

Agenda

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

Date: Wednesday 4 November 2020

Time: 10.00am

Place: Teams Virtual Meeting

Members

Kay Carberry CBE (Chair)

Bronwen Handyside

Dr Mee Ling Ng OBE

Dr Nina Skorupska CBE (Vice-Chair)

Mark Phillips

ClIr Julian Bell

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).

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. There is access for disabled people and induction loops are available. 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.

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.

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

Howard Carter, General Counsel
Tuesday 27 October 2020

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 4 November 2020

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 9 September 2020 (Pages 1 - 8)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 9 September 2020 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 9 - 12)

General Counsel

The Panel is asked to note the updated actions list.

5 Quarterly Safety, Health and Environment Performance Report [to follow]

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Update on Response to the findings of the UCL research into Covid-19 Bus Driver Fatalities (Pages 13 - 18)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 Human Resources Quarterly Report (Pages 19 - 34)

Chief People Officer

The Panel is asked to note the report.

8 Diversity and Inclusion Update (Pages 35 - 42)

Chief People Officer

The Panel is asked to note the paper.

9 Climate Change Adaptation Update (Pages 43 - 50)

Director, City Planning

The Panel is asked to note the paper and the supplementary information on Part 2 of the agenda.

10 Electric Vehicle Infrastructure Update (Pages 51 - 52)

Director, City Planning

The Panel is asked to note the paper and the supplementary information on Part 2 of the agenda.

11 Enterprise Risk Update - Major Health, Safety or Environmental Incident or Crisis (ER1) (Pages 53 - 56)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper and the supplementary information on Part 2 of the agenda.

12 Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2) (Pages 57 - 58)

Chief People Officer

The Panel is asked to note the paper and the supplementary information on Part 2 of the agenda.

13 Members' Suggestions for Future Discussion Items (Pages 59 - 62)

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.

14 Any Other business the Chair Considers Urgent

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

15 Date of Next Meeting

Wednesday 10 February 2021 at 10.00am

16 Exclusion of Press and Public

The Panel is recommended to agree 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), in order to consider the following items of business.

17 Climate Change Adaptation Update (Pages 63 - 66)

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

18 Electric Vehicle Infrastructure Update [to follow]

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

19 Enterprise Risk Update - Major Health, Safety or Environmental Incident or Crisis (ER1) (Pages 67 - 84)

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

20 Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2) (Pages 85 - 104)

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 9 September 2020

Members

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

Executive Committee

Howard Carter	General Counsel
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Alex Williams	Director, City Planning
Tricia Wright	Chief People Officer

Staff

Jonathan Fox	Director of Rail and Sponsored Services
Sam Monck	Head of IDP - Healthy Streets Highways
Dr Sam Phillips	Head of Health and Wellbeing
Adrenne Read	Head of Facilities Operations
Stuart Reid	Head of Insights and Direction
Mike Shirbon	Head of Integrated Assurance
Sam Sutton	Communications Manager, Human Resources
James Varley	Secretariat Officer

Also in attendance

Elliot Treharne Policy and Programme Manager, Greater London Authority

31/09/20 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.

No apologies for absence had been received from Members. Shirley Rodrigues was unable to attend and Elliot Treharne was standing in for her. Staynton Brown and Gareth Powell were not available and Jonathan Fox was deputising for Gareth Powell.

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.

32/09/20 Declarations of Interests

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

33/09/20 Minutes of the Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020

The minutes of the joint meeting of the Panels held on 10 June 2020 were approved as a correct record.

34/09/20 Matters Arising and Actions List

There were no matters arising from the minutes of the previous meetings.

The Panel noted the Actions List.

35/09/20 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Andy Lord and Jonathan Fox 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 1 2020/21 (1 April – 27 June 2020).

It was noted that 18 September 2020 marked the first anniversary of the death of Christian Tuvi, a maintenance contractor, who had died as a result of an injury sustained while working on a moving walkway at Waterloo station.

The reporting period coincided with the Covid-19 lockdown period which had a profound effect on demand on the TfL network. Trends were measured against the new Scorecard and it was recognised that, given the current circumstances, a rate-based approach was more appropriate.

In addition to the tragic Covid-19 related deaths of colleagues from TfL and partner organisations who had passed away in service, there had been two customer fatalities and 19 road fatalities.

Customer and workforce injuries and numbers of people killed or seriously injured on the TfL road network had seen significant reductions in numbers. There had also been a reduction in numbers of pedestrian injuries.

Environmental performance had seen a downward trend on NOx and CO2 emissions from buses.

Discussions on the provision of data would take place between Lilli Matson and Kay Carberry CBE. **[Action: Lilli Matson]**

In response to a request for further information on the provision of cleaning services on London Underground, Andy Lord undertook to provide a briefing to Bronwen Handyside on the rationale behind the current arrangements. **[Action: Andy Lord]**

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. The Office of Rail and Road (ORR) and the Rail Accident Investigation Branch (RAIB) were notified, and an investigation was under way. There were no injuries reported, but the incident was being treated as a significant near miss

On 25 June 2020, a 115m length of wall collapsed adjacent to track at East Ham. The wall supported London Underground cabling assets. Debris from the collapse had fallen on the track. No trains hit the obstruction, and no one was hurt. The ORR and RAIB were formally notified and an internal investigation had begun.

A nine-year-old child died when he suffered an electric shock as he accessed the track at North Acton station. It appeared to be a trespass incident and the family of the deceased were being given support through British Transport Police.

In response to the public health situation, the cleaning regime on the network had been enhanced. Sampling activities had shown positive results and messaging about social distancing and mask wearing continued. Maintaining confidence in the public transport network was a key factor in the return to work process. Work was taking place to look at and segment data on car usage and deaths and injuries on the road network, particularly in relation to inner and outer London areas as patterns differed in each area.

In January 2020, a customer had died as a result of falling from the platform at Limehouse station and being struck by a Docklands Light Railway (DLR) train. The Coroner had issued a Prevention of Future Deaths report to both TfL and the operator of the DLR, Keolis Amey Docklands (KAD). Jonathan Fox undertook to speak to Cllr Julian Bell about work that Ealing Council had been involved in concerning object detection and cycle safety. **[Action: Jonathan Fox]**

The Panel noted the report.

36/09/20 Vision Zero and Covid-19

Lilli Matson and Stuart Reid introduced the item, which provided a summary of progress to date, changes to patterns of road casualties during the Covid-19 lockdown and recommendations for actions necessary for continued progress towards TfL's Vision Zero targets.

Lower levels of activity had led to reductions in road casualties. It was noted that the level of activity on the roads had reduced at a greater rate than the numbers of people killed or seriously injured, meaning that the level of risk had increased, particularly for pedestrians and cyclists. There had also been a change in the ratio of the severity of injuries, with the reduction in total numbers being offset by an increase in the proportion of serious injuries. In addition, the geographical distribution of casualties had also changed, with a greater reduction seen within Zone 1.

Work was taking place to look at the ongoing changing risk profile, although it was currently difficult to predict levels of activity due to the ongoing public health situation. The Panel would be kept updated.

The Panel noted the paper.

37/09/20 Streetspace Plan for London update

Alex Williams and Sam Monck introduced the item, which provided an update on activities related to the provision of temporary emergency active travel infrastructure, for a safe and socially distanced restart of the economy and to avoid a car-based restart and recovery.

The Streetspace Plan represented a significant amount of surface investment which TfL and the boroughs had worked hard to deliver, while working closely with the emergency services and other key stakeholders.

The schemes within the plan were subject to temporary traffic orders and consequently had a lifespan of 18 months, during which a case would be made to make them permanent. Schemes were monitored and tracked as soon as they were implemented to develop an evidence base and action was taken immediately if it was clear that a scheme was not providing the intended benefits.

It was noted that, due to TfL staff availability and furloughing, it had not always been possible to develop consistent lines of communication, however as staff were returning to their substantive roles, this would resolve itself.

There was anecdotal evidence that some of the measures to create low traffic neighbourhoods were affecting the response times of the emergency services. Discussions with the emergency services continued.

The Panel noted the paper.

38/09/20 Research Update: Managing Covid-19 risks: Bus Operations

Lilli Matson and Dr Sam Phillips introduced the item, which provided an update on recent work examining the impact of Covid-19 on bus workers during the Covid-19 pandemic.

The first part of the study had concluded and been published on 27 July 2020. One of the main findings of the study was that evidence suggested the majority of bus drivers who had died as a result of Covid-19 had become infected prior to the lockdown commencing. It was also observed that there were additional factors such as age, other health issues and deprivation that had an effect on health outcomes.

The second stage of the report was expected to be completed and published at the end of the year.

TfL's risk assessment tools had been shared with the bus operators, who were expected to adopt comparable assessments and it was confirmed that all operators had an assessment in place. In response to a question, Lilli Matson would update Bronwen Handyside on progress. **[Action: Lilli Matson]**

Bus operators had developed remote sign-on procedures for drivers as part of their risk mitigations. Discussions were taking place with the Trade Unions on the introduction of such processes and the Panel would receive an update in due course.

[Action: Jonathan Fox]

At present, the Government's Track and Trace programme did not extend to public transport. There were capacity restrictions on buses as well as a comprehensive cleaning programme in place to mitigate risk.

The Panel would receive an update at a future meeting that would include details on how the recommendations of the study were being implemented and also how the health risk factors that were specific to bus drivers' roles would be managed.

[Action: Lilli Matson / Dr Sam Phillips]

The Panel noted the paper.

39/09/20 TfL Wellbeing Tracker: Findings, Discussion and Next Steps

Dr Sam Phillips and Sam Sutton introduced the item, which set out the findings of the recent Wellbeing Tracker survey conducted over four weeks and which ended on 10 July 2020. The tracker was set up to provide a snapshot view of employee wellbeing given the ongoing demands placed on them as a result of the Covid-19 pandemic.

The main findings of the survey showed that 44 per cent of employees reported their wellbeing as being good or very good and a further 39 per cent as OK. In addition, 51 per cent of employees reported that TfL's support of their wellbeing was good or very good and a further 32 per cent as OK.

It was noted that differences existed between staff at work and those who were furloughed, who were recording lower levels of wellbeing.

The response rate for operational staff was lower than non-operational. The next wellbeing survey would be incorporated into the Viewpoint staff survey and a campaign would take place to encourage online engagement.

The recommendations fell into three broad categories – use of communication, management staying connected to staff, and ensuring employees were suitably equipped to carry out their roles.

The Panel noted the paper.

40/09/20 Human Resources Quarterly Report

Tricia Wright introduced the item, which provided an overview on key Human Resources-led activities and statistics for Quarter 1 2020/21 (1 April – 27 June 2020).

The Viewpoint staff survey was due to be launched on 28 September 2020. This would be the first year that the survey was entirely online and a campaign would take place to drive participation in the operational parts of the business where staff had lower levels of access to electronic communications.

To date, there were 1,012 staff on furlough. Clarification would be provided to Bronwen Handyside on when staff who were joining the apprenticeship and graduate programmes would start being paid, how collective bargaining processes operated in these programmes and whether the Kickstart UK scheme could be applied to TfL.

[Action: Tricia Wright]

Covid-19 data was being collected from staff and would be used to inform health and wellbeing strategies.

The Panel noted the report.

41/09/20 Reoccupation of TfL Offices

Adrenne Read introduced the item, which set out the proposed plan for reoccupation of the TfL offices.

The return to offices would be phased across the head office buildings on the TfL estate, with Palestra opening in late September 2020; Endeavour Square in mid-October 2020 and Pier Walk in late October 2020.

Capacity would be significantly reduced and accordingly, the majority of staff would continue to work from home. Risk assessments had taken place and had been shared with the Trade Unions.

Detailed protocols and guidance were being developed along with robust and effective cleaning regimes to maintain Covid-19 security.

The Panel welcomed the progress being made.

The Panel noted the report.

42/09/20 Members' Suggestions for Future Discussion Items

Howard Carter introduced the item. Members noted that the Forward Plan would be presented at the next meeting.

The following items were suggested for the Forward Plan:

Availability of grants to enable greening residential property on the TfL estate; and

How the Black Lives Matter movement could influence or feed into the Diversity and Inclusion strategy. **[Action: Secretariat]**

43/09/20 Any Other Business the Chair Considers Urgent

There was no urgent business.

44/09/20 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 4 November 2020 at 10.00am.

45/09/20 Close of Meeting

The meeting closed at 1.20pm.

Chair: _____

Date: _____

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Date: 4 November 2020

Item: Actions List

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

Contact Officer: Howard Carter, General Counsel
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Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 4 November 2020)

Actions from the meeting held on 9 September 2020

Minute No.	Description	Action By	Target Date	Status/note
35/09/20 (1)	Quarterly Safety, Health and Environment Performance Report: Data Discussions on the provision of data would take place between Lilli Matson and Kay Carberry CBE	Lilli Matson	29 September 2020	Completed. Discussion held on Tuesday 29 September 2020.
35/09/20 (2)	Quarterly Safety, Health and Environment Performance Report – London Underground (LU) Cleaning Services Andy Lord undertook to provide a briefing to Bronwen Handyside on the rationale behind the current LU cleaning arrangements	Andy Lord	15 September 2020	Completed. Briefing held on 15 September 2020.
35/09/20 (3)	Quarterly Safety, Health and Environment Performance Report – Cycle Safety Jonathan Fox undertook to speak to Cllr Julian Bell about work that Ealing Council had been involved in concerning object detection and cycle safety.	Jonathan Fox	4 November 2020	Contact is being made with Ealing Council.
38/09/20 (1)	Research Update: Managing Covid-19 risks: Bus Operations – Risk Assessments Lilli Matson would update Bronwen Handyside on progress of implementation of Covid-19 risk assessments for bus operators.	Lilli Matson	4 November 2020	On agenda for this meeting – Item 6.

Minute No.	Description	Action By	Target Date	Status/note
38/09/20 (2)	Research Update: Managing Covid-19 risks: Bus Operations – Remote Sign-on Panel to receive an update on the introduction of remote sign-on procedures for bus drivers.	Gareth Powell	4 November 2020	Update to be given at meeting.
38/09/20 (3)	Research Update: Managing Covid-19 risks: Bus Operations – Update Provide an update on implementation of recommendations and how the health risk factors that were specific to bus drivers roles would be managed.	Lilli Matson / Dr Sam Phillips	4 November 2020	On agenda for this meeting – Item 6
40/09/20 (1)	Human Resources Quarterly Report – Apprenticeship and graduate programmes Clarification would be provided to Bronwen Handyside on when staff, who were joining the apprenticeship and graduate programmes would start being paid, how collective bargaining processes operated in these programmes and whether the Kickstart UK scheme could be applied to TfL.	Tricia Wright	4 November 2020	In progress.
42/09/20	Members' Suggestions for Future Discussion Items (1) Availability of grants to enable greening residential property on the TfL estate; and (2) How the Black Lives Matter movement could influence or feed into the Diversity and Inclusion strategy.	Secretariat / Graeme Craig Secretariat / Staynton Brown		Items added to forward plan.

Date: 4 November 2020

Item: Update on Response to the findings of the UCL research into Covid-19 Bus Driver Fatalities

This paper will be considered in public

1 Summary

1.1 This paper updates Panel on the responses which TfL and the bus operators have taken in response to the findings in the first part of the University College London (UCL) study examining the deaths of 29 bus drivers as a result of Covid-19 in the period March to May 2020. As the previous paper to the Panel (dated 17 August 2020) documented, TfL commissioned UCL's Institute of Health Equity to study the pattern of infection and deaths from Covid-19 in the London bus worker population due to the sad loss of a number of bus worker colleagues, predominantly drivers. The first part of the research made a number of recommendations.

2 Recommendation

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

3 Background

3.1 The first part of the UCL study has been [published](#) and was discussed at the meeting of the Panel on 9 September 2020. Some of the main findings of the report were that: among bus drivers who died, most stopped work 10 days either side of lockdown suggesting that most became infected before lockdown, many of the drivers who died were suffering from underlying medical conditions, particularly high blood pressure, and a high proportion of drivers who died had a number of personal characteristics that increased their risk with regards to the likelihood of having a poor outcome with Covid-19 in terms of their age, gender and ethnicity. In particular, the researchers found it difficult to comment on the success of the various actions which the bus operators had taken in response to the pandemic as many of them happened around the time of lockdown and this led to a fortunate and significant decrease in the number of cases and deaths.

3.2 The Panel requested this follow-up paper with regards to the response of the bus operators to the recommendations of the study to ensure that all steps to reduce risk to bus drivers have been undertaken. This was regarded as extremely important due to the previous high number of deaths and the likelihood of a "second wave" (which has now materialised). Most of the recommendations have been implemented and TfL will continue to work with the bus operators and the trade unions to ensure progress those with a longer time horizon.

- 3.3 In mid-October 2020, the Office for National Statistics [updated](#) its estimates on the mortality rates across ethnicities and its research into the causes of these differences. The updated report confirms that rates of death involving Covid-19 remain greater for most ethnic minority groups. Importantly, differences in mortality involving Covid-19 are most strongly associated with demographic and socio-economic factors, such as place of residence and occupational exposures, and cannot be explained by pre-existing health conditions.
- 3.4 In addition, this paper updates on further parallel research by UCL which has now been completed and is appended to this paper. This work explored the potential occupational risk for bus drivers arising from the design of the bus, particularly the assault screen.

4 Report Recommendations

- 4.1 Many bus drivers are at increased risk of Covid-19 due to the occupation of bus driving, which involves close proximity to the public, as well as their typical age, sex, the prevalence of pre-existing health conditions, ethnicity and area of residence. Therefore, bus drivers and particularly those with multiple risk factors need enhanced protection through early interventions on ill-health prevention and reducing exposure during epidemics.
- 4.2 The first phase report made the following recommendations:
- (a) In the event of a second spike it is important to have confidence that the planned actions are likely to be effective, are led by the scientific evidence and are implemented simultaneously across bus companies with clear recommendations for early adoption of measures;
 - (b) BAME staff, especially those living in poorer areas, are more at risk of becoming severely ill and dying from Covid-19. Public Health England (PHE) recommend that employers should have strategies to create healthy and supportive workplaces (within and outside the health service) that have zero tolerance for discrimination and empower BAME staff to raise concerns about occupational risk and safety;
 - (c) A risk assessment tool, equivalent to that used by TfL, should be used by London bus companies to identify those most vulnerable to reduce the risk of employee exposure to and acquisition of Covid-19;
 - (d) The contribution of pre-existing health conditions, known to increase the severity of Covid-19, suggests a need to introduce criteria for staff by TfL and bus operators to be offered additional protection. This would enable TfL and bus companies to make arrangements to protect those now known to be more vulnerable, as understanding of the disease increases; and
 - (e) Improved engagement with health promotion initiatives and uptake of preventive interventions is also essential, to reduce the risk of diseases such as hypertension, diabetes and cardiovascular disease.

5 Response implementation by bus operators and TfL

- 5.1 During the early days of the pandemic, interventions were being trialled or introduced by different operators at different times, sometimes in addition to official guidance and without a clear scientific basis at the time (for example some operators trialled temperature testing – see link to report below).
- 5.2 Bus operators are following all national and local guidelines to prevent the spread of Covid-19 and implementing all of the recommendations from the initial assessment provided by UCL.
- 5.3 TfL has worked closely with bus operators and trade unions to standardise processes and procedures across bus operators. This includes contingency plans to protect vulnerable drivers in several scenarios, including a London-wide resurgence in infections or instances where there are more localised lockdowns. Clear guidance has been issued by TfL to ensure a consistent approach to the deployment of these plans.
- 5.4 All previous preventative measures implemented to protect our bus driver population remain in place, with stocks and supply-lines reinforced.
- 5.5 .For our vehicles: all driver cabs have been secured in line with UCL recommendations in their paper 'Report on Scientific advice to TfL on bus driver assault screen modifications due to Covid-19 pandemic'. In March the speech holes in the drivers' screens were covered and in April we moved to middle door boarding and started to develop solutions to fit temporary screens. As these screens were fitted we began the return to front door boarding. Some operators moved straight to the permanent solution whilst others have taken longer to find a solution depending on bus model and availability of materials. The permanent installation of driver screens is ongoing and is prioritised for completion as quickly as possible. We continue to ensure that cab air systems are well maintained to provide external fresh air into the driver cab along with reminders to keep driver cab windows open. Zoono anti-viral cleaning fog is used extensively throughout the bus fleet to sanitise our vehicles.
- 5.6 For our employees: recommended equipment is in place and continuity of supply ensured including hand sanitiser, cleaning materials at change-over (wipes and sprays) and face coverings (for optional use in the cab and required use in depots).
- 5.7 For our facilities: there is a continued focus on enhanced cleaning of mess rooms, driver toilet facilities and depots with application of Zoono cleaning fog in mess rooms. We continue to ensure social distancing in garages and mess rooms through reinforcement, signage and room set up.
- 5.8 All bus operators have a zero-tolerance policy with regards to discrimination and they have existing channels for anonymous reporting escalation of cases. With regards to BAME and other vulnerable employees second wave planning is discussed at the twice weekly call with the bus operator managing directors. There are also regular tripartite meetings between TfL, the operators and the trade unions to ensure a consistent approach with regards to managing vulnerable employees as government advice changes.

- 5.9 We continue to put contingencies in place to protect these vulnerable groups and we are offering support to the individuals affected and their line managers in making informed decisions critical to their health, safety and wellbeing. We are also engaging with line managers across the business to ensure that we correctly respond to any issues that may arise as a result of another wave of infections.
- 5.10 Recommendations from both UCL's initial assessment and PHE's 'Beyond the data: Understanding the impact of Covid-19 on BAME groups' have been used in the development of our risk assessment tool to identify those individuals who are in the vulnerable persons group.
- 5.11 TfL has encouraged all employees to undertake a new Covid-19-Age Risk Assessment (CARA). This allows them to easily work out their "Covid-19 age". A Covid-19 age of 70 or above indicates increased risk and these employees are encouraged to complete a more detailed assessment managed by our Occupational Health and Wellbeing team.
- 5.12 Our TfL Occupational Health and Wellbeing team has undertaken more than 2,400 of these assessments. We are therefore able to identify our more vulnerable employees and enable them to return to work where possible. We will also be to support them in case of changes in government advice if the risk increases again. We will continue to review this process to ensure our vulnerable people are protected.
- 5.13 We have worked with bus operators to ensure that all operators are consistently using the TfL or an equivalent Covid-19 risk assessment process. This will ensure that more vulnerable drivers are identified and offered appropriate adjustments to reduce their risk of exposure.
- 5.14 Drivers are not required to disclose to their employer health conditions that do not affect their ability to drive safely. The medical that is undertaken as part of getting or maintaining their licence is confidential. Proactive communications have been issued by bus operators to encourage drivers to disclose any underlying health conditions so that our risk assessments are up to date.
- 5.15 Longer-term risk reduction for both Covid-19 and other health conditions, such as diabetes, hypertension and cardiovascular disease, will take longer to show benefits. Increased health promotion initiatives need to be considered by the bus operators.
- 5.16 As part of this, TfL plan to build on the existing Health Bus to encourage prevention, diagnosis and treatment of underlying medical conditions. The bus operator's occupational health providers are considering ways of managing this that are Covid secure.
- 5.17 TfL's own occupational health and wellbeing team has a number of existing initiatives which are being managed remotely including a diabetes education programme and Slimming World courses. Health MOTs are restarting and a mobile health unit taking wellbeing to employees is planned.
- 5.18 The implications of the newly implemented (as of October 12) alert levels are now being assessed. London has moved to a high alert level. Advice is that those who cannot work from home can continue to travel to work. Even in the very high alert

areas shielding for the clinically extremely vulnerable is not generally recommended by the government. However, in the first wave drivers were disproportionately impacted and it is therefore important to ensure that any risks are mitigated. For example, TfL is considering ways of supporting clinically vulnerable employees to access work when they can't work from home in ways that minimise risk. Any measures need to consider the disbenefits to individuals of further shielding including the mental health impact and reduction in physical fitness.

6 Next steps

- 6.1 The second part of the UCL research will be completed in early 2021 and will study the likely contribution that occupational exposure plays in explaining the differences in infection and death rates between London's frontline transport workers and the general London population. The research will include an anonymous survey open to all London bus drivers. This was approved by the UCL Ethics Committee on 19 October 2020. Any identified occupational and non-occupational risks will allow TfL and the bus operators to hone any current measures or add further measures to ensure safe running of services as the background level of infection in the population increases.

7 Further Additional Research

UCL Report on Scientific advice to TfL on bus driver assault screen modifications due to the Covid-19 pandemic

- 7.1 In mid-October 2020, the UCL Department of Civil, Environmental and Geomatic Engineering (CEGE) finalised the report commissioned by TfL to look at the occupational risk posed to bus drivers as a result of airborne transmission, which is now recognised as an important mechanism for transmission of SARS-CoV-2. The report set to establish the effectiveness of various adjustments to the bus environment and, in particular, modifications to the assault screens. The report made recommendations which are now being acted on to further minimise risk to bus drivers:

- (a) **Recommendation:** Modifications to the assault screens such that the speech holes are covered and the gaps around them to be no more than 5mm wide.

Response: All buses have been installed with temporary remedies that meet the recommendations made by UCL and most bus models now have a permanent solution in place. Work is now taking place to address some bus models where a permanent solution has proven to be more difficulty.

- (b) **Recommendation:** Avoid recirculation of air between the saloon and the driver's cab, so that the air in the cab is kept separate to the passenger saloon in terms of the air supply.

Response: This has been achieved by modifying assault screens to provide a physical barrier to air circulating into the drivers cab from the saloon.

- (c) **Recommendation:** Modifying the ventilation system so that the driver has their own system that is separate from the passenger saloon and draws air from an outside source of fresh air. In order to ensure safe CO2 levels inside the cab, the cab ventilation system must provide high standards of indoor air quality.

Response: Where the bus ventilation system did not meet recommended standard, the system was upgraded.

- (d) **Recommendation:** Opening the window in the driver's cab until these ventilation systems are adapted.

Response: All ventilation systems have now been updated so opening the window is no longer necessary

- (e) **Recommendation:** Return to front door boarding and operate boarding procedures such that both front and middle door are opened to increase ventilation on the bus.

Response: This is already in place.

- (f) **Recommendation:** The CEGE report also recommends regardless of any mechanical or physical interventions to reduce risk, in the medium-term, targets for Indoor Air Quality (IAQ) standards on public transport are developed and adopted.

Response: This will now need to be considered by TfL and next steps determined.

List of appendices:

None

List of Background Papers:

UCL Phase one report: <https://tfl.gov.uk/cdn/static/cms/documents/initial-assessment-of-london-bus-driver-mortality-from-covid-19.pdf>

[ONS Updating ethnic contrasts in deaths involving the coronavirus \(COVID-19\), England and Wales:](https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/articles/updatingethniccontrastsindeathsinvolvingthecoronaviruscovid19englandandwales/deaths-occurring2marchto28july2020#ethnic-contrasts-in-covid-19-deaths-data)

<https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/articles/updatingethniccontrastsindeathsinvolvingthecoronaviruscovid19englandandwales/deaths-occurring2marchto28july2020#ethnic-contrasts-in-covid-19-deaths-data>

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Date: 4 November 2020

Item: Human Resources Quarterly Report

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 2 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 Q2 2020/21

November 2020



HR Quarterly Report – 2020/21 Quarter 2 Update

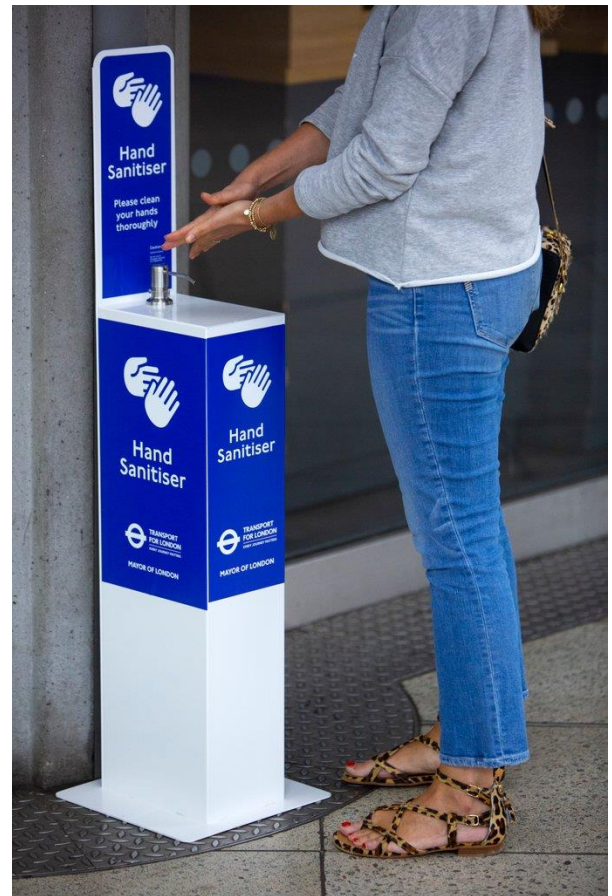
Introduction

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 will provide a summary of our performance measures for H1 and H2, outlining the actions being taken to improve the wellbeing of our colleagues across the organisation – our key people performance measure in H1.

The second section includes detail on our ongoing response to Covid-19, including interventions put in place to ensure the safety and wellbeing of our colleagues. This includes our response to the most recent Government announcement and an update on the Government's Job Retention Scheme.

The final section updates on activity delivered across the HR function which aligns to our four 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

The TfL Scorecard in the performance year 20/21 has been primarily focused on restarting our services, stabilising the current situation and building for the future. In H1, three People Measures were identified which relate to the wellbeing of our people across the organisation:

1. The Wellbeing Score needs to increase by +3 percentage points over the year.
2. Any Wellbeing disparity between BAME and non BAME colleagues does not exceed 3 per cent.
3. Any Wellbeing disparity between gender does not exceed 3 per cent.

To ensure we strive to improve the wellbeing of our colleagues, we have a cross-functional Wellbeing and Viewpoint Action Group that ensures any actions relating to Wellbeing and Viewpoint more broadly are picked up both at the pan-TfL level and within individual business areas. Teams across the business have already acted on the results of the Wellbeing Survey and implemented changes and improvements within their teams and business areas – details of this are outlined further in this report.

In H2, the safety and wellbeing of our workforce and customers continues to be our top priority. We have reinforced people measures to the measure of total engagement, how involved and included our people feel at work, as well as aiming to reduce the disparity seen in this measure in protected groups. We have re-introduced the Inclusion index as a way of focusing on and monitoring the progress of our work on embedding inclusive cultures, behaviours, line management and systems and processes.

Part of 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.



Response to COVID-19

Protecting Our Colleagues

Protecting the safety, health and wellbeing of our colleagues has remained a priority for us. Our HR colleagues have been working closely with the business to ensure we are offering as much support as we can as we move through the second wave of the pandemic. We are continuing to build on our offering of tools and resources to support the health and wellbeing of colleagues. This is through channels such as the Health and Wellbeing SharePoint site and the regular updates to the Coronavirus FAQs to ensure colleagues have easy access to information to support them on topics such as face coverings, testing, cleaning and health and wellbeing.

Covid-19 Related Absence

Identifying where a colleague is absent due to Covid-19 is essential for us as it will help us to understand the impact that the pandemic is having on our workforce. Newly formed Covid-19 absence codes have recently been introduced to enable line managers to report where an employee is absent due to Covid-19 and the reason why. The codes range from reporting if an employee is absent due to displaying symptoms; if they need to self-isolate following contact with someone testing positive for Coronavirus; or if they themselves test positive for the virus and need to self-isolate. This will enable us to gain a stronger understanding of the infection rate among staff and offer vital support to

colleagues whilst they are off and support them when returning to work.

Face Covering Exemption Badges

As we step up enforcement on wearing face coverings on our network, we know that some of our operational colleagues who are exempt from wearing a covering may be concerned about being challenged by members of the public. On 29 September 2020, the badges were made available to any operational colleagues who are exempt. Supporting our vulnerable colleagues during this time remains a priority for us and we are actively encouraging those who are exempt to wear the badge. The badges are also now available to our customers.



The Job Retention Scheme and Job Support Scheme

The Coronavirus Job Retention Scheme is scheduled to close on 31 October 2020. Many of our employees who spent a period of time on furlough have now returned to work, and we anticipate that everyone will have returned before the Government Job Retention Scheme ceases to operate. The only exceptions to this will be instances where an employee is unable to return due to health reasons.

We will continue to support colleagues who remain off work through regular communication with managers and team members, as well as continuing to offer support through the Employee Assistance Program (EAP) support service.

We also recognise that the experience of furlough was unique for many of our colleagues, so specific guidance was developed to support line managers to successfully welcome their team members back from furlough. This guidance focused on best practice to help manage the transition back to the workplace, recognising there will need to be a period of readjustment to establish work routines. If an employee had been on furlough leave for an extended period, we recognised they will require a re-introduction and guidance to get back up to speed.

On 24 September 2020, the Chancellor confirmed the introduction of a new Job Support Scheme (JSS) to replace the current Coronavirus Job Retention Scheme. The JSS is effective from 1 November and will run for a period of 6 months with a review in January.

The intention of the scheme is to protect viable jobs in businesses whose business has been adversely affected by coronavirus. JSS is primarily aimed at small and medium businesses. Large businesses who wish to make use of the scheme will have to meet a financial assessment test demonstrating their turnover is lower now than before experiencing difficulties from Covid-19.

On 9 October 2020, the Government announced that the Job Support Scheme will be expanded to protect jobs and support businesses required to close their doors as a result of Coronavirus restrictions. Under the expansion, firms whose premises are legally required to shut for some period over the winter as part of local or national restrictions will receive grants to pay the wages of staff who cannot work. Businesses will only be eligible to claim the grant while they are subject to restrictions and employees must be off work for a minimum of seven consecutive days.

From the information that is currently available, the new JSS provisions relate to the full closure of a business as part of the increased restrictions being imposed on a particular geographical area and therefore is highly unlikely to apply to a partial closure of a business e.g. one branch or a particular location or site (for example a station).

We are currently considering if it will be appropriate for us to utilise the JSS scheme. We will engage with our trade unions on any decision to make use of this scheme.

A More Inclusive and Diverse Organisation



Black History Month

Throughout October, we celebrated Black History Month. The newly formed R.A.C.E (Raising Awareness of Culture and Ethnicity) Staff Network Group organised a range of exciting multi-media events and activities to promote knowledge of Black history and culture, while acknowledging the positive contributions they've made to British society. The events and activities were available to all and included:

- **The B in BAME** - An online session with the R.A.C.E SNG panel members, the Action Changes Things (ACT) group and an external D&I specialist where they began to unpack the term BAME and discuss the B in BAME
- **Black Women and The Biases Beyond Gender** event to highlight, educate and unpack the intersectionality of being a Black woman in the workplace
- **#BHM2020** on Yammer – a host of activities on our staff Yammer site including quizzes, videos and stories shared by our colleagues

The R.A.C.E Staff Network Group have also explored the many intersections that exist within and across our workforce by collaborating with other groups including the

Women's Staff Network Group and by marking World Mental Health Day. On 9 October 2020, Occupational Health Psychotherapist, Therapeutic Supervisor and Group Facilitator Errol Dinnall hosted a wellness hour. This was an opportunity for colleagues to discuss a range of topics that adversely affect the black community, and to get daily self-care practices to maintain good mental health.

World Mental Health Day

10 October 2020 marked World Mental Health Day (WMHD) and this year the theme was to 'Do One Thing'.

To make the most of the day, colleagues from across the business shared their thoughts by using the #DoOneThing tag on Yammer and the Intranet to show that sometimes, to improve mental health, it can start with just doing one thing.

Members of our Executive Committee opening shared the one thing they are doing on a Top 300 call to lead by example and encourage others and their teams to do the same.

As well as the collaboration events with the R.A.C.E SNG to link WMHD with Black History Month, additional multi-media activities took place including a virtual tea and talk session supported by The Supporting Colleagues Network (SCN) who are a group of trained peers who help colleagues facing mental health issues such as stress, anxiety or low mood. This was an opportunity for colleagues to chat about anything from work to life at home.

D&I Listening Sessions

Throughout Autumn, a series of engagement sessions entitled 'Inspire a Fairer Future' are being held to raise the topic of race equality.

Over the coming months, the HR Leadership Team will be hosting 'Listening Sessions' to give HR colleagues the opportunity to speak to their leaders about race equality and what it means to them. These sessions will enable leaders to:

- Hear first-hand experiences and feelings around equality in the workplace;
- Have a better understanding of inequalities and to use this to inform how we improve things going forward;
- To hear the employee voice, their stories of what it is like to work at TfL;
- Acknowledge that inequalities, unfavorable treatment and disadvantage exists. We need to reassure colleagues that we want things to change and that change starts now;
- Highlight the format of the session and the presence of a different director as part of the panel;
- Highlight the "preparing yourself" advice sent out to all attendees to detailing support.



An Engaged, Motivated and Healthy Workforce

Kaido - Around the World in 40 Days Challenge

The health and wellbeing of colleagues remains a top priority for the business. The Occupational Health team have continued to support colleagues by providing tools and resources to promote and maintain physical and mental health and wellbeing.

In July, the 'Around the world in 40 days' team fitness challenge was launched to all employees through the Kaido app. The challenge encouraged employees to increase their activity levels through engagement and interactive activities. It also introduced our staff to wellbeing techniques such as meditation and provided a focused look at nutrition. More than 1,200 staff took part in this challenge which ran over six weeks. Feedback has been extremely positive with:

- **50%** of colleagues feeling more motivated
- **46%** feeling calmer
- **39%** noticing an improved mood

Overall, colleagues recognised a range of mental health benefits whilst participating in the challenge as well as physical health benefits such as feeling less fatigued.

Acting on the Wellbeing Survey

The HI Scorecard had three People Measures under our staff Wellbeing Survey and promoting and maintaining employee wellbeing has remained a key focus for us as we move into H2.

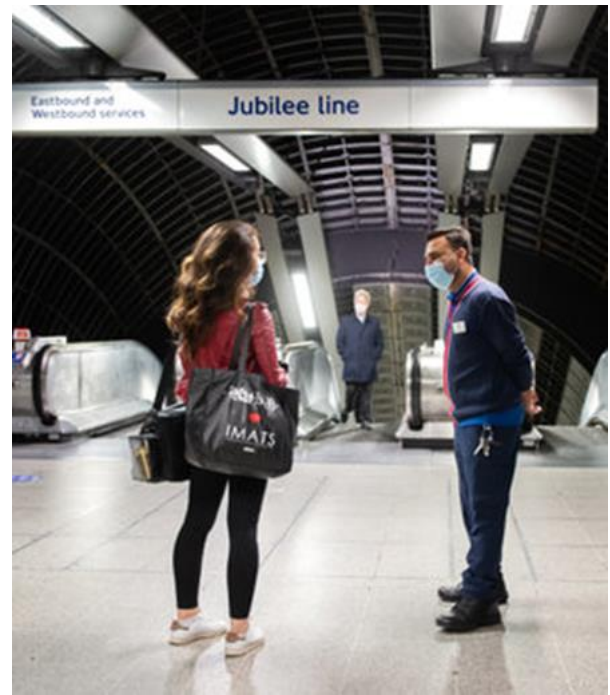
To support teams across the business to act on the results of the Wellbeing Survey, a dedicated Wellbeing Action Planning Group was formed with representation from HR, Occupational Health and Technology & Data. A host of actions are in flight across the business which directly link to the key themes that came out of the survey including:

- **Wellbeing Support** available through the Health & Wellbeing SharePoint site. A wealth of tools and resources to promote health and wellbeing, videos providing top tips to help maintain mental health and resilience, along with links to external resources and support.
- A **Home working equipment** project has been set up to ensure those working from home have the IT equipment needed to carry out their work comfortably.
- **Equipping managers**. As we approach the middle of the performance year, managers are being offered guidance on performance and development, with a focus on wellbeing and having great conversations to support colleagues.
- A **Workload review**, driven by Executive Committee members, to review the workload in their area on an ongoing basis and individual business area people plans to address workload if it is a specific concern in their area.

As well as this, resource for our Employee Assistance Programme has been increased by 30 per cent to cope with any additional demand for counselling or psychotherapy sessions. 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.

Covid-19 Recognition for Colleagues

A Covid-19 Recognition Scheme has been developed for all TfL employees, and subject to final agreement, is planned to be launched across TfL in November. The scheme has been informed by employee feedback, including a survey. It will include an inclusive thank you campaign for all TfL employees. There will also be special team and individual awards 'In recognition of exceptional contribution to London during the Covid-19 pandemic'. All Permanent and Fixed Term TfL employees will be able to nominate or be nominated, award recipients will be decided by a diverse panel and will receive a non-financial gift.



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

End-To-End Talent

As TfL moves to a new normal, we need to be focused on the challenges ahead and the skills we will need to meet these challenges. Our ability to attract and retain high-performing and diverse talent represents a critical strategic risk for us. To mitigate this risk, we are developing a holistic talent approach that covers how we identify, manage and develop our talent across the organisation.

There are five key principles that underpin this work:

- Making **conversations the foundation of an inclusive culture** where people are **engaged and motivated to succeed**
- **Identifying everyone's strengths, aspirations and readiness** and using this information to best deliver our priorities and meet challenges.
- **Increasing accountability for career and learning paths** encouraging **individual ownership** through the **quality and accessibility** of the development available.
- Creating an **inclusive culture and diverse workforce** that is representative of London.
- Building an **agile workforce** that can more be easily mobilised to ensure objectives are met.

The proposals are in development and due to be signed off before the end of the calendar year.

DfT & Crossrail Secondments

In July 2020, in the spirit of collaboration and recognising the broad range of skills and experience that exists within our organisation, central Government and London Boroughs asked us to provide them with support in the coming months on a range of projects and post Covid-19 planning. There are also opportunities to support Crossrail and, within the TfL Consulting team, for staff to be seconded to work with external clients.

By the beginning of October 2020, we had placed 20 colleagues across the organisation with the Department for Transport and are continuously working with Crossrail to identify further opportunities within their team with a newly agreed range of secondments and assignments ready for colleagues to apply for.

Virtual Inductions

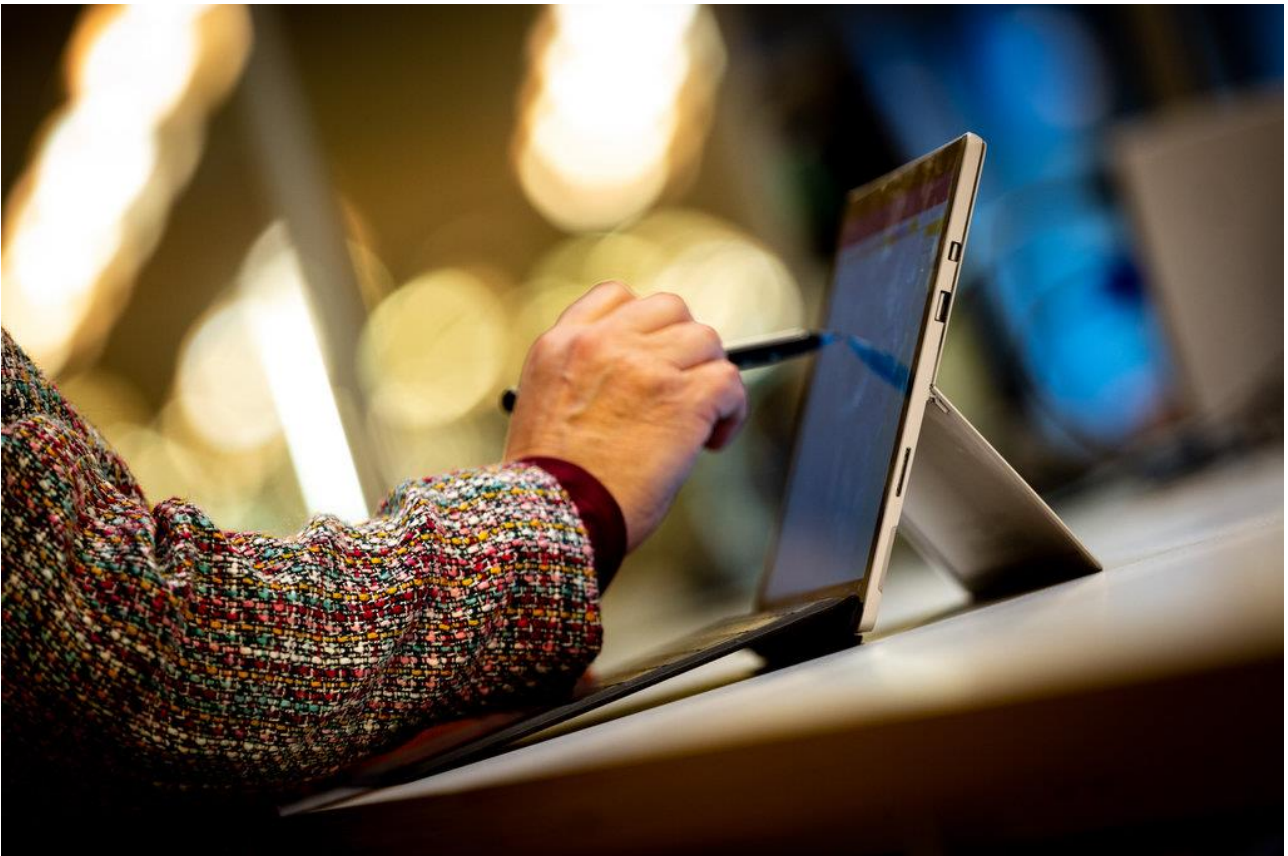
On 18 March 2020, all learning and development activity was suspended due to the UK's lock down response to the Coronavirus pandemic. This meant that anyone new joining TfL hadn't received a formal "Welcome to TfL" induction event. Our Design and Delivery team in Learning and Development worked in collaboration with a few areas across the business to transfer the classroom-based programme into a virtual offering. Those that joined during March to 31 August 2020 were invited to attend one of 10 virtual sessions held in September 2020 and were officially welcomed onboard.

The Virtual Inductions went live using MS Teams technology for all new starters on Monday 28 September 2020 and the event is run every fortnight. We have included a new

process where people on day one will join their team virtually or face-to-face depending on current Coronavirus guidance and then join the next induction event after this. This allows them to receive their IT credentials so they can join the Virtual MS teams event.

We already have had some great initial feedback from the sessions ranging from simple "thank you's" to "thank you for a very informative and useful introduction" to "you made this very engaging despite it being virtual, so thanks".

The L&D team are also working on an eLearning version of Induction which should be ready to 'Go-Live' in January 2021.



New Ways of Working and Achieving Financial Sustainability

Head Office Reoccupation

On 22 September 2020, the Government announced new restrictions to help reduce the spread of Covid-19. This change to the Government's guidance meant that anyone currently working from home should continue to do so and we paused our office reoccupation programme. However, we recognise that working from home doesn't suit everyone and flexibility needs to be a guiding principle for how we approach work location in the future. If a colleague has a wellbeing concern or is unable to work from home, they are able to request a return to the office through their line manager. Covid-safe protocols are in place in the office, such as enhanced cleaning regimes, one-way systems, protective screens at reception desks, hand sanitising stations and additional signage.

Supporting Colleagues' Return to Work

To support those colleagues who are returning to the office or work location on a part time basis, we have updated our position on staff travel payments. Employees may now be entitled to a travel allowance in the event that they have either not purchased or have surrendered their National Rail season ticket at the beginning of the pandemic.

Digital Workplace

Technology and Data have been working hard to ensure those working from home have the resources and information required to connect, communicate and collaborate with their teams and colleagues across TfL. TfL's Digital Workplace strategy focuses on providing colleagues with the most appropriate and affordable tools for their work. A number of resources are available on the Digital Workplace and are a key enabler to the new remote ways of working, resources include:

- A 24/7 IT webchat service for those who need IT support
- Microsoft Office 365 training - available for all colleagues
- Information and guidance on how to improve a home office, including access to IT equipment when required

Protecting Our Colleagues

Since the start of the pandemic, we have faced unprecedented challenges and it's the hard work of our colleagues that has ensured we can continue to deliver for London.

Our core focus has been the safety of our colleagues and customers. Some examples of the way we are ensuring this include:

- Making Type IIR face masks – that provide some protection to both the wearer and other people - available to all operational colleagues
- Making face coverings mandatory for colleagues and customers on our public transport network
- Providing face visors to operational colleagues who want to use them

- Introducing Streetspace to accommodate an increase in cycling and walking on our roads
- Enhancing our cleaning regimes – implementing two types of antiviral cleaners
- Making handwashing and antibacterial facilities available to all colleagues

Welcoming Crossrail into TfL

As the Crossrail project moves into its final – yet complex – stages, it's now reached the point for it to be handed over to TfL, with the handover process now underway.

The change will help by driving seamless, fully aligned decision-making between Crossrail Limited and ourselves, and will simplify responsibilities as a single Elizabeth Line Delivery Group, made up of our senior members and Crossrail Limited, led by our Commissioner, will be formed.



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This paper will be considered in public

1 Summary

- 1.1 The focus of TfL's diversity and inclusion work for much of 2020 has been responding to the social and equality-related impacts arising from Covid-19. The pandemic and subsequent national lockdown have affected every customer and every member of TfL staff.
- 1.2 It is clear that TfL is now facing its toughest public health and safety challenge alongside the largest financial challenge of its history. The impact of Covid-19 on our staff and customers will be felt for generations and much of the pandemic's impact has been and will be beyond the control of TfL.
- 1.3 This paper covers:
 - (a) our response to the social and equality impacts of Covid 19;
 - (b) Inclusion scorecard measures;
 - (c) the new 'Power BI' Diversity & Inclusion (D&I) dashboards;
 - (d) our renewed commitment to being an Anti-Racist organisation;
 - (e) ongoing work on the pay gap; and
 - (f) plans for publishing the Action on Inclusion Strategy.

2 Recommendation

- 2.1 **The Panel is asked to note 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 and the response to the killing of George Floyd.**

3 Background

- 3.1 Covid-19 has shone a light on structural inequalities and the impact of deprivation. Disabled people have been disproportionately affected by Covid-19 with for example Office of National Statistics figures showing that between 2 March and 15 May 2020, disabled people accounted for two-thirds of all Covid-19 related deaths. Those from certain BAME backgrounds remain at greater risk of contracting Covid-19 partly because of their over-representation in keyworker professions, including transport and the gig economy (where lower, less secure incomes increase the pressure to continue working where others work from home or are furloughed). Health inequalities in some communities have also meant that individuals are more susceptible to hospitalisation and death as are older Londoners and men.

3.2 TfL's simple, core message has been to 'do the right thing' which has helped people across the business make more inclusive decisions. While we are already witnessing more flexible versions of 'workplaces' and 'working hours' in response to the pandemic, we are also mindful of the many negative impacts not least the inevitable effects on the wellbeing of our workforce.

4 How we are managing social and equality risks to customers

4.1 The equity benefits of a green recovery are clear – including reducing the number of people killed and seriously injured (KSIs), improving air quality and creating more inclusive streets and town centres where options for walking and cycling are increased and small and minority-owned business can thrive. A car led recovery would have serious implications for public health including increasing the severity of underlying conditions through exposure to poor air quality which in turn can increase Covid-19 mortality rates.

4.2 In response to Covid-19, we moved quickly to build a multi-disciplinary virtual team to identify, track and quickly mitigate potential customer impacts of Covid or decisions we have had to make. The Social Impact Steering Group (SISG) also focused – with our Stakeholder Advocacy and Engagement Team – on how best to maintain and use our relationships with key external stakeholder groups who provide insights from their lived experiences to improve our decision-making.

4.3 The SISG was set up with representatives from across the business, including City Planning, Community Engagement and SHE. This group has met weekly to consider Covid-19 related equality research, evidence and stakeholder input considering key transport decisions and changes made that week or planned for the future. The group uses the Equality Impact Assessment (EQIA) process to help the business make more inclusive decisions in an agile and pragmatic way that ensures equality, diversity, inclusion and accessibility risks are identified and managed at the early stages of fast-moving Restart and Recovery Projects.

4.4 We have also worked closely with our Independent Disability Advisory Group throughout the pandemic through regular (typically weekly) meetings. The group has 10 paid members with a variety of professional expertise and lived experience of disability, including expertise in access or disability issues, transport, policy, customer experience and marketing. The members are not employed by TfL or the Greater London Authority (GLA) to ensure the group's independence and can sense check proposals rapidly in a fast-moving environment.

5 How we are managing social and equality risks to our workforce

5.1 We carried out extensive risk assessments of the disproportionate impacts of Covid-19 and decisions taken in the context of the pandemic and continue to implement many mitigations. These are summarised in the table below:

Social and equality risks	Disproportionately affected groups	Mitigations
Increased risk of exposure to Covid-19 for frontline staff and increased likelihood of a bereavement	BAME, older, men, disabled staff	<ul style="list-style-type: none"> Implement the recommendations from the University College London (UCL) research with a focus on health promotion Regular monitoring and reporting on the physical and mental health needs of all vulnerable staff, including BAME, older and those with pre-existing conditions via an enhanced Risk Assessment tool
Furloughing could see less inclusive decisions being made due to less diverse teams. It also presents a risk of long-term impacts on career prospects.	BAME, women, younger, older, disabled, carers	<ul style="list-style-type: none"> Return to work guidance produced for all managers A full EQIA has been completed on the impact of furlough. Key actions include monitoring longer-term impacts on careers
Lack of suitable technology and workspaces for home working	Younger, older, disabled, lower socio-economic, carers	<ul style="list-style-type: none"> New tech bundles issued to staff working from home – further work needed to support some with more complex software requirements
Having to balance existing caring responsibilities (including home schooling) with working at home	Women, carers, single parents	<ul style="list-style-type: none"> New guidance for managers issued Support managers in their duty of care to ensure they are confident in supporting others
Increased loneliness, and social isolation	Those with mental health issues	<ul style="list-style-type: none"> Extensive package of support for staff provided via mental health team and occupational health We promote our Staff Network Groups and Employee Assistance Programme
Increased levels of anxiety compounding social isolation and loneliness, mental health issues and health inequalities	Over 70s, disabled people, LGBT+, single parents, those with mental health issues, BAME, parents	<ul style="list-style-type: none"> Guidance created and shared on Home Working Action Group site and through Project Learn

6 How we gather insight and understanding of our people's wellbeing

- 6.1 We employ a variety of tools and methods to track the wellbeing of our staff, including the disparity of outcomes experienced by different protected characteristic groups.
- 6.2 A wellbeing survey was undertaken for all TfL staff to give us an understanding of how our people are coping with lockdown, working remotely and many other Covid-19 challenges. A H1 TfL scorecard measure monitored work in this area and whether there were any gender or ethnicity disparities.
- 6.3 Some examples of results are below. We know that the wellbeing of carers and disabled people has really been impacted by Covid, It is also notable that some disparities are relatively low, e.g. gender and ethnicity.
- **Carers** – good/very good wellbeing for 35% with caring responsibilities against 47% for those without;
 - **Disability** – good/ very good wellbeing for 29% disabled staff against 46% non-disabled;
 - **BAME** – good/ very good wellbeing for 61% black, Asian and minority ethnic staff against 57% for non-BAME staff; and
 - **Gender** – good/ very good wellbeing for 60% of men and 62% for women.
- 6.4 Staff Network Groups (SNGs) and Trade Unions (TU) are key stakeholders for our work on inclusion at TfL. We actively engaged with both over the last six months including through two Covid focused round tables, ad hoc Equality, Diversity and Inclusion TU Forums, more regular SNG Chairs meetings and a survey of all SNG members to check whether the right support is in place and ensure that SNGs were best able to understand and respond to their members' needs.
- 6.5 As we continue to manage covid, it is crucial that we now focus on the best measure of our specific work on inclusive cultures, behaviours, line management and systems and processes for H2.
- 6.6 We are therefore returning to the use of the Viewpoint Inclusion Index which uses the responses in relation to six key questions to track the organisation's work in this area.
- 6.7 The target for H2 will be to maintain the current inclusion index score of 47 per cent in September 2020's viewpoint survey and to then increase it to 47.5 per cent by March 2021.
- 6.8 In addition, we are monitoring the disparity between Inclusion Index scores for minority and majority groups for gender, ethnicity, faith, disability and sexual orientation.

7 How we track and monitor Diversity data at a micro and macro level

- 7.1 The D&I team and the Business Services Function (BSF) Reporting team have worked together to create a D&I reporting tool that will use (near to) live data to allow users to understand the diversity trends across the business.
- 7.2 This will be an invaluable tool for leaders to be better able to monitor and understand trends in their workforce and the tool is accessible with an App accessible via a weblink on any laptop/desktop/tablet.
- 7.3 As with the previous dashboards, leaders across TfL will have access to the dashboards but in addition they will now be able to interact with the data using filters to show results from different perspectives.
- 7.4 In addition, the same data sets can be used in other Power BI report packs. As an example of this, the two teams have been collaborating with Occupational Health (OH) on a Covid-19 Risk Assessment tool in Power BI, this will use the employee data sets currently produced to correlate some OH data with data available on SAP.

8 Our renewed commitment to being an Anti-Racist Organisation

- 8.1 Extensive work has also been done by the Raising Awareness of Culture and Ethnicity (RACE) SNG and with Senior Leaders and TUs to respond to the concerns and strength of feeling following the killing of George Floyd and subsequent resurgence of the Black Lives Matter campaign.
- 8.2 The D&I team instigated a process of constructive, rich, at times difficult and uncomfortable dialogue about racism in the UK – including Islamophobia and anti-Semitism. Over 90 ‘Inspiring a Fairer Future’ listening sessions will have taken place by the end of 2020. Leaders across the business have heard from black and Asian colleagues about their experiences and feelings in relation to a number of issues not least lack of representation and barriers to inclusion at work.
- 8.3 The events are supported by a Leadership Facilitation Toolkit produced by the D&I team and pre-and post-event coaching is being given to leaders as well as written support and guidance to anyone bravely sharing their experiences.
- 8.4 Outputs from the listening sessions will feed into the Action on Inclusion Strategy, our pay gap action plans and local race equality action plans.
- 8.5 A group of senior leaders now meet regularly to discuss how they can play their part in tackling racism. They have supported the D&I Team to produce a new Anti-Racism Leadership Charter which includes clear commitments to listening and learning from colleagues’ experiences of racism.
- 8.6 The charter also commits leaders to developing local action plans based on the qualitative data on our new D&I Dashboards, and the qualitative data from the listening sessions. The charter will be signed by our executive committee during Black History Month and then cascaded to our top 300 and beyond.

9 Pay Gap Insights and Action Plans

- 9.1 As a member of the GLA group TfL publishes annual pay gap summary reports alongside other Mayoral bodies. The ethnicity pay gap summary report and the gender pay gap summary report presents data between 1 April 2019 – 31 March 2020. TfL's full pay gap reports will be published in March 2021.
- 9.2 For the ethnicity pay gap we measure the overall percentage difference in the average pay of white staff and black, Asian and minority ethnic staff. For the gender pay gap we measure the overall percentage difference in the average pay of men and women. The pay gaps are calculated in two ways; the mean and median, which is in line with Government regulations.
- 9.3 This year, we are pleased to report the 2020 gender pay gap has reduced. This is due in part to an increase in the hiring of senior women. The 2020 ethnicity pay gap has unfortunately increased compared to last year. This is due in part to a greater number of black, Asian and minority ethnic staff entering the workforce in lower paid, operational roles compared to senior (higher paid) roles.
- 9.4 The pay gap is impacted by a number of factors, which includes staff diversity declarations. Despite improving the quality of our workforce data, it can negatively impact the pay gap. This past year, there was a slight increase in declarations from senior employees who identified as 'white', which also contributed to a widening of the ethnicity pay gap.
- 9.5 We have been working with our Staff Network Groups and wider colleagues to produce a new four-year Pay Gap Action Plan. This will set out plans to reduce gender and ethnicity pay gaps, as well as actions specific to each protected characteristic. It will cover three priority areas:
- (a) governance and data;
 - (b) policies, systems and processes; and
 - (c) leadership, cultures and behaviours.
- 9.6 We are committed to improving senior level representation and focused on improving internal progression and access to learning and development opportunities to help diversify our internal talent pipeline.
- 9.7 The Pay Gap Action Plan will also be supported by local diversity and inclusion plans. Business leaders across the business will be responsible for their respective plans, which will be informed by the new Power BI Dashboard, Viewpoint survey results and local listening sessions to help identify priorities and actions.

10 Publishing the Action on Inclusion Strategy

- 10.1 The new Action on Inclusion Strategy (which will replace Action on Equality) was drafted between September 2019 to March 2020 and was at the final stages of being reviewed when the pandemic began. The work was paused and we have now started to review the strategy in light of our changed priorities and context. We hope to finalise the document in the next 3 months.

11 Legal Implications

11.1 There are no specific legal implications from this paper, other than to ensure we EQIAs, as covered above.

12 Financial Implications

12.1 There are no specific financial implications from this paper

Appendices:

None

List of Background Papers:

None

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Date: 4 November 2020

Item: Climate Change Adaptation Update

This paper will be considered in public

1 Purpose

- 1.1 The purpose of this paper is to update the Panel on TfL's work on climate change adaptation.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplemental information. 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 supplementary information on Part 2 of the agenda.**

3 Summary

- 3.1 This paper sets 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 our decision-making processes do not account for the longer term safety and other benefits it brings.

4 Background

- 4.1 Climate change is already here. Even if worldwide carbon emissions reduce to zero tomorrow, the impact of climate change on our network and operations – more frequent and severe flooding, increased risk of overheating for infrastructure and people, and water supply shortages – will continue to increase, since the increased atmospheric carbon concentrations would take decades to reduce.
- 4.2 The transport sector has already seen some of the impacts of severe weather that will become even more common in future. For example, emerging findings suggest that “a significant contributing factor” to the Stonehaven derailment in Scotland on 12 August was heavy rainfall washing material onto the track. In addition, Appendix 1 outlines an initial assessment of heat impacts on LU performance.
- 4.3 While resilience is the ability to recover quickly from climate change impacts (such as flooding), adaptation is avoiding or reducing those impacts in the first place (for example, by installing flood barriers or sustainable urban drainage systems).

Adaptation reduces the otherwise ever-increasing need for resilience, saving money in the longer term and maintaining TfL's reputation for service safety, reliability and quality. TfL already performs well in terms of resilience but our approach to adaptation is less well developed (though comparable to other transport sector organisations).

Policy context

- 4.4 The Mayor's Transport Strategy (MTS) aims "to ensure that London's transport is resilient to the impacts of severe weather and climate change, so that services can respond effectively to extreme weather events while continuing to operate safely, reliably and with a good level of passenger comfort."
- 4.5 To achieve this, the MTS commits us to "undertake a dedicated programme of research to understand and prioritise the risk of severe weather and climate change adversely affecting the operation of London's transport network and to minimise any such impacts on the most vulnerable user groups". Based on the results of this research, the MTS also commits us to "undertake and implement an evidence-based programme of measures to adapt existing, and to design and build new, transport infrastructure to make it resilient to severe weather conditions and the effects of climate change." There is no target date to achieve this.

5 TfL's work on adaptation

- 5.1 TfL has conducted an initial assessment of its work on adaptation. This will inform TfL's submission to the Department for Environment, Food and Rural Affairs (Defra) as part of the third round of the Adaptation Reporting Power (ARP3) in December 2021. From this assessment, the main areas of TfL adaptation work and gaps are summarised in Appendix 2.
- 5.2 There is considerable work being done across TfL on climate change adaptation. For example, we are working to embed climate change impacts in our Enterprise Risk Management (ERM) Framework, we are working with the University of Birmingham to better understand the link between heat and London Underground (LU) performance, we are linking key internal teams and individuals together, and we have developed close links and collaborated with a range of key external adaptation stakeholders (such as the London Climate Change Partnership, the Environment Agency and Network Rail).
- 5.3 In addition, the Network Heavy Rail Plan was updated pre-Covid-19, and recently issued as version 1.7 following the Stonehaven incident. The main changes were to make it more explicit what to do when very heavy rain is forecast:
 - (a) run first trains in the morning at caution speed (an extension of existing practice after high overnight wind), and
 - (b) additional patrolling or watchmen on site when recommended by the earth structures engineers.

6 Current issues

- 6.1 The main issues that TfL needs to address and that the Panel should recognise ahead of our submission to Defra in December 2021 are:

- (a) the need for improved data to assess how current severe weather affects, and so how future severe weather due to climate change will affect, our operations; and
- (b) the need for a comprehensive, TfL-wide assessment of climate risks to our assets.

6.2 Additional issues to be brought to the attention of the Panel are:

- (a) the unintended consequences of pressure to identify short term cost-savings in challenging financial circumstances resulting in investment decisions that, in the context of climate change, could cost more money in the long term to rectify;
- (b) the need for a consistent land-based transport sector-wide approach to using the latest Met Office climate projections (UKCP18) when designing new infrastructure; and
- (c) the need to develop evidence and tools to fully embed climate change adaptation into TfL's processes and procedures, such as risk management, asset maintenance and project design.

Baseline data

6.3 TfL is working on a research programme to help identify the impacts of current severe weather events on TfL's operations. This includes an analysis of the impact of heat on the Underground, a planned project on the impact of flooding on the strategic road network, and writing up case studies of severe weather impacts on our networks.

6.4 However, because of the way we capture performance data, these projects can only identify correlations rather than whether a severe weather event has caused an issue, or one-off rather than systemic impacts. In addition, our road network drainage infrastructure is old and it is not always clear exactly where it is located. These issues limit the evidence base on which we can build a business case for including adaptation within our projects.

TfL asset climate risk assessment

6.5 As part of our ARP3 submission to Defra, we not only need to set out how adaptation is embedded within our governance and strategy and risk management process (which we are starting to do), but we also need to provide a detailed assessment of climate risks to our assets. Network Rail is close to finalising its risk assessment, but we have lacked the staff resource to proceed.

Short vs long term cost savings

6.6 Some typical examples of short term cost savings with longer term cost implications include:

- (a) reduced maintenance budgets resulting in a focus on patching up and making good, rather than timely replacement (see Appendix 3); and

(b) value-engineering adaptation measures out of the project design prior to implementation.

- 6.7 This highlights a need for better consideration of climate change adaptation at project design stage, and for decision makers to have the tools and evidence to take a wider systems approach to investment decisions and also to make decisions which account for the long term cost, operational performance and safety implications of including provision for adaptation measures.
- 6.8 Having the evidence base (from the baseline data work described earlier) to assist a systems approach to investment decision making allows the impact of potentially unintended consequences to be considered. Shifting to a lifecycle assessment of project costs may result in some higher upfront costs (although, if issues are considered early in the project design process, these need not be excessively high). However, there will be fewer long-term costs in avoided infrastructure retrofit or early replacement, potentially saving more money in the long run.

Climate projections

- 6.9 The Met Office's latest climate projections (UKCP18) are based on ground-breaking research and data analysis. In theory, these projections should be used to design new infrastructure, as well as help us determine the likely future conditions that current infrastructure will need to operate under (and so what and when maintenance regime changes, retrofits or renewals might be required).
- 6.10 However, the data is not readily accessible in a format that is easy for TfL teams to use. This limits the ability of TfL teams to benefit from this analysis. More widespread use of this data would be beneficial.

Mainstreaming adaptation

- 6.11 Due to a combination of the lack of baseline data providing a compelling business case; the inaccessibility of the Met Office's climate projections; and the pressure to identify short term cost-savings in challenging financial circumstances, adaptation has not been mainstreamed throughout TfL's processes and procedures.

7 Ways forward

Baseline data

- 7.1 We have identified a number of projects to enable us to develop a critical baseline understanding of severe weather impacts, and that will be identified as a priority moving forward. These include:
- (a) upgrading LU's performance reporting infrastructure to enable attribution of faults and delays to weather;
 - (b) a CCTV survey of the TfL Road Network's drainage network to understand our asset base and develop plans to reduce flooding; and
 - (c) validating and making adjustments to LU's flood risk modelling.

TfL asset climate risk assessment

- 7.2 In order to ensure TfL is on a level playing field with Network Rail in terms of the ARP3 submission to Defra in December 2021, as well as helping to identify where risk mitigation is most urgently required, Transport Strategy & Planning, Enterprise Risk Management and asset management teams need to conduct the first TfL-wide assessment of asset climate risks over the next six to eight months.

Short vs long term cost savings

- 7.3 To support the required culture change to consider climate change adaptation in decision making, a cross-departmental working group should explore different options for encouraging and embedding longer term, strategic approaches to decision-making.

Climate projections

- 7.4 Together with Defra, The Department for Transport, Network Rail and Highways England, we are making good progress towards agreeing a consistent land-based transport sector approach to utilising climate information such as the Met Office's climate projections, likely based on Network Rail's proposed approach. Once this is agreed, City Planning will lead a project to understand which teams across TfL should be using the projections, and what tools they need to be able to do so.

Mainstreaming adaptation

- 7.5 For climate change adaptation to be successfully mainstreamed, we will need to ensure that relevant teams have the time and the mandate to develop processes to ensure that adaptation is considered at the outset, and that the long term cost savings are well understood and articulated. This will also be key to gaining funding for activities to help us mature our approach to climate change adaptation.

8 Legal Implications

- 8.1 TfL's duty within the Greater London Authority 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. Climate change adaptation is a necessary and important component of safe and efficient future public transport provision that requires action now to realise the benefits of long term cost-savings.

9 Conclusions

- 9.1 TfL has made progress in the last two years to understand its current, and plan its future, work on adaptation. However, the tragic events at Stonehaven have shown the serious consequences of climate change and the need to act accordingly now. Considerable work remains to be done to match the progress of Network Rail, complete our report to Defra, and to embed adaptation within investment decisions in the context of our current financial position and avoiding higher longer term costs.

List of appendices to this report:

Appendix 1: Impacts of heat on LU performance

Appendix 2: Exempt information

Appendix 3: Exempt information

List of background papers:

None

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Appendix 1: Impacts of heat on LU performance

We worked with a Brunel University London and the University of Birmingham and this analysis has found a significant correlation between the mean daily frequency of LU-wide delays and mean daily maximum air temperature (Figure 1a). Further investigation found that some LU lines (specifically, the Central line and District line) have more significant correlations between heat and delays (Figure 1b). In addition, different asset classes on different LU lines had the most significant correlations between heat and delays, namely fleet on the Central line and signals on the District line.

Figure 1a: The frequency of LU delays at different air temperatures

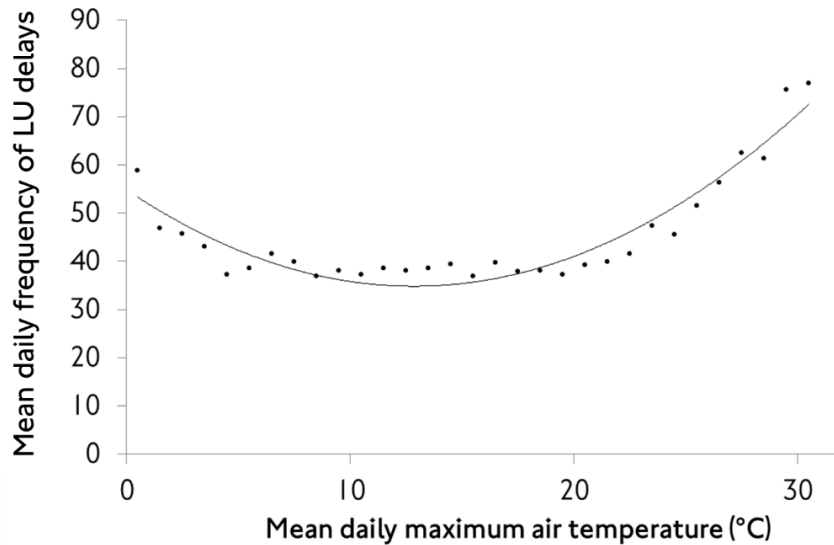
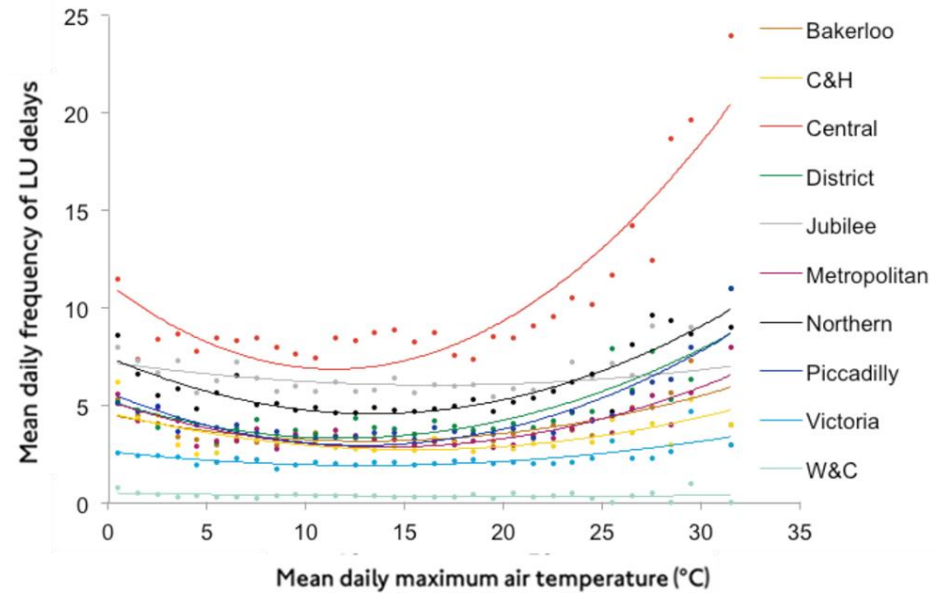


Figure 1b: The frequency of delays on different LU lines at different air temperatures



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Date: 4 November 2020

Item: Electric Vehicle Infrastructure Update

This paper will be considered in public

1 Summary

- 1.1 This item provides an update on electric vehicle (EV) charging infrastructure, since the launch of the Mayor's Electric Vehicle Infrastructure Taskforce (EVIT) in May 2018.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplemental information. 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 supplementary information on Part 2 of the agenda.**

3 Background

- 3.1 Key findings from the Delivery Plan, published in June 2019, showed that by 2020, the capital would need 200 to 400 rapid charge points and 3,400 to 4,700 slow to fast charge points. By 2025, this could rise to between 2,300 and 4,100 rapid charge points and 33,700 and 47,500 slow to fast charge points.
- 3.2 TfL committed to installing 300 rapid charge points by the end of 2020, using £17.8m funding from the Office for Low Emission Vehicles (OLEV). As of October 2020, there are 273 rapid charge points. Despite the disruption to works caused by the pandemic, TfL is still on track to deliver 300 rapid charge points by the end of the calendar year.
- 3.3 The EVIT also identified the need for rapid hubs, which would offer at least six rapid charge points per hub. A hub offers 'on-the-go' charging and can increase customer confidence knowing that there are multiple charge points at a single site. These hubs would be typically located in town centres, one in each subregion of London, to serve the public but also commercial fleets. London's first rapid hub was delivered in December 2019, in Stratford International carpark. It was jointly funded by TfL, HighSpeed 1 and Engenie. A total of six charge points were installed. Since opening, there have been over 1,200 charging sessions. TfL is currently progressing with a further two hub sites at Baynard House, City of London, which will deliver six rapid charge points in

2020; and at Glass Yard, Greenwich, which will deliver eight rapid charge points in 2021.

- 3.4 TfL is also working with other third parties to investigate opportunities to install EV infrastructure across London, including a hub with six rapid charge points at Asda, Park Royal. While funding is limited, TfL is continuing to identify more locations and third-party partners.
- 3.5 The London Go Ultra Low City Scheme (GULCS) programme is an OLEV-funded programme awarded £13.2m in 2016 to deliver a range of programmes to encourage ultra-low emission vehicle (ULEV) uptake. The scheme is managed by TfL, the Greater London Authority and London Councils and has provided funding to the London boroughs and TfL to deliver on-street residential charge points, car club charge points, rapid charge points, community charging hubs and a range of innovative measures to encourage ULEV uptake through Neighbourhoods of the Future projects.
- 3.6 More than £6.5m of the funding has been allocated to London boroughs for the delivery of on-street residential charge points. As of September 2020, 1,888 on-street residential charge points had been delivered across the 23 boroughs that participated in the scheme. The scheme aims to deliver more than 1,000 additional on-street residential charge points, two community charging hubs and 13 rapid charge points through the London boroughs by April 2021.
- 3.7 The full update is provided in a report soon to be published, over a year after the launch of the Delivery Plan, called 'London Electric Vehicle Infrastructure Delivery Plan: One Year On'. A draft of that report is included Appendix 1. The report is due to be published later in November 2020.

List of appendices to this report

Appendix 1 – London Electric Vehicle Infrastructure Delivery Plan: One Year On report (exempt information)

List of background papers

London Electric Vehicle Infrastructure Delivery Plan, published in June 2019

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Date: 4 November 2020

Item: Enterprise Risk Update - Major Health, Safety or Environmental Incident or Crisis (ER1)

This paper will be considered in public.

1 Summary

- 1.1 The circumstances created by the Coronavirus pandemic have resulted in a review and rationalisation of our strategic risks into a set of 14 'Enterprise' risks. These risks are linked to the recovery workstreams and have been established and discussed by the Executive Committee in conjunction with the Risk and Assurance Team. These Enterprise risks are described as 'Level 0' risks which, if realised, could threaten our ability to operate as an organisation. More detailed tiers of risk below this level (Level 1 et al) describe increasingly specific risks that are managed by particular operating businesses or units within the TfL organisation.
- 1.2 Previously, the Panel received an update on TfL's new Enterprise Risk Management Framework, Risk Assessment Matrix and the TfL strategic risks, including the five risks that fell within the remit of this Panel and would be reported to it in future. Going forward, the Panel will receive three risks within the Panel's remit.
- 1.3 The newly formed Enterprise Risk 1 (ER1) is an amalgamation of our most strategic safety, health, environment and climate change risks. Previously these risks were assessed separately and were the responsibility of different teams.
- 1.4 The new SHE Risk ER1 is titled **Major Safety, Health or Environmental incident or crisis**. This risk covers the failure to sufficiently identify and manage safety, health or environment risks which 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.
- 1.5 This paper provides an update on how TfL manages this risk.
- 1.6 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 ER1 – Causes, Consequences, Controls and Actions

3.1 The potential causes that might result in the risk materialising if not properly controlled include:

- (a) insufficient investment and resources including a lack of people capability;
- (b) the policies, priorities and resources allocation required to achieve health and safety outcomes do not sufficiently align;
- (c) the legislative framework does not keep up with new technology, socioeconomic changes or allow for innovation;
- (d) poor data, analysis, reporting, benchmarking and systems;
- (e) inadequate leadership, attitudes and behaviours, including a lack of, and inconsistent, communication;
- (f) inadequate and inconsistent Health, Safety and Environment Management System (HSEMS), lack of legal compliance and HSEMS not followed; and
- (g) action/delivery plans and improvement programmes are not sufficient to deliver the Mayor's Transport Strategy (MTS) goals with regard to safety, health, environment and climate change.

3.2 Consequences of failing to anticipate and control these risks could result in a range of unacceptable outcomes, including:

- (a) **Safety:** catastrophic safety incident involving the services we operate. Events with major safety consequences could include asset failure such as collapsed infrastructure, derailment, collision and fire. More widely and beyond our own services, safety incidents either catastrophic or cumulative could result in failure to drive down deaths and injuries on streets or London's wider public transport network as part of our Vision Zero objective;
- (b) **Health:** inability to cope with national health emergency that affects our ability to run the network or results in health and wellbeing risk to our workforce, such as a global pandemic or influenza outbreak; and
- (c) **Environment:** inability to respond to extreme weather events such as flooding, drought, heatwave or extreme storms and the failure to adapt to these conditions as well as the adverse public health consequences of poor air quality and the degradation of Londoners' living environments.

- 3.3 Adverse SHE outcomes will interact with one another, leading to a range of consequences. For example a heatwave can result in safety incidents, impacts on passenger and staff welfare, public health impacts and potentially trigger major air pollution events; flooding can result in safety and operational impacts; road risk can lead to public reluctance to choose active transport, with adverse consequences for public health, air quality and carbon emissions, and so on. Outside of London, the recent Stonehaven derailment in Aberdeenshire was a sad reminder of the consequences of exceptionally heavy rainfall causing landslip and leading to casualties.
- 3.4 We have identified opportunities to improve our controls and to bring a more unified and comprehensive view of risk reduction activities across our business. As part of the development of the SHE directorate and proposals to update the Management System we are developing an integrated approach that pulls together the wide range of activities, interventions and projects within the business that reduce the probability of SHE events of the type described in ER1. We shall also be providing guidance to help all areas of the business identify future opportunities for improvements.
- 3.5 This paper focuses on some of the foundational work within SHE to establish a process for managing ER1 as a newly amalgamated set of risks. For future updates the focus will be on how our operational teams, project delivery teams and professional services are reducing risks within ER1 and how these exist as a coherent and proportionate programme.
- 3.6 Protecting the safety, health and environment of our customers, employees and stakeholders remains paramount and our top priority. The ongoing improvement programmes sets out our SHE deliverables to control and mitigate risks over the coming 12-18 months and beyond, thus ensuring the effective and robust management of our risks.

List of appendices to this report:

Appendix 1 – Safety, Health and Environment (ER1) Update (Exempt information)
Appendix 2 – Risk Template (Exempt information)

List of Background Papers:

None

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Date: 4 November 2020

Item: Enterprise Risk Update - Protecting the Wellbeing of TfL's Workforce (ER2)

This paper will be considered in public

1 Summary

- 1.1 This paper presents an update to the Panel on the management of Enterprise Risk 2 (ER2) – Protecting the wellbeing of our employees.
- 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 ER2 Background

- 3.1 The circumstances created by the Covid-19 pandemic have provided an opportunity to reframe our organisational strategic risk. Our revised people risk, “Protecting the wellbeing of our employees.” has been established to reflect the renewed focus we wish to place on employee wellbeing as we respond to the continuing challenges of Covid-19 and how we will move into recovery. The ownership of this risk is shared between Human Resources and Safety, Health and Environment. Our people programme, currently being developed, will place employee wellbeing at the heart of our priorities. We will ensure strong alignment between our key people deliverables over the next 12-18 months and the effective management of this risk. In addition, our Occupational Health teams have delivered a series of initiatives and programmes that have provided employees with access to mental and physical wellbeing support. This has been particularly important during the period of lockdown and the continued need for many of our employees to work remotely. The introduction of wellbeing metrics on the H1 scorecard and the ongoing use of the wellbeing tracker has allowed us to better understand which parts of the business are doing well and less well and to target responses.
- 3.2 Protecting the wellbeing of our employees is central to our people priorities. Ensuring we have the right skills in place and manage our talent will mitigate disproportionate allocation of work, non-delivery of objectives and the negative impact that has on our people. Low engagement has a negative impact on wellbeing, therefore keeping our people engaged remains a key priority for us all.

- 3.3 The overall assessment of the ER2 is “Requires Improvement” Many of the identified causes of our people risk remain priorities and are subject to specific pieces of work that will be taken forward over the next 12 months.
- 3.4 A full risk update report, included as an appendix to this report, provides further commentary on the actions we are taking to mitigate against the relevant next level recovery risks. In many instances these actions are in progress or planned and therefore it is not yet possible to assess if these are effective. However, the narrative outlines reasons why we believe these actions to be the right ones to mitigate risk and how we will measure effectiveness.

Appendices:

Appendix 1: Risk Update (Exempt information)

Appendix 2: Risk Template (Exempt information)

List of Background Papers:

None

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Date: 4 November 2020

Item: Members' Suggestions for Future Agenda Discussions

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**Appendix 1**

Membership: Kay Carberry CBE, Dr Nina Skorupska CBE (Vice Chair), 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)

10 February 2021		
Quarterly Health, Safety and Environment Performance Reports (to include resilience, assurance and compliance issues)	CSHEO	Standing item
Rail Accident Investigation Update	CSHEO	To note
Operational update informed by UCL report (to be published in January)	CSHEO	To note
Power Two-wheeler Safety	CSHEO	To note
Bus Driver Facility Improvement	CSHEO	To note
Analysis of Streetspace safety (and environmental) performance	DCP	To note
Energy strategy and procurement update	CSHEO	To note
Human Resources Quarterly Report	CPO	Standing Item
People Plan Update	CPO	To note
Supporting Our People Through the Covid Crisis	CPO	To note
Sustainability in TfL Buildings	CPO	To note
ER10 - Inability to support new ways of working	CPO	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
- Transformation Update
- Review of CIRAS Report and Themes – annual
- Vision Zero
- Corporate Environment Plan
- Strategic Risk

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