger fell, landing on his back. He sustained fatal head injuries and sadly died in hospital several days later. The incident is being investigated by the bus operator as part of our Notification and Investigation of Major Incidents process.

### **Hand injuries**

Injuries to hands have the potential to severely affect a person's capabilities. Unfortunately, there were three incidents in November 2020 on Crossrail, London Underground track and on the Northern Line Extension project. Although all three incidents were different, there were some common factors, including inexperience, sudden uncontrolled movement of objects, and issues around risk assessments. We have issued an internal bulletin and a shared learning document to raise awareness of the risks and controls. Our Major Projects Director also held a virtual engagement session with suppliers to emphasise our concerns, understand our suppliers' viewpoints and encourage continued effort for safer sites.

### **Ladder fall**

On 8 December 2020, an accessibility project worker at Debden station slipped while descending a ladder, hitting his back on a wall. The worker reported the incident two hours later and was found to have two cracked ribs and a bruised lung. We are working with the supplier involved to investigate this incident and are sharing lessons to prevent similar incidents happening again.

# Engagement with regulators

## Introduction

Engagement with external regulators is fundamental to running a safe and sustainable service. We work with regulators through regular contact with our safety, health and environment team, joint workshops, and the attendance of staff safety forums, with the ORR sharing outcomes. We will continue to engage with our regulators to improve safety for our customers and staff.

We have six-monthly meetings with the RAIB, as well as liaising regularly in between. The RAIB is investigating a customer fatality at Waterloo and an incident where a signal was passed at danger at Chalfont and Latimer. We have provided them with a copy of the report into a wall collapse at East Ham station, which they requested.

## Coronavirus compliance visits

An ORR inspector published a blog on a series of assurance visits by looking at London Underground and TfL Rail's coronavirus planning and arrangements at stations and train crew depots. They visited several locations, including Embankment, Dagenham East, Hammersmith, Whitechapel, Earl's Court, Stratford, Gidea Park and Canning Town. They found all the right arrangements in place, both physical controls and effective communications.

The ORR also visited a number of London Underground project sites to see how we are managing COVID-19 risks in Quarter 3, including at Ickenham and Harrow-on-the-Hill stations, and a station retail project at Canary Wharf station. The feedback was positive. The Health and Safety Executive carried out an unannounced inspection at the Nine Elms site of the Northern Line Extension project, and, despite some minor recommendations, were satisfied with the COVID-19 control measures.

## **ORR presentation**

In November 2020, the ORR gave a presentation to Executive Committee as part of our continued commitment to welcome constructive challenge from our regulators. They said we have a good safety record, but we must continue to keep safety at the forefront of priorities. Particularly, we need to ensure we continue to evolve our safety culture and use of leading indicators. We have agreed to further review risk, particularly around risk of complacency in current climate and how our controls relate to our risk.

## **TfL presentation to the ORR Health and Safety Regulatory Board**

In December 2020, London Underground Managing Director Andy Lord attended the ORR Health and Safety Regulatory Board to share our current and future approach to managing health and safety. Feedback from the Board was positive and acknowledged the constructive and honest working relationship we have. There was an agreement and determination from the ORR and TfL to work together, with others, to further improve safety culture and risk management across the rail sector.

## **London Fire Brigade**

More than 30 years on from the terrible fire at King's Cross station, we continue to work to keep our workforce and customers safe from fire. In Quarter 3, we held a senior liaison meeting with the London Fire Brigade, where it was noted they had no significant concerns over our fire safety. While the regular London Fire Brigade inspections have identified a number of minor issues, we have worked closely with them to address any issues, and we will continue to share lessons learned from incidents and progress our fire safety programmes.

## **Investigations started in Quarter 3**

### **Automated traffic signals formal investigation report**

This investigation will review the controls we have in place around the commissioning of automated road traffic signals. The focus will be on the circumstances around a number of incidents where automated traffic signals have been commissioned incorrectly, leading to unsafe conditions. This review will include the design, installation, site acceptance testing and commissioning of these signals.

## **Investigation updates and conclusions in Quarter 3**

### **Croydon tram overturning**

On 9 November 2016, seven people died when a tram derailed and overturned on a curve as it approached Sandilands junction in Croydon. The victims and all others affected by

this incident remain in our thoughts particularly as we remembered the fourth anniversary in 2020. We continue to offer support to those people directly affected as well as the wider community.

The RAIB investigated the incident, as well as the BTP and the ORR. The RAIB issued its report in 2017 and updated it in 2018. The report made 15 recommendations, which we have now implemented. These include the full introduction into passenger service of the UK Industry leading physical prevention of over-speeding system, which will automatically apply the brakes and bring a moving tram to a controlled stop if it exceeds the speed limit at designated locations. This system won the Project of the Year (under €50m) at the Global Light Rail Awards 2020.

Owing to further coronavirus restrictions, the inquests have been adjourned and will start on 17 May 2021. A fifth pre-inquest review hearing took place on 28 January 2021 at which arrangements for the inquests were discussed. A sixth pre-inquest review hearing is planned to take place in mid-April 2021.

### **Waterloo station accident**

On 26 May 2020, a customer on the Underground tragically died while alighting from a Bakerloo line train at Waterloo station. We have carried out a thorough investigation into the incident and published our formal investigation report in December 2020.

The ORR is also investigating the incident and, on 29 October 2020, it issued London Underground with an Improvement Notice. The notice focused on how we have identified the risks at this platform, how we document the risk and controls, and our justification for these controls being appropriate. London Underground formally responded to the ORR's Improvement Notice on 15 December 2020, with the ORR noting that it was very happy with our proposed approach and the seriousness with which London Underground was treating this issue. The ORR confirmed it had closed the Improvement Notice on 22 December 2020. The RAIB investigation is ongoing.

### **Platform lift failure**

On 26 September 2019, a fault was raised for a lift at Stratford station. After initial investigation, the lift was found to have a major failure.

A thorough investigation found that factors contributing to this incident included issues with maintenance and inspection. Another factor was a change in passenger flow, with the lift being designed to be used 100 times a day, but was now being used between 600 and 700 times a day. Passengers also often operated the lift incorrectly.

Recommendations have been made to improve the maintenance training, competence and management on this lifting platform, improvements to management of contractors and inspections, and discussions around future use.

### **Near miss of track worker**

On 16 February 2020, an engineering supervisor narrowly escaped being struck by a Great Western Rail train at Langley station after they placed marker boards on the wrong line. These marker-boards had been placed on lines that had previously been worked on. This incident was reviewed by stakeholders in TfL, Crossrail and Network Rail. The investigation found issues around fatigue, requirements around mandatory planning meetings and a need to improve non-technical skills.

### **Wall collapse**

On 25 June 2020, a brick wall collapsed onto the eastbound District line between East Ham and Barking stations, leading to a fire in the surrounding dry vegetation, which was brought under control by members of the public. Around 200 passengers were stranded across four stalled trains in the vicinity, being led from the network that day when it was safe to do so. Services were restored on 28 June 2020.

One of the main causes for the collapse was overloading with cables on one side of the wall over a number of years, although other factors could not be ruled out, such as very hot weather that week. Following the investigation, recommendations have been made to ensure we take a holistic approach to any installations and improvements to related processes and briefings have been made.

### **Sign fall outside Kentish Town station**

On 21 August 2020, part of an illuminated sign outside Kentish Town station fell around eight metres, hitting a person, who was injured and taken to hospital for treatment.

The formal investigation team investigated many factors, including the effect of windy weather on the day, the cause of the asset failure, maintenance of the sign, the fault reporting process, engineering processes for sign design and management, and the actions of the maintenance and station staff.

Recommendations have been made, including improving our fault reporting system, improving fault management, re-briefing staff on managing these issues, reviewing our extreme weather management plans to include new safety features in the signs. We have ensured that all learning is shared across the organisation.

### **Chalfont and Latimer signal passed at danger**

On 21 June 2020, a Chiltern Rail passenger train passed a signal on the Metropolitan line at danger. The driver reset and proceeded without authority, contrary to the London Underground Rule Book and Chiltern Railways Company Limited rules and instructions. This resulted in the train crossing a set of points at 25mph, 10.4mph above the permanent speed restriction and stopping around 23 metres short of a Metropolitan line train.



The London Underground operator applied the train's emergency brake and contacted the signaller. Investigations found the Chiltern Rail driver reset the tripcock safety apparatus without authority and continued driving.

The report from Children Railways, with TfL on the panel, considered fatigue, health, and wellbeing, communications, understanding of London Underground rules, infrastructure, equipment and clothing, route competence, teamwork and leadership, management, supervision, and office support for front line activities.

The RAIB investigation continues.

London Underground also launched a review of its interfaces and protocols, which has now been completed. A draft report was produced in December and is being finalised.

### **Learning lessons from others**

There have been a number of serious incidents in other parts of the transport sector and we make every effort to learn lessons from these.

In Quarter 3, the final RAIB report into the tragic accident at Margam was published. We have reviewed the report and have incorporated lessons learned and actions into the London Underground Safe Track Access programme.

We have also learned lessons from the tragic death at Network Rail's facility in Eastleigh on 30 November. We have a similar facility at Ruislip Depot. London Underground arranged a visit by the Health and Safety Executive and BTP to the Ruislip Depot on 15 December 2020. This visit, along with regular sharing with Network Rail, has enabled us to identify improvements to our systems of work that will provide a safer working environment for our maintenance staff.

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Date: 10 February 2021

Item: **Operational Incidents on the Tram Network:  
August - October 2020**

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## This paper will be considered in public

### 1 Summary

- 1.1 TfL maintains a rigorous focus on operational safety across all its modes; investigating and following up on indicators and near miss incidents that flag concern. This includes the safety performance of our tram network and the actions that have been taken to improve safety following the tragic tram overturning at Sandilands in November 2016.
- 1.2 This paper focuses on recent safety incidents on the tram network which occurred between August 2020 and October 2020. Three incidents are highlighted and the status of each is described with corresponding actions. While none of these incidents resulted in injury or harm to our customers or staff, they are being taken very seriously by TfL (London Trams (LT) – which is the duty holder for TfL) and the operator, Trams Operation Limited (TOL), and we are working closely to ensure such incidents do not occur in future.

### 2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

### 3 Purpose of the paper

- 3.1 As the Panel will be aware, the safety performance of the tram network (as with all our operations) is something that we keep under close scrutiny, particularly in light of the ongoing work to deliver safety improvements and respond to the Rail Accident Investigation Branch (RAIB) report following the tragic overturning of the tram at Sandilands.
- 3.2 The paper outlines the specific actions and investigations that have followed each of the recent incidents.

### 4 Overview

- 4.1 The three incidents are described below.
  - (a) **New Addington – 5 August 2020.** At around 13:05, two trams entered the single-line section between King Henry's Drive and New Addington tram stops from opposite directions. The trams were stopped by each driver approximately 100m apart using a normal service brake application when they became aware of the conflicting movement in the single line section.

The incident occurred due to the fact that, following a background signalling loop failure, both drivers were individually given authority to proceed at around the same time; one by means of a signal operating correctly according to the design, and the other verbally by the TOL controller because all movements were locked at the time of communication.

The incident was reported to TfL (LT) immediately, and also reported to the Office of Rail and Road (ORR) within the required timeframe.

- (b) **Mitcham – 14 September 2020.** At around 11:08, a tram travelled through Mitcham tram stop at 41km/h, failing to call at the tram stop. The tram then passed a signal which was displaying a stop aspect. The tram was subsequently stopped by the driver when the Signal Passed at Stop (SPAS) Protection Warning Lights activated, coming to a stand in the interlaced section of track where trams can travel in either direction. There were no other trams in the section.

This incident occurred in September 2020. However, it is particularly concerning that while TOL provided some technical data on this incident to LT, the full seriousness was not made clear to us until the end of November 2020. We immediately contacted the ORR, and this was subsequently notified to the RAIB and ORR by TOL.

- (c) **Addiscombe Derailment – 21 October 2020.** At approximately 21:50, the TOL Control centre received an external call regarding personal information relevant to the driver of a tram. The Controller subsequently advised the tram driver of this when the tram was stationary at a stop. The driver requested that they be allowed to finish work and arrangements were made by the control centre to de-tram passengers at Addiscombe tram stop and return to the depot as a non-passenger tram via the emergency crossover.

The tram driver when questioned believed that they were fit to drive and while they followed the instructions given to them, the tram driver failed to check when setting the points at the emergency crossover for the return journey, that they were in the correct position. This resulted in a slow speed derailment of the empty tram.

The incident was reported to TfL (LT) immediately, and also reported to the ORR within the required timeframe.

## 5 Incident Investigation and follow up to the incidents

- 5.1 In line with our aim of ensuring we apply the highest safety standards in our operations, we have been working closely with TOL and the ORR to understand the different underlying causes of each incident and to identify an appropriate response. In addition, TOL has advised that, given the rising number of operational safety incidents after a reasonably sustained period of improvement, their Operational Safety Improvement Strategy has been updated and reviewed by the TOL Board. Responses to the individual incidents are summarised below:

- (a) **New Addington – 5 August 2020.** In view of the significance of this incident, we jointly commissioned an independent investigation team made up of an independent consultant and members of UK Tram. This investigation was signed off by the investigators in December 2020 and shared with TOL and TfL. The recommendations point to the review of the Tram Management System (TMS) in relation to functionality; reviewing the procedure for Tram Controllers to authorise trams to pass Signals at Stop; as well as a joint review of the TfL (LT) and TOL Safety Management System. Of the 12 recommendations, three are closed, and of the remaining nine, all are on target to be completed within the timeframe agreed in the Stakeholder review.
- (b) **Mitcham – 14 September 2020.** As highlighted above, while TOL provided some technical data on this incident, we were not made aware of the significance of this incidence until November 2020. This is contrast to the other two incidents which were reported in a timely way using normal reporting procedures. On learning of it, we immediately took action to raise concerns with the ORR, and both TOL and its parent company, FirstGroup. TOL subsequently notified the incident to the RAIB and ORR.

TOL undertook its own investigation and its summary report highlights the immediate cause as the “driver’s failure to control the tram in a safe manner”. The underlying cause was due to the driver’s distraction from a Safety Critical task. It recommended:

- i. a review of the information contained in the Route Hazard Assessments and explore methods by which low workload areas can be made more prevalent to drivers. This is ongoing and will inform the Joint System Safety Improvement Plan which is due at the end of March 2021;
  - ii. a review of the Guardian System, as in this incident the system did not detect possible inactivity, or lack of concentration, from the driver. Next generations of the system are being reviewed with the possibility of addressing this;
  - iii. a review of the Network Safety Risk Model which is currently being undertaken; and
  - iv. a review of TOL’s reporting to ensure it is in line with statutory reporting requirements. The review identified where there was a need for closer alignment of the statutory reporting requirements. The review has been completed, shared with TfL and the ORR and is being implemented.
- (c) **Addiscombe Derailment – 21 October 2020.** TOL undertook an incident investigation which made recommendations to improve control room decision making in situations where distressing information may be being conveyed which could impact on safety critical work performance. This action has been completed.

## 6 Follow on action

- 6.1 Due to the sequential nature of these incidents, we have taken immediate steps to work with the ORR to help us address these matters with the operator. The ORR has made clear it is focussing not only on the individual incidents, but also on system-wide safety and risk management. A meeting was held on 10 December 2020 and four key actions were set out by the ORR, which we are working through jointly with TOL. All four actions agreed with the ORR will be completed by 31 March 2021.
- (a) Action 1 – review current arrangements for regulatory reporting. **Status** – we have confirmed compliance of our reporting systems and TOL is due to meet with us shortly to confirm compliance of their reporting requirements.
  - (b) Action 2 – review data going back five years to ensure regulatory reporting has been undertaken correctly. **Status** – this is underway, with a list of incidents compiled which is due to be discussed with the ORR.
  - (c) Action 3 - review the risk model, especially in relation to the Mitcham incident. **Status** – Risk review undertaken, and ORR informed.
  - (d) Action 4 - develop a Joint System Safety Improvement Plan to identify key priority risk areas. Part of this work involves TOL and LT reviewing their Safety Management System. **Status** – work is underway and due to complete by end of March 2021.
- 6.2 In addition to the work with TOL and the ORR, we have ensured the concerns about these incidents were raised at the most senior levels within FirstGroup. We have also issued a contract notice to TOL highlighting the serious nature of the Mitcham incident and the breach of subsequent provisions regarding regulatory reporting.
- 6.3 Finally, we are always mindful of the need to continually test and improve our own processes. As part of our own assurance, we have initiated four areas of self-review:
- (a) Client oversight and integration – this includes reviewing roles and interfaces given the TfL (LT) role as both client and delivery agent of all but operations. This work is being undertaken by a senior member of the London Underground operations team for objectivity and is due to report shortly.
  - (b) Operational effectiveness – working closely with the ORR, to further understand improvements around operation and culture that can be learned and addressed as part of continuous improvement. The outputs of the dialogue with the ORR (see paragraph 5.1) are reflected above.
  - (c) Infrastructure effectiveness - there is a need to review asset performance on the network and reconsideration of priority areas to further enhance asset performance. This work is underway.

- (d) Integration of assurance - there have been recent updates to the Safety Management System profiles by both LT and TOL and there remains some planned but outstanding validation work to look at any gaps that may have emerged. The SHE teams from both TOL and TfL are working together on this and the first review was undertaken in December 2020, with the follow up review taking place at the end of February 2021 with subsequent actions being added to the LT/TOL Joint System Safety Improvement Plan.

## **7 Conclusion**

- 7.1 This paper outlines three recent safety incidents occurring on the tram network and the subsequent actions taken. The frequency of these events in a short period of time is a cause of concern and has led to a strong and robust response by TfL with TOL and supported by the ORR.
- 7.2 This has identified a range of recommendations which are summarised above, and which are in the course of delivery. These will be overseen by senior staff at TfL and TOL and monitored closely for completion. Further updates will be provided to the Panel at future meetings.

### **List of appendices to this report:**

None

### **List of Background Papers:**

None

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**Date:** 10 February 2021

**Item:** Elizabeth Line Safety Update

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper provides an update on Elizabeth Line Health and Safety (H&S) matters, following a request at the meeting of the Board on 9 December 2020.

#### **2 Recommendation**

- 2.1 **The Panel is asked to note the paper.**

#### **3 The Elizabeth Line**

- 3.1 The Elizabeth line is a new railway that will stretch more than 60 miles from Reading and Heathrow in the West, through central London tunnels and across to Shenfield and Abbey Wood in the East. It is being built by Crossrail Ltd and is expected to open through central London in the first half of 2022. TfL Rail already operate services from Paddington to Heathrow and Reading and Liverpool Street to Shenfield.
- 3.2 On 1 October 2020 the governance of the Crossrail Programme (the Programme) transferred to Transport for London. As part of that governance transfer an objective was agreed that there would be no interruption to the “Target Zero” world class safety management system.
- 3.3 As each phase of the Programme is delivered the accountability for safety is understood and agreed amongst the stakeholders. This is documented and recorded and aligns with the objective that as CRL moves to operate within TfL’s existing governance structure, it is intended that there should be minimal disruption to CRL’s existing procedures. Specifically, the arrangements and accountabilities for safety in CRL will be unchanged by the governance transition. The oversight will be provided by the Elizabeth Line Committee (ELC) and the management overview will be provided by the Elizabeth Line Delivery Group (ELDG). The CRL Safety Management System and safety accountabilities are unchanged.
- 3.4 The next phase of the Programme is entry into Trial Running which is a significant milestone. This is the point at which the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGs) apply for the first time in the Central Operating Section. The strategies, plans and procedures are being revised to fully account for the ways of working and arrangements for duty holders when Trial Running commences. Crossrail is accountable for managing Trial Running. Rail for London Infrastructure Ltd (RfLI) becomes the Infrastructure Manager for the

Central Operating Section and their operational rules come fully into force. The rules used to date for the construction and commissioning phase will be retired at that point.

- 3.5 The changes introduced at Trial Running have been the intense focus of readiness reviews and safety assurance activity. The TfL and Crossrail Executives recognise the importance of maintaining the very high standards of occupational and operational health and safety whilst there is also a focus on the transition to ROGs and commencement of Trial Running.

## **4 Safety Update**

- 4.1 All of the stakeholders involved in delivering the Elizabeth line demand the highest safety standards and work closely with the entire supply chain to achieve this. There is unwavering commitment to collaboratively delivering this railway as safely and as efficiently as possible.
- 4.2 In October 2020 the ELC and the ELDG were both created. The H&S performance of Crossrail, RfLI and the operator, MTR, are reported to both. The review at these forums provides ongoing scrutiny of H&S performance as well as looking at the processes and procedures to safely operate.
- 4.3 As a demonstration of the commitment to visible safety leadership, ELC Members have chosen to adopt a H&S mentoring role of the Crossrail Construction Programme. Members, in conjunction with the Crossrail Executive Group provide oversight directly to assigned areas of the Programme e.g. Bond Street Station. This active mentorship is welcomed by Crossrail and is rewarding for both the ELC Member and the Delivery Teams.
- 4.4 Crossrail has always recognised the importance of capturing good practice. It maintains a learning legacy portal in order to share lessons direct with industry.
- 4.5 The Crossrail project teams work directly with the principal contractors to ensure leading and lagging indicators are analysed, learning is embedded, and any incidents investigated thoroughly.
- 4.6 The Safety and Health Executive Leadership Team (SHELT) within Crossrail is considered by the Executive as a critical meeting and is held monthly. On the approach to Trial Running the Crossrail Programme Delivery Director and Chief Operations Officer will co-chair the meeting of the Elizabeth Line stakeholders and supply chain representatives. The overarching remit has always been to drive forward exemplar H&S performance across the programme, share learning and look to mitigate H&S risks with leadership intervention. In February 2021, SHELT will celebrate its 100<sup>th</sup> meeting. Past and present members will be invited to share in celebrating the positive influence and achievements for health and safety across the construction and rail industries.
- 4.7 At Crossrail, a 'green' period is defined as zero reportable injury or lost time accidents, and zero significant safety incidents. Green weeks have significantly improved across the project. There were 27 green weeks in 2020, compared to just 11 in 2019.

- 4.8 The Accident Frequency Rate is on a slight upward trend, the Lost Time Incident Rate and High Potential Near Miss (HPNM) Rates are both on downward trends.
- 4.9 All accidents that occur on the Programme are thoroughly investigated and the learning shared by the principal contractors through the SHELТ and the Crossrail Learning Forum.
- 4.10 The Programme is evolving from a construction environment into an operational environment. As a result, the risk profile of the project is now very different. The priority areas of focus are electrical safety, safe and controlled access to the railway, culture and safe behaviour as we approach the change to Trial Running.
- (a) Electrical Safety. A group of discipline experts has been brought together in a workstream to review past incidents. By engaging those who are directly involved in electrical safe systems of work, there is accountability and capability to implement improvements in ways of working across the Programme to eliminate risk.
- (b) Access to the Railway. Work has been underway for some time to define the Access, Isolation and Possession procedures and arrangements at the start of Trial Running. This is one of the most significant areas of clarity required for everyone working on the programme. The Integrated Access Planning team, who are made up of representatives from all relevant organisations, including Crossrail, RfLI, London Underground and Network Rail, will be implementing the RfLI procedures in a coordinated way and all requirements will be programmed with precision. A simple and clear process is being formally briefed to all stakeholders and the supply chain.
- (c) Culture and Safe Behaviour. Aligned with the countdown to Trial Running an extensive H&S Campaign will launch on at the start of February 2021. This campaign will brief every person on the detail of what it is that they need to know for their roles and responsibilities at the transition to ROGs and the start of Trial Running. A large team is dedicated to preparing materials, engaging with the supply chain and rolling out the campaign for the entire Programme.

## **5 Coronavirus Pandemic Update**

- 5.1 Organisationally great resilience has been demonstrated during the pandemic. Working with our principal contractors, we have implemented measures at all of our sites to ensure our workforce are protected. That has allowed work to continue in strict accordance with Public Health England guidance. There is a full complement of people working across all of our sites to ensure full productivity. Our approaches align with TfL (Major Projects Division), other major infrastructure programmes (e.g. Thames Tideway, HS2) and also international benchmarks (e.g. MTR in Hong Kong).
- 5.2 Additional measures have been initiated in response to the third national lockdown. These include the suspension of all non-essential visits to project sites which has been carefully coordinated to ensure safety critical visits are able to continue. Weekly communications have been issued to all staff and to the supply chain to ensure the critical messages are being regularly reinforced, including the

help and guidance about how to avoid travel on public transport, especially during peak times.

- 5.3 The pandemic secure site arrangements are audited weekly, and there is a special emphasis on the critical assets such as Romford Control Centre, the Tunnelling and Underground Construction Academy and Plumstead. These are crucial to getting the project to enter Trial Running at the earliest opportunity in 2021.
- 5.4 The Gold Response Team remains operational and coronavirus pandemic scenario testing continues to forward plan as much as possible. An increase in the absence level or additional lockdown restrictions would have an impact on the project. We continue to liaise closely with TfL on pandemic issues and to ensure a consistency of approach.
- 5.5 Further updates will be provided to the Panel in due course on the safety performance of the programme as it transitions into operation.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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**Date:** 10 February 2021

**Item:** Bus Driver Welfare

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### **This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides an update on workstreams in progress to improve bus driver welfare including provision of toilets and bus driver welfare facilities (mess rooms).
- 1.2 Providing good bus driver facilities aligns with the Mayor's Transport Strategy by ensuring that the bus network is operationally efficient and reliable and therefore meets customer expectations (A Good Public Transport Experience: R2, Public transport reliability and performance). Fundamentally though it is a basic human right that drivers should have access to a toilets and welfare facilities to carry out their crucial role. We are committed to ensuring this is addressed.
- 1.3 The coronavirus pandemic has impacted the availability and capacity of existing driver welfare facilities. We have rapidly responded to address this by providing temporary toilets and expediting plans to provide more mess room capacity to allow social distancing.

## **2 Recommendation**

- 2.1 **The Panel is asked to note the paper.**

## **3 Background**

### **Bus driver toilets**

- 3.1 Bus driver toilets are an integral part of running an efficient and safe bus network. Providing these facilities is as important as other bus infrastructure such as bus stops, shelters and stations. If we are unable to provide toilets we may, in some circumstances need to consider making changes to the bus network.
- 3.2 Routes are classified as either Priority 1, 2 or 3 depending on their current level of toilet provision, and the below table outlines the route prioritisation as agreed with all key stakeholders including Unite, the major bus drivers' union.

**Table 1: Priority Classification**

Priority	Description
1	Routes without any staff facilities at either terminus
2	Routes that have limited access and run beyond the opening hours of the available facilities
3	Routes with a round trip greater than 150 minutes with a toilet provision only at one end
New	Sites where a route is being extended or introduced that do not have existing facilities

### **Bus driver mess room relief facilities**

3.3 Bus driver relief facilities are typically mess rooms, or quiet areas, where drivers can take a scheduled break. Relief facilities are provided in several different ways, predominantly though (a) and (b) below:

(a) by bus operating companies normally at bus garages;

(b) by bus operating companies through local informal agreements with businesses; and

(c) by TfL at key locations normally at bus stations, or large bus stands, where a significant number of routes terminate and land is available.

3.4 There are 58 relief facilities that TfL provide for bus drivers across the network – category (c) above. We ensure that these facilities are well maintained and renewed on a regular basis. We have developed a prioritised forward programme of renewals, including capacity improvements, for locations where relief facilities are currently provided. We also ensure that opportunities to provide new facilities are maximised through third party development obligations.

3.5 Following discussion with Unite and bus operators we have updated our tender documents for bus contracts to be clearer on the minimum level of driver facilities to be provided.

## **4 Progress and Forward Programme**

### **Bus driver toilets**

4.1 In 2018 we set an ambitious target of providing permanent toilets on 42 priority routes by the end of March 2020. We exceeded this target and have now delivered facilities for 50 routes. This is an unprecedented improvement provision– at the previous delivery rate it would have taken nine years to achieve. A list of the sites and routes is included in **Appendix 1**.

- 4.2 In addition to addressing the priority routes, we have installed ten facilities since January 2019 to enable bus service changes. A list of these sites and routes is provided in **Appendix 2**.
- 4.3 As a result of the impact of the coronavirus pandemic several toilets used by drivers became unavailable, for example hospitals no longer provided access nor locations where arrangements were in place for bus drivers to use toilets located in commercial premises that had been closed. We engaged with the bus operating companies and Unite the Union to identify the locations where this was an issue and agreed to install temporary toilets based on the priorities set out in table 1. We installed a total of 20 toilets, of these 16 remain in place. **Appendix 3** includes details of these routes.

#### **Bus driver mess room relief facilities**

- 4.4 We are progressing different short and long term workstreams to ensure our bus driver mess rooms are renewed and have sufficient capacity. These workstreams are:

- (a) coronavirus pandemic short term measures (phase 1) – we have made alterations, including changes to layouts at mess rooms to provide additional capacity and enable social distancing;
- (b) coronavirus pandemic short term measures (phase 2) – we have provided new temporary mess room facilities to provide further additional capacity.

A total of 40 different locations will have been improved through items (a) and (b) by March 2021. See **Appendix 4** for examples;

- (c) we have recently completed renewal of bus driver mess rooms, including improved ventilation systems, at five locations. These are listed in **Appendix 5**; and

(d) we have developed a longer-term prioritised plan to improve bus driver mess rooms and toilets. The locations have been prioritised based on known defects, condition and required capacity. We have completed feasibility for five locations – these are listed in **Appendix 6**. We will complete feasibility for a further five sites by the end of March 2021 with an additional 27 locations commencing feasibility work in April 2021. Delivery of these projects will require planning consents, building regulations approval and, in some instances lease negotiations.

## **5 Ongoing Work**

- 5.1 We will continue to engage with bus drivers, operators and Unite the Union to ensure that as bus routes change, they are all assigned the correct priority within the programme and that new toilet facilities are delivered on the highest priority routes.
- 5.2 We will continue to identify opportunities for developers to provide facilities for bus drivers as part of Section 106 planning agreement contributions and other negotiated agreements.

5.3 We will continue to identify driver relief facilities in need of renewal and progress projects to ensure facilities meet the needs of drivers.

**List of appendices to this report:**

Appendix 1: List of priority routes with a toilet installed since February 2018

Appendix 2: Toilets provided to support bus service changes

Appendix 3: Temporary toilets provided during coronavirus pandemic lockdown

Appendix 4: Example of short term coronavirus pandemic measures

Appendix 5: Completed driver welfare renewals

Appendix 6: Longer term plan for driver welfare mess rooms – current projects

**List of Background Papers:**

None

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**Appendix 1: Priority routes that now have a toilet (since 2018)**

<b>Count</b>	<b>Bus route</b>	<b>Bus Stand</b>
1	370	Lakeside
2	271	Moorgate, Finsbury Square.
3	214	Moorgate, Finsbury Square
4	274	Lancaster Gate
5	H13	Ruislip Lido
6	393	Clapton Pond
7	345	Natural History Museum
8	263	Highbury and Islington Station
9	W8	Chase Farm Hospital
10	455	Wallington Station
11	U7	Uxbridge LUL Station
12	N8	Hainault the Lowe
13	H20	Hounslow Civic Centre
14	287	Barking Station
15	196	Norwood Junction
16	291	Queen Elizabeth Hospital
17	281	Tolworth Ewell Road
18	163	Morden LUL Station
19	273	Petts Wood Station
20	W14	Woodford Bridge
21	K5	Ham, Dukes Avenue
22	415	Tulse Hill Stn
23	174	Harold Hill

24	368	Barking Hart Estate
25	E5	Toplocks Estate
26	130	New Addington, Vulcan Way
27	G1	Hermitage Lane, Norbury
28	R68	Kew Retail Park
29	78	Nunhead, St Mary's Road
30	W15	Cogan Avenue Estate, Folly Lane
31	121	Enfield Lock, Island Village
32	K3	Roehampton Asda
33	292	Colindale Asda
34	234	Barnet The Spires
35	321	Foots Cray Tesco
36	499	Gallows Corner Tesco
37	H28	Syon Lane Tesco, Osterley
38	88	Clapham Common, Old Town
39	232	St Raphael's Estate
40	R1	St Paul's Cray
41	288	Queensbury Morrison's
42	430	Roehampton, Danbury Avenue
43	290	Staines Bus Station
44	42	Liverpool St / Worship St
45	414	Maida Hill Chippenham Gardens
46	343	South Kensington
47	96	Bluewater
48	R7	Chelsfield

49	126	Eltham High Street
50	124	Eltham High Street

**Appendix 2: Toilets provided to facilitate bus service changes (since January 2019)**

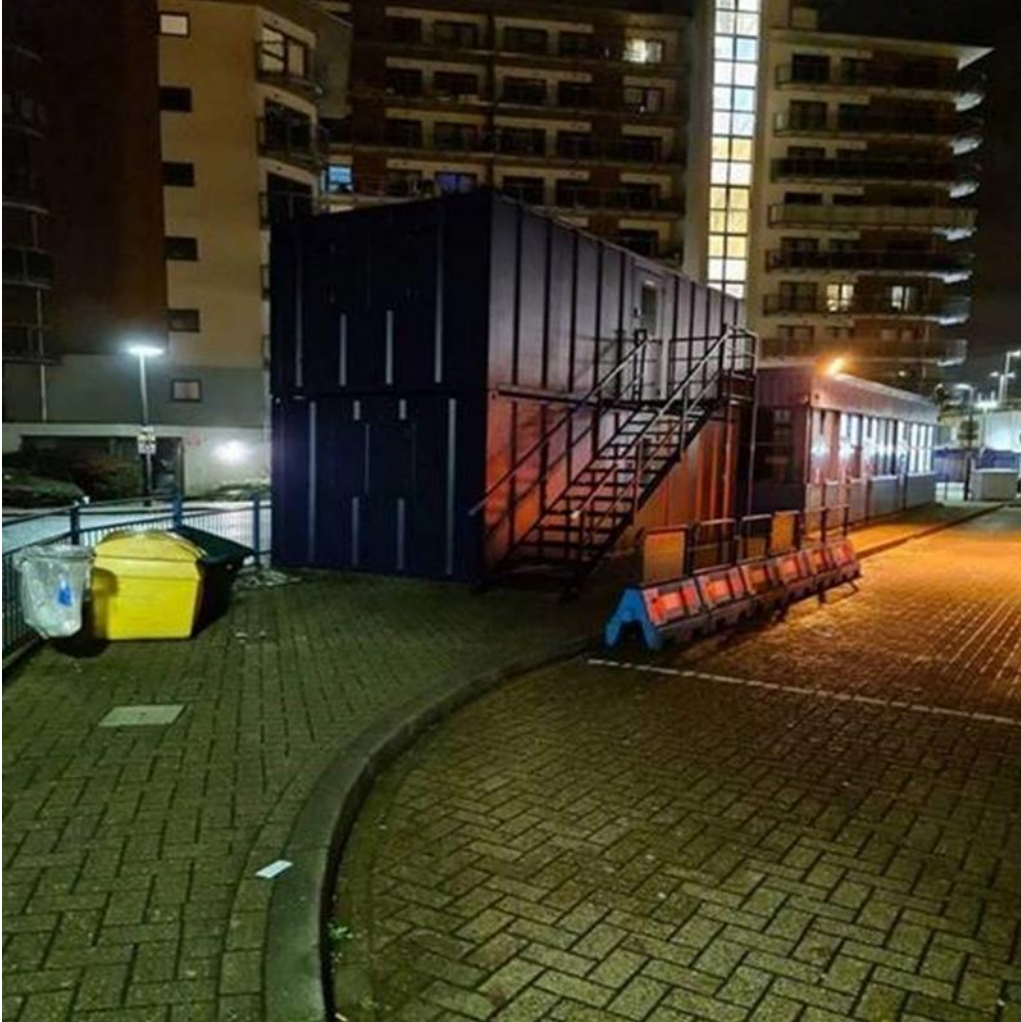
<b>Count</b>	<b>Bus route</b>	<b>Bus Stand</b>
1	27	Glenthorne Road, Hammersmith
2	100	St Paul's Station
3	224	Pitfield Way, St Raphael's Estate (covered by route 232 facility above)
4	341	Waterloo Road, Lambeth
5	386	Woolwich Arsenal DLR
6	S1	Banstead High Street
7	306	Acton Vale Bromyard Avenue
8	483	Windmill Lane, Greenford
9	404	Cane Hill
10	278	Ruislip Station

### Appendix 3: Temporary Toilets Provided During Coronavirus Pandemic Lockdown

Count	Bus route	Bus Stand
1	Various	Brent Cross Bus Station
2	252	Hornchurch, Appleton Way
3	H13	Ruislip Lido
4	14	Putney Heath, Green Man
5	N29	Trafalgar Square
6	94	Acton Green
7	87	Wandsworth
8	263/307	Barnet Hospital
9	W8	Chase Farm Hospital
10	307	Brimsdown Station
11	286	Queen Mary's Hospital, Sidcup
12	274	Lancaster Gate Station
13	206	Kilburn Park Station
14	396	Ilford
15	434	Whytleafe South
16	549	Loughton Station
17	47	Shoreditch High Street
18	54	Woolwich
19	75	Croydon, Fairfield Halls
20	128	Claybury Broadway

## Appendix 4: Example of short term Coronavirus Pandemic measures

Increased bus driver welfare at Atlanta Boulevard, Romford:



## Appendix 5: Completed driver welfare renewals

The following projects have been completed this financial year.

<b>Project</b>	<b>Scope</b>
1. Becontree Heath	Refurbishment of mess room including installation of new zip taps
2. East Beckton	Refurbishment of mess room and toilets including new seating, heaters, lighting and redecoration.
3. Queens Hospital, Romford	Refurbishment of mess room and toilets including redecoration, new doors, new kitchenette, new zip taps, and new air extract
4. Romford Brewery	Refurbishment of mess room and building including redecoration, new kitchenette, new zip tap
5. Finsbury Park, Station Place	Kitchen and driver rest area refurbished

## **Appendix 6: Longer term plan for driver welfare mess rooms– current projects**

We have completed feasibility for the following locations.

1. Aldgate Bus Station
2. Brent Cross Bus Station
3. Harrow Bus Station
4. Kensal Rise
5. Stoke Newington

We will complete feasibility for the following locations by the end of March 2021:

6. Atlanta Boulevard, Romford
7. Vauxhall Bus Station
8. Stratford Bus Station
9. Crystal Palace Bus Station
10. Golders Green Bus Station



**Date: 10 February 2021**

**Item: Bus Safety Programme and Driver Health and Wellbeing**

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides an update on the progress of the Bus Safety Programme and the emerging work on Driver Health and Wellbeing in response to the longer-term recommendations made by University College London's Institute of Healthy Equity report into driver deaths as a result of the coronavirus pandemic.

## **2 Recommendation**

2.1 **The Panel is asked to note the paper.**

## **3 Bus Safety Programme Delivery Update**

3.1 The Mayor and TfL have adopted Vision Zero for London, with a target of zero deaths or serious injuries from road collisions by 2041.

3.2 Within Bus Operations, we have even more ambitious targets:

(a) 70 per cent reduction in the number of people killed or seriously injured in, or by, buses by 2022 (against 2005-09 baseline); and

(b) No one killed in, or by, a bus by 2030.

3.3 The Bus Safety Programme was launched in February 2016, with the aim of reducing the number of people killed or seriously injured (KSI) on the bus network.

3.4 The number of people killed or seriously injured in or by a bus fell by 12 per cent to 209 people between 2018 and 2019, which is the lowest number on record. This is 64 per cent down on the 2005-09 baseline. While this demonstrates good progress, there is still more to do if we are going to hit our 2030 target.

3.5 The Bus Safety Programme is aligned with the Vision Zero 'safe systems' approach which aims to ensure safe speeds, safe streets, safe behaviours and safe vehicles. Progress against each area is detailed below.

## **4 Safe Speeds**

### **Intelligent Speed Assistance (ISA)**

- 4.1 Intelligent Speed Assistance (ISA) technology, which ensures compliance with speed limits, is a key part of the Bus Safety Standard (BSS). ISA uses GPS-linked speed limit data to advise the driver of the current speed limit and automatically limits the speed of the vehicle as necessary. There are currently just under 1,500 ISA-enabled buses, out of a total fleet of 9,000, in London, including 375 new vehicles that also meet the 2019 BSS.

### **ISA Retrofit**

- 4.2 The retrofit roll out of ISA will begin in April 2021, assuming that the strictest coronavirus pandemic related restrictions have been lifted, and will continue until all eligible and technically feasible buses have been fitted, over approximately a five-year period. The first buses to be retrofitted will be the electric bus fleet based at Waterloo bus garage, operated by Go Ahead London.

### **Speed Compliance Tool**

- 4.3 As an interim solution to reducing London bus speeds, while ISA is rolled out, a Speed Compliance Tool has been developed which monitors bus speeds across London. The Speed Compliance Tool has been provided to all bus operators and is being used proactively to analyse the performance of their bus routes and as supporting evidence when concerns around speeding vehicles are raised.
- 4.4 The tool continues to evolve and work is currently underway to accurately monitor speeds on private roads, which includes TfL bus stations.

## **5 Safe Streets**

### **Pedestrian behaviour and risk management**

- 5.1 TfL appointed Integrated Transport Planning Limited (ITP) in 2019, to conduct research into pedestrian behaviour and risk management. The research aimed to help better understand pedestrian behaviour in relation to specific types of street infrastructure and the potential for light-touch engineering and technological solutions to help prompt people to reduce their exposure to road danger while walking in London. The final report was completed in March 2020.
- 5.2 The research included three stages. Stage 1 included a literature review and collision data analysis. Stage 2 included observational video surveys across a range of locations in London, including bus stops and bus lanes (both regular and contraflow). Stage 3 drew together the findings from stages 1 and 2 to identify light-touch interventions to encourage safer crossing behaviour.
- 5.3 The research found that people largely behave appropriately for the level of risk except in situations where they fail to accurately judge risk due to distraction, such as from excessive noise or phone use, or when the environment suggests it is safer than it is. Contraflow bus lanes were identified as a key location where the actual risk exceeds the perceived risk, with pedestrian's attention found to be drawn to the dominant flow of traffic away from the contraflow directions causing them to look the wrong direction.

- 5.4 An internal technical research group is being established to take forward the findings in the report. This group will further examine the report's findings for opportunities to improve processes and guidance, and will aim to develop interventions to trial on street, including interventions to improve safety at contraflow bus lanes

## **6 Safe Behaviour**

### **Destination Zero Bus Driver Training**

- 6.1 Delivery of 'Destination Zero', the safety training programme for London bus drivers, commenced in May 2019. The training course uses innovative virtual reality technology, which is designed to make the course engaging and impactful. Extensive filming took place in London so that participants on the training course can experience a wide range of scenarios that drivers in London may encounter. The training covers hazard perception, hazard prediction, judgement and driver wellbeing.
- 6.2 Training delivery has been severely impacted by the coronavirus pandemic with suspensions during all lockdowns and time taken to ensure Covid-safe delivery, including the procurement of surgical-grade cleaning equipment for the virtual reality headsets.
- 6.3 As of November 2020, 8921 drivers had been trained. Of this number, 95 per cent of delegates have rated the course as good or excellent, with 98 per cent of drivers rating it as 'useful' or 'extremely useful' in their day-to-day role. In addition, 98 per cent per cent would recommend Destination Zero to a colleague.
- 6.4 The number of drivers being trained dropped significantly between April and December 2020 and was suspended again in January 2021. We will work with operators to establish a revised end date for the training.
- 6.5 When training restarts, TRL Limited will be in place to independently evaluate its long-term impact.

### **Fatigue Risk Management Systems**

- 6.6 All 10 operators now have a Fatigue Risk Management System. These documents should be viewed as 'live' documents that evolve and are regularly reviewed in conjunction with TfL as we learn more about managing fatigue and introduce new measures to the fatigue management programme. The latest updates on the programme are below.

### **Fatigue Management Awareness Training for Managers**

- 6.7 A fatigue management awareness training course for managers and supervisors at bus operators has been developed in conjunction with bus operators. This half-day course began rolling out to eligible staff from late October 2020, following a successful piloting period during September and early October 2020.
- 6.8 The training course focuses on what fatigue is, how fatigue can be recognised and how managers can support their staff in managing the effects or root causes of fatigue. The course also gives managers tools to empower them to act and create a more open culture to manage fatigue.
- 6.9 Training is currently being delivered by our consultants, JAW Consulting Limited, but this is moving in-house to be delivered by bus operators' own trainers from February

2021. Around 2,200 bus operator managers and supervisors have been identified as requiring this training and, as at the end of January 2021, over 300 delegates will have completed the course. The majority of the training will have been completed by the end of April 2021, depending on absence/self isolation levels.

- 6.10 This training has been so well-received that it is being extended to operational managers in the Bus Operations department at TfL.

### **Fatigue Innovation Fund**

- 6.11 As part of the Fatigue Programme, TfL originally committed to targeting the next round of bus safety innovation funding at measures that will help to reduce fatigue with a scheduled launch date of March 2020. This work was paused due to the pandemic and aims to launch virtually in March 2021 before the pre-election period.

### **Fatigue Key Performance Indicators**

- 6.12 TfL has provisionally suggested three fatigue Key Performance Indicators (KPIs), which will apply across all areas of TfL and extends to bus operators. These are:

- (a) fatigue will be considered as standard in any collision/accident investigation;
- (b) high levels of overtime will be monitored and mitigations put in place; and
- (c) all managers at bus operators will receive fatigue management awareness training.

- 6.13 In addition to these, TfL has been working with bus operators to understand what local measures we may want to use to help measure our progress in managing fatigue. Given the immaturity of the fatigue programme, it is difficult to set challenging and meaningful KPIs beyond those outlined above, therefore a series of measures, checks and data-gathering processes are being put in place to enable the setting of additional KPIs once there has been sufficient progress.

### **Fatigue Detection Technology**

- 6.14 To support the bus operators in understanding the scale of the fatigue problem within their own operations, and to develop their company culture and processes further to successfully manage bus driver fatigue, TfL will be working with the 10 bus operating companies, their drivers and local union representatives to deliver a minimum of one bus route per operator to have the latest fatigue detection technology fitted. Once fitted, there will be a 12-month period of data collection and analysis, which will further inform the wider bus driver fatigue programme and any further roll out of fatigue detection technology. It is anticipated that the technology will be fitted by summer 2021.

## **7 Safe Vehicles**

### **Bus Safety Standard (BSS)**

- 7.1 The BSS is being rolled out against the published Roadmap. Phase 2 has begun, looking ahead at changes from 2024 onwards, either adding to the existing roadmap or stretching the roadmap to encompass 2027 and 2030. Any changes or additions to the roadmap will be evidence-based, take account of the projected benefits from the existing measures included (Phase 1), and will also include issues arising among bus occupants resulting in slight injuries.

## **Bus Safety Standard 2019**

- 7.2 Currently, new buses entering the fleet must meet the requirements of the BSS (2019). So far, around a total of 375 buses meet it. Safety measures include ISA technology to limit the buses speed to the posted speed limit, Acoustic Vehicle Alerting Systems (AVAS) for quiet-running buses only (around 230 buses) to alert vulnerable road users to the bus, blind spot wing mirrors to improve visibility in known blind spots, and non-slip flooring of a higher resistance than is usually required to reflect the additional risk of being on a moving vehicle.

## **Bus Safety Standard 2021**

- 7.3 From summer 2021, all new buses will also be required to meet the requirements of the BSS 2021 roadmap (which are additional to those required in 2019). Safety measures include camera monitoring systems (CMS) replacing wing mirrors, improvements to the internal design of buses to reduce risk factors for passengers, changes to the braking system to prevent buses from rolling away without drivers in the cab, and 'brake toggling' to reassert good driver position and pedal awareness to reduce incidents of pedal confusion.

## **AVAS**

- 7.4 The AVAS project has suffered delays due to the coronavirus pandemic. This project requires cooperation and extensive visits with bus operators at bus garages, specialist consultant and manufacturer support from companies not based in London and direct driver engagement as well as in-person public engagement with our most vulnerable customers. Additionally, changes to travel patterns means that we are seeing atypical roadside noise levels which makes for a challenging real-world testing environment. While measures have been put in place to work within these restrictions and alternative measures agreed to limit social interaction, during periods of national lockdown the project has necessarily been paused. Progress has been made though: the AVAS sound levels have been set to reflect the ambient sound levels, the mapping has been integrated between the ISA and AVAS systems, and further, an alternative engagement survey is ready to go live once lockdown is lifted. The completion of this project is now estimated at May 2021, once completed TfL will have the only known acoustic alerting vehicle system to optimise the safety effectiveness of the technology through evidence-based setting and validation of the sound volume.

## **Bus Safety Standard Retrofit Projects**

- 7.5 The roll out of the BSS through new buses is limited to the bus renewal cycle. While the push for electrification of the bus fleet may escalate this renewal, there is more we can do to improve safety now and in the shorter-term. Retrofitting selected safety measures will bring quicker benefit realisation and means that it is possible to target safety measures more quickly to those buses or routes that need them.
- 7.6 In addition to ISA, there are three further safety measures that are being explored for potential retrofit programmes – AVAS, CMS and fatigue detection technology.
- 7.7 Currently, there are around 230 buses with AVAS but TfL has many electric and hybrid vehicles in the fleet which could also have the benefit of AVAS. Buses in London are expected to remain in the fleet for approximately 14 years meaning that, without action to retrofit AVAS to all pre-BSS 2019 buses, it could take to 2034 for buses without AVAS to be replaced. Outcome definition work has commenced to look at the different options for retrofitting AVAS to London buses, including the high-level costs and

benefits. It is due to be completed by April 2021 with the intention to then progress to option selection / feasibility.

- 7.8 CMSs improve direct and indirect vision for the driver, by reducing blind spots and improving hazard perception. All new buses entering our contracts from 2021 are required to have CMS. Some manufacturers are already able to offer this as an option to bus operators and currently around 317 new buses already have CMS fitted. Outcome definition work has commenced and is due to be completed by April 2021.
- 7.9 Fatigue detection technology is the last opportunity for intervention before a fatigue-induced collision may occur. On its own, it does not solve bus driver fatigue, but forms a key part of TfL's and bus operator's fatigue management programme. Any further roll out of this technology will be informed by the year-long cross-operator project.

## **8 Emerging Issues**

### **Driver Health and Wellbeing**

- 8.1 TfL commissioned University College London's (UCL's) Institute of Health Equity to look at driver deaths as a result of the coronavirus pandemic and the Phase 1 report was published in July 2020. The recommendations highlighted a need to focus on driver health and wellbeing in the longer term, in addition to the short-term actions required as a result of the pandemic. Work is underway with the bus operators to scope a programme of work where TfL can support the bus operators in making best use of shared resources, for example, the Health Bus, and trial new initiatives.
- 8.2 One element currently being explored by TfL with the bus operators is driver health assessment. Introducing more frequent and potentially more rigorous health assessments for drivers could help detect potentially serious health conditions earlier such as hypertension, diabetics and heart disease, and enable bus operators to assist drivers in getting the help they need, building on the open culture work of the fatigue management programme. This should in turn encourage drivers to take responsibility for their own health and wellbeing.
- 8.3 Operators have also been proactively trialling their own initiatives with their employees. For example, Stagecoach has a 'Eight-Week Checklist to Fitness' where each week there is a different topic e.g. mental health, and employees are provided with advice and links to information and further help if required. Go Ahead London have been trialling 'The POD' at its Orpington garage to improve mental health. This is a traffic light system that employees can select as they enter the garage to start their duty. They select green if they are feeling okay, amber if they are not so great and a manager will contact them within a week to discuss their welfare and red if they are not in a good way and manager will contact them within 24 hours. Managers have been trained by the Samaritans and other mental health charities to have constructive conversations about mental health and sign posting employees for further help.
- 8.4 A fundamental part of driver health and wellbeing is the provision of toilets and bus driver welfare facilities (mess rooms). Our progress towards delivering short and long term workstreams to improve existing bus driver facilities and provide more space to enable social distancing is covered in detail in a separate paper on the agenda for this meeting.

## **Fatigue and Health and Well Being Innovation Fund**

- 8.5 TfL has committed to targeting the next round of bus safety innovation funding at measures that will help to reduce fatigue. However, considering the findings of the UCL report, the fund will now be broadened to include innovation that could also improve health and wellbeing of bus drivers.

### **Slips, Trips and Falls**

- 8.6 Another emerging issue is customer slips, trips, and falls on buses. While these incidents are not a new phenomenon across the transport network, since the beginning of the pandemic we have seen an increase in frequency, relative to the number of people travelling.

### **Data Trends**

- 8.7 Prior to the pandemic, around 2.3 slips/trips/falls on buses were being recorded for every million passenger journeys. Since April 2020, this rate has changed to around 3.1 incidents per million passenger journeys on average.
- 8.8 From our incident records, there are several places on the bus where slips, trips and falls are most commonly occurring, with boarding and alighting, and falls on the stairs two key areas, alongside incidents which happen on the same level. Excluding incidents at the point of boarding/alighting where the bus is already stationary, we've identified that most incidents happen while the bus is moving in some way (85 per cent), and that passengers seem particularly exposed to risk when the bus is setting off from stationary, or approaching their stop.
- 8.9 While the overall number of incidents were down significantly in the first few periods of 2020/21 which coincided with the first lockdown, in periods 5 to 7 for adults (18 – 65 year olds) there were a comparable number of slips, trips and falls recorded as we would have seen in the same periods of 2019/20, despite the number of passengers travelling remaining considerably (44 per cent) below normal levels.

### **Current Interventions**

- 8.10 Although difficult to prove definitively, we suspect there may be links to:
- (a) a general reduction in people's tendency to hold on to poles and railings inside the buses, due to concerns regarding the spread of the coronavirus from contacting surfaces; and
  - (b) reduced loading on buses, meaning that when passengers lose their balance as a bus accelerates, brakes or manoeuvres, where they may previously have stumbled into someone else, they may now instead come in to contact with hard fixtures and fittings.
- 8.11 To combat the increased rate of incidents, we have:
- (a) been working closely with the bus operators to ensure the regularly touched surfaces on buses are cleaned using effective anti-viral products daily;
  - (b) participated in a regular testing programme with UCL to assure that surfaces are free of virus particle;

- (c) continued to publicise the cleaning regime and test results so that passengers can be confident that our vehicles and stations are clean;
- (d) recorded new passenger announcements reinforcing the need to hold the handrail; and
- (e) extended a trial of posters in the stairs area on double deck vehicles encouraging passengers to hold the handrail while ascending/descending.

8.12 Other measures being taken include:

- (a) improved slip resistant flooring – as part of the BSS and included in future vehicle refurbishments;
- (b) existing work as part of the Bus Innovation Fund: Predictive technology being trialled which warns a driver of hazards like close following of the vehicle in front, helping to allow enough time to brake smoothly;
- (c) some operators trialling badges for elderly/vulnerable passengers (similar to 'Please offer me a seat'), to show the driver they require more time to settle;
- (d) reviewing contrast/lighting at bus stop/door threshold to minimise the likelihood of passengers tripping;
- (e) exploring ways to ensure drivers best anticipate changes in their environment beyond the work of Destination Zero; and
- (f) improving quality of data reported/collated about root causes of slip, trip and fall incidents.

**Next Steps**

- 8.13 Slip, trip, falls are a common cause of injury across our public transport network, and work is beginning to develop a longer-term strategy to explore further action needed to prevent them. Work will include further incident analysis and a review of research, evidence and best practice from other transport authorities. Meanwhile, current and future interventions will be considered within the context of a 'safe systems' approach. Whilst we aim to share learnings across our public transport network, slip, trip, falls on buses are being looked at in detail given the specific nature of incidents.

**List of appendices:**

None

**List of Background Papers:**

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 12 February 2020

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 4 September 2019

Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 27 September 2018



Bus Safety Programme, Safety, Sustainability and Human Resource Panel, 23  
January 2017

Bus Safety Programme, Safety, Accessibility and Sustainability Panel, 30 June 2016

Bus Safety Programme, Safety, Accessibility and Sustainability Panel, 10 March 2016

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**Date:** 10 February 2021

**Item:** Sustainability in TfL Buildings

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### **This paper will be considered in public**

## **1 Summary**

- 1.1 TfL Commercial Development (CD) has designed and piloted the Sustainable Development Framework (SDF), a performance-focused approach to driving environmental sustainability, social impact and economic development across TfL's property development portfolio. The SDF is due to be launched in March 2021, but it is already helping TfL operate at the forefront of sustainable property development.
- 1.2 Much more work is required on TfL's wider estate, where there is little information on the sustainability performance of existing property assets. In order to realise an ambition to achieve net zero carbon and transform the whole TfL property estate into an industry-leading example of sustainability and social impact, the scale of activity will need to markedly increase, starting over the next 12 months.
- 1.3 This paper describes CD's activity in relating to sustainability in TfL's property development portfolio.

## **2 Recommendation**

- 2.1 **The Panel is asked to note the paper.**

## **3 Background**

- 3.1 Mayoral strategies (including the Publication London Plan, the Mayor's Transport Strategy and the Mayor's London Environment Strategy) and recent national plans (including the Future Buildings Standard and the Ten Point Plan for a Green Industrial Revolution) call for sustainability practices in the built environment that are considerably more ambitious than current standard industry practice.
- 3.2 In response to growing public awareness of climate change and greater market interest in sustainable buildings, the property sector has increasingly focused on issues such as sustainability, carbon emissions and the 'greening' of property assets. Industry coalitions, pledges and working groups have helped shift industry thinking.
- 3.3 As it has in multiple ways across real estate, the coronavirus pandemic has accelerated existing trends on economic value creation and social responsibility, in particular through:
  - (a) significant additional financial pressure on businesses, especially small and medium-sized enterprises;

- (b) concerns around physical and mental health and wellbeing, especially in the context of working arrangements and accessible open spaces;
  - (c) an increase in unemployment and income inequality, and associated impacts on housing affordability; and
  - (d) greater awareness of loneliness and isolation, and the impact of urban design on social engagement.
- 3.4 The combination of policy change, shifting perceptions and the challenge posed by the coronavirus pandemic, has forced the property sector to reconsider its role as a driver of social, economic and environmental sustainability.
- 3.5 CD has recognised the need to promote sustainability, as demonstrated by market and strategic drivers for some time. Given the imperative in TfL's Financial Sustainability Plan to utilise commercial funding for investment in property, the leadership in CD recognises that sustainability goals must be placed on equal footing with commercial success to attract the most efficient capital. Similarly, given the so-called 'flight to quality' in the real estate market, CD has seen that there will increasingly be a premium for properties with the highest sustainability credentials.
- 3.6 In 2018, a dedicated sustainability function was established within CD, significantly enhancing the capability and capacity within the directorate. Given the time-limited opportunity to drive sustainability during its critical design stages, the initial focus of the new sustainability function was on TfL's property development pipeline.
- 3.7 To embed CD's aspirations across its property development schemes and deliver exemplary projects that represent industry leadership, the team developed a key performance indicator (KPI) driven methodology for optimising, specifying, monitoring and improving performance across the 'triple-bottom-line' (i.e. economic, social, and environmental). This methodology has been framed as a structured series of stages, referred to collectively as the Sustainable Development Framework or SDF.
- 3.8 The initial SDF was piloted across the CD property development portfolio from summer 2019 to March 2020. This activity yielded promising results, including:
- (a) **Energy and Carbon:** average operational emissions reductions of 55 per cent (up to 80 per cent on some projects) significantly exceeding the Publication London Plan requirement of 35 per cent reduction versus Building Regulations;
  - (b) **Green and Blue Infrastructure:** applying a range of urban greening best practices achieved biodiversity net gain that regularly exceeded the Department for Environment, Food and Rural Affairs (DEFRA) suggested target of 10 per cent by a factor of ten or more;
  - (c) **Healthy Streets:** utilising TfL's Healthy Streets Checklist for Designers on all development projects regularly achieved uplifts of over 10 per cent, with many schemes yielding scores of 75 or higher;

- (d) **Home Quality Mark (HQM):** embedding the HQM system (the successor to the Code for Sustainable Homes) across all residential development schemes has seen an average of 4.5 Stars being achieved (i.e. an ‘Excellent’ rating for a basket of measures including running costs, health & wellbeing benefits and environmental footprint), with a number of TfL development schemes delivering unprecedented performance against this sustainability benchmark; and
  - (e) **BREEAM and WELL:** TfL’s commercial office development at Southwark is designed to achieve BREEAM Outstanding and WELL Platinum, only the second building in the UK to achieve both standards – with similar sustainability performance expected across subsequent buildings in CD’s commercial office pipeline.
- 3.9 Both before and throughout the pilot, the team actively sought industry feedback to understand the supply chain’s ability and willingness to engage with the SDF. The feedback was encouraging:
- (a) Though they had already been procured, existing development partners adopted the SDF methodology when they were under no obligation to do so;
  - (b) In Invitations to Tender for new development partners, bidders were given the opportunity to make voluntary performance commitments against KPIs within the framework, and in response, bidders made multiple commitments that exceeded normal industry policy;
  - (c) Our Build to Rent partner (Grainger plc) voluntarily suggested more ambitious social impact KPIs; and
  - (d) Development partners suggested ways to streamline the SDF processes and make the recommendations easier to implement, including by providing more information on sustainable development best practice.
- 3.10 With a growing capability to deliver sustainable projects within CD, the focus is shifting towards the existing estate. In December 2019, CD signed up to the Better Buildings Partnership’s (BBP’s) Climate Change Commitment. This sees the department committing to developing and delivering a net zero carbon pathway with 2030 and 2050 trajectories. To help deliver this initiative, CD will expand the SDF to cover the existing estate alongside producing a comprehensive zero carbon pathway.
- 3.11 In February 2020, in CD’s previous report to the Panel, a target of spring 2020 was set for formally launching the SDF. Given the impact of the coronavirus pandemic, it was decided to extend the pilot whilst continuing to develop the framework. The SDF is now expected to be launched in March 2021.

## 4 GRESB

- 4.1 GRESB is the leading international sustainability benchmark for real estate and infrastructure. It provides standardised and validated Environmental, Social and Governance (ESG) data to the capital markets. Established in 2009, GRESB has become the leading ESG benchmark for real estate and infrastructure

investments across the world. GRESB data are used by more than 100 institutional and financial investors to monitor investments.

- 4.2 Each year, more than 1,500 property companies from around the world enter this benchmark, including the majority of the UK's major landlords and most major institutional investors. In summer 2020, CD Property Development elected to submit its portfolio to GRESB for the first time, conscious that if ever seeking to access commercial funding, CD would require a solid GRESB benchmark score.
- 4.3 GRESB consists of three modules:
- (a) Leadership – an organisation's environmental and social governance, including reporting, disclosures and policies;
  - (b) Development – the sustainability of an organisation's development portfolio; and
  - (c) Performance – the sustainability of an organisation's standing assets. (TfL did not submit under this module in 2020 and focused only on development.)
- 4.4 Each module receives its own score, and these are aggregated into an overall score out of 100. Star ratings aligned with quintiles are then awarded by benchmarking peers, with 1 Star awarded to the bottom quintile of submissions, 2 Stars awarded to the second quintile, and so on, up to a maximum of 5 Stars for the top 20 per cent globally.
- 4.5 Additionally, firms are ranked against their peers (i.e. within the same category) at the domestic, regional and international level. TfL is considered a 'diversified developer' as it develops a range of projects spanning commercial, residential and regeneration categories.
- 4.6 A 3-Star rating was initially targeted by CD, equivalent to the highest rating achieved by a first-time entrant. In practice:
- (a) CD was awarded a 5-Star rating and an overall score of 93 out of 100. This compares with the previous record score for a first-time entrant of 67;
  - (b) CD was ranked 1st in the UK and 4th in Europe for its overall score, out of 30 diversified developers;
  - (c) CD's property development portfolio was ranked the most sustainable in Europe, with a score of 67 out of 70 for the Development module; and
  - (d) overall, TfL was recognised with a 'Green Star,' the top accolade offered by GRESB at the European level.
- 4.7 These results were largely driven by the rigour and scope of the SDF. The GRESB results reaffirm the value brought by this framework and highlight the opportunity to set a leading industry standard with the public launch of the improved SDF.
- 4.8 While overall the results were outstanding, CD was ranked 394th out of 604 property companies on the Leadership module, signalling significant room for

improvement, particularly in the areas of corporate reporting, employee training and ESG targets for personnel. In essence, whilst CD is clearly delivering sustainable development schemes, the Directorate needs to do more to report publicly what it is doing and to embed the thinking into employees' objectives and development plans.

- 4.9 In response to these results, CD has identified three key priorities:
- (a) Launching the revised SDF as a public, open-source tool to support sustainability across the sector and improve TfL's standing to one of global leadership in GRESB 2021;
  - (b) Strengthening environmental and social governance, with emphasis on reporting, disclosures, employee engagement and performance oversight; and
  - (c) Preparing CD's wider portfolio for a submission under the Performance module in 2021.

## 5 SDF Launch

- 5.1 During the pilot phase, it became clear both that the SDF held significant value, but also that its potential was hampered by some issues with the methodology and KPIs. In response to these, the SDF is being updated, which will involve:
- (a) amending the KPI list to: fill gaps, clarify some KPIs, update others that have been superseded by new policy or best practice, and delete those that are inappropriate or non-value-adding;
  - (b) restructuring the framework into new dimensions that are aligned with CD's sustainability activities;
  - (c) developing an SDF handbook that clarifies and explains the framework, its Dimensions and KPIs, and includes a methodology for application; and
  - (d) producing a comprehensive SDF guidance document which covers the KPIs in detail, including the following for each KPI:
    - (i) a definition and explanation of why it matters to TfL;
    - (ii) a materiality assessment;
    - (iii) 'Good Practice' and 'Best Practice' performance targets;
    - (iv) details on how the KPI is calculated and scored;
    - (v) a roles and responsibilities matrix for project teams;
    - (vi) references to relevant policy and further reading;
    - (vii) a case study of the KPI in practice; and
    - (viii) a comprehensive list of best practice actions spanning the development lifecycle, aligned with Pathway / RIBA Stages and mapped with clear roles and responsibilities.
- 5.2 The handbook and guidance will be brought together as a suite of documents for adoption and implementation. In addition, a toolkit will contain all best practice actions, which will allow personnel on projects to filter by RIBA / Pathway stage

and discipline to understand all actions required of them to deliver best practice across all nine Dimensions of the framework.

5.3 These documents are due to be launched publicly on 16 March 2021, with the support of Urban Design London.

5.4 With the completion and launch of these documents, CD aims to:

- (a) establish the industry's 'gold standard' for sustainability performance frameworks and implement it at scale across the CD Property Development portfolio;
- (b) deliver exemplary social impact and industry-leading environmental sustainability, and drive post-coronavirus pandemic economic growth;
- (c) further improve our standing in GRESB to one of Global Leadership;
- (d) provide an open-source tool for the wider industry to learn from and (where appropriate) adopt;
- (e) lay the foundation for rolling out a best-in-class SDF equivalent across TfL's existing property estate and achieving net zero carbon in line with CD's BBP Climate Change Commitment; and
- (f) establish a reputation for sustainability excellence, to both improve access to commercial funding and enhance the value of the real estate portfolio.

## **6 Existing Estate**

6.1 Within the TfL portfolio there are 28 Head Office buildings. The sustainability performance of these buildings varies significantly, and we do not yet have a clear plan for these assets to be made sustainable in line with TfL's wider strategic priorities and CD's sustainability mission.

6.2 A small number of these buildings have better data and more active sustainability management, in particular Palestra, Pier Walk and Endeavour Square. The remainder are generally performing poorly and retrofit requirements would be significant for TfL to achieve its ambitions around sustainability and zero carbon.

6.3 In addition to Head Offices, there are 2,700 commercial (non-TfL-occupied) properties on the existing estate. The information held on these assets is poor and the understanding of their sustainability performance is extremely limited.

6.4 This gap in data has been recognised as a critical issue, and measured surveys are being carried out by the Facilities Management contractor, though these are not due for completion for another 18 months.

6.5 The sustainability performance information that is available is primarily drawn from Energy Performance Certificates (EPCs), which do not provide information on how much energy or water is consumed by these properties or their tenants. As we do not currently have access to our tenants' utility consumption figures, we cannot presently estimate the carbon emissions or water consumption of our



commercial estate. We also have limited understanding of the waste management and environmental protocols being applied by our tenants.

- 6.6 At present TfL's average EPC rating is "E", which is the lowest possible that allows property to be lawfully rented out. The Government's Energy White Paper states that by 2030, properties will have to be "B" rated before they can be rented, meaning that a major programme of retrofit is required to preserve the commercial value of TfL's existing properties.
- 6.7 A potential approach for addressing this data gap is to create an accurate baseline through the production of Display Energy Certificates (DECs) for all occupied properties. This would:
- (a) capture actual energy use from utility bills, and physically measure the property so a building model is generated in the energy modelling software;
  - (b) provide a baseline of energy consumption, and therefore carbon emissions;
  - (c) provide a basic building model for energy performance; and
  - (d) supply accurate details about floor areas.
- 6.8 The feasibility and cost of completing DECs at this scale will be appraised in coming months. We will additionally look at other options, such as smart meters and digital twins, to determine how we best move forward in baselining the portfolio.
- 6.9 In tandem with this baselining exercise, CD intends to create an equivalent SDF framework for the existing estate. Once this framework is created and the baseline is established, detailed plans will be developed to improve our assets and drive the social, economic and environmental change called for by CD's sustainability mission and TfL's wider ambitions to deliver value for London.

## **7 Better Buildings Partnership Climate Change Commitment**

- 7.1 The BBP was formed by the then Mayor of London in 2008, in collaboration with the UK's leading property owners, to encourage joint work to improve the sustainability of London's existing commercial building stock.
- 7.2 The BBP has grown from the seven original members (including TfL) to 40 members with property portfolios extending across the UK and internationally, with over £400bn assets under management.
- 7.3 In 2019, the BBP conceived a climate change commitment for the property industry in order to kick start the work required to achieve a net zero carbon building stock by 2050. Twenty-six BBP members (including TfL) signed up in 2019 to the following commitments:
- (a) publish their own net zero carbon pathway by the end of 2020, outlining their trajectory towards net zero carbon buildings addressing whole-building operational carbon emissions (including tenant activities) and the embodied carbon of development, refurbishment and fit-out works;

- (b) annually disclose progress towards their net zero carbon pathway;
- (c) publicly disclose the energy performance of their portfolios; and
- (d) develop comprehensive climate change resilience strategies by 2022 for their portfolios, and develop consistent industry disclosure on climate change risks in line with industry standards, including the Task Force on Climate Related Financial Disclosure.

7.4 CD completed its first initial net zero carbon pathway publication in December 2020. This pathway sets out the following minimum requirements required by the BBP's framework document:

- (a) **Net Zero Carbon Target Date:** given current financial constraints, this has been set at the legal minimum of 2050 – however, the work we will be doing to assess net zero carbon delivery costs will also compare the cost differential from 2050 to 2030, as well as options for offsetting should TfL wish to use that route to meet an earlier target date;
- (b) **Investment Boundary:** currently set to include Property Development, Property Management and Head Offices, though we will review options for the operational estate; and
- (c) **Carbon Emissions Boundaries:** fixed in the BBP framework to include all TfL's managed operational and embodied carbon along with tenant energy and fit-out works carbon emissions.

7.5 The final section of the pathway defines the proposed delivery strategy, with the following summaries for the various aspects required by the BBP framework:

- (a) **Operational Carbon (energy, water and waste):** reduce operational carbon from 2020 baseline to net zero levels in 2050 via removal of gas heating, and delivery of electricity efficiencies of 55kWh/m<sup>2</sup> for commercial properties (or DEC B40 ratings) and 35kWh/m<sup>2</sup> for residential properties;
- (b) **On-site generation:** although options are limited, on site renewables are to be maximised on new developments and options investigated for retrofitted renewables on existing assets;
- (c) **Renewables Procurement:** work with TfL Procurement and Supply Chain on Power Purchase Agreement (PPA) roll out to ensure there is sufficient capacity for at least 60 per cent of all TfL electrical demand by 2030, with "better than REGO<sup>1</sup>" renewable energy tariffs for the remaining demand;
- (d) **Embodied carbon:** improve understanding of our embodied carbon baseline from new developments, and refurbishments and maintenance of existing assets, and set targets to deliver against those;
- (e) **Offsetting:** realistically, offsetting will be the only way to ameliorate our future embodied carbon emissions – it may also provide a route to meeting

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<sup>1</sup> Renewable Energy Guarantees of Origin certificates (REGOs) allow electricity suppliers to prove to their final customers that a given share of energy was produced from renewable sources.

an earlier net zero carbon target date, subject to financial approvals and in line with UK Green Building Council (UKGBC) guidance; and

- (f) **Third-party verification:** we will work with our BBP partners over the next 10 years to ascertain the most cost-effective route to net zero carbon third-party verification.

7.6 In order to deliver on the above aims, the key activity over the next two years will include:

- (a) finalising the SDF for our new developments and create an equivalent SDF for the management of our existing assets, including embodied carbon aspects;
- (b) carrying out a baseline assessment of the approximately 2,700 existing assets to estimate current performance, as well as the impact of Joint Ventures on our net zero carbon ambition for operational and embodied carbon; and
- (c) developing a 'Tenant Engagement and Data Collection Strategy' to allow us to include tenants' performance in our reporting, along with a 'Measurement and Monitoring Strategy' to enable us to record all consumption, verify the baseline estimate and report annually.

## 8 Reporting and Governance

8.1 The BBP Climate Change Commitment will require CD to develop rigorous protocols for understanding, managing and reporting on the performance of its portfolio. This requirement is underscored by CD's 2020 GRESB results, which were largely exemplary but indicated shortcomings in governance and reporting.

8.2 In addition, the industry is increasingly working towards implementing the reporting protocols set out by the Taskforce for Climate-related Financial Disclosure (TCFD), which was created by the Financial Stability Board (itself set up by the G7 to strengthen financial systems and increase the stability of international financial markets). These protocols require companies to understand and publicly report on their financial exposure to climate risk.

8.3 To address this gap in governance and reporting, CD established a Sustainability Governance Group in spring 2020. It has been mandated to oversee and govern CD's sustainability workstreams and performance on behalf of the Director of CD.

8.4 In coming months, dedicated working groups will be established to address specific issues of strategic importance. These Working Groups will be comprised of CD personnel and report to the Sustainability Governance Group, with responsibility for undertaking workstreams relating to:

- (a) the development and implementation of the SDF;
- (b) baselining the performance of TfL's estate, and collecting and managing associated data;

- (c) reporting, including internal performance reports and external publications and disclosures – to be coordinated with TfL Safety, Health & Environment (SHE);
  - (d) assessment of sustainability-related financial opportunities and risks, including analysis in line with the TCFD; and
  - (e) staff engagement, training and culture change.
- 8.5 CD has also actively sought to learn from industry leaders. The department has established a Sustainable Development Advisory Panel, comprised of technical experts and senior executives. This panel holds meetings two to three times per year to provide advice on strategic activities, and panel members are consulted individually throughout the year in relation to their areas of expertise.
- 8.6 CD's Sustainable Development Advisory Panel is Chaired by Stephen Howlett CBE DL, the former Chief Executive Officer of Peabody Trust. Its members include senior leaders and sustainability leads from a range of the UK's most successful property companies, consultancies and architecture practices.

## **9 Engagement and Development**

- 9.1 It is clear to all leading real estate companies that a focus on sustainability is essential to commercial success, both in terms of accessing funding and in delivering product that the market values. Given the imperative in TfL's Financial Sustainability Plan to utilise commercial funding for investment in property, the leadership in CD recognises that sustainability goals must be placed on equal footing with commercial success.
- 9.2 CD's sustainability mission is broken down into three aims:
- (a) Create Healthy Places for People and Planet;
  - (b) Develop and Support Local Economies; and
  - (c) Promote Vibrant and Diverse Communities.
- 9.3 CD's Head of Sustainability sits on the Board of Trustees of the UK Green Building Council alongside Managing Directors, Chief Executive Officers and Senior Partners from organisations such as Argent, Legal and General, Lendlease and The Crown Estate. He chaired the Green Finance Institute's Green Leases Committee and led the development of a new model for financing zero carbon homes across the UK. He served as an Advisor to New London Architecture on its Net Zero Carbon Programme; and has been nominated to the Urban Land Institute's European Council on Urban Regeneration.

## **10 Conclusion**

- 10.1 Since 2018, CD has undertaken a substantial programme of activity to embed sustainable development best practice across its Property Development portfolio. With this initiative well underway and a leading independent benchmark rating TfL as having the most sustainable diversified development portfolio in Europe, attention is increasingly being directed towards TfL's legacy estate.

10.2 With limited information available on the sustainability performance of existing property assets, these ambitions will be challenging, including requiring a major baselining exercise to be undertaken during 2021/22. The team is however confident that it can achieve net zero carbon and transform TfL's property estate into an industry-leading example of sustainability and social impact, in line with the BBP Climate Change Commitment.

**List of appendices:**

None

**List of Background Papers:**

None

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**Date:** 10 February 2021

**Item:** TfL Carbon Reduction Priorities

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### **This paper will be considered in public**

## **1 Summary**

1.1 The purpose of this paper is to update the Panel on TfL's work and future priorities on carbon reduction.

## **2 Recommendation**

2.1 **The Panel is asked to note the paper.**

## **3 Background**

3.1 The Mayor's Transport duty, as stated in the Greater London Authority (GLA) Act 1999, is to develop and implement policies to promote and encourage safe, integrated, efficient and economic transport facilities and services to, from and within London. TfL is required to facilitate the Mayor's discharge of this duty. Climate change mitigation is a necessary and important component of safe and efficient future public transport provision that requires action now.

3.2 The Mayor's vision on environment, set out in the Mayor's Transport Strategy (MTS) and the London Environment Strategy (LES), is for London to become a zero-carbon city by 2050. TfL is under an obligation to have regard to both strategies when exercising its functions and, in respect of the MTS, to secure or facilitate its implementation.

3.3 The Mayor recently stated that he wants London to be net zero carbon by 2030 and is calling on government investment to support the transition. This will require acceleration and intensification of a range of pre-planned measures, as well as the introduction of new measures to reduce transport-related carbon emissions across the city.

3.4 This paper and the appended slide deck highlight the key climate change mitigation achievements we made last year and set out our proposed priorities for 2021.

## **4 TfL's 2021 carbon reduction priorities**

4.1 Whilst we made good progress to reduce road and rail transport emissions over the last 12 months, particularly given the challenge of the coronavirus pandemic, there remains considerable work to be done. This can be split into four main areas of activity.

## Aviation

- 4.2 Given the Supreme Court's decision that the Airports National Policy Statement (ANPS) is lawful, TfL's priorities for 2021 include:
- (a) seeking a Government review of the ANPS;
  - (b) responding to a forthcoming Department for Transport consultation on net zero aviation;
  - (c) continuing to work with London airports on sustainable mode shift; and
  - (d) engaging with Heathrow proposals for a congestion charging scheme for the airport.

## Wider road and rail transport

- 4.3 This work primarily focuses on road transport, given that it generates 79 per cent of London's transport carbon emissions. The aim is to first reduce traffic and then reduce the emissions from remaining vehicles. This will be done through a combination of:
- (a) **maintaining** existing initiatives, such as the enhancement to the Low Emission Zone standards and Ultra Low Emission Zone expansion;
  - (b) **accelerating and/or intensifying** existing initiatives, such as electric vehicle charging infrastructure provision, healthy streets schemes to support mode shift, supporting the shift to zero emission capable taxis and private hire vehicles, and scrappage schemes; and
  - (c) **introducing** new initiatives, such as zero emission zones and developing road user charging proposals (subject to detailed assessment, public consultation and mayoral decision).

- 4.4 TfL's priorities for 2021, therefore, include:
- (a) ULEZ expansion, and tougher LEZ standards;
  - (b) review of Congestion Charge and feasibility work on potential new road user charging;
  - (c) continuing to make changes to London's street space, subject to consultation and engagement, to support Londoners through the public health crisis and a green recovery; and
  - (d) increasing Electric Vehicle charging infrastructure to support fleet transition, focusing on essential road users

## TfL's operational emissions

- 4.5 This work primarily focuses on the two largest sources of TfL's operational emissions: the electricity we purchase (around 45 per cent of TfL's emissions) and buses (around 50 per cent of TfL's emissions), as described in previous



updates to the Panel on the TfL Energy Strategy. This will be done through a combination of:

- (a) power purchase agreements (moving to 100 per cent renewable energy for the electricity we purchase);
- (b) bus electrification;
- (c) waste heat re-use from the deep tube network; and
- (d) third-party funded solar electricity generation.

4.6 Consequently, TfL's priorities for 2021 are:

- (a) going out to market with a view to securing TfL's first supplies of renewable energy (around 10 per cent of total) by the end of the financial year (March 2022) and increasing amounts thereafter, working with the wider GLA Group on potential collaboration opportunities to secure Power Purchase Agreements;
- (b) securing funding to accelerate bus electrification based on the most effective path to zero carbon; and
- (c) driving efficiencies and updating standards to reduce energy use (e.g. LED lighting, traction energy, etc.).

#### **TfL's infrastructure emissions**

4.7 Organisations are increasingly reporting on and setting reduction targets for Scope 3 emissions, alongside their operational reporting and targets. TfL will achieve this through:

- (a) developing a **baseline** and reduction target for TfL's Scope 3 emissions, including a quantified carbon assessment of the Long Term Capital Plan;
- (b) developing **tools** to help us understand our Scope 3 emissions, such as a carbon calculator for major project optioneering, and promoting existing tools, such as Pathway products; and
- (c) putting carbon reduction into practice on **projects**, such as Colindale Station redevelopment and the Piccadilly Line Upgrade.

4.8 The priorities for TfL in 2021 are, therefore:

- (a) developing a full TfL 'Scope 3' emissions baseline by Dec 2021;
- (b) benchmarking against other organisations and their approach to infrastructure carbon;
- (c) developing an early stage optioneering 'carbon calculator' for major projects; and
- (d) maximising sustainability of our Commercial Developments.

## **5 Delivering our carbon reduction priorities**

- 5.1 The ambition and reach of our carbon reduction priorities will require considerable cross-team working. We are committed to a huge programme of activity in this area to improve how carbon is considered on a project, programme and business plan level. It will also require TfL to secure significant external funding (for example, to accelerate bus electrification).
- 5.2 This programme of work will be led by the business areas and supported by the Safety, Health and Environment team (data provision and interpretation to support business area plan and action development) and City Planning team (strategic overview and modelling of road and rail transport emissions).

### **List of appendices to this report:**

Appendix 1 – Carbon Reduction: Priorities for 2021 presentation

### **List of Background Papers:**

27 February 2019 – Energy Strategy update  
10 July 2019 – Energy Strategy update  
Quarterly SHE reports

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# Appendix 1

## TfL Carbon Reduction: Priorities for 2021

10 February 2021



# Introduction

We have made a lot of progress in the last 12 months:

- ✓ Carbon on the TfL scorecard, in way-point metrics and a **top 5 priority**.
- ✓ Central to our **pitch to government** and Spending Review submission.
- ✓ Key **actions progressed** (e.g. energy purchasing, rapid charging, electric buses, etc.)

It's a good time to be leaders on this, with growing UK and international ambition:

- 🎯 The **UK has moved to a zero carbon target for 2050** and 68% by 2030. **COP26 will intensify ambition.**
- 🎯 This is a hugely motivating issue for **our staff**. Tackling carbon will be central to the **future vision of TfL**
- 🎯 The Mayor wants **London zero carbon by 2030** and is focusing on a green recovery from the coronavirus pandemic

This pack covers:

- Priorities for 2021 - slides 5 to 9
- High level programme – slide 10
- How we will work together - slide 11

# Key 2020 achievements

We've not let up driving down carbon emissions, despite the pandemic.

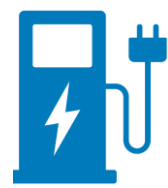
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Agreed PPA of **20%** of TfL's total electricity volume. Equal to electricity consumption of **90,000** households



**3,931** ZEC Taxis (27% of fleet) as of 3 Jan 2021





Commitment for **300** rapid charge points by end of 2020 met



As of October 2020, **10,088** ZEC PHVs licensed in London representing **11%** of the PHV fleet

At **414** as of Jan 2021, we have the largest electric bus fleet in Europe

New electric buses in 2020	
 78 Single deck	 103 Double deck

**6%** reduction CO<sub>2</sub> emissions in the central zone, equating to **12,300 tonnes**, compared to a scenario with no ULEZ in place



Sustainability Staff Network Group launched in June, now has **200** members from every part of TfL and held **27** events in 2020

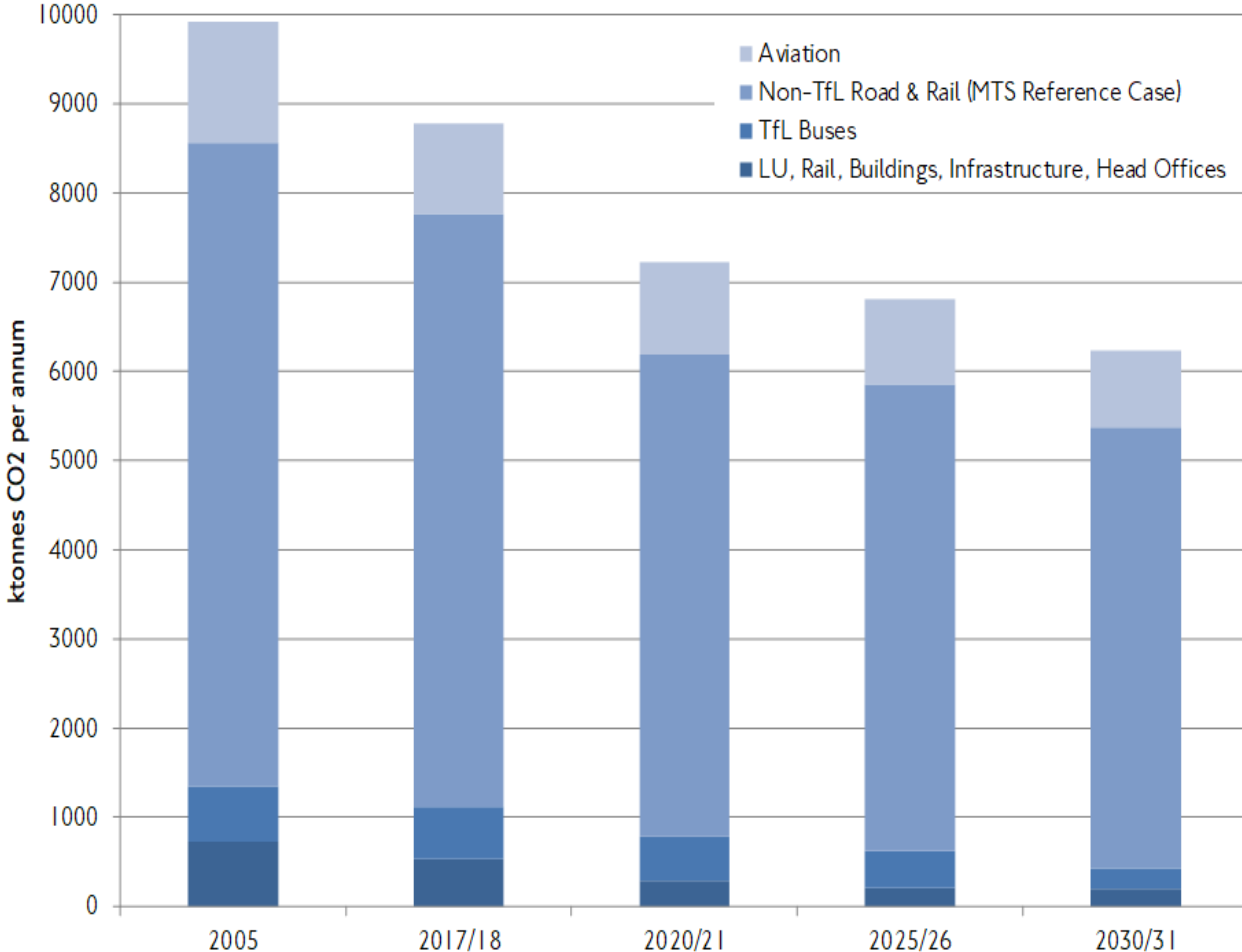


TfL CommDev awarded **5 star** GRESB rating for sustainable development



# London's transport emissions

General road transport emissions are the dominant source of CO<sub>2</sub>, for which mode shift is key. However, we are one of London's biggest emitting organisations and must lead by example.



The road and rail emissions forecast above is based on 2017 data. It will be updated as part of the London Atmospheric Emissions Inventory (LAEI) update, due to be completed by the Summer.

**TfL has developed 5 strategic future scenarios**

- A return to BAU
- London funds for itself
- Remote revolution
- Agglomeration
- Localism

Alternative post-coronavirus pandemic futures will have different carbon profiles. However, there is potential to achieve reductions in all of them and we must achieve zero carbon, regardless of scenario.

# Spotlight on aviation

Heathrow expansion casts a long shadow over efforts to tackle carbon issues in the capital.

To date our focus has been on a credible surface transport offer. However, in future, carbon impacts will also be a key consideration.



## Heathrow expansion back on?

- The Supreme Court's decision that the Airports National Policy Statement (ANPS) is lawful, enables Heathrow to restart work on a 3<sup>rd</sup> runway - but it will still have to demonstrate compatibility with the applicable carbon targets at the time.
- New take-off and landings are estimated to add an additional 420 ktonnes CO<sub>2</sub> per annum - with new surface access trips adding 170 ktonnes CO<sub>2</sub>.

## Coronavirus pandemic impacts



- Heathrow estimate it will take six years to return to pre-coronavirus pandemic demand levels. In this context expansion appears unlikely in the next few years



## Net zero aviation consultation

- DfT will publish a consultation on net zero aviation, recognising latest targets and CCC advice

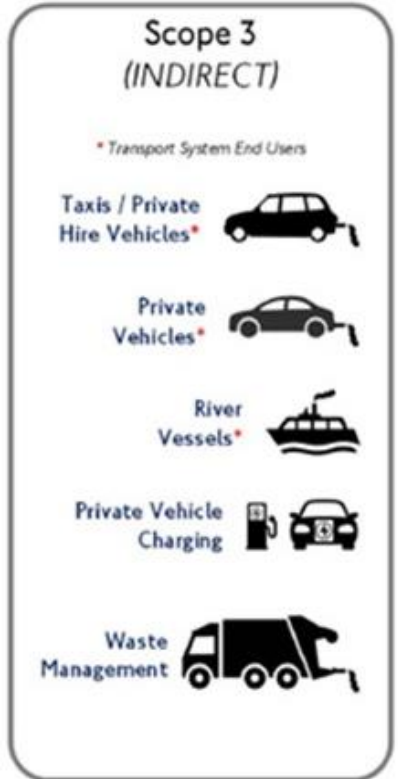
## Priorities for 2021

- Seek a Government review of the ANPS
- Respond to DfT consultation on net zero
- Continue to work with London airports on sustainable mode shift
- Engage with Heathrow proposals for a congestion charging scheme for the airport

# TfL's sphere of influence extends beyond our operations

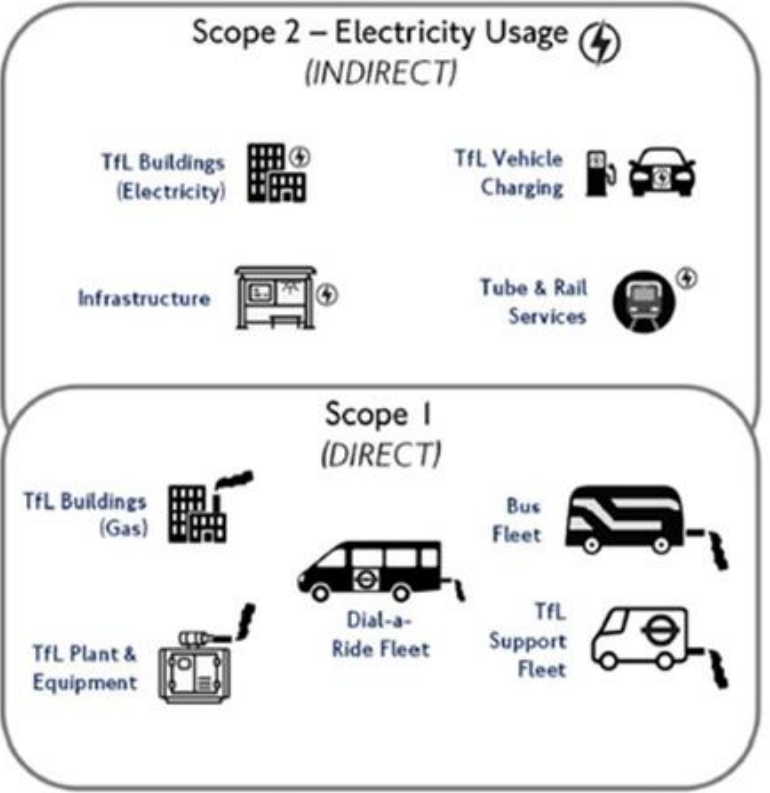
The following three slides will address each column in turn, and summarises our priority areas of focus.

## Wider road and rail



- Example actions:
- Healthy Streets
  - Road user charging
  - EV charging

## Operational



- Example actions:
- Renewable energy purchasing
  - Bus electrification

## Infrastructure



- Example actions:
- BLUE and PLU Carbon models
  - Asset Strategies



# Wider road and rail



## Maintain

- ULEZ
- Taxi age limits
- Strengthening LEZ
- ULEZ expansion (from Oct)



## Accelerate / Intensify

- EV charging infrastructure provision
- Mode shift: Streetspace for London programme, Low Traffic Neighbourhoods, Walking & Cycling Action Plans, Healthy Streets programme, etc.
- Taxi and PHV shift to ZEC vehicles or zero emission



## Introduce

- Road user charging development work
- Work with boroughs on local Zero Emission Zones (ZEZs) and develop plans for a central London ZEZ

## Priorities for 2021

- ULEZ expansion, and LEZ strengthening
- Congestion Charge review and feasibility work on potential new road user charging.
- Continue to make changes to London's street space, subject to consultation and engagement.
- Increase EV charging infrastructure to support fleet transition, particularly essential road users
- Ensure public transport is attractive, post-coronavirus pandemic

Given that road transport generates 79% of London's transport carbon emissions, the focus here is on roads:

- reducing traffic
- reducing emissions from remaining vehicles

# Operational



## Power Purchase Agreements

Strategy to move to 100% renewable energy and procurement to begin this financial year. Work with the wider GLA Group on potential collaboration opportunities



## Buses

Buses are a big challenge in terms of a zero carbon ambition by 2030. In addition to the required funding, it could create an uneven vehicle acquisition profile which poses challenges for manufacturing and TfL resource.



## Waste heat re-use from the deep tube network

Building on the Bunhill world-first scheme with Islington, feasibility and market engagement completed on a further 6 sites with market interest



## Third-party funded solar

Market engagement underway to establish route for TfL to contract with renewable developers for directly connected solar in London

## Priorities for 2021

- Go out to market and take first delivery of renewable energy (c. 10% of total) by the end of the financial year (March 2022)
- Secure funding to accelerate bus electrification and develop plan for other zero carbon options (e.g. hydrogen)
- Drive efficiencies and update standards to reduce energy use (e.g. LED lighting, traction energy)

We are focusing on:

- electricity we purchase (45% of TfL's emissions)
- buses (50% of TfL's emissions)

# Infrastructure



## Baseline

- Established baseline for TfL's 'Scope 3' to allow us to set an organisation-wide reduction goal
- High level carbon assessment of LTCP undertaken in 2020; expand to quantified assessment



## Tools

- We're developing carbon calculator for early stage assessment and optioneering of major projects
- Promote existing tools for project design (e.g. CEEQUAL, Pathway products) and ensure consistency of use.



## Practice

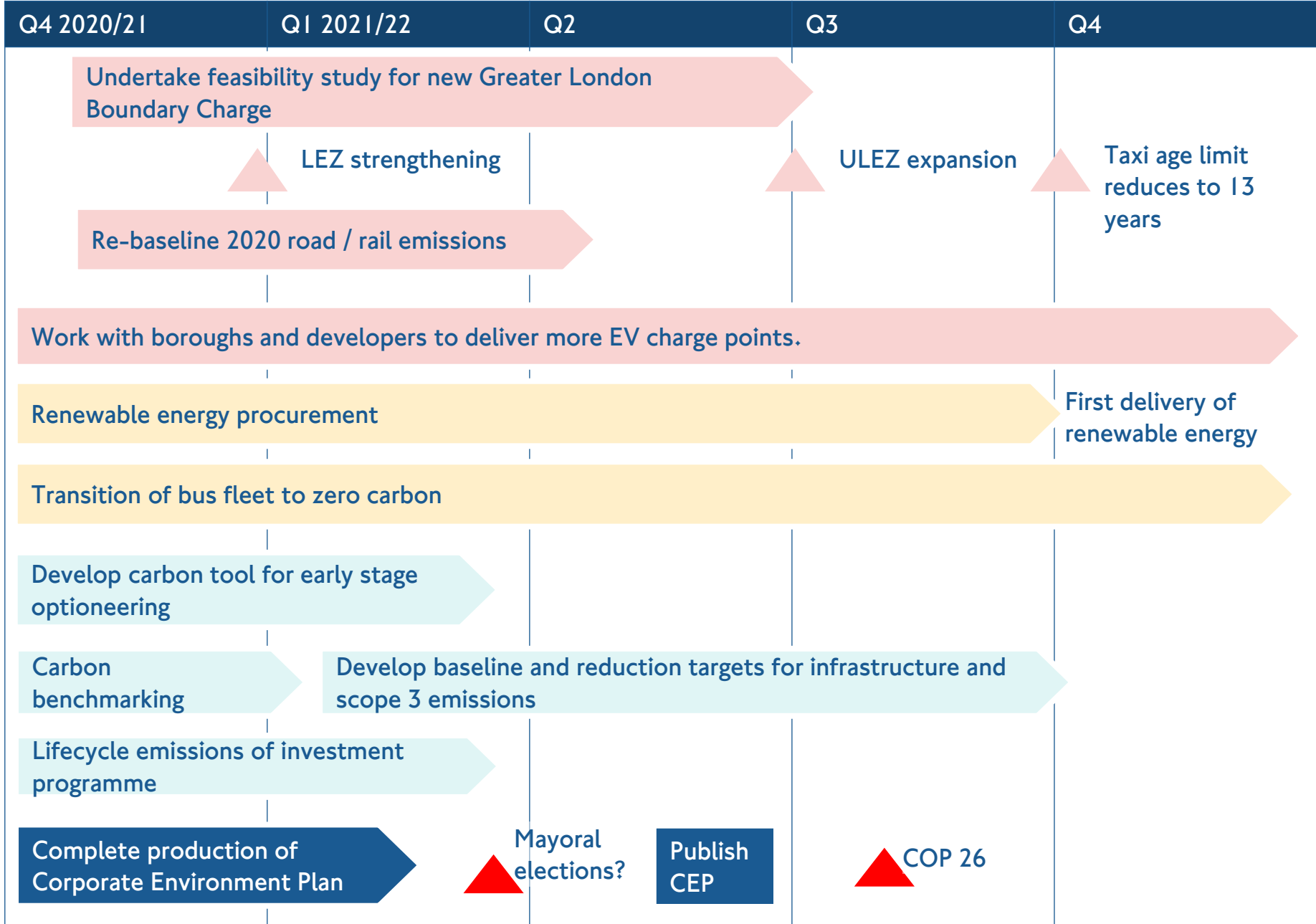
- Colindale Station Redevelopment – integrating carbon calculations with digital design process
- PLU – carbon strategy agreed – representing large scale trial for integrating best practice carbon management in delivery

## Priorities for 2021

- Benchmarking against other organisations and their approach to infrastructure carbon
- Develop early stage optioneering Carbon Calculator for major projects
- Full TfL 'Scope 3' emissions baseline by Dec 2021
- Maximise sustainability of our Commercial Developments

Organisations are increasingly setting reduction targets for Scope 3 emissions alongside operational targets.

# Priorities for 2021



# How we will work together

A TfL-wide carbon conscious culture is key to success.

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## Led by business areas

- Business areas lead the development of local strategies, plans and actions for their areas and carbon is core to business planning, asset management and procurement.
- City Planning team update and communicate the latest view of London-wide transport carbon challenge and opportunities.
- SHE team support business areas in developing their plans and actions based on available data and understanding.



## Proactive, focus on solutions, share and collaborate

- We all feel empowered to proactively seek out solutions. A strong Carbon Culture is advocated by leaders and championed in every team. Increasingly important for attracting talent and making the case for funding.
- We share widely what we are working on to minimise duplication and maximise collaboration, e.g. via the “TfL Environment Workspace” on Teams and the Sustainability Staff Network Group.



## Informed decisions

- We focus on improving our data, evidence and reporting to make the right decisions.



# Glossary

BLUE	Bakerloo Line Upgrade & Extension
CCC	Climate Change Committee
CEEQUAL	The Civil Engineering Environmental Quality Assessment & Award scheme
CommDev	TfL Commercial Development team
COP26	Conference of Parties 26
DfT	Department for Transport
EV	Electric Vehicle
GRESB	Global Real Estate Sustainability Benchmark
LEZ	Low Emission Zone
LTCP	Long term capital plan
PHV	Private hire vehicle
PLU	Piccadilly Line Upgrade
PPA	Power Purchase Agreement
SHE	TfL Safety, Health & Environment team
ULEX	Ultra-low emission zone expansion
ULEZ	Ultra-low emission zone
ZEC	Zero-emission capable

**Date: 10 February 2021**

**Item: Human Resources Quarterly Report**

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**This paper will be considered in public**

## **1 Purpose**

1.1 The Quarterly report is a standing item on the agenda for the meetings of the Safety, Sustainability and Human Resources Panel. It provides an update on key Human Resources (HR) led activities and performance for Quarter 3 2020/21.

## **2 Recommendation**

2.1 **The Panel is asked to note the report.**

### **Appendices:**

Appendix 1: HR Quarterly Report

### **List of Background Papers:**

None

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# HR Quarterly Report Q3 2020/21

February 2021



# HR Quarterly Report – 2020/21 Quarter 3

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## Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our colleagues over the last quarter and our ongoing response to the Coronavirus pandemic.

The first section of this report provides a summary of our people performance measures and progress in the second half of the performance year (H2) following the release of the Viewpoint 2020 scores.

The second section includes detail on our ongoing response to the coronavirus pandemic, including interventions put in place to ensure the safety and wellbeing of our colleagues. This includes our response to the most recent Government announcement.

The final section updates on activity delivered across the HR function aligning to our top People Priorities: A More Inclusive and Diverse Organisation; An Engaged, Motivated and Healthy Workforce; The Right People, Skills and Capacity to Deliver the Business Plan and New Ways of Working and Achieving Financial Sustainability.



# People Scorecard Measures 2020/21

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## Performance in H2

In H2 of the performance year, our key focus remains on the safety of our colleagues and customers. The reinforced people measures on the Transport for London (TfL) Scorecard in H2 measure how involved, included and engaged our people feel at work, as well as monitoring the cultures, behaviours, line management, systems and processes.

We now have the results from our Viewpoint staff engagement survey and can view the progress against the H2 People measures of the TfL Scorecard:

People scorecard measure	2020/21 target	2020 Viewpoint score	Variance from 2019/20
Viewpoint total engagement	1 pp. increase	62%	+5
Inclusion index	0.5 pp. increase	52%	+5
Inclusion disparity	Reduce by half to 14.22%	19.91%	Reduced by 8.53%

Viewpoint, our annual staff survey ran from 28 September to 1 November 2020. A total of 17,293 people responded to the survey – 64 per cent of the total organisation. This was the same response rate as 2019's Viewpoint survey which is by no means feat considering the challenges that people have faced over the last year.

The survey's overall measure – Total Engagement was made up of 27 questions. The total for this area increased by five percentage points on 2019's score to 62 per cent. This is the highest result in this area since 2015. We were thrilled to see that all measures of engagement increased, notably the Inclusion and Wellbeing at Work indexes which both increased to 52 per cent and 57 per cent respectively.

Our colleagues were most positive about how their work contributes to the organisation's success, recommending our services and being proud to be a part of the organisation. Key areas for improvement and what people were least positive about included confidence that the organisation had a clear vision for the future, openness and honesty of senior manager communications and being involved in decisions that affect their work.

The results from this survey will be used to develop and review existing plans and strategies. Senior managers are also being supported to develop actions from the results together with their teams. Progress on this work will be tracked by the upcoming Pulse survey due to be carried out in early Spring.

Our efforts in H2 will also be aimed at reducing the existing inclusion disparity gap between minority and majority groups, as part of our commitment to equality in our organisation.



# Supporting colleagues through the coronavirus pandemic

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## Deaths in service

We are doing everything we can to support the families of the 69 colleagues who have died from Coronavirus. Our Employee Assistance Programme helpline is available to all employees and their dependents, 24 hours a day, seven days a week. The helpline provides support, guidance and information on a range of topics, including bereavement. This includes access to support from a qualified counsellor, bereavement counselling services and access to Cruse, a dedicated bereavement support charity. Bereavement support is also extended to families of the deceased via our Sarah Hope Line.

## Response to the National Lockdown

On 4 January, the Prime Minister announced a new set of measures to control the spread of Coronavirus. Our operational colleagues have continued to play the critical role in helping key workers get where they need to be. The network remains safe to use and we have reminded all colleagues of the measures they should take to protect themselves whilst at work. For our office-based colleagues, we have advised that anyone who can work from home must continue to do so. We have implemented additional measures to protect our colleagues who are required to work from our head offices by restricting access to these areas and working with our Estates Team to monitor the number of people in our

buildings at any one time to ensure the agreed safety levels are not exceeded.

In line with the latest government advice, all Clinically Extremely Vulnerable (CEV) employees are not expected to come to work. We are continuing to keep this under review and will follow government advice, to ensure our most vulnerable people are protected.

## Childcare

For colleagues who have childcare requirements, Primary, secondary schools and colleges will remain open for vulnerable children and the children of key/critical workers. All other children will learn remotely until at least 8 March 2021. All TfL colleagues will be able to continue to send their children to school as key workers. A key/critical worker identification letter, signed by the Commissioner, is available to colleagues to provide to schools where required. HR is also on hand to assist colleagues should they have any issues with schools accepting children into classes during lockdown.

## Workforce Planning

With demand for our services fluctuating over 2020/21, demand for our people resources have too. While we have been able to utilise the Government Job Support Scheme for some of the year, we are reimagining our resourcing to ensure that we have the right people in the right places at the right time and can be as agile as possible. We have established a TfL wide resourcing group who are working to ensure all resourcing policies, procedures and systems support any new ways of working that are created in coronavirus pandemic recovery.

## Support with mental health and wellbeing

We understand that this is an incredibly difficult time, and we are doing everything we can to support the mental health and wellbeing of all of our colleagues. We want to ensure that all of our colleagues – both operational teams and office-based colleagues - have all the support that they need. Our Occupational Health and Wellbeing team continues to provide easy access to support for colleagues despite the challenges of pandemic. The internal TfL intranet platform is host to a wide range of easy to access resources - from tips on how to adapt to new ways of working to information on mental health and stress management. In addition to providing mental and physical health support, the Occupational Health and Wellbeing team are also focusing on initiatives including reducing obesity and advice on how to improve sleep and reduce fatigue.

Further support is available for those whose mental health issues are directly impacting their ability to work. We have partnered with Able Futures which offers a free nine-month mental health support service with practical help from a mental health professional. Access to this support service can be either through our Employee Assistance Programme or directly through Able Futures. We continue to encourage those who are struggling with their mental health to use our Employee Assistance Programme.

Our Display Screen Equipment Support team are also working to ensure that colleagues who are currently working from home have the right display screen equipment setup to look after their physical health. We currently have a team of over 300 equipment assessors assisting colleagues with equipment orders, issues and support with any required reasonable adjustments they may need to help maintain their physical health whilst working from home.



**able futures**

**TRANSPORT FOR LONDON**  
EVERY JOURNEY MATTERS

**GET SUPPORT FOR YOUR MENTAL HEALTH**

Whatever is on your mind, if you're experiencing issues that are affecting your mental health at work, Able Futures can help.

Nine months advice and guidance from a mental health professional will be arranged at a time to suit you. There is no cost to use this service, no waiting list and it's completely confidential.

BE KIND TO YOUR MIND \_ TALK TO ABLE FUTURES  
VISIT [www.able-futures.co.uk](http://www.able-futures.co.uk)  
CALL 0800 321 3137

# A More Inclusive and Diverse Organisation

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## The International Day of People with Disabilities



INTERNATIONAL DAY OF  
PEOPLE WITH DISABILITIES

December 3rd marked the International Day of People with Disabilities (IDPWD). The 2020 theme was 'Not all Disabilities are Visible' which focused on spreading awareness and understanding of disabilities that are not immediately apparent.

Across TfL, colleagues marked the IDPWD by wearing a purple item of clothing to show their support and adopted the #WearPurple tag on our staff Yammer site to raise awareness of the day. We also saw colleagues sharing their own experiences and heard what life has been like for individuals over the past year.

The Staff Network Group for Disability also hosted a 'Q&A' which gave colleagues the opportunity to ask senior leadership for their thoughts on disability and discuss the ways that we can work on spreading awareness and understanding of disabilities that may not be immediately apparent.

## Listening Sessions and Action Planning

Following on from the update in the HR Q2 report, substantial work is continuing to be carried out by the Diversity & Inclusion (D&I) team and senior leaders across the business, instigating and facilitating over 100 Listening Sessions for colleagues. The Listening

Sessions create a safe place for employees of all backgrounds to share their experiences of inequalities and the challenges they face. The continued success of the Listening Sessions has resulted in business areas committing to regular listening events to enable leaders to continue to listen to their people and respond accordingly.

The D&I team have co-designed with the Health & Wellbeing team a "preparing yourself" resource to support colleagues who have shared traumatic experiences before, during and after the Listening Sessions. The team are also currently analysing the feedback received from the sessions to identify key themes and areas of focus and improvement for business areas and TfL as a whole.

## Anonymous Recruitment at TfL

TfL aspires to be as diverse as the city that it serves and a priority for us is to have a workforce that represents the customers who use our services every day. One way we are achieving this is through anonymous recruitment and following months of hard work, the Recruitment team have successfully implemented new, bespoke anonymous recruitment software.

In addition to removing names, the software automatically anonymises CVs and cover letters at the point of a candidate's application, removing any bias from the longlisting and shortlisting part of the recruitment process which helps strengthen the fairness and consistency of the process itself. Managers from across our organisation with live recruitment requirements are now opting to use the software ahead of the full switch on and roll out across all BAU recruitment.

Internal and external candidates can apply for roles in the knowledge that their application will be judged only on their skills, knowledge and experience.

# An Engaged, Motivated and Healthy Workforce

## Covid-19 Special Recognition Awards Scheme

In November 2020, we launched the Covid-19 recognition scheme, a special recognition scheme to specifically recognise those who have made exceptional contributions that had a significant impact on London's response to the coronavirus pandemic. This initiative allows those nominated for the existing 'Make a Difference' award the opportunity to be nominated for a further 'special recognition' for their work throughout the pandemic. From launch on 30 November 2020 – 9 January 2021 there have been 186 individual nominations and 25 team nominations. The nominations are currently being reviewed by panels across our business areas.

We have also fully integrated and synchronised this special recognition scheme with the thank you campaign to all TfL staff which uses various media both internally and externally to celebrate the contribution of TfL staff to London.



## Brexit – Supporting our people

With the UK no longer part of the European Union, we recognise that coupled with the challenges of the coronavirus pandemic, this can be an unsettling time for many. Our Brexit working group, which includes representation from across the organisation, have been preparing for the different operational challenges and scenarios that the organisation and our colleagues may face.

To keep colleagues up to date, a dedicated one-stop-shop has been created to ensure our European colleagues, our managers and colleagues supporting those people, and anyone travelling to the EU, have access to centralised and up to date information and resources. The 'Beyond Brexit' internal site is host to a variety of information, advice and resources for support.



# The Right People, Skills and Capacity to Deliver the Business Plan

## Improving the diversity of Graduates and Apprentices

Our Skills and Employment team continues to support our long term skills needs, sustainable economic recovery and our efforts to increase our diversity and inclusion.

We are delighted to report that all Graduates and Apprentices who completed their scheme in 2020 have now secured roles within the organisation. This follows an adapted, extended Career Launch process which provided Graduates and Apprentices more time to secure roles.

In April 2020 recruitment for new Graduates and Apprentices was paused due to the coronavirus pandemic disruption. At this point, Graduate and Level 4 – 6 Apprenticeship opportunities had been offered with all level 3 Apprenticeship roles part way through recruitment.

Following the Executive Committee's endorsement to restart this activity but with delayed start dates for all (January and April 2021), assessment centres were redesigned to be delivered online for the outstanding vacant opportunities, ensuring technology did not create barriers to entry or disproportionately impact different groups. 14 virtual assessment centres were held and in total 105 Apprentice, 43 Graduate and 5 Internship positions have been offered.

Table 1 shows the scheme breakdown percentage of offers made to Women and to Black, Asian, Minority Ethnic Graduates and Apprentices.

We continue to focus on improving the diversity of our Graduate and Apprentice hires. Great progress has been made to close gender parity on our apprenticeships where we also achieved a 50/50 gender split in London Underground Signals and Fleet Level 3 Engineering which came from a base of 0 females two years ago. Our focus will turn to improving Black, Asian, Minority Ethnic graduate hires during our next campaign as this has slipped back, although ahead of 2018 levels.

The innovative approach to welcoming our new Graduates and Apprentices in the face of Coronavirus restrictions is detailed further on in this report.

Scheme	2018 Female	2019 Female	2020/21 Female	2018 BAME	2019 BAME	2020/21 BAME
Apprentices	20%	37%	41%	35%	36%	37%
Graduates	18%	22%	26%	27%	53%	35%

Table 1 - Year on year percentage offers made to Women and Black, Asian & Minority Ethnic group (BAME) Apprentices and Graduates



The economic impact of coronavirus pandemic also means that those groups who already faced barriers into employment are at risk of being further away from work. We have prioritised restarting Steps in to Work, our 12 months training programme for those with learning disabilities and / or on the autistic spectrum. Working with our delivery partners Royal Mencap and Barnet and Southgate College, the redesigned programme saw 16 students re-start virtual work experience on a phased start from 25 January 2021, with engagement workshops that commenced from 8 January 2021.

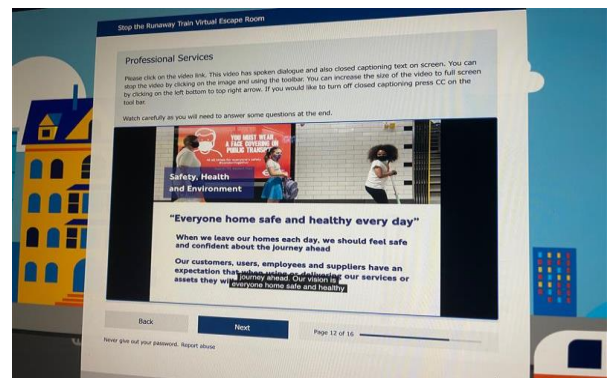
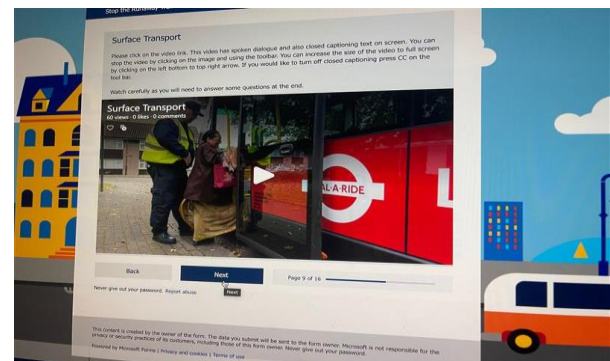
We have also launched a volunteering opportunity with Action Tutoring and Career Ready within HR and the Graduate and Apprentice schemes. Our people volunteer to support young people to achieve their pass grades in maths and English at GCSEs, or provide mentoring support, which is critical this year to help young people who have faced disruption to their education which has disproportionately impacted those from lower socio-economic groups.

We were delighted that in November Paige Thomas, General Management Apprentice was highly commended and Amelia Williamson, Transport Planning Apprentice was shortlisted for Transport and Logistics Apprentice of the Year at the BAME Apprenticeships Awards where we won Transport and Logistics Apprentice Employer.

## Welcoming our new Graduates and Apprentices

On 18 January, we welcomed 56 of our recruited Graduates and Apprentices to TfL, with a further 103 joining us in April. The entire three day corporate induction that has historically been delivered in our head offices, was reshaped to deliver a high quality, interactive introduction to the organisation - virtually.

Events included networking activities with peers and colleagues, speeches from our Executive Committee, sessions on mental health and wellbeing, time with our Staff Network Groups and Career journey presentations. Prior to induction interactive sessions and keep warm activities were also delivered. Through training sessions, learning about working styles and a LinkedIn “Rock your Profile” masterclass, the new starters have had the opportunity to meet their peers, learn and engage with TfL during an extended period of wait prior to their start date.



Activity snapshots from the Graduate and Apprentice virtual induction, held on MS Teams

# New Ways of Working and Achieving Financial Sustainability

## A people-centric TfL

In January, Commissioner Andy Byford announced the launch of a long-term financial sustainability plan for TfL to secure our financial future over the next few years. Alongside this, the Commissioner is committed to producing a people-centric plan, led by colleagues so that it truly represents us as an organisation - to ensure TfL is diverse, inclusive and a place where our people feel safe, valued and developed.

Directly aligned to this will be a refreshed people strategy, setting out how in HR we will ensure our people are equipped and supported to deliver on our wider TfL plan in the shorter and longer term.

## Delivering our Employee Relations Strategy

As part of our wider Employee Relations strategy we are looking to review and update our HR policies. The policies currently under review as part of this are the attendance, safety & wellbeing, work life balance and organisational change programme policies for TfL and LU. Due to the extensive list of policies to review, we have prioritised these policies due to business requirements and need. The objective for each policy workstream is to produce a draft pan TfL policy by end of March 2021. This will then go through the policy governance process that also involves engagement with the Trade Unions.

## Our key priorities

January 2021 - March 2022



**Future funding**

Secure a long term, sustainable financial deal for TfL



**Transformative projects**

Complete the Northern line extension, finish Crossrail and open the Elizabeth line



**Pandemic recovery**

Safely support and drive forward London's post-pandemic recovery and win back our customers



**Clear vision**

Create a people-centric vision and a more diverse and inclusive organisation, informed by and for our colleagues



**Green future**

Improve London's air quality and accelerate decarbonisation

**Date: 10 February 2021**

**Item: TfL Viewpoint Survey Results 2020**

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**This paper will be considered in public**

## **1 Purpose**

- 1.1 To share the results of the 2020 Viewpoint staff engagement survey and to share and discuss the analysis undertaken to understand engagement levels across different groups within the organisation.

## **2 Recommendation**

- 2.1 **The Panel is asked to note the report.**

### **Appendices:**

Appendix 1: Viewpoint 2020 analysis and next steps presentation.

### **List of Background Papers:**

None

Contact Officer: Tricia Wright, Chief People Officer  
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## 2020 analysis and next steps

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Analysis carried out by: **ENGINE**

**Presentation for SSHR**  
10 February 2021



# Executive summary

- This was the first time the survey was **conducted fully online** (no paper surveys were used). We successfully delivered the same overall response rate as 2019.
- We have **significantly increased Total Engagement** this year. Total Engagement is the survey's overarching measure.
- A higher proportion of our people feel **proud** to work for TfL, would **recommend** TfL to others and feel **committed** to TfL.
- **Employee communications, leadership visibility and having the tools to do the job** have had a positive impact.
- Consistently positive responses across Total Engagement came from **people in leadership roles, non-payroll labour workers, recent starters and people identifying as Asian or British Asian – Indian.**
- It is a positive result that reflects a **trend reported by other organisations**. It's likely changes to people's feelings **through the pandemic has impacted this result.**
- **Changes to two questions** to make them more attributable so action can be taken have also had an impact.
- People expressed feeling **uncertainty** and cited concern about the organisation's **funding**.
- A clearer **vision**, improved **involvement in decisions** and more **open and honest communications from senior managers** were identified as areas for improvement.
- **People in operational roles were less engaged** across the different Total Engagement themes.

# Overall findings

All engagement measures increased in TfL overall:

Engagement measure	2020	Change on 2019
<b>Total Engagement*</b>	<b>62%</b>	<b>+5pp</b>
Engagement with work	65%	+4pp
Engagement with management	61%	+3pp
Engagement with change and leadership*	43%	+11pp
Engagement with customers	66%	+3pp
Engagement with team and wider business	60%	+1pp
Engagement with brand	78%	+7pp
<b>Wellbeing at Work index*</b>	<b>57%</b>	<b>+5pp</b>
<b>Inclusion index*</b>	<b>52%</b>	<b>+5pp</b>

The key drivers of Total Engagement are:

- 1. Involved in decisions**  
(45% positive)
- 2. Encouraged to collaborate outside team**  
(63% positive)
- 3. Change is well managed**  
(43% positive)
- 4. Able to make the decisions to deliver a great service to the customer**  
(60% positive)
- 5. Manager provides feedback on performance to do job effectively**  
(63% positive)

Actions on these themes are likely to have the biggest impact on future results.

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**\* Note**  
The increase in scores from last year for Total Engagement, Wellbeing Index, Inclusion Index and Engagement with change and leadership may have been impacted due to two questions within these indices having changed wording this year.

# Highest and lowest Total Engagement questions

Questions with highest positive responses	% +ve
I understand how my work contributes to the success of TfL	88%
I would recommend TfL's services to customers	85%
I am proud to be part of this organisation	83%
The people in my team can be relied upon to help when I need support	78%
I feel a strong sense of commitment to this organisation	77%

Questions with highest negative responses	% -ve
I have confidence that there is a clear vision for the future of this organisation	38%
Senior managers are open and honest in their communications with me	31%
I believe there is good collaboration between different parts of TfL	29%
I feel involved in decisions that affect my work	29%
My manager deals effectively with poor performers	26%

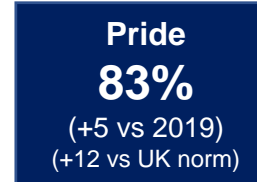


# Factors influencing results

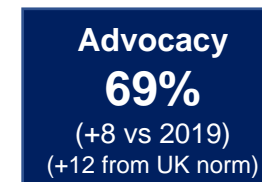
- **Pandemic, social and financial situation**

People are thought to be focused on their basic needs – security, safety and community – in uncertain circumstances. Evidenced by increases in pride, advocacy and belonging.

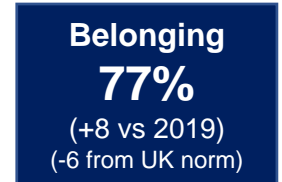
*I am proud to be part of this organisation*



*I would recommend this organisation as a great place to work*



*I feel a strong sense of commitment to this organisation*



- **Focus on safety, health and wellbeing**

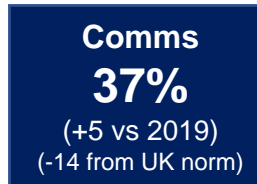
Activity and communications have focused on people's health, safety and wellbeing including access to support.



*I feel there is adequate support in place to help me manage my health, safety and wellbeing*

- **Communications and leadership visibility**

Communications activity has increased and leaders have been more visible.



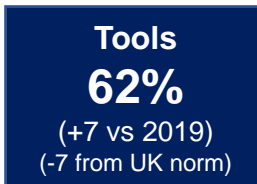
*Senior managers are open and honest in their communications with me*



*Which methods of communication do you find most useful when received COVID-19 updates:*

- **Tools to do the job**

Improvements to IT infrastructure were delivered at an accelerated pace



*I have the tools I need to do my job effectively*



*I have the appropriate tools to maintain H&S*

# Question changes and its impact

Text changes were made to two questions to make them more attributable and so action could be taken:

2019 question	2020 question
This organisation is good at learning from its mistakes	My team is good at learning from its mistakes
I think it is safe to challenge the way things are done where I work	I think it is safe to challenge the way things are done in my team

The changes resulted in more positive responses. Engine ran a simulation analysis to calculate a proxy measure, an approximation the measures may have been if the text changes were not made:

Measure	Current result	Proxy result	Difference
Total Engagement	62.2%	60.8%	-1.3
Wellbeing Index	57.3%	56.1%	-1.2
Inclusion Index	51.7%	48.6%	-3.2
Change and leadership	42.9%	35.5%	-7.4

**Note:**

The measures are **approximations** and only provides a **rough indication** of what they might have been had the wording remained the same. Other external influences, primarily COVID-19, but also organisational changes which may have impacted people's responses, is unable to be accounted for in the modelling.

# Comparing different demographic groups

For Total Engagement:

	At least 5pp higher than TfL overall		At least 5pp lower than TfL overall
<b>Gender</b>			Gender neutral/Agender, Non-binary, Trans man, Trans woman, Other (-10-24pp)
<b>Age</b>	16-24 years (+6pp)	65+ years (+10pp)	
<b>Disability</b>			People with a disability (-5pp)
<b>Sexual orientation</b>			Other (-6pp)
<b>Ethnicity</b>	Asian or Asian British (+7pp)	Black or Black British (+6pp)	
<b>Faith</b>	Hindu (+11pp)	Muslim (+5pp)	

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Demographic variations lower than 5pp – **Caring responsibilities, Caring responsibilities (children)**

# Comparing different working arrangements

For Total Engagement:

At least 5pp higher than TfL overall

At least 5pp lower than TfL overall

Employment status

Fixed-term contract (+8pp)

Temporary worker (NPL) (+16pp)

Other (+7pp)

Length of service

Less than 6 months (+14pp)

6 months to less than a year (+13pp)

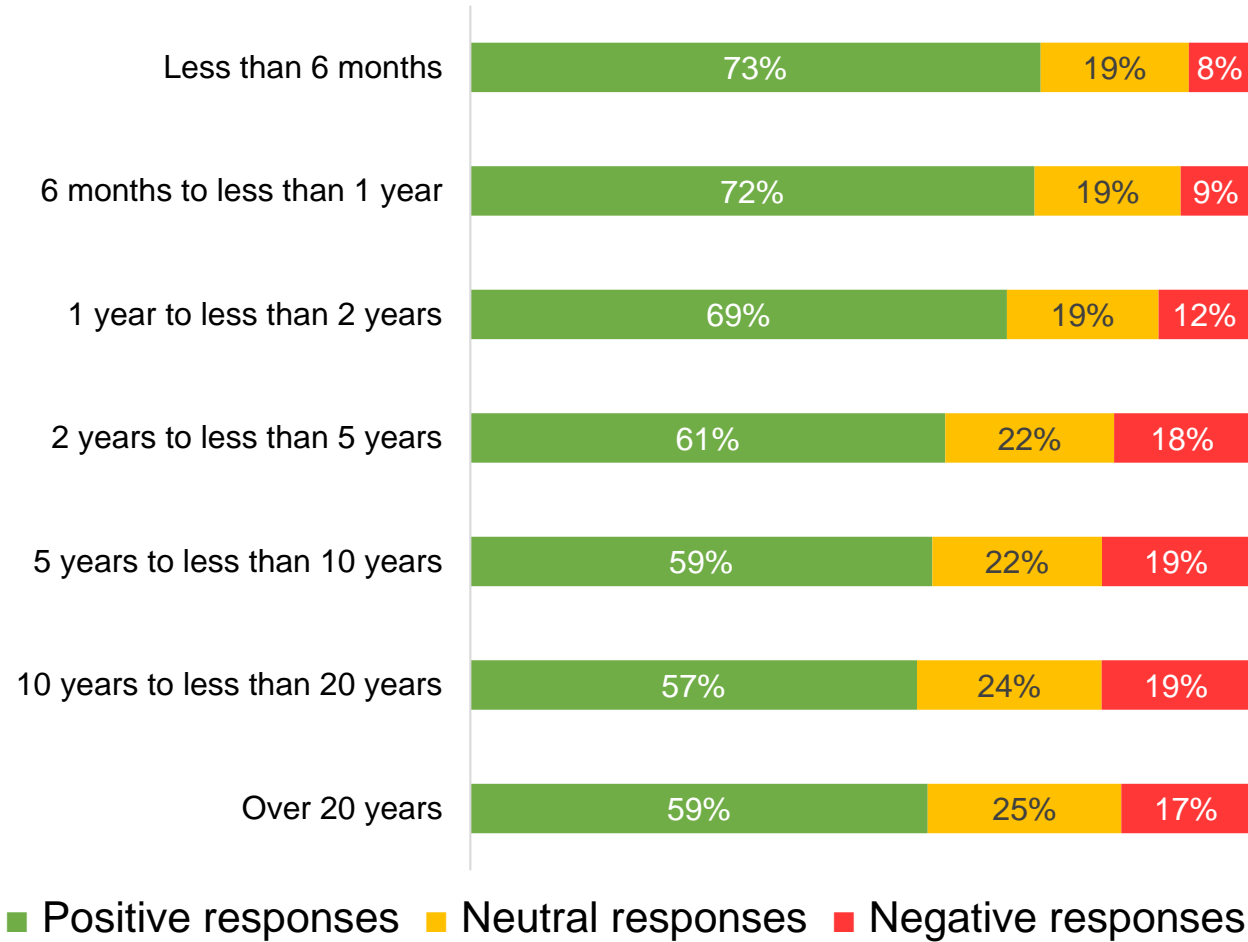
1 year to less than 2 years (+11pp)

Working arrangements variations lower than 5pp - **Manager, Number of staff managed, Working hours,**

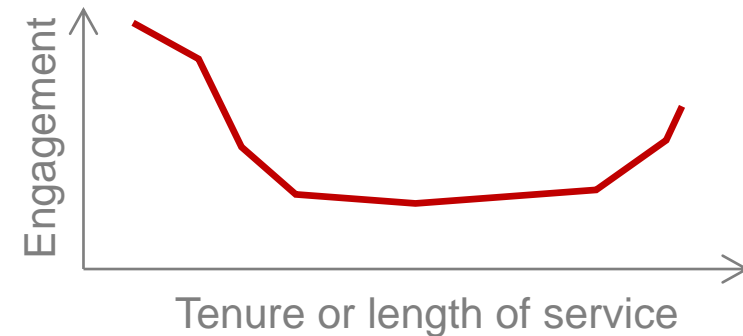
# Comparing people with different lengths of service

There is a drop in Total Engagement scores for people who have worked at TfL for 2 years or more.

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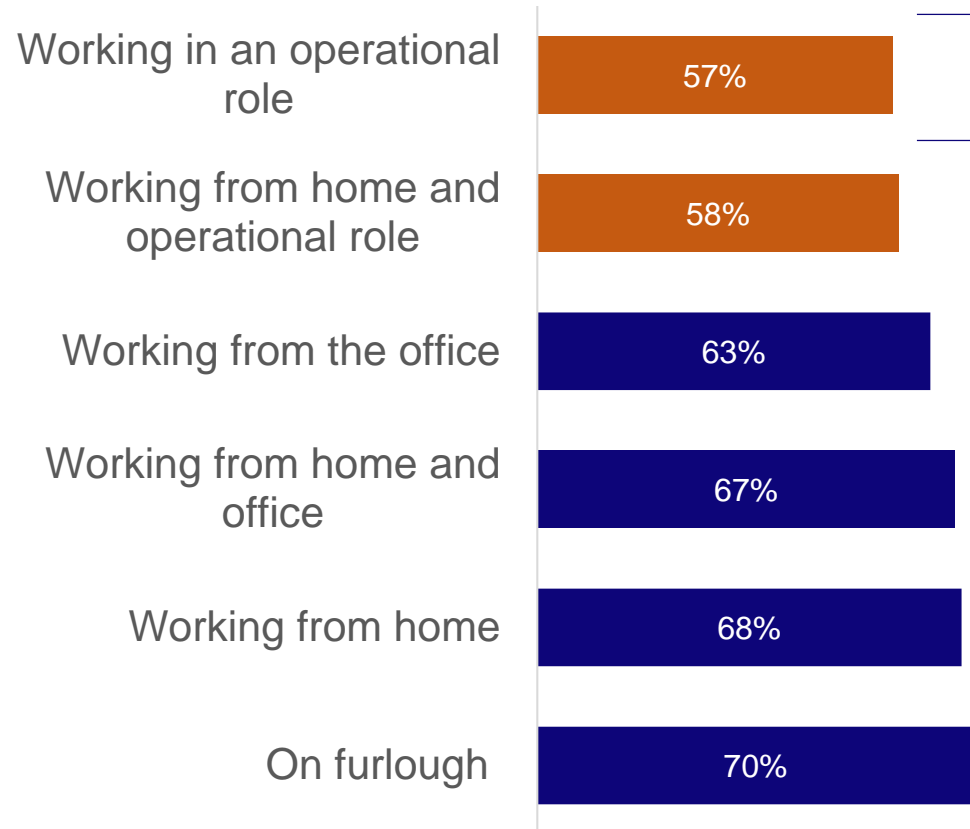
This is a common feature of organisations and is known as the 'tenure curve' with the initial period known commonly as the 'honeymoon period'



# Comparing people with different roles

People working in an operational role are less positive than people in other roles :

## Total Engagement scores by role type :



### People working an operational role are:

#### Most positive about:

- Understanding how their work contributes to TfL's success
- Recommending TfL's services to customers
- Proud to be a part of TfL

#### Most negative about:

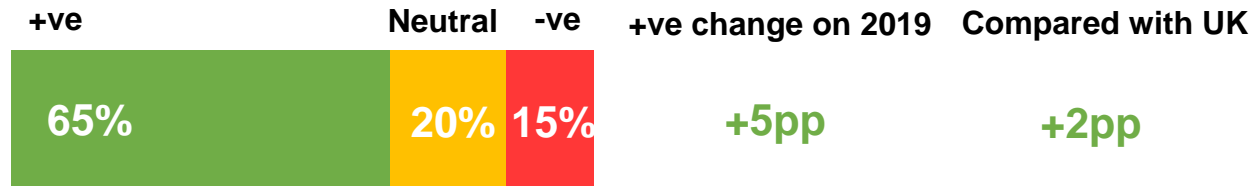
- Confidence there is a clear vision for the organisation's future
- Senior managers are open and honest in communications
- Feeling involved in decisions that affect their work

Typically people in operational and front line roles are less engaged than those in manager and office based roles.

# Health, safety and wellbeing

## Viewpoint question (not included in Total Engagement)

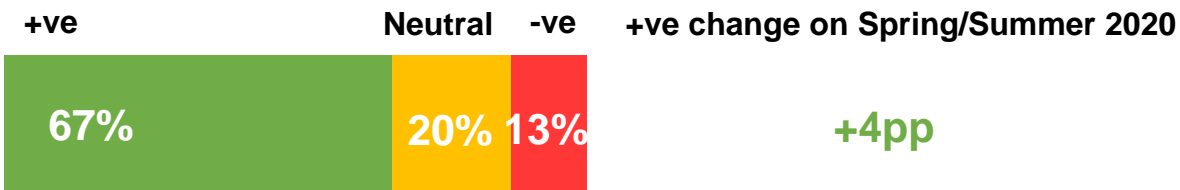
I feel there is adequate support in place to help me manage my health, safety and wellbeing



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## Wellbeing survey question

I have the appropriate tools required in this current time to maintain health and safety while working



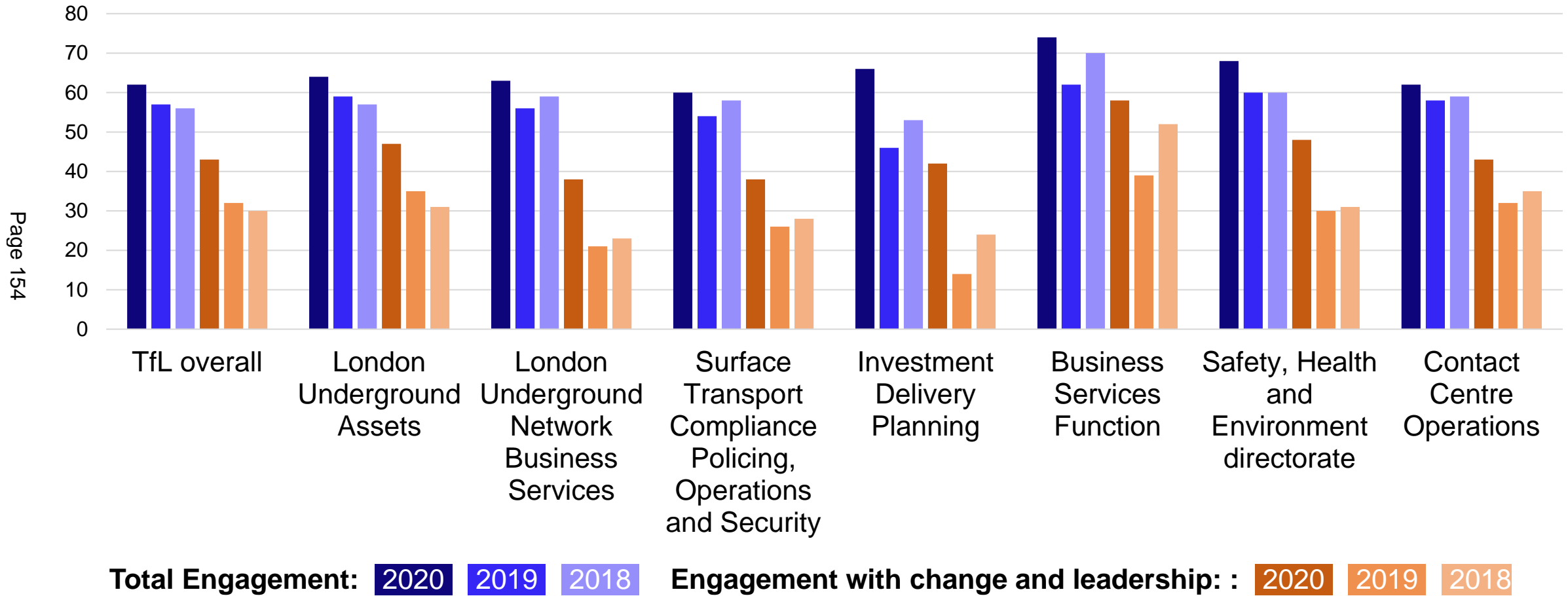
The organisation has focused on offering supporting people's health and wellbeing.

Services and activities include:

- **Employee Assistance Programme**  
24/7 helpline and website offering support on a range of personal problems.
- **Headspace**  
Free subscriptions to the mindfulness app.
- **Staff groups**  
Peer-to-peer support available through WellMent, Trauma Support Group and Supporting Colleagues Network (Mental Health First Aiders).
- **Events and special sessions**  
Including 'Wellbeing Wednesdays' a series of exercise and mindfulness sessions.
- **Signposting to external support agencies**  
Including health charity Mind and NHS services.

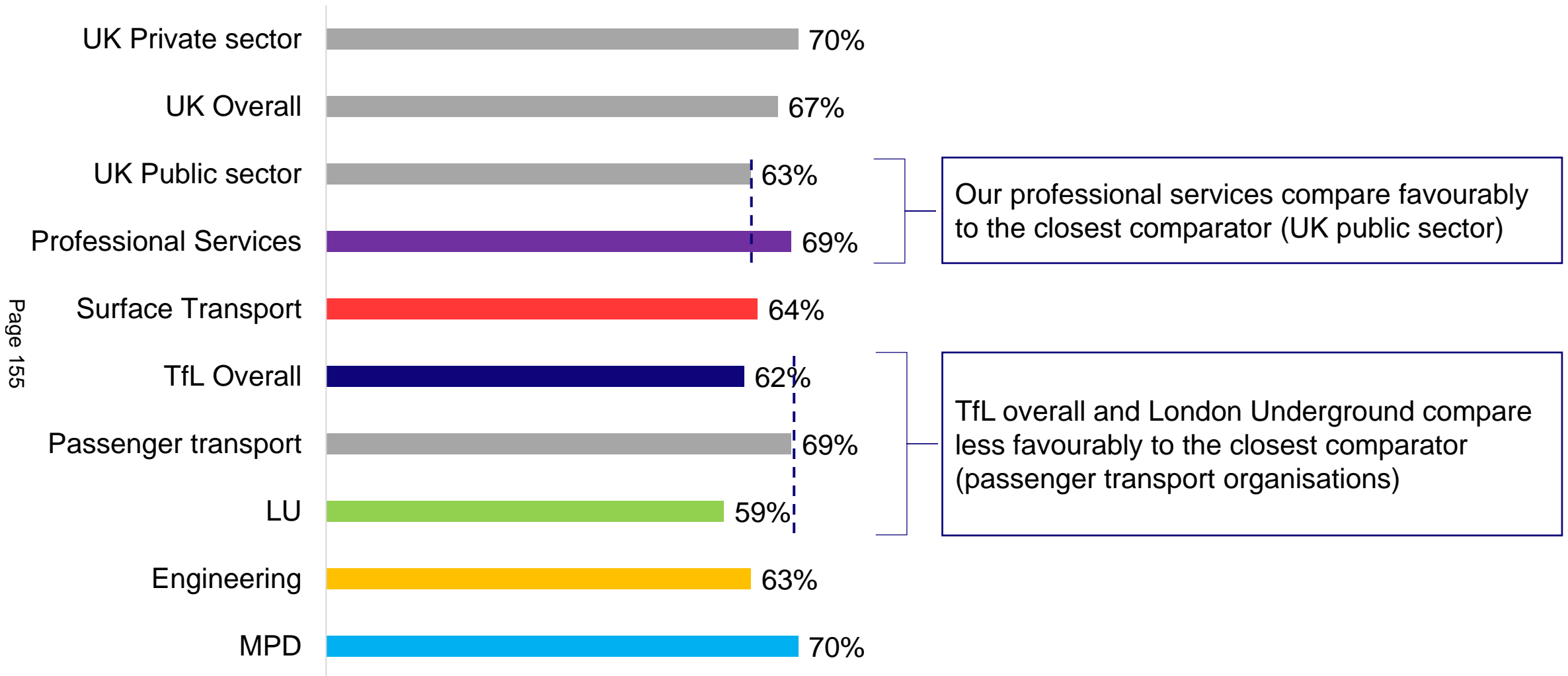
# Transformation impact

Business areas that have underwent transformation starting in 2019 have seen increases in engagement:

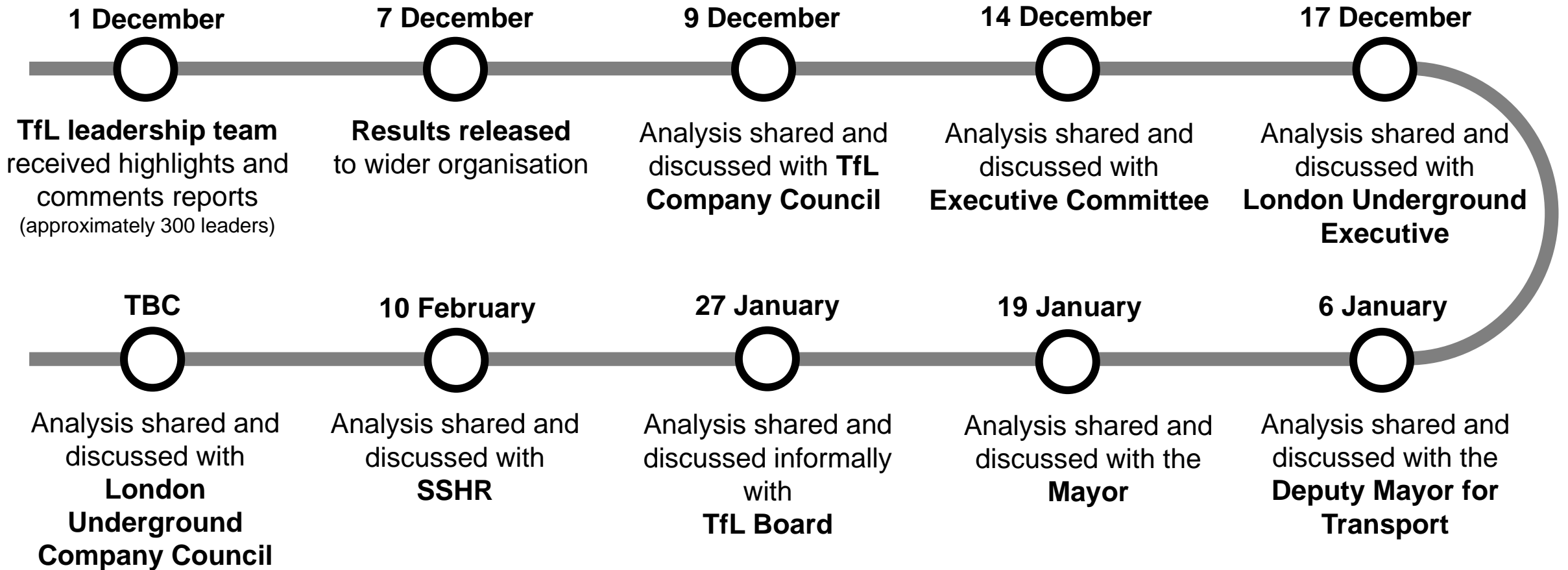




# Total Engagement compared to other organisations




# Reviewing results




# Taking action

The most important part of this process to taking and demonstrating action:

## Local actions

- 
- Reviewing and discussing results with teams**  
December
  - Improved action planning templates and guidance shared**  
January
  - Managers develop action plans with their teams**  
Late January/Early February
  - Action plans shared**  
February

## TfL and business area actions

- 
- Reviewing and discussing results with leadership teams**  
December
  - Executive Committee and leadership teams to identify how results can feed into planning and strategy development**  
January
  - Share influence of the results**  
February

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**Date:** 10 February 2021

**Item:** Enterprise Risk Update – Inability to support new ways of working (ER10)

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**This paper will be considered in public.**

## **1 Summary**

- 1.1 This paper provides an overview of the Level 0 risk “ER10 – Inability to support new ways of working”, which focusses on technology, people and facilities. This risk has been defined with input from Human Resources (HR), Technology and Data (T&D), and Safety, Health and Environment, Estates and the Transformation team, who have set up a “New Ways of Working” programme with input from the key internal stakeholders across TfL.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplemental information pertaining to the strategic risk deep dive. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business and financial affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

## **2 Recommendation**

- 2.1 **The Panel is asked to note the paper and the exempt supplemental information provided on Part 2 of the agenda.**

## **3 ER10 – Background**

- 3.1 In essence, “ways of working” are the things we do and how we do them. They include policies, processes, our working culture and our values.
- 3.2 Some ways of working apply to all or large groups of TfL employees while others are only relevant to specific teams. This risk focusses on the former group and it is expected that risks concerning the latter are managed locally through established Level 1 and Level 2 risk management frameworks. This risk is also limited to ways of working for office-based employees. Risks concerning inability to support new ways of working in operational non-office based areas are being driven by Surface and London Underground (LU).
- 3.3 New ways of working may be direct responses to either internal drivers (e.g. reducing the number of head offices to save day-to-day running costs) or external drivers (e.g. new building egress rules to meet national health and safety legislation).

- 3.4 Delivering new ways of working requires changes for people, accommodation, technology and/or management and leadership style – e.g. managers being more comfortable with people working from home more frequently. Work was underway to explore possible new ways of working prior to the coronavirus pandemic, driven by existing programmes including the Smart Working Programme and the Estates Strategy. The coronavirus pandemic has reinforced and accelerated the need to develop these new ways of working through a coordinated programme as we see that:
- (a) there are new ways of working for nearly all office based employees who are now primarily working from home;
  - (b) these new ways of working were accelerated by external drivers (e.g. new health and safety regulation, cost pressures from reduced revenue);
  - (c) enabling new ways of working has required and will continue to require significant technology change to accommodate increased network capacity, accommodation changes to make our office buildings coronavirus safe and new training and guidance for colleagues using new technology; and
  - (d) staff and managers have needed new guidance and support to enable TfL to continue functioning successfully and effectively in these new circumstances.

## 4 Causes

- 4.1 The causes of this risk are grouped into technology, people and accommodation:
- (a) **Our technology:** This is covered in the paper on Part 2 of the agenda;
  - (b) **Our people:** employee engagement may be negatively affected and we will struggle to compete for talent with other employers if new ways of working are not delivered in an inclusive way or in a way that supports office-based staff's stated preference to work remotely more of the time; and
  - (c) **Our accommodation:** our buildings and workspaces must be safe, fit for purpose and optimised to ensure we can support new ways of working. We must have suitable desk provision, spaces to accommodate a variety of workstyles, including collaboration and quiet spaces, and spaces which are enabled to allow our people to work effectively together when some may choose to be in the office and others working remotely.

## 5 Consequences

- 5.1 We have scored this risk in accordance with the TfL Enterprise Risk Assessment framework.
- 5.2 This risk has no clearly defined "event" of the risk materialising. Instead, we selected risk indicators to monitor success in supporting specific ways of working e.g. coronavirus-safe working. They will be regularly reviewed in the Level 0 risk management process.

5.3 We recognise that today's new ways of working are challenging for some employees. Disconnectedness or isolation from teams, managers, or work may negatively impact the wellbeing of our employees and comfort in the new working environment. Our surveys show that working from home fatigue is a genuine problem our employees face and leads to increased absence, lower engagement and lower productivity. This may be a longer-term shift to a mix of office/home working, so we will require commitment from everyone to ensure we have equal opportunity to participate and contribute, whether working in an office or at home.

## **6 Mitigation plan**

### **HR-led mitigations**

- 6.1 Our managers will play a vital role in supporting employees to adapt to new ways of working and, specifically, the challenges and opportunities presented by increased regularity of remote working.
- 6.2 New line manager and employee guidance has been developed and shared with our people. This specifically focuses on tools for our line managers on leading remote teams and covers:
- (a) leadership and remote working;
  - (b) a toolkit for line managers (tips on the resources available to them);
  - (c) building trust remotely;
  - (d) communicating effectively;
  - (e) collaborating virtually;
  - (f) dispelling myths about remote working; and
  - (g) additional resources available to support line managers.
- 6.3 As working in our 'new normal' becomes more familiar, we need to be focused on the challenges ahead and the skills needed to meet these challenges. This will include sharing best practice and tips via our digital channels to support managers with leading their people.
- 6.4 All colleagues have access to online tools and resources to promote health and wellbeing. We are also converting our previously classroom-based health and wellbeing related courses into online courses so our employees can continue to access these valuable resources.
- 6.5 We recognise that the working environment may need to look and feel different in the future. Longer term changes to the balance between home and office working are being driven by the need to work differently. To ensure our people policy and processes support new ways of working, the Employee Relations team is currently leading a review into our existing suite of people policies, including the current work life balance policy.

## **Estate-led mitigations**

- 6.6 The Office Estates Programme has been set up as an overarching programme to manage, plan and integrate the outcomes of several related workstreams into a single Office Estates Strategy including Workplace Strategy. The Estates focused mitigations are largely focused on optimising existing space and ensuring we understand the changing requirements and demands of the business.
- 6.7 The optimisation of existing space will include introduction and use of desk sensors utilising real time data to balance demand and use of our office space.
- 6.8 Through the management of business continuity planning, informed by the output of our Business Impact Analysis process which has provided data on criticality of activities and teams and what support they require in the event of any disruption, we will look at how we best support these activities in the future to ensure greater business resilience.
- 6.9 We will also invest in our buildings that are in poor condition or require enhancements to building systems or infrastructure.
- 6.10 Using existing or underutilised space, we are piloting provision of Local Office Hubs, with a view to potentially establishing a portfolio of smaller office hubs across the existing estate to allow TfL staff to work more locally and bolster possible constrained capacity in a reduced office estate.

## **7 Longer term**

- 7.1 The Transformation Team have begun a 'new ways of working' project to develop, identify enablers for and deliver a long term vision for how office based staff could work in future. Subject matter experts from Estates, HR, T&D, Legal, LU and Surface are supporting and ensuring alignment with relevant programmes of work which read across to operational areas.
- 7.2 There are several interlinked projects that any new ways of working will need to be aligned with, including:
- (a) estates opportunities – accelerating the reduction in the number of buildings we occupy as a part of our savings plan and our commercial strategy;
  - (b) Office Estates Strategy – our approach to remote working should support opportunities to dispose of or re-purpose some of our estate in the long term, securing either capital receipt or long term revenue. It should also be aligned to our emerging 'workplace strategy' which is currently under development; and
  - (c) GLA collaboration and other 3rd party opportunities – it is likely that we will share our estate space with the GLA and other 3rd parties. This will generate revenue for TfL and result in less allocated space for TfL employees.



**Appendices:**

Exempt supplemental information in Part 2 of the agenda.

**List of Background Papers:**

None

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**Date: 10 February 2021**

**Item: Members' Suggestions for Future Agenda Discussions**

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## **This paper will be considered in public**

### **1 Summary**

- 1.1 This paper presents the current forward programme for the Panel and explains how this is put together. Members are invited to suggest additional future discussion items.

### **2 Recommendation**

- 2.1 **The Panel is asked to note the forward programme and invited to raise any suggestions for future discussion items.**

### **3 Forward Plan Development**

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plans arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly reports. For this Panel these are the Health, Safety and Environment Quarterly Report and the Human Resources Quarterly Report.
  - (b) Regular items which are for review and approval or noting such as the Health, Safety and Environment Annual Report.
  - (c) Items requested by Members: The Deputy Chair of TfL and the Chair of this Panel will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

### **4 Current Plan**

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

**List of appendices to this report:**

Appendix 1: Safety, Sustainability and Human Resources Panel Plan.

**List of Background Papers:**

None

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## Safety, Sustainability and Human Resources Panel Forward Planner 2020/21 and 2021/22

### Appendix 1

**Membership:** Kay Carberry CBE, Dr Nina Skorupska CBE (Vice Chair), Julian Bell, Bronwen Handyside, Dr Mee Ling Ng OBE, and Mark Phillips.

Abbreviations: Managing Director (MD), Customers, Communication and Technology (CCT), London Underground (LU), Surface Transport (ST), CPO (Chief People Officer), CSHEO (Chief Safety, Health and Environment Officer), D (Director), DIT (Diversity, Inclusion & Talent) and SHE (Safety, Health & Environment), DCP (Director, City Planning), CDD (Commercial Development Director)

30 June 2021		
Quarterly Health, Safety and Environment Performance Report	CSHEO	To note
Annual Review of Safety Statistics	CSHEO / DCP	To note
Update on recommendations from UCL Bus Driver Research	CSHEO	To note
Power Two-wheeler Safety	CSHEO	To note
Responsible Procurement	DF	To note
Pan TfL Lessons Learnt from Bus Fatigue Study	CSHEO	To note
Corporate Environment Strategy	CSHEO	To note
Human Resources Quarterly Report	CPO	To note
People Plan Update	CPO	To note
Diversity and Inclusion Update	CPO	To note
Strategic Risk Update	CSHEO	To note

<b>4 September 2022</b>		
Quarterly Health, Safety and Environment Performance Reports (to include resilience, assurance and compliance issues)	CSHEO	To note
Bus Driver Facility Improvements	MD ST	To note
Bus Safety Update	MD ST	To note
Green Infrastructure	DCP	To note
Human Resources Quarterly Report	CPO	To note
Disability Roadmap	D DIT	To note
Our People Plan	CPO	To note
Health and Wellbeing Strategy	CPO	To note
Strategic Risk Update	CSHEO	To note

<b>2 December 2021</b>		
Quarterly Health, Safety and Environment Performance Reports (to include resilience, assurance and compliance issues)	CSHEO	To note
Review of CIRAS Report and Themes	CSHEO	To note
Vision Zero Update	DCP	To note
Air Quality Update	DCP	To note
Climate Change Adaptation Update	DCP	To note
Human Resources Quarterly Report	CPO	To note
Strategic Risk Update	CSHEO	To note

<b>24 February 2022</b>		
Quarterly Health, Safety and Environment Performance Reports (to include resilience, assurance and compliance issues)	CSHEO	To note
Bus Driver Facility Improvements	MD ST	To note (6 monthly standing item)
Human Resources Quarterly Report	CPO	To note
Viewpoint Survey	CPO	To note
Strategic Risk Update	D HSE	To note

Regular items

- Quarterly HSE Performance Report – standing item
- HR Quarterly Report – standing item
- Bus Driver Facility Improvements (every 6 months)
- People Plan Update
- Review of CIRAS Report and Themes – annual
- Vision Zero
- Strategic Risk

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