

Agenda

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

Date: Wednesday 13 November 2019

Time: 10.00am

**Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ**

Members

Kay Carberry CBE (Chair)

Dr Nina Skorupska CBE (Vice-Chair)

Bronwen Handyside

Dr Mee Ling Ng OBE

Mark Phillips

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](http://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 5 November 2019

**Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 13 November 2019**

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 Safety, Sustainability and Accessibility Panel held on 4 September 2019 (Pages 1 - 10)

General Counsel

The Panel is asked to approve the minutes of the meeting of the Panel held on 4 September 2019 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 11 - 14)

General Counsel

The Panel is asked to note the updated actions list.

5 Quarterly Health, Safety and Environment Performance Report (Pages 15 - 88)

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Workforce Fatality at Waterloo Station on 18 September 2019 (Pages 89 - 92)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 Annual Presentation from CIRAS (Pages 93 - 110)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

8 Defining and Measuring Serious Injuries (Pages 111 - 112)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

9 Vision Zero Update - 20mph Limit on the TLRN in Central London
(Pages 113 - 118)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

10 TfL's Work-related Violence and Aggression Strategy (Pages 119 - 120)

Managing Director, Surface Transport

The Panel is asked to note the paper.

11 Air Quality Update and Roadmap to Zero Emission (Pages 121 - 138)

Director, City Planning

The Panel is asked to note the paper.

12 Human Resources Quarterly Report (Pages 139 - 154)

Chief People Officer

The Panel is asked to note the report.

13 Transformation Programme Update (Pages 155 - 156)

Transformation Director

The Panel is asked to note the paper.

14 Member suggestions for future agenda discussions (Pages 157 - 160)

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, the Panel's induction and for informal briefings.

15 Any Other business the Chair Considers Urgent

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

16 Date of Next Meeting

Wednesday 12 February 2020 at 10.00am

17 Exclusion of Press and Public

The Panel is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 7 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

18 TfL's Work-related Violence and Aggression Strategy (Pages 161 - 188)

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

Transport for London

Minutes of the Safety, Sustainability and Human Resources Panel

Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 4 September 2019

Members

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

In Attendance

Shirley Rodrigues Deputy Mayor for Environment and Energy

Executive Committee

Howard Carter	General Counsel
Vernon Everitt	Interim Managing Director, London Underground
Andrew Pollins	Transformation Director
Gareth Powell	Managing Director, Surface Transport
Alex Williams	Director, City Planning
Tricia Wright	Chief People Officer

Present

Glynn Barton	Director Network Management, Surface Transport
Christina Calderato	Head of Transport Strategy and Planning
Jill Collis	Director of Health, Safety and Environment
Tom Cunningham	Head of Buses Business Development, Surface Transport
Nick Fairholme	Director, Project and Programme Delivery, Surface Transport
Jonathan Fox	Director, Rail and Sponsored Services
Nico Lategan	Head of Enterprise Risk
Lilli Matson	Director of Transport Strategy, Chief Safety, Health and Environment Officer Designate
Frances McAndrew	Lead for Diversity and Inclusion
Mike Shirbon	Head of Integrated Assurance
James Varley	Secretariat Officer

37/09/19 Apologies for Absence and Chair's Announcements

There were no apologies for absence from Members. Staynton Brown was unable to attend.

Safety was paramount to TfL and accordingly, at the start of all meetings attended by Board Members, Members were asked to raise any safety issues relating to items on the agenda or in general.

Members raised the following matters:

As ridership on buses had begun to increase following the summer break, Members asked what actions could be taken to address loading on buses, particularly in peak periods. The Bus Safety programme was addressing driver behaviour, as well as encouraging drivers to monitor and act when buses were reaching full loading.

Members noted that there had been an increase in the number of hire bicycles available in London and requested clarification on what actions could be taken to mitigate risk from non-TfL hire cycles being left on pavements. The Panel was informed that TfL had created a code of practice for operators and was working with London Councils and individual boroughs. Opportunities to work at a more local level would also be taken.

Members confirmed there were no further safety matters they wished to raise, other than those to be discussed on the agenda.

38/09/19 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.

39/09/19 Minutes of the Meeting of the Panel held on 10 July 2019

The minutes of the meeting held on 10 July 2019 were approved as a correct record and were signed by the Chair.

40/09/19 Matters Arising and Actions List

Howard Carter introduced the item.

An update on the electrification of the bus network would be provided to a future meeting of the Panel as, at present, there were no material updates following the Business Planning discussions.

It was confirmed that engagement was taking place with bus drivers on Vision Zero which was referred to as Destination Zero in the driver training programme.

It was clarified that Unite had raised a question around rearward visibility and specifically the ability to see the rear wheels in the camera monitoring system on buses. An update would be given at the next meeting of the Panel. **[Action: Gareth Powell]**

The Panel noted the actions list.

41/09/19 Tram Overturning at Sandilands, Croydon on 9 November 2016

Gareth Powell and Jonathan Fox introduced the item which provided an update on progress against the recommendations arising from investigations, non-operational activities, support and response to claims and support provided to investigations.

Saturday 9 November 2019 would be the 3rd anniversary of the tragedy of the tram overturning at Sandilands, Croydon. Our thoughts remained with all those affected and TfL would continue to do all it could to provide support. Measures to assist those affected by the tragedy remained in place and TfL continued to deal with requests for support quickly. Many of the claims for compensation had been resolved and the TfL Sarah Hope Line remained available to all those affected.

From the outset, TfL had sought to offer as much support as possible to those affected and to deal with claims proactively and as efficiently as possible. Of the 90 claims received, 53 had been settled, with the remaining claims staying open until the claimants were in a position to agree a settlement. Members were reassured that, where claimants had asked to settle, their claims had been settled.

The progress made against the recommendations from the investigations was noted, which included upgraded CCTV fitted to all trams, emergency lighting and a colour coded system of cat's eyes had been fitted to tunnels.

Drivers' rosters had also been revised and First Group had put in place a 'just culture' which was proving to be effective. Members were reassured that, where lessons had been learned, TfL was committed to sharing information across the organisation. The Panel would continue to receive updates on progress against the recommendations.

The Light Rail Safety Standards Board (LRSSB) had been convened, with meetings held on a quarterly basis. TfL was focussed on delivering improvements through the LRSSB, which had also received funding from the Department for Transport.

Work was underway to assess the suitability of linking the Guardian driver vigilance monitoring system and the auto-braking system. Combining the systems was complex and the affects and possible deterioration of the safety environment needed to be fully reviewed and understood. Members recommended that TfL commission empirical risk analysis to help drive this forward. **[Action: Gareth Powell]**

The Panel noted the paper.

42/09/19 Quarterly Health, Safety and Environment Performance Reports

Jill Collis introduced the report, which provided an overview of health, safety and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 1, 2019/20 (1 April – 22 June 2019). The Panel was informed that the serious incident data was being reviewed due to

inconsistencies in the reporting and classification process. Absolute numbers were thought to be overestimated, however trends and comparisons would not be affected.

The Panel received an update on the tram derailment at Phipps Bridge tram stop on Thursday 29 August 2019. Initial investigations indicated the cause to be a deliberate act of vandalism and the Response teams attending the incident were also attacked by persons unknown; the matter was being investigated by the British Transport Police. The risk assessment process was also being reviewed.

There had been 27 significant incidents on the TfL network, resulting in 21 fatalities.

Customer injuries on buses had been reduced by 28 per cent and an increase of 20 per cent was seen on London Underground. Activities were taking place to mitigate risk of slips, trips and falls as well as Platform Train Interface incidents. Work was also underway to mitigate risk from alcohol consumption which was a contributory factor in a significant number of incidents. There had also been a focus on workforce safety, in particular around the track access process.

Data on people killed or seriously injured was drawn from the Metropolitan Police Service. It was noted that the classifications of serious injuries were made at the time of incident but were subject to review at a later stage, so data could be subject to variances. When incidents took place, TfL would analyse data and, if it took place on the Transport for London Road Network, would carry out a 'Go, Look, See' to identify any factors that may increase risk at that location and recommend actions to remedy them, noting this is separate to the investigation carried out by the police. Members welcomed the additional environmental reporting and suggested spending more time at a future meeting of the Panel to focus on the data.

Actions were being taken to address noise complaints on London Underground. This included rail grinding, replacement of track, track pads and temporary speed restrictions where necessary.

The Panel noted the report.

43/09/19 Bus Safety Programme

Gareth Powell and Tom Cunnington introduced the item, which provided an update on the Bus Safety programme and presented the TfL commissioned fatigue management report.

The report was the first comprehensive piece of work to look into fatigue management in the bus industry. The findings of the study would be implemented in the short term in the case of systems and process improvements, while more substantive changes would be incorporated into a revised bus contract framework for inclusion at the start of new contracts.

A key point was the need for bus operators to use the report to drive a culture change in rostering and terms and conditions. There was a link between bus driver salaries, working hours including overtime and fatigue and the report would assist in providing a suitable

rostering environment. An update on fatigue mitigation would be provided to a future meeting of the Panel. **[Action: Gareth Powell]**

The Panel noted the paper.

44/09/19 Bus Driver Facility Improvements

Gareth Powell and Nick Fairholme introduced the item, which provided an update on the Bus Driver Facility programme. The programme aligned with the Mayor's Transport Strategy by ensuring the bus network was operationally efficient and reliable. It also aligned with Vision Zero in that the improvements to drivers' working conditions would help reduce distractions and the resultant impact on the ability to concentrate on the road.

There were eight routes without facilities, including one priority site which was due to have a completed facility by the end of 2019. It was noted that there was an error in paragraph 4.4 of the paper and that facilities on the remaining routes were due to be completed by autumn 2020 and not autumn 2019.

Members suggested that the programme should differentiate between toilets and other driver welfare facilities and it was confirmed that future reporting would cover both issues.

The Panel noted the paper.

45/09/19 Increasing the Maturity of our Health, Safety and Environment Management System

Jill Collis introduced the item, which provided an update on progress towards a level 4 maturity of the Health, Safety and Environment Management system.

A review was due to take place on the London Underground system later in the year to ensure that it was appropriate to the organisation, following the organisational changes that had taken place over the last 12 months.

A progress update would be provided to a future meeting. **[Action: Lilli Matson]**

The Panel noted the paper.

46/09/19 Major Events

Gareth Powell and Glynn Barton introduced the item, which set out how the environmental impact of major events in London were assessed and actions taken to minimise the impact.

Most events within London were licenced by the relevant local authority who would engage with stakeholders, including TfL, through the Licensing Operational Safety Planning Group.

In addition, events organisers were also required to comply with legislation such as the Ultra Low Emission Zone.

TfL was also able to exert influence and champion best practice wherever possible, as demonstrated at the recent Ride London event where the use of single use plastics was kept to a minimum. Compliance activities, such as the Ultra Low Emission Zone, also provided a further level of behavioural control.

The Panel noted the paper.

47/09/19 Pan-TfL People Plan 2019/20

Tricia Wright introduced the item, which set out TfL's people priorities for the current year.

The Pan-TfL People Plan was supported by local area plans, with priorities and work packages for each of the major TfL business areas.

Members asked if it was possible to provide information on the gender and ethnicity pay gaps of the third party operators at TfL. It was also requested to see if equivalent pay scales existed between TfL employees and third party operators fulfilling comparable roles.

[Action: Tricia Wright]

An annual update on the plan would be provided in addition to further detail on implementation at senior management level.

[Action: Tricia Wright]

The Panel noted the paper.

48/09/19 Human Resources Quarterly Report

Tricia Wright introduced the report, which provided an overview of key Human Resources led activities and statistics from Quarter 1, 2019/20 (1 April to 22 June 2019).

The all staff representativeness index for the year was 70.45 per cent, which was ahead of target. The second Diversity and Inclusion Impact Report was due to be published shortly. Work was underway to support those who faced barriers to employment, with schemes such as Steps into Work and schemes to engage with ex-offenders and ex-services groups.

The Viewpoint staff survey was due to be launched in early September. Comprehensive action plans had been implemented as a result of the previous year's results. This year's survey was being carried out during a period of pay negotiations and change resulting from the Transformation programme. It was noted that the survey outcome could be negatively affected by these factors and engagement should be more regular and more targeted. Work was taking place to analyse suitable tools to allow this to happen.

The Panel noted the report.

49/09/19 Disability Roadmap

Tricia Wright and Frances McAndrew introduced the paper, which provided an overview of the Disability Roadmap and the planned programme of activity to support it.

The roadmap would drive change over a three year period, to achieve a better level of representativeness in the workforce and enable TfL to deliver safe, affordable, accessible end to end journeys for customers and meet the challenges set out in the Mayor's Transport Strategy.

The Panel noted the paper.

50/09/19 Active People Plan

Alex Williams and Christina Calderato introduced the paper, which provided an overview of the Active People Plan, which was drawn up to improve progress towards achieving the Mayor's Transport Strategy target of 70 per cent of Londoners undertaking 20 minutes of physical activity per day by walking or cycling by 2041.

The first stage was to identify early adopters, people who were not reaching the target of 20 minutes per day but were more willing to change their behaviour in the short term.

London boroughs had activity targets set into the Local Implementation Plans and TfL would use their experiences to refine the plan.

There were 11 actions within the Plan and the Panel would receive updates on developing qualitative research into the key triggers, development of future marketing and behaviour changes and training and support of Healthy Streets Officers.

[Action: Alex Williams]

The Panel noted the paper.

51/09/19 Workplace Parking Levies

Alex Williams and Christina Calderato introduced the paper, which provided an update on the work undertaken to develop an approach to Workplace Parking Levies (WPLs).

A WPL was a licencing scheme whereby a charge was levied on an employer, who could pass it on to employees, for the regular occupation of parking places by employees, students and certain other people. Revenue raised from levies had to be used on borough projects and initiatives which were aligned with the objectives of the Mayor's Transport Strategy.

The WPLs would allow for demand management of parking spaces, fund transport projects and incentivise more efficient and better land use.

TfL's role was to align with the Mayor's desire for WPLs to be borough led and would provide support and guidance for schemes, co-ordinate development of schemes across London and assist boroughs with development and implementation.

The Panel noted the paper.

52/09/19 Strategic Risk Update – TfL’s Environmental Impact (SR14)

Alex Williams introduced the item, including the exempt information on Part 2 of the agenda, which set out the causes, controls and mitigations for the identified risk of environmental impact.

Environmental objectives and reporting would be enhanced going forward. The next cycle of risk reviews would also see further detail on post risk controls and actions.

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

53/09/19 Strategic Risk Update – Climate Change and Extreme Weather (SR15)

Alex Williams introduced the item, including the exempt information on Part 2 of the agenda, which set out the causes, controls and mitigations for the identified risk of climate change and extreme weather.

A review of actions taken following the weather related power outages on the transport system around London on 10 August 2019 had taken place. TfL had responded well to the situation.

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

54/09/19 Transformation Programme Update

Andrew Pollins introduced the item, which provided an update on the Transformation programme.

The next stage of organisational change was being planned and was awaiting approval by the Executive Committee.

Clarification would be provided to Bronwen Handyside on consultation activities and engagement with Trades Union representatives. **[Action: Andrew Pollins / Tricia Wright]**

The Panel noted the paper.

55/09/19 Member Suggestions for Future Agenda Items

Howard Carter introduced the item. Members noted the paper and that items raised earlier in the meeting would be added to the Forward Plan.

The Panel noted the forward plan.

56/09/19 Any Other Business the Chair Considers Urgent

There was no urgent business.

57/09/19 Date of Next Meeting

The next scheduled meeting of the Panel would be held on Wednesday 13 November 2019 at 10.00am.

58/09/19 Exclusion of the Press and Public

The Panel agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Strategic Risk Update - TfL's Environmental Impact (SR14) and Strategic Risk Update – Climate Change and Extreme Weather (SR15)

59/09/19 Close of Meeting

The meeting closed at 1.30pm.

Chair: _____

Date: _____

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Date: 13 November 2019

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

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Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 13 November 2019)

Actions from the meeting held on 4 September 2019

Minute No.	Description	Action By	Target Date	Status/note
40/09/19	<p>Matter Arising and Actions List An update to be provided on Unite's comments on visibility using bus camera monitoring systems.</p>	Gareth Powell	12 February 2020	The drivers on the bus routes where the new CMS are used have responded very positively to the technology. However, we are aware of Unite's concerns. We are undertaking independent research to ensure that they are working as designed and deliver the safety benefits we expected.
41/09/19	<p>Tram Overturning at Sandilands, Croydon on 9 November 2016 TfL to commission empirical analysis of combined auto-braking and driver vigilance monitoring systems.</p>	Gareth Powell	13 November 2019	London Trams and Tram Operations Limited have commenced work using the ORRs Common Safety Method for Risk Evaluation and Assessment, to build the case that the work undertaken so far with respect to Driver Vigilance devices and automatic braking systems fully meets the RAIB recommendations. It is expected that this work will be complete by the end of this year.
43/09/19	<p>Bus Safety Update Provide an update on driver fatigue mitigation.</p>	Gareth Powell	12 February 2020	On agenda forward plan.

Minute No.	Description	Action By	Target Date	Status/note
45/09/19	Increasing the Maturity of our Health, Safety and Environment Management System Members to receive a progress update.	Lilli Matson	Autumn 2020	On agenda forward plan.
47/09/19 (1)	Pan-TfL People Plan TfL to investigate diversity data of our third party operators and update the panel.	Tricia Wright	29 October 2019	Completed. Members provided with an update by email.
47/09/19 (2)	Pan-TfL People Plan TfL to investigate the availability of salary information between TfL and third party operators for comparable roles.	Tricia Wright	29 October	Completed. Members provided with an update by email.
47/09/19 (3)	Pan-TfL People Plan Provide an annual update on the plan.	Tricia Wright	Summer 2020	Added to forward plan.
50/09/19	Active People Plan The Panel would receive update on the progress of actions in the Plan.	Alex Williams	-	Added to forward plan.
54/09/19	Transformation Update Clarification would be provided to Bronwen Handyside on consultation activities and engagement with Trades Union representatives	Tricia Wright / Andrew Pollins	26 September 2019	Completed. The Head of Employee Relations emailed Bronwen Handyside.

Date: 13 November 2019

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

This paper will be considered in public

1 Purpose

- 1.1 This report provides an overview of the health, safety and environment (HSE) performance for London Underground (LU), TfL Rail, Surface Transport (including London Rail), Major Projects and Crossrail.
- 1.2 Generally, this report covers 23 June – 14 September 2019 inclusive, referred to as Quarter 2.

2 Recommendation

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

List of appendices to this report:

Appendix 1: Health, Safety and Environmental Performance – Quarter 2 2019/20

List of Background Papers:

None

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
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Transport for London Health, safety and environment report

Quarter 2 (23 June 2019 - 14 September 2019)

About Transport for London (TfL)

Part of the Greater London Authority family led by Mayor of London, Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners'. We are committed to creating a fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80% of all journeys to be made on foot, by cycle or using public transport by 2041. To make this a reality, we prioritise health and the quality of people's experience in everything we do.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, can help shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency and improve air quality, revitalise town centres, boost businesses and connect communities.

We run most of London's public transport services, including the London Underground (LU), London Buses, the DLR, London Overground (LO), TfL Rail, London Trams, London River Services (LRS), London Dial-a-Ride, Victoria Coach Station (VCS), Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We are moving ahead with many of London's most significant infrastructure projects, using

transport to unlock growth. We are working with partners on major projects like Crossrail 2 and the Bakerloo line extension that will deliver the new homes and jobs London and the UK need. We are in the final phases of completing the Elizabeth line which, when it opens, will add 10% to London's rail capacity.

Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means freezing TfL fares so everyone can afford to use public transport, using data and technology to make services intuitive and easy to use, and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day.

None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services. We all need to pull together to deliver the Mayor's Transport Strategy; by doing so we can create a better city as London grows.

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Introduction

We would like to start this report with tribute to one of our colleagues, Christian Tuvi, who tragically died as a result of an injury received while working for one of our contractors at Waterloo Underground station on Wednesday 18 September 2019. We are deeply saddened by this tragic incident and are working closely with the British Transport Police and the Office of Rail and Road as part of their investigations to understand why this terrible incident happened. Support is being provided to Mr Tuvi's family by his employer, and we have offered any support necessary to his family and to those who were involved in the incident.

This report outlines our key performance scorecard results for quarter two between 23 June and 14 September 2019, with updates from each of TfL's modes on their activity in the last quarter and what goals are going to be achieved in the next quarter.

On London's streets at the midpoint of the year we estimate that there has been a 4.4 per cent reduction in people killed or seriously injured compared to the same period in 2018. While the general trend is therefore positive, fatal road collisions have increased compared to the same time last year. Between 1 January and the end of Q2, 93 people had been killed, of which the majority were pedestrians (54) and motorcyclists (22). The number of cyclists killed (four) was half the number killed by the same point last year.

Our challenge in making the network safer continues. During Q2 there were 4 customer fatalities on London Underground and on the Bus network. These arose from an assault, a fall and two collisions where a bus was involved.

We therefore remain behind the trajectory needed to meet the Mayor's Vision Zero target of a 65 per cent reduction in KSIs by 2022. We are

making progress in meeting our target of a 70 per cent reduction in the number of people killed or seriously injured involving a London bus by 2022. Collisions involving a London bus resulted in 55 people being killed or seriously injured. Whilst this is 21% down from Q2 last year, this still highlights the ongoing importance of our Bus Safety Programme.

Consequently, we are redoubling our efforts to reduce risk for all road users. Our efforts have been focused on collaborating with our stakeholders, to explain and increase public understanding of the consequences of road collisions.

In July we organised the first Vision Zero Week (22-28 July), during which we released videos containing the testimony of people whose lives have been changed by road collisions. These and the associated 'Know My Name' media campaign secured significant media and social media coverage and provided us with a platform to begin to challenge a public culture of acceptance around road collisions.

Key highlights from our programme to deliver Vision Zero for London this quarter have included the:

- Announcement of five partnerships between our bus operators and innovative developers resulting from successful bidders in the Bus Safety Innovation Challenge
- Early implementation of safety features to buses defined in our Bus Safety Standard, including the camera replacements for wing mirrors and intelligent speed assist, giving drivers access to a digital speed map of London's streets
- Continuing to deliver on our Platform Train Interface project for London Underground which is making improvements on how we work with our people and platform camera technology on the Central line

- Delivering the preparatory work needed to for our iTram and physical prevention of over speeding systems in the quarter ahead. iTram is a performance monitoring tool that will be integrated into our Trams.

On 31 October 2019 the CPS released their prosecution decision relating to the Sandilands tram accident. A summary of this is in the Rail section of this report on page 27.

Our scorecard for 2019/20 drives a focus on the elimination of death and serious injury from public transport. This quarter we have further developed our proposals for an updated definition process for identifying killed and seriously injured statistics for customers and our workforce. This has resulted in a new provisional measure reported here, including updated data, which runs alongside the reporting method used in previous reports.

Overall, we are behind our target for a reduction in the number of our customers and workforce being killed and seriously injured, with our year to date figures being 1,144. This is showing an increase of 9.3% (106) compared to last year's figure of 1,038.

We are developing a refreshed approach for tackling workplace violence and are taking action to reduce the risk to our staff being assaulted or abused at work. During Q2 we successfully completed trials of body worn cameras on London Underground, and we will be focusing additional resources on key strategic locations throughout the next quarter.

Looking more widely at our performance to improve environmental outcomes, we continue

to respond strongly to the air quality issues facing London.

- At the end of Q2 around 85 per cent of the bus fleet met a Euro VI emission standard or better. We remain on track with upgrading the entire fleet to Euro VI emissions or higher by October 2020
- We have placed orders for a further 166 new ultra-clean Dial-a-Ride minibuses.

We launched our final two Low Emission Bus Zones on 5 September, to help make London a healthier place to live, work and visit. The new zones are now in operation from Chiswick High Road to Kensington High Street and from Uxbridge Road to Shepherds Bush. We now have 12 zones in place, a year earlier than first planned, served by more than 3,000 ultra-clean diesel buses. These cleaner engines and exhaust systems are cutting oxides of nitrogen and particulate matter by up to 95 and 80 per cent respectively.

We are developing plans to contribute towards our zero carbon targets. Car free initiatives, such as Car Free Day on 22 September, help to achieve a shift to sustainable modes of transport, demonstrating the benefits of walking, cycling and public transport to our healthy streets and quality of life.

Throughout Q2, the focus for our Health and Wellbeing team has been on making positive change to mental health and wellbeing for all our staff. We have delivered a successful programme of presentations on topics relating to stress and resilience and mental health to TfL staff, and have partnered with the team behind the Headspace meditation app to provide our people with access to the service.

Gareth Powell
Managing Director
Surface Transport

Vernon Everitt
Interim Managing Director
London Underground

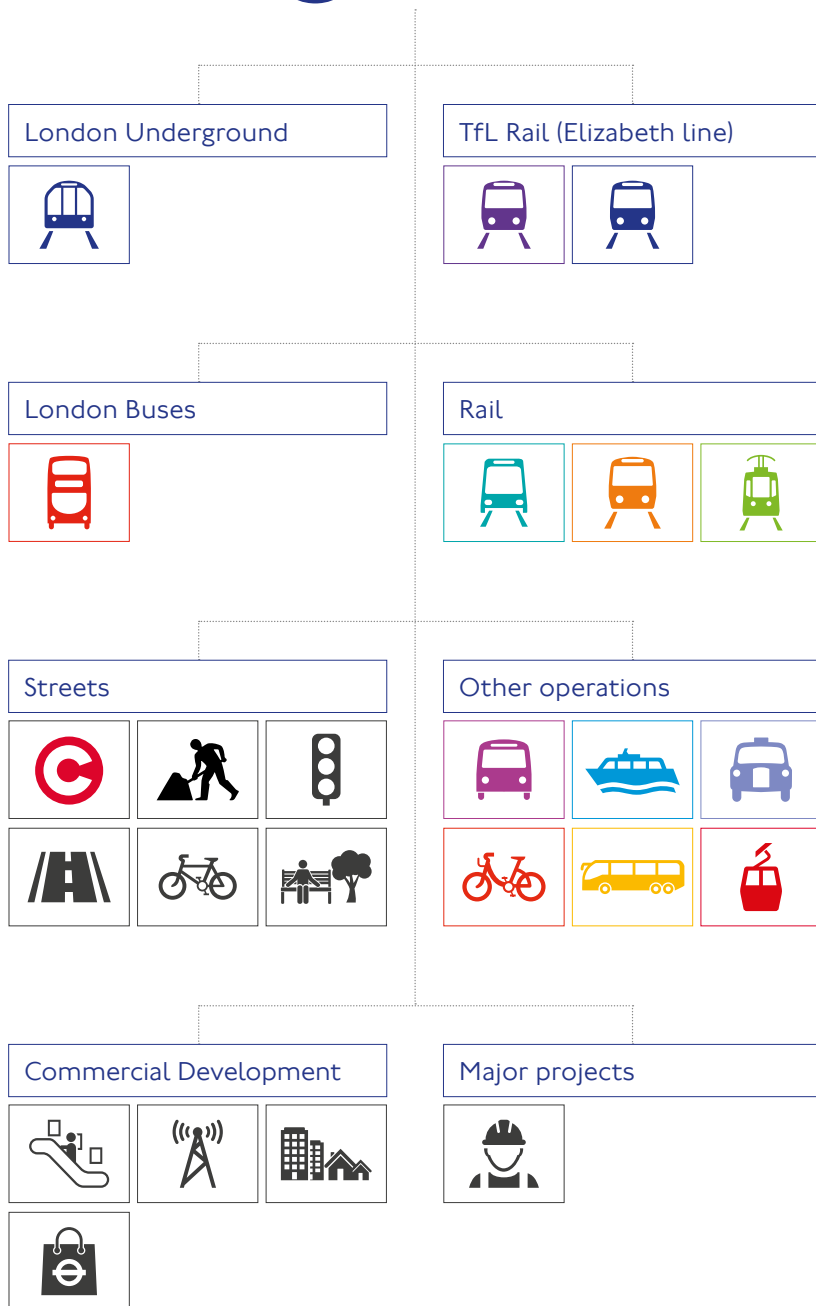
Stuart Harvey
Managing Director
Major Projects

Lilli Matson
Chief Safety, Health
and Environment Officer

Business at a glance

Keeping London moving, working and growing to make life in our city better

How we report on our business



Facts and figures*

945 Trains on the TfL network



580km

TfL-operated highways



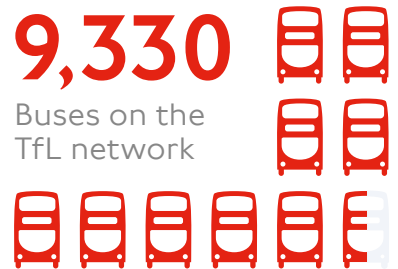
720km

TfL-operated Rail and London Underground routes



9,330

Buses on the TfL network



6,365

Traffic signals operated by TfL

* Based on full year 2018/19





Mayor's Transport strategy themes in this report

Our role is to deliver the Mayor's Transport Strategy in partnership with London's boroughs, businesses, local communities, consumer organisations and many others. The ambitious plan will increase the attractiveness of public transport and make cycling and walking easier and more convenient options.

We are providing more trains on our busiest services, and investing in

upgrades and step-free access schemes. We are making local streets healthier and more pleasant places. Listening to, and acting on, the suggestions of our customers enables us to make walking, cycling and public transport the first choice for the vast majority of trips. And we will continue to improve services to unlock the new jobs and housing our city needs.

This report looks at our performance in relation to the following themes from the Mayor's Transport Strategy:

Healthy Streets and healthy people



Scorecard measures

We use a scorecard to measure our performance against the Mayor's Transport Strategy. In this report, the scorecard measures are marked like this.



Performance summary

Scorecard

Measures		Quarter 2	
Outcome	Measure	Actuals	Target
London's transport system will be safe and secure	Reduction in people killed or seriously injured on the roads from 2005-09 baseline	39.7% (112 fewer people than YTD 2018, which was 2,640)	42.3% (222 fewer people than YTD 2018, which was 2,640)
	Reduction in people killed or seriously injured involving buses from 2005-09 baseline	61.3% (9 fewer people than YTD 2018, which was 158)	57.4% (no reduction against YTD 2018)
	Reduction in customer and workforce killed and seriously injured (compared to 2018/19)	106 more people killed or seriously injured than YTD 2018, a 9.3% increase from 1,038	49 fewer people killed or seriously injured than YTD 2018, a 4.7% reduction from 1,038
London's streets will be clean and green	Number of London buses that are Euro VI compliant	7,700	7,700
London's streets will be used more efficiently and have less traffic	Traffic signal changes to support healthy streets (person hours per day)	7,930	7,000
More people will travel actively in London	Healthy streets check for designers (average % uplift)	14%	10%

Note on methodology

The methodology used to identify serious injuries related to our customers and workforce in this report has been identified as requiring a review to improve accuracy. Our existing definition includes all injuries resulting in a visit to hospital, which has meant that previously a high number of minor injuries have erroneously been included in our reporting on serious injuries. We have completed an initial review using a new methodology that identifies types of injury defined as serious.

For consistency we are showing the results of the existing methodology alongside the new proposed methodology throughout this report where relevant. This is labelled in each graph accordingly. The measure 'Reduction in customer and workforce killed and serious injuries' will therefore be greyed out in the scorecard while we undertake this review.

This quarter 23 June - 14 September 2019

This section and the workforce information within does not include the tragic fatality of our colleague Christian Tuvi.

Customer

Across the public transport network, a total of 324 customers were killed or seriously injured (two of which were fatalities) on our public transport network during Q2, which is an increase of 28 (nine per cent) when compared with Q2 2018/19.

Workforce

There were 21 workforce injuries, none of which resulted in fatalities during Q2, which is an increase of four (24 per cent) when compared to Q2 2018/19.

None of our workforce with major projects have been killed or seriously injured over the past five quarters. Major projects is approaching 10 million hours worked without a serious injury.

Calendar and financial years

Most data used in this report covers the financial quarter (23 June - 14 September 2019). The exception to this are contained in the customer Buses and Streets chapters on pages 20 and 30. For some graphs in these chapters we rely on data captured by the Metropolitan Police Service in calendar months. Where this is the case we will note it next to the relevant graph.



London's transport system will be safe and secure



London's transport system will be safe

This section looks at overall performance against key safety measures before analysing each mode this quarter.

Customer injuries

During Q2 there were a total of 2,288 customer injuries across the public transport network, which is an increase of 28 (one per cent) compared with the same quarter last year.

This was largely due to an increase of 194 injuries (22 per cent) on London Underground when compared with Q2 last year. Furthermore, the LU customer injury rate per million passenger journeys shows an increase of 19 per cent from Q2 last year.

There was a reduction of 200 customer injuries on buses (16 per cent) which reduced from 1,236 in Q2 last year to 1,036 this year.

RIDDOR reportable incidents

There were seven RIDDOR reportable customer injuries during Q2, all of which were on London Underground, and were notified to our regulator.

Four were as a result of falls when boarding and alighting trains and two on-board train incidents.

3.5

Number of injuries per million passenger journeys on the Tube network (18.9% ▲ against Q2 2018/19)



2.1

Number of injuries per million passenger journeys on the bus network this quarter* (15.4% ▼ against Q2 2018/19)



1.3

Number of injuries per million passenger journeys within our rail operations this quarter (4.1% ▼ against Q2 2018/19)



5.5

Number of injuries per million passenger journeys within our other operations this quarter (23.5% ▲ against Q2 2018/19)



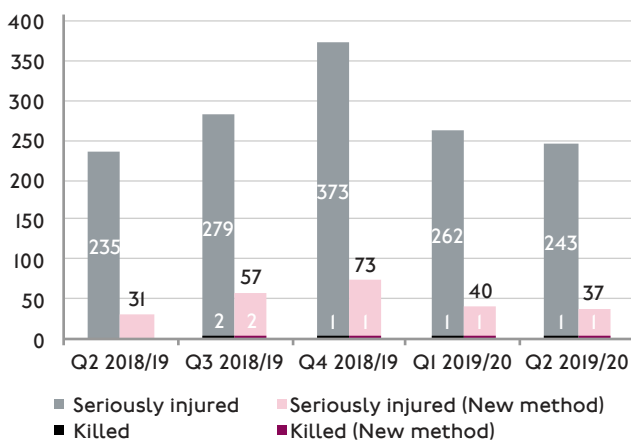


Underground

This section looks at how London Underground customer safety contributes to the TfL scorecard measure 'Reduction in customer and workforce killed and seriously injured', and analyses all customer injuries on the Underground.

Customers killed or seriously injured

Past five quarters*



*As explained in full on page 10 this graph uses existing and new methodologies for identifying serious injuries.

In Q2 there was one fatality on LU infrastructure, when an altercation in the booking hall at Elephant and Castle station between two groups resulted in two victims being stabbed, unfortunately with Norman Bertran-Tavarez being pronounced dead later in hospital. On 23 September (shortly after the end of the period covered by this report), 20-year-old Tashan Daniel sadly died after an unprovoked fatal stabbing incident at Hillingdon Underground station. The British Transport Police (BTP) has launched a murder investigation and have arrested two people relating to this crime.

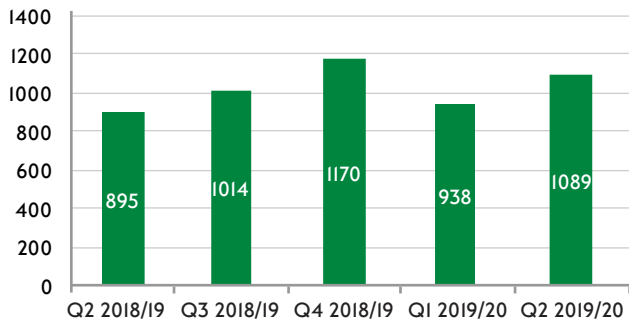
243 customers were seriously injured in the quarter. This is an increase of eight (three per cent) when compared to Q2 2018/19.

The biggest contributing cause of serious injury to customers remains slips, trips and falls, which accounted for 84 per cent of all serious injuries in Q2.

In Q2, 22.4 per cent of LU customer injuries were serious injuries, which is down from 26.3 per cent in Q2 2018/19.

Customer injuries - all injuries

Past five quarters



Top causes of injury (%)

Slips, trips and falls	76
Contact fixtures and fittings	16
Assault	6
All other causes	2

During Q2, there were a total of 1,089 customer injuries. This compares with 895 in Q2 2018/19.

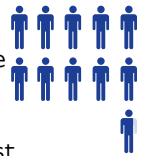
Slips, trips and falls continue to be the biggest cause of customer injuries with 832 (76 per cent) reported during Q2. Of these, 206 (25 per cent) resulted in a serious injury. Compared to Q2 2018/19, the number of injuries resulting from slips, trips and falls have increased.

The common themes in customer accidental injuries on the Underground continues to be:

- Intoxication
- Behaviour including rushing and horseplay
- Being encumbered e.g. with luggage, shopping bags etc
- A high proportion also involve elderly customers.

1,089

Number of injuries on the LU network this quarter (21.7% ▲ against Q2 2018/19)



Did we deliver our planned improvements?

“Under the influence” - New customer safety campaign

This quarter we developed a new safety campaign focusing on customers under the influence of alcohol to reduce the number of serious injuries. A number of actions are being planned for full roll out over the next few months, such as the launch of a new campaign with Soho Angels and a safety and alcohol campaign which will launch in November.

To reduce injuries on escalators and stairs

- Our Escalator Excellence programme is continuing in LU stations focused on communicating safety messages to our customers via announcements, posters and by our stations teams' actions. In Q2, we shared the lessons learnt from our focus on reducing customer escalator accidents at Waterloo and London Bridge stations and we will ensure that this learning is embedded across the network. We introduced Special Response Team (SRT) staff at Waterloo and London Bridge to intervene with vulnerable customers in areas of the stations we see the most accidents occurring. Staff providing personal messages / assistance to vulnerable customers in these areas had a positive impact so we will continue to focus on ensuring staff are located in appropriate locations at appropriate times

- Review of the impact of Stair Excellence and development of a further rollout plan. Safety benefits are being reviewed and compared with customer injury trends. We will review impact of this by the end of November to determine success and feasibility of rolling out further. New customer facing posters have been launched to help reduce customer injuries and enable station staff to tailor posters to their station needs.

To reduce injuries during boarding and alighting

- Platform train interface (PTI) Excellence: The PTI project continues and has plans in place for the rest of 2019/20. Plans include PTI hotspot awareness days, a workshop for our train operators as part of the PTI Excellence project. The workshops cover a number of items including, PTI risks, scanning techniques (how to read PTI images to enable safe platform departure). The purpose is to increase knowledge and ensure training is delivered consistently to train operators. The PTI awareness film was launched across London Underground
- Platform camera improvement project. Continued delivery of our platform camera improvements project to improve train operators' view of the PTI, working onsite at Stratford, Liverpool Street, Canning Town, West Ham and Oxford Circus. The Central line PTI camera replacement project has completed design phase and is onsite at the end of Q2

- **Mind the gap**

To reduce the likelihood of a customer falling down the gap, a device called an 'active gap filler', that extends from the platform edge to reduce the gap between the train and the platform edge, is being developed. This is a complex system intended to interact with a live railway, meaning high levels of assurance are required. A trial is underway of the detection system and we are ensuring the mechanical unit, that houses the extending 'plate', to meet service performance requirements (e.g. speed of deployment and retraction). So far the system has been tested with a train simulation, and it is hoped to conduct non-passenger trials with actual trains in the early 2020. If these trials are successful, interaction with trains in passenger service could potentially happen later in 2020

- **Installation of under platform flashing blue lights at Baker Street platforms 1 & 2**
Following the trial of blue flashing lights to alert passengers to the gap between the train and the platform, a detailed design for a new, more efficient lighting system is now being developed. Implementation is due March 2020.

Our plans for Quarter 3

Customer safety campaigns include: Start work with Soho Angels in September; Refreshing the 'Take care after drinking alcohol' campaign; Stronger targeted messaging at the top 20 hotspots across the network

'Managing my platform' PTI groups to be established

The 'active gap filler' will be further trialled at Ealing Depot and data gathered on performance
LU safety summit (focusing on improving customer and workforce safety) to be held

Continue fire Safety improvements including a review of rules, engagement and review of training
Central line PTI camera replacement project will continue with all sites due for completion at the end of 2019/20

Fire safety on the Underground

- **Ensuring we manage fire risk remains a priority**

In Q2, we instigated a review to identify opportunities for improving our approach to fire safety. This has resulted in an LU fire safety plan. The approach is being shared with the London Fire Brigade, which is involved in the delivery of elements of the plan. The LFB have reflected that they are pleased with the positive progress that we are making with these improvements.

Safe track access

In line with the regular review of our risks, we are focusing attention on the further reduction of the specific risk associated with accessing the track in the transition from traffic hours to engineering hours. A steering group is exploring all options, including short term potential mitigation measures to make it safer for staff who access the track each night.

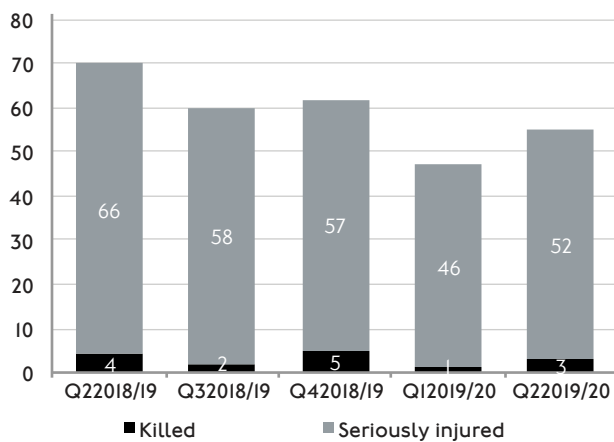


Buses

This section looks at how Buses customer safety contributes to the TfL scorecard measure 'Reduction in people killed and seriously injured involving buses from 2005-09 baseline', and analyses all customer injuries on Buses.

People killed or seriously injured by or on a bus

Past five quarters* **



Road casualty data is reported to TfL by the Metropolitan police each calendar month. For the most recent quarter available, April – June 2019, three people were killed in collisions involving a bus on London’s roads, compared to four during the same period last year. Of those people killed, two were motorcyclists and one was an elderly bus passenger who fell whilst stepping onto a bus.

The provisional figures for April – June 2019 show that the number of people killed or seriously injured in collisions involving a bus, fell when compared to the same quarter last year, to 55 people.

Buses will need to play a key role in achieving our Vision Zero goal and we have introduced a world leading Bus Safety Standard to be applied across the entire bus fleet. This will be incorporated into new bus operator contracts and further contribute to achieving our Vision Zero targets.

55

Number of KSI involving a bus on streets this quarter (21% ▼ against Q2 2018/19)

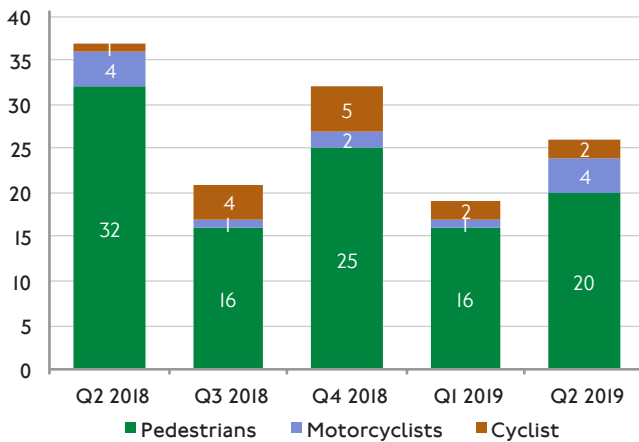


*As explained in full on page 10 this graph uses existing and new methodologies for identifying serious injuries.

**As explained in full on page 11 the quarters mentioned here are based on calendar months rather than the usual reporting periods.

Vulnerable road users

Past five quarters*

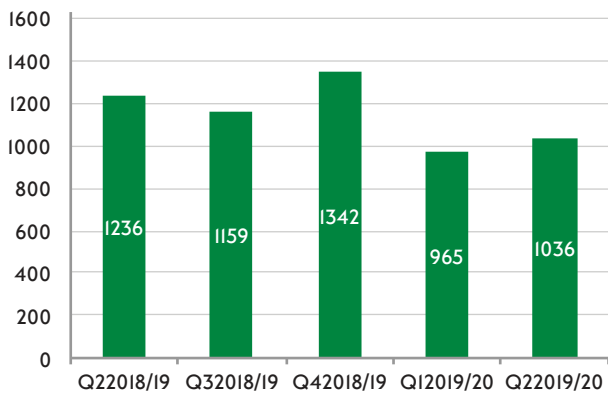


During the most recent quarter's data available, April - June 2019, almost half of the people killed or seriously injured in or by a bus were people walking, cycling or motorcycling (vulnerable road users). Pedestrians made up the largest proportion (77 per cent) of these casualties. However, when compared to the same period last year, the number of vulnerable road users killed or seriously injured by a bus has fallen by 21 per cent, with considerable reductions in the number of people killed or seriously injured by a bus while walking.

*As explained in full on page 11 the quarters mentioned here are based on calendar months rather than the usual reporting periods.

Customer injuries on London Buses

Past five quarters*



There were 1,036 people injured on London Buses, 200 (16 per cent) fewer injuries when compared to the same quarter last year. When considered alongside the number of passenger journeys, 493m decreased to 488m. Based on the figures for Q2, there were 2.1 injuries per million journeys.

The overall trend shows a reduction from 1,236 customer injuries in Q2 2018/19 to 1,036 by the end of Q2 this year.

Slips, trips and falls continue to be the main cause of injury on London Buses accounting

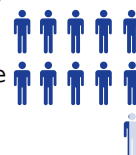
for 57 per cent of injuries occurring. To support the reduction in these type of injuries one of the major operators, Metroline, has launched a campaign to actively encourage drivers to give additional time for passengers to 'settle' on board before moving off. Abellio's roll-out of the new Mobileye technology encourages drivers to avoid close following, late braking and lane departure, which can lead to last-minute braking and therefore, increase the risk of customer injuries.

Top causes of injury (%)

Slips, trips and falls	57
Struck by / against object	12
Collision	7
Cut or abrasion	5

1,036

Number of injuries on the bus network this quarter (16.2% ▼ against Q2 2018/19)



Did we deliver our planned improvements?

- **A Vision Zero week took place in late July for operators to showcase their injury prevention work**

As part of Vision Zero week, bus operators used the week to focus minds on achieving the target of a 70 per cent reduction in people killed or seriously injured involving London buses against the 2005-09 levels by 2022.

Throughout the week drivers were encouraged to focus in particular on taking care around people walking, cycling and riding motorcycles. Bus operators also used the Vision Zero stories as part of the 'Know My Name' campaign and Vision Zero partner badge branding to promote the week. The aim of this was raise awareness and start behavioural change towards achieving Vision Zero

- **The Speed Compliance Tool is in beta testing**
Once fully developed, the tool will assist bus operators to accurately pinpoint issues around speeding to particular road locations, bus routes and time of day
- **Announcing the Bus Safety Innovation Challenge award winners**
The successful bidders for the Bus Safety Innovation Challenge were announced in July. In addition to our overarching collaboration with all of our bus operators, there are five partnerships between bus operators and innovative developers focusing on a range of areas as follows:
 - A tool that calculates the risk of fatigue in real time (Abellio and Datik)
 - Software to predict the intentions of vulnerable road users, and analyses

people walking or cycling near a bus in real time, to anticipate their behaviour and alert the driver (Arriva and Humanising Autonomy)

- A video-based driver safety coaching programme that uses clips of actual events to help everyone to learn from them (CT Plus and Lytx)
- A lighting system on the outside of buses to illuminate areas of greater risk by flashing, to indicate when a bus is turning (Metroline and Jimmy Beam Downlights)
- A pedestrian & cyclist detection and driver alert system that detects vulnerable road users faster than a human can (Stagecoach and Fusion Processing)
- **Bus Safety Standard**
Four routes are now fully compliant with our 2019 Bus Safety Standard specification. On routes 209 and 378, operated by Go Ahead, 11 buses are compliant, and on routes 197 and 232, Go Ahead have 16 and 18 buses which respectively meet the specifications
- **Fatigue risk management**
Following the publication of the bus driver fatigue report in May 2019, all bus operators have submitted their initial plans outlining how they will develop and implement fatigue control strategies, in light of the Loughborough University study. The report proposed a range of solutions covering education, working conditions, schedules and rosters, open culture and health. Further work will continue in this area throughout Q3 and beyond

- **Bus operator training and awareness**

As a result of driver quality monitoring assessments reporting one-handed steering as an issue, both Stagecoach and Go Ahead are displaying a steering wheel with half of the wheel missing, to visually highlight how one handed steering can limit the ability to control the bus by using one hand alone.

RATP Dev London, in collaboration with London Cycling Campaign has rolled out a Driver Certificate of Professional Competence (CPC) course. This training provides a timely reminder of the need for caution around cyclists and pedestrians, and gives bus drivers first hand experience, as they cycle around on the roads themselves as part of an 'exchanging places' cycling element, and focus on what might motivate cyclist and pedestrian behaviour.

Metroline has introduced some simple and effective guidance for bus drivers to increase awareness of how to minimise confrontation with passengers over fare/pass disputes. The acronym ASK is used to encourage staff to Ask politely, Send a pre-loaded iBus message to passengers, and Keep safe. The success of this initiative will continue to be monitored throughout the next quarter.

Other highlights

- We held a 'cross operator' day at Stratford bus station on 12 June. This was led by five Operators with representatives from TfL
- The purpose of the day was to look at ways to prevent incidents in Stratford town centre and how to improve driver awareness of potential behaviour of people walking. A further event is planned to be held at Walthamstow on 2 October
- The Mobileye collision avoidance system is being fitted to all buses by Abellio. This equipment brings the driver's attention to late braking, lane departure, close following, and proximity. A trial in 2018 saw a 25 per cent reduction in collisions and injuries over the trial period. Arriva is to run a limited trial of the same system in two of its garages
- We are undertaking a daily review of safety-related complaints received through our Contact Centre Operations, and highlighting to bus operators any reported incident that could escalate to a killed or seriously injured status, to ensure a suitable level of investigation is undertaken.

Our plans for next quarter

Work with bus operators to continue to deliver fatigue risk management plans

A 'Health Bus' to begin visiting bus garages to offer support and information to drivers on health-related issues, with a focus on fatigue. This is a joint initiative between TfL, the bus operators and Unite

Host bus operator incident prevention day at Walthamstow

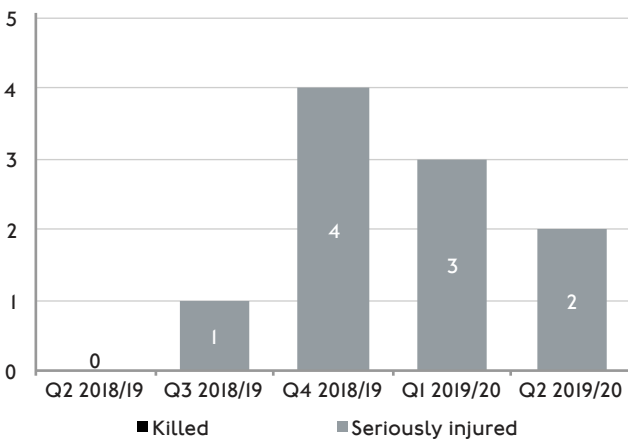


Rail

This section looks at how Rail customer safety contributes to the TfL scorecard measure 'Reduction in customer and workforce killed and seriously injured', and analyses all customer injuries on our Rail network.

Customers killed or seriously injured on Rail

Past five quarters



In Q2, there were also 125 minor injuries, which compares with 99 recorded in the same quarter last year.

On 29 August a tram partially derailed at low speed at Phipps Bridge. There were no injuries and the passengers left the tram safely. On investigation it was identified the tram had derailed as a result of striking an object that had been purposely left on the track by vandals. The incident is currently under investigation by the British Transport Police and a financial reward has been offered in an attempt to gain information relating to the incident.

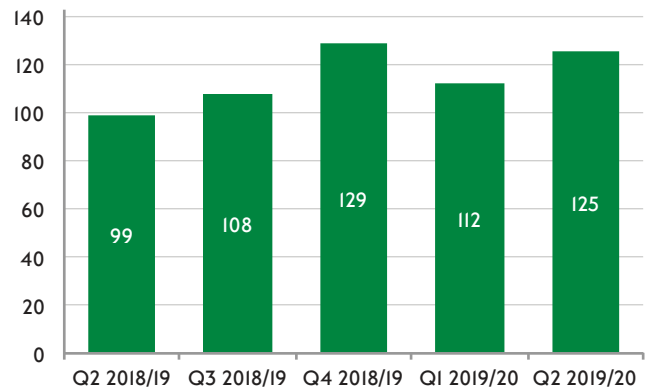
During quarter two, all our customer injuries on London Trams and London Overground were minor and resulted from slips and trips. On DLR there was one major injury in the quarter, relating to a customer falling in the gap between the platform and the train. Otherwise all other injuries for DLR were minor and also resulted from slips and trips.

Injuries by mode (%)

TfL Rail	54
London Overground	40
Trams	4
DLR	2

Customer injuries on Rail

Past five quarters



125

Number of injuries on the rail network this quarter (26.3% ▲ against Q2 2018/19)



On 31 October the Crown Prosecution Service (CPS) announced their decision not to prosecute the driver of the tram which overturned at Sandilands in November 2016. The driver was arrested at the scene on suspicion of gross negligence manslaughter. A criminal investigation was conducted by the British Transport Police (BTP). The decision of the CPS is based on a review of the evidence provided to them from that investigation. The decision not to pursue the driver for gross negligence manslaughter is on the basis that whilst the actions of the driver amount to negligence (in that he either fell asleep or lost concentration to such a degree that he completely relinquished control of the driving task), the evidence does not show that the negligence was “gross”. The CPS have stated that even serious mistakes do not necessarily amount to gross negligence, even when there is a risk of death. Their conclusion is that there is no compelling evidence that the driver had done anything which he ought to have known could adversely affect his concentration or make him susceptible to falling asleep whilst driving the tram, nor was there evidence that he had culpably contributed to his negligent failure to drive the tram in a safe manner. In addition to gross negligence manslaughter, the CPS also considered and discounted a number of other potential criminal charges that might have been brought against the driver.

The announcement by the CPS also confirmed, as expected, that there would be no prosecution of either TfL or Tram Operations Ltd (FirstGroup) for corporate manslaughter. The CPS confirmed that no defects were discovered in either the tram or the tram track that could have accounted for the overturning. The CPS conclusion is that it is clear from the evidence that the sole cause of this tragic incident was the driver losing awareness and control of his driving task.

Did we deliver our planned improvements?

Trams

- [Publish the Trams Joint Safety Risk Model report](#)

Following the completion of the annual Joint Safety Risk Model, the model and accompanying report have been published

- [Safety campaign](#)

A campaign to increase passenger awareness of tram braking has been running. Posters have been displayed on trams to advise passengers to hold the handrails and to sit forward facing in their seats to avoid falls during braking

and acceleration. Additionally audible warnings have been played during boarding and alighting at tram stops

- [Tram safety improvements](#)

Work has continued between the Light Rail Safety Standards Board (LRSSB), London Trams and operator Tram Operations Limited (TOL) to align the current shared Safety Risk Model with the new industry model. A final draft has been produced and is in the final stages of approval before publication. The risk model provides an up-to-date, informed calculation of the nature of the health and safety risk faced on the

tram network, allowing targeted, efficient intervention that improves safety and reduces cost.

'Sharks teeth' stickers have been received from suppliers and a programme for installing these on tram door edges, to reduce the risk of trap and drag injuries has been aligned with the programme for fitting anti tram surfing stickers, aimed at deterring people from endangering their lives travelling on the outside of a tram.

Overground

- London Overground (LO) Safety Authorisation

The Safety Authorisation for LO has been approved by the Office of Rail and Road (ORR) and the Safety Authorisation documentation has been issued and is valid for a further five years.

DLR

- Trespass incidents on the DLR remain relatively high, averaging nine incidents per period

The main cause is people dropping items onto the track from station platforms and then accessing the track to retrieve them. A number of high incidence stations now have 'Do not trespass on the track' warnings added to the inside lip or the lower platform wall. Work continues in supplementing this initiative elsewhere with "Do not trespass" vinyl signage. Instances of trespass are discussed regularly at senior management meetings and forums to look for ways to prevent or deter people from accessing the track

- Measures to prevent train surfing

We have developed an action plan to tackle people surfing on the outside of trains. We will consider access and vehicle design, signage, education opportunities and publicising prosecutions. The recommendations in the plan will be rolled out in Q3 and Q4.

Our plans for next quarter

Review tram door closure tolerances

Complete a fencing inspection across the whole tram network

Hold a Rail Zero Harm Forum for all rail transport modes, bringing together operations, maintenance and project staff from TfL and our suppliers to share safety best practice

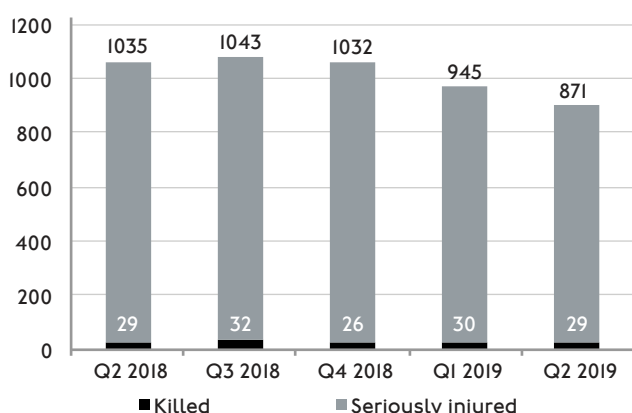
Implement recommendations to prevent train surfing



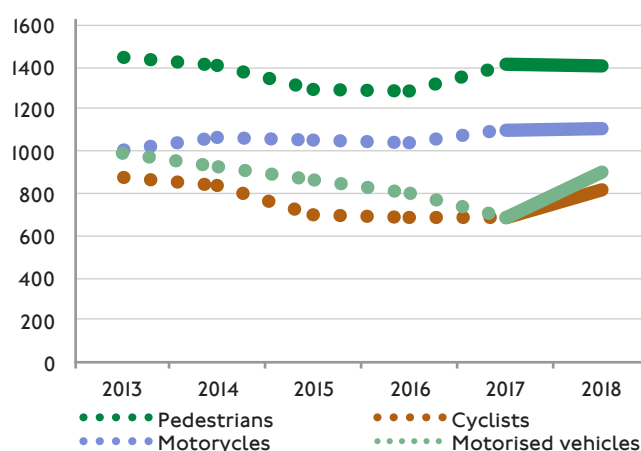
This section looks at how Streets customer safety contributes to the TfL scorecard measure 'Reduction in people killed and seriously injured on the roads from 2005-09 baseline', and analyses all customer injuries on London's roads.

People killed or seriously injured on London's streets†

Past five quarters (KSI)*



Annual totals**



Road casualty data is reported by calendar month. For the most recent quarter available, April - June 2019, a total of 29 people were killed on London's roads which is the same number as during this period in 2018. Two were children and 10 people were aged over 60. Of those people killed in road traffic collisions, 18 were people walking, nine were motorcyclists, one was a car occupant and one was a bus passenger. No cyclists were killed in road traffic collisions. However there was a concerning increase in the number of people killed whilst walking, in particular in collisions involving cars, with two deaths involving deliberate acts of violence.

The provisional figures for April - June 2019 show that the number of people killed or seriously injured fell when compared to the same quarter last year, to 900 people. This is the lowest level on record and a 15 per cent reduction when compared to the same period last year. The greatest reduction was amongst people walking, in particular in collisions involving a bus.

The Vision Zero action plan, published in July 2018, sets out a series of targeted interventions which are designed to deliver further reductions in road danger on London's roads to achieve our Vision Zero road safety targets.

*As explained in full on page 11 the quarters mentioned here are based on calendar months rather than the usual reporting periods.

900

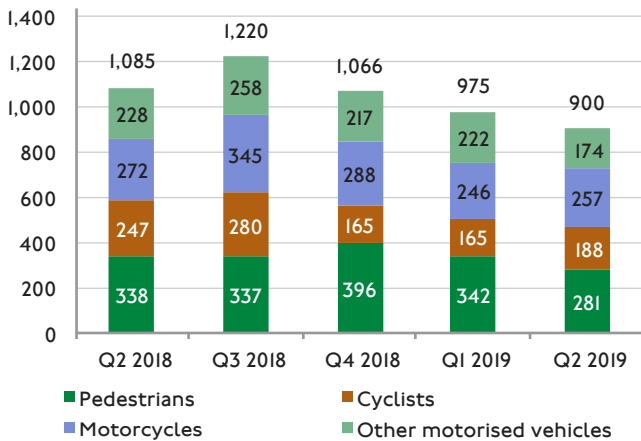
Number of KSI on streets this quarter (15.4% ▼ compared to Q2 2018/19)



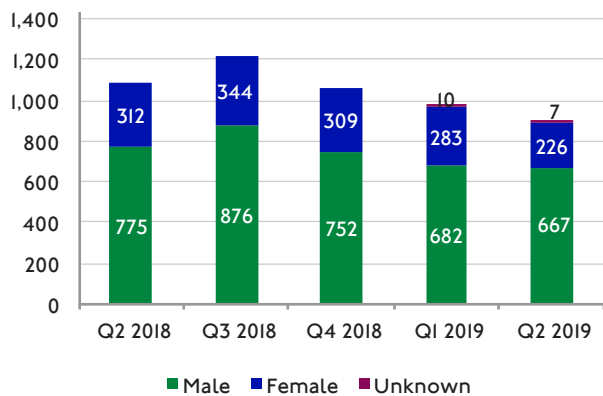
**Figures from the end of 2016 have been reported using a new system. The dotted lines in the graph for calendar years 2013-2016 denote back-estimated figures following analysis undertaken with the Transport Research Laboratory to indicate how many collisions would have been reported under this system in previous years.

†As explained in full on page 10 this graph uses existing and new methodologies for identifying serious injuries.

Vulnerable road user Past five quarters*



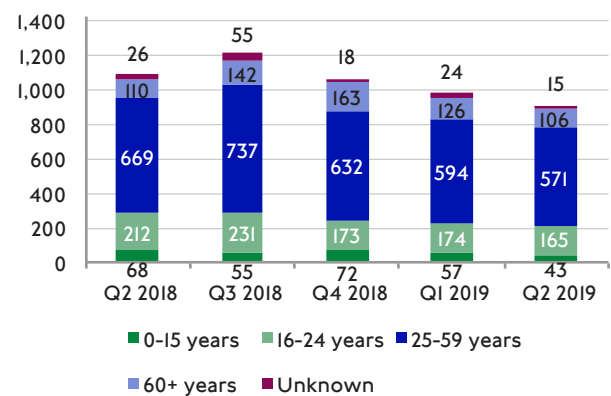
Gender Past five quarters*



Vulnerable road user

Road casualty data is reported by calendar month. During the most recent quarter available, April - June 2019, provisional figures show that 81 per cent of people killed or seriously injured were walking, cycling or motorcycling (vulnerable road users). People motorcycling accounted for 29 per cent of casualties despite being only one per cent of journeys. When compared to the same period last year, the number of vulnerable road users killed or seriously injured has fallen by 14 per cent, with the greatest reduction amongst people cycling in particular when in collisions involving goods vehicles.

Age Past five quarters*



Gender

During the most recent quarter available, April - June 2019, provisional figures show that the number of women killed or seriously injured fell by 27 per cent and the number of men killed or seriously injured also fell by 11 per cent, when compared to the same period last year. However, men still made up almost three quarters (74 per cent) of casualties and were at greater risk of injury than women. Men accounted for 95 per cent of motorcyclist casualties, making around 98 per cent of journeys by motorcycle. Men also made up 79 per cent of cyclist casualties and around 72 per cent of journeys by bicycle. Of people walking, men made up 58 per cent of casualties and around 48 per cent of journeys by foot. Gender was known for over 99 per cent of casualties.

Age

During the most recent quarter available, April - June 2019, provisional figures show that the number of people killed or seriously injured fell amongst all age groups, except for people aged 60 years or over.

*As explained in full on page 11 the quarters mentioned here are based on calendar months rather than the usual reporting periods.

Did we deliver our planned improvements?

Vision Zero Week

Vision Zero had a strong focus on communicating the human cost attached to road trauma and helped to raise the profile of the Vision Zero programme. A campaign called 'Know my name' released five powerful stories of people who have had their lives turned upside down through serious road traffic collisions. The campaign generated 100,000 views and had a reach of 1.2 million on social media.

Publication of 2018 road collision data

On 25 July, during Vision Zero week, TfL published the 2018 casualty statistics, showing that the number of people killed on London's roads fell to the lowest level on record. However, the figures showed that 112 people were killed, and a further 3,954 suffered serious injuries. The collision data highlights that urgent and continued action is needed to eliminate death and serious injury and prevent more families, friends and communities from experiencing the devastation of road trauma.

Vision Zero Travel Safe Priority Area Programme

On 9 and 16 September we launched two Travel Safe Priority Area trials to improve road user behaviour at locations of high road danger. The trials will measure the combined impact of Metropolitan Police Service (MPS) led enforcement, communications, and community engagement on reducing road danger.

The trial locations were selected from the top ten locations identified by the MPS for the number and severity of collisions, and community reports of concerning road user behaviour. All interventions have been insight and intelligence-led, where on-street observations have shaped the intervention and monitoring approach at each site.

Further trial interventions will be run at other high risk locations, testing different approaches until the end of March 2020. On the basis of the findings, we will consider whether to expand the interventions to other high-risk locations across London, in partnership with London boroughs.

Lower Speeds toolkit

On 6 September the Lower Speeds Toolkit was published. The toolkit outlines the various speed reduction measures that can be used when designing streets in London.

The document can be used by anyone seeking to make our streets safer, healthier and more attractive for walking and cycling (<http://content.tfl.gov.uk/achieving-lower-speeds-toolkit.pdf>). However, it will be of particular relevance to those responsible for implementing specific speed reduction programmes on the Transport for London Road Network (TLRN) and local roads managed by the London Boroughs. Some of the measures in this toolkit will be able to realise speed reductions by themselves, while most will achieve more effective results when used in combination with others measures.

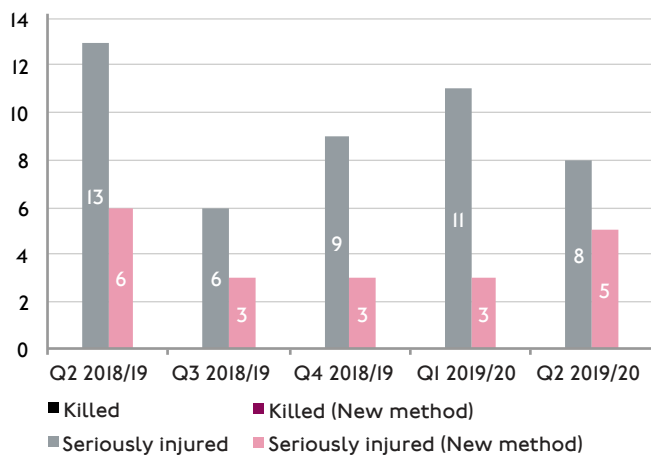


Other operations

This section looks at how our Other Operations customer safety contributes to the TfL scorecard measure 'Reduction in customer and workforce killed and seriously injured', and analyses all customer injuries on our Other Operations. Other Operations includes Victoria Coach Station, London River Services, Taxi and Private Hire, Cycle Hire and Dial-a-Ride.

Customers killed or seriously injured on other services

Past five quarters* **



*As explained in full on page 10 this graph uses existing and new methodologies for identifying serious injuries.
 **The data in this graph has been amended after an error was identified following initial publication.

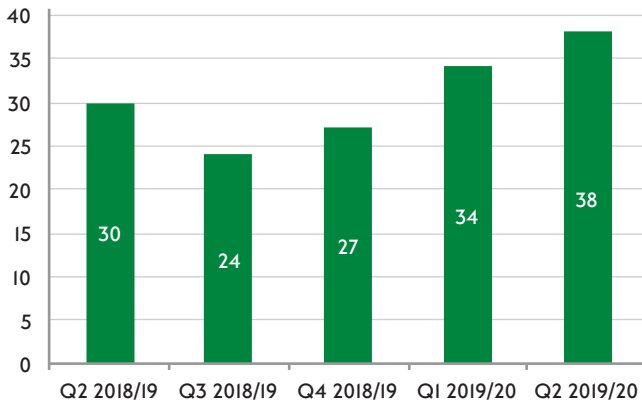
In Q2, there were no customer fatalities on other operations, however, eight customers were seriously injured:

- Cycle Hire (eight)

This was an increase of three on the previous quarter. There were also six customers seriously injured in the same quarter last year.

Customer injuries on other operations

Past five quarters



Top cause of injury (%)

Slips, trips and falls	57
Struck by object / against object	12
Collision	7
Cut or abrasion	5

There were 38 customer injuries in total during Q2. Of which, 33 were minor injuries, which was an increase of 9 (38 per cent) when compared to the same quarter last year.

The breakdown is as follows:

- Dial-a-Ride (16)
- Cycle Hire (13)
- London River Services (six)
- Victoria Coach Station (three)

Dial a Ride saw an increase in minor customer injuries due to accidents whilst boarding and alighting vehicles. This is being mitigated by new vehicles having guard rails added to the ramp arrangement, allowing customers to hold onto a 'handlebar' whilst boarding.

Cycle Hire saw a notable increase in customers receiving minor injuries after being involved in Road Traffic Collisions and other falls whilst riding the bikes.

38

Number of injuries within our other operations this quarter (27% ▲ on Q2 2018/19)



Did we deliver our planned improvements?

Following the launch of the Safety Improvement Plan for the Thames in Q1, work continues to deliver the activities in the plan

New boarding and alighting ramps have been installed at seven of our nine piers during the quarter. This has resulted in safer access to and exit from Thames Clipper vessels using our infrastructure.

We have continued to engage with all Thames stakeholders to improve customer and staff safety through active monitoring and operator licencing requirement. Monitoring of those operators using our piers is now part of business as usual activity. Work on charter boat operator licenses continues, and any new requirements will be introduced in Q4

Victoria Coach Station launched an exchanging places event for coach station staff. Staff responsible for assisting coach drivers when moving coaches within the station, get to sit behind the wheel of a coach to make them aware of blind spots and the vehicle length. There is also a classroom session on pedestrian safety within the station.

Dial a Ride launched its Reversing the Risk training course for drivers, aimed at improving their manoeuvring competency in tight suburban streets to reduce collision incidents.

Our plans for next quarter

Following the success of the Safety Improvement Plan for the Thames, a number of stretch or ambitious activities be developed for 2020 and beyond. These will be developed during Q3

Reviewing charter (boat) operator licences to strengthen safety management requirements placed on the operator when using our piers

Work on safety chains and ladders will be completed

Safety - feedback from customers

Number of complaints

	Q2 2018/19	Q2 2019/20
Underground	312	369
Buses	1115	1138
DLR	16	16
London Overground	38	50
TfL Rail	25	23
London Trams	7	13
Emirates Air Line	0	1
Congestion Charge	0	TBC
Dial-a-Ride	3	0
London River Services	1	0
Santander Cycles	0	0
Taxis*	3	8
Private Hire*	1	1
Total	1521	1619

* Taxi and private hire complaint numbers are not directly comparable due to the way they are received and recorded

During Q2, there was an increase in safety contacts to our customer care contact centre compared to last year, because of a new enhanced web feature introduced last year. This enables our customer relationship engagement system to capture safety issues more efficiently, so all safety critical contacts can be actioned within 24 hours.

Buses again remain the area with the most safety complaints, with passenger accidents at the top. There was also a significant increase in tram complaints regarding regarding issues, such as assault and anti-social behaviour.

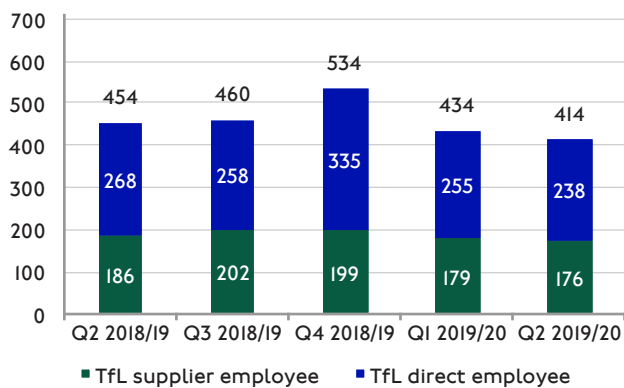


Our Workforce

This section looks at overall performance of the safety of our workforce, measured against key workforce safety measures before analysing trends this quarter. The workforce information within does not include the tragic fatality of our colleague Christian Tuvi.

All workforce injuries

Past five quarters

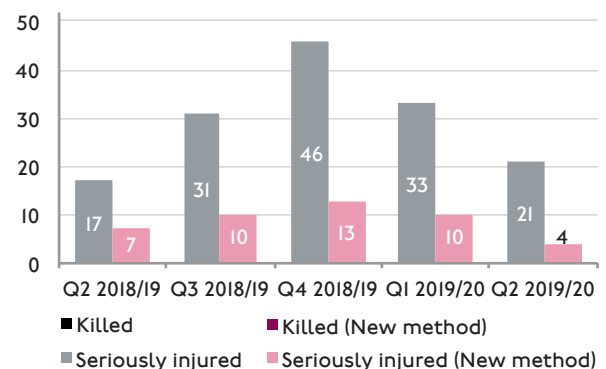


*As explained in full on page 10 this graph uses existing and new methodologies for identifying serious injuries.



Workforce killed or seriously injured

Past five quarters



Workforce injuries

There were 414 workforce injuries in Q2 2019/20. This is a reduction of nine per cent (40) when compared to the same quarter last year.

Of these injuries, 64 per cent were within LU and 19 per cent in buses. The rest was made up of Rail (seven per cent), Other support areas (six per cent) and major projects (four per cent).

Direct employees

In Q2, our direct employees experienced 238 injuries, which was a reduction of 11 per cent from the same quarter last year. Of these, 229 (96 per cent) occurred within LU (including Rail).

Supplier staff

Our supplier staff accounted for 176 injuries, which was a reduction of five per cent from the same quarter last year.

Of these, the biggest contributor was buses with 77 injuries (44 per cent). There are approximately 25,000 bus operator staff working in London. Every Bus operator is working on safety initiatives locally to reduce harm; notably to avoid on-board manual handling issues with cab, blinds and doors. Additionally, significant work is being done in operator premises to reduce slips, trips and falls.

RIDDOR reportable incidents

There were 36 reportable incidents affecting our workforce during Q2, all of which occurred on LU. 15 of these were as a result of slip, trip and falls.

One reportable injury was due to a contractor falling from a tree and being knocked unconscious. All other incidents were due to time absent from work following an injury.

This does not include the tragic incident at Waterloo referenced in the introduction section of this report.

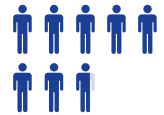
264

Number of workforce injuries on the LU network this quarter (11.4% ▲ compared to Q2 2018/19)



78

Number of workforce injuries on the bus network this quarter (16.1% ▼ compared to Q2 2018/19)



33

Number of total construction workforce injuries quarter (38.9% ▼ compared to Q2 2018/19)



Did we deliver our planned improvements?

Operational communications

We launched a new approach to communication of safety information on London Underground (LU) in June. This was developed as a recommendation during the investigation of a serious safety incidents in Autumn 2018.

The focus during Q2 was on embedding the new framework – ensuring that the right people get the right briefings and training. Positive stories are being shared locally and via the intranet.

In January, the focus will move to an independent review of the new approach and to the ‘sustain’ stage of the project. This will include:

- Operational Communications training will be delivered as a half day course teaching the new Rule Book
- All service Control Centres - at least one trainer from each area will have undertaken the train the trainer course to cascade in their area
- All relevant courses which touch upon operational communications have been refreshed
- Local briefings of staff on stations and trains are underway and there is a push to make sure people have completed the relevant course
- Functional Communications Review Groups have been set up and work started - this continues into Q3.

Workplace violence

The threat of physical violence or aggression is very real for staff. We are taking action to reduce the risk of our staff being assaulted or abused at work, in providing our staff with the right support and to ensure that those who inflict violence on our staff are brought to justice.

During Q2, we trialled body worn cameras at 12 LU stations and we are now rolling them out to other staff and stations where they can add the greatest benefit. During Q3, we will provide extra resources for those stations which have the greatest issues with workplace violence.

Staff engagement

We are improving how we engage with our front line teams in a number of ways. We have introduced a Safety Forum for our teams and our key suppliers. We started our successful safety awareness events for all our maintenance staff earlier this year and will continue to run them through the rest of 2019. We held the first LU-wide Safety Focus Week in Q2 and will now run these four times a year. In Q2, we started sharing our performance more visibly with our teams and asking them to help identify solutions to safety concerns.

Our plans for next quarter

Introduce our new approach to monitoring the quality of communication of safety critical information

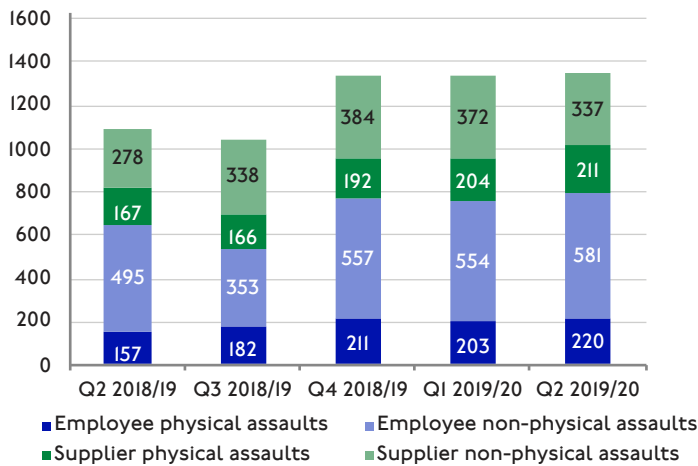
Hold our next LU wide Safety Focus Day

Hold a Time for Reflection week – an opportunity to reflect on the tragic death of one of our maintenance contractors, and finalise our investigation into the accident

Launch our new approach for fairer incident investigation on trains (with a view to rolling out more widely if it is successful)

Violence against our staff

Past five quarters*



Types

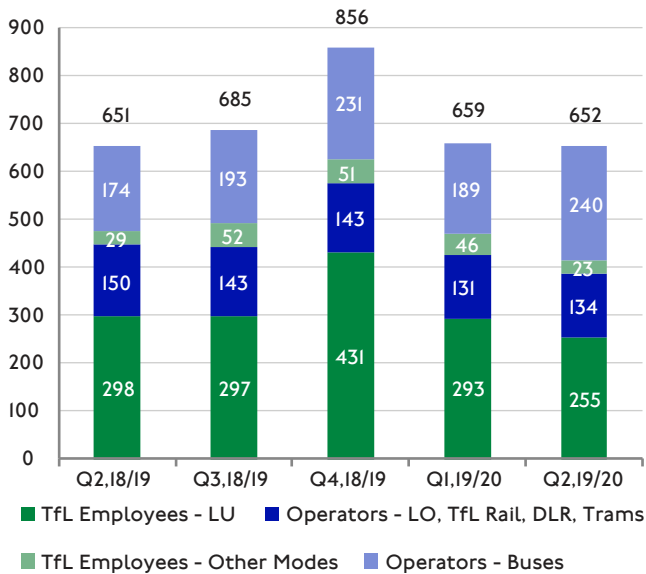
Physical assaults	431
Non-physical assaults	918
Total assaults	1349

In Q2, there were 1,349 incidents of reported violence against our staff. Of these, 431 were physical assaults and 918 were threats or verbal abuse (non physical assault). This compares with 1,097 in Q2 last year, which represents an increase of 23 per cent.



Police recorded violence

Police recorded violence / public order offences against staff (volume)

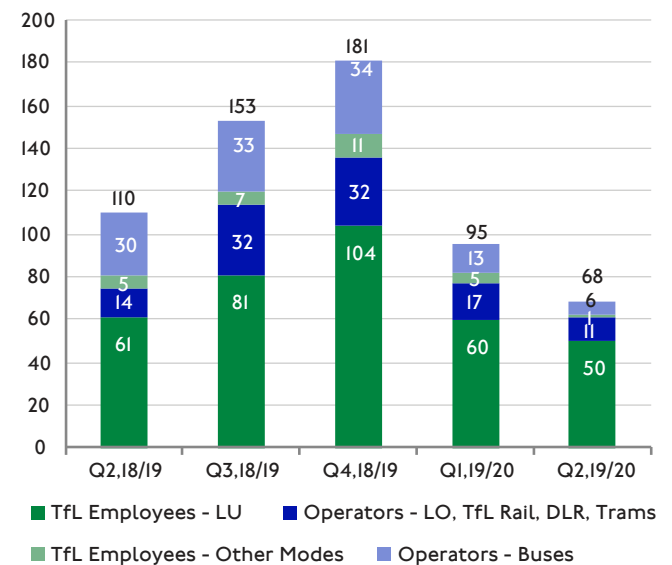


We work closely with the Metropolitan Police (MPS) Roads Transport Policing Command and the British Transport Police (BTP) to support investigations into violence (physical and non-physical) towards our workforce.

We are currently developing our first ever pan-TfL workplace violence and aggression strategy. It is imperative that our people, and the workforce of our suppliers and contractors, feel safe and supported. We are determined to do more to tackle violence and aggression against our people. Part of our improvement activity includes improving the quality of our reporting, data and analysis to gain a deeper understanding of trends and issues to better target actions. Future quarterly reports will include more insight as this work progresses.

In Q2 2019/20 the police recorded overall 652 violence/serious public order offences against staff. These break down as follows:

Overall successful prosecutions recorded from violent / public order offences against staff (volume)



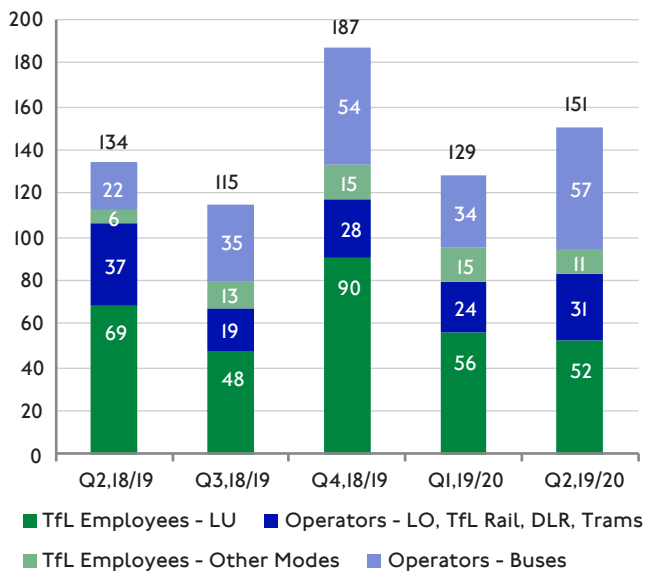
LU	255
Bus / VCS non TfL staff	240
LO / DLR / TfL Rail / Trams	134
Bus / VCS TfL staff	23

This is almost identical to the number of recorded offences in Q2 2018/19 (651), and year-to-date compared with last year there is a small rise of two per cent (23 more).

In Q2 2019/20 the overall successful prosecution rate was 10 per cent compared with 17 per cent in Q2 2018/19, and year to date the rate is 10 per cent compared with 20 per cent last year. This value fluctuates greatly between the BTP and the MPS and reflects the live nature of ongoing investigations with many cases open at time of reporting. The majority of recorded staff assaults were on the bus and LU networks (40 per cent and 39 per cent respectively), with the positive outcome rate for this quarter being three per cent on the bus network and 20 per cent on the BTP-policed TfL networks.

Police recorded violence

Police recorded violence / public order offences against staff which are deemed a hate crime

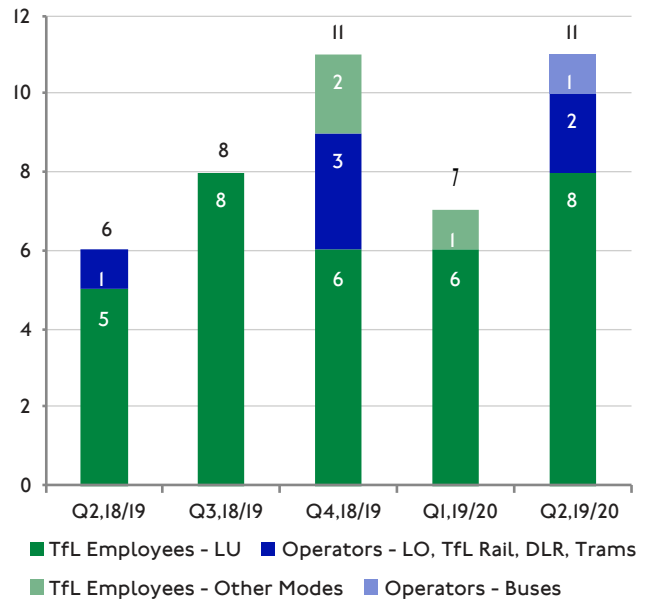


The police flag an offence as a hate crime if it is motivated by race, religion / faith, sexual orientation, disability or transgender identity. Tackling hate crime against our staff and customers is a priority for TfL and our policing partners. We lead a range of activities to deal with hate crime on our transport network to reassure our staff and passengers who feel more vulnerable to victimisation, and encourage people to report incidents to the police.

In Q2 2019/20 the proportion of offences against staff deemed hate crime was 23 per cent, slightly higher than Q2 2018/19 (21 per cent), and year to date the proportion is 21 per cent in both financial years. The majority of hate-related staff assaults are racially motivated (more than 80 per cent) and this is consistent across all modes.

The number of sexual offences remains low and all are of a low level nature (exposure and unwanted touching).

Sexual offences against members of staff



We continue our important work with our police partners to tackle sexual offences on our public transport networks. Through Project Guardian, we are working to improve confidence in reporting, challenge unwelcome sexual behaviour and target offenders.

Our staff can also be victims of unwanted sexual behaviour when doing their jobs. The number of reported offences is low but we recognise that some of this behaviour is likely to go unreported. We are working to change this through our work to tackle work-related violence and aggression and improve the support we give to our staff when they are a victim.

In Q2, there were 11 reported offences of which eight were reported by LU station staff. The offences involved inappropriate touching or indecent exposure offences.

Did we deliver our planned improvements?

- Present the pan-TfL strategy to tackle workplace violence and aggression to the Safety Sustainability and Human Resource Panel

The strategy is on schedule to go to the Safety Sustainability and Human Resource Panel (SSHRP) 13 November 2019

- Developed a joint pledge between TfL, British Transport Police and Metropolitan Police to prevent workplace violence and aggression, provide enhanced care and support and to become a learning organisation

As part of the strategy we have worked with our operators, contractors and our policing partners to develop a pledge to our people to: work together to prevent incidents; better support our people when they are victims; listen to their feedback and work with them to achieve our vision of eradicating work-related violence and aggression. This will be launched as part of the strategy

- Establish a joint workplace violence steering group with the Trade Unions
Our trade unions have provided valuable input and constructive feedback throughout the development of the strategy. This included setting up a joint Workplace Violence Steering groups with the Trade Unions which first met on the

5 August 2019 where we shared our pledge and initial plans. The second meeting on the 26 September 2019 provided an opportunity for the TUs to give their feedback on our proposals and set out their expectations. We shared our final strategy and action plan at a joint steering group in early November

- Continue to work with our police partners to tackle the common triggers to WVA and to improve police visibility and engagement
We continue to work closely with our police partners - British Transport Police (BTP) and the Roads and Transport Policing Command – to tackle the common triggers of work-related violence and aggression and to reassure and support our people
- Deliver Trauma and Stress Support Foundation Training
We have trained twenty staff members in Trauma and Support Foundation Training, which focuses on the provision of peer to peer support for those who experience psychological trauma and work-related stress. Having completed training these individuals are now skilled to help colleagues within set boundaries, supported via bi-annual supervision / good practice days, which are delivered by Occupational Health.

Our plans for next quarter

Create a single dedicated work-related violence team and commence recruitment to new roles in the team

Improve the analysis and reporting of work-related violence and aggression incidents

Enhance communications around work-related violence and aggression

Progress business case for body worn cameras for TfL employed staff, in line with operational requirements

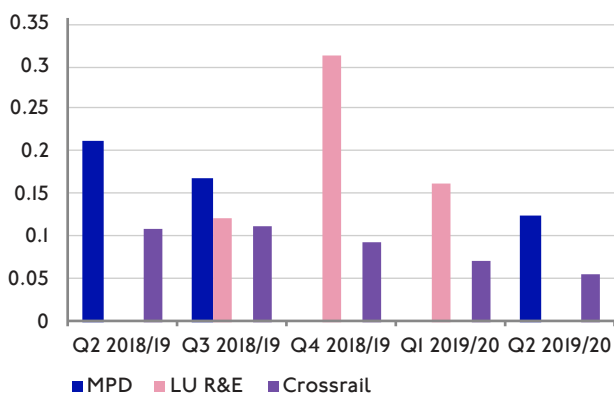
Provide operational and police support



This section looks at overall performance against key construction workforce safety measures before analysing trends this quarter.

Workforce injuries - Construction

Accident Frequency Rate (AFR)



Our construction workforce accounted for 30 injuries in the quarter. This is a 46 per cent decrease on Q2 last year and a 50 per cent decrease on Q2 2017/18. There were no construction workforce RIDDOR specified injuries in Q2 this year.

Of the 30 construction workforce injuries, six were to our direct employees (20 per cent compared with 16 per cent last year). For our direct employees, slips, trips and falls were the main cause of injuries in Q2.

Two minor injuries were RIDDOR reportable as they resulted in an absence from work of over seven days compared with four in Q2 last year. The Major Projects Directorate (MPD) had one RIDDOR reportable injury in Q2. A supplier's member of staff slipped on a wet floor, sustaining a minor injury that resulted in them being away from work for more than seven days.

The accident frequency rate (AFR) improved by 38 per cent compared with Q2 last year and has been better than our threshold target during the quarter. Over the past two quarters MPD has seen a 42 per cent reduction in employees suffering a lost time injury. Compared with this point last year, MPD has had a 19 per cent improvement in physical injuries.

On Crossrail, the RIDDOR AFR was unchanged in Q2 at 0.08, which remains below the target of 0.13.

Top causes of injury (%)

Slips / trip / falls	17
Manual handling	17
Hand tools	7
Non compliant with HSE rules (eg. SSOW, PPE)	7

Did we deliver our planned improvements?

- **Construction Design Management (CDM) awareness**

As part of our strategy to improve the knowledge and skill set of our people, we have developed and are delivering a suite of four separate CDM 2015 awareness sessions. So far, over 300 staff have attended the sessions, feedback has been positive and there is a high demand for the courses resulting in more being commissioned

- **Making HSE personal**

We have continued to roll out the 'who am I safe for' cultural improvement programme. This helps our people consider to help our people consider the consequences those unsafe actions at work could have on their home-life. This campaign has and continues to play a pivotal role in maturing our safety culture

- **Reducing Manual Handling**

Our initiative to reduce manual handling in the delivery of our capital projects resulted in a Mechanisation Trial whilst installing signalling posts as part of our Four Lines Modernisation (4LM) programme. Using a long reach Rail Road Vehicle (RRV) we were able to successfully mechanise a traditional manual task. This approach will now be used in our Christmas blockade works this year, significantly reducing manual handling impacts to our people, whilst improving our delivery

- **HSE, our core value**

To enforce our ethos of HSE being our core value, our 4LM programme held an 'immersive' event that allowed delegates to bring to life the challenges to delivering a major programme and

why HSE must be the only constant that drives everything we do. The event used role play scenarios to help people understand the potential consequences of the decisions they do, or do not make

- **Understanding and Reducing fatigue**

Our Fatigue Management Improvement Programme was established in Q1 in recognition that risks from fatigue can have an impact across all parts of our organisation. The improvement programme seeks to eliminate potential inconsistencies and take the opportunity to review the current fatigue management system. An output of this work is an agreed trial within MPD to identify how the current fatigue management system can be better applied within the projects delivery parts of TfL. Our Bank Station Capacity Upgrade (BSCU) project has won the New Civil Engineer (NCE) Techfest 2019 Award for 'Best use of Technology: Health, Safety & Wellbeing' after using 'Readiband' technology to monitor fatigue amongst their workforce and as a result introduced a new working method to change from from traditional 12-hour shifts to eight-hour shifts

- **Connecting with site**

Our targeted campaign was to encourage our office based staff to visit a worksite, to get a feel for what MPD is really all about and the type of work that we deliver. It was a successful initiative, with positive feedback from those who don't normally visit our worksites, improving insight greatly. Shared stories from the event have ensured the learning is not forgotten and similar events will be delivered on an ongoing basis

- **Be the best client we can be**

In response to feedback from our supply chain we have focused our approach on how we can do more to lead by example, support our suppliers and crucially provide an environment in which our suppliers can develop and deploy HSE innovations that reduce harm. Aligned to this we have also established a pan-TfL capital delivery steering group to align approaches and expectations and drive forward our 'Zero Harm' agenda

- **Utility strike reduction plan**

For our construction teams working in and around the highways environment, buried utility services are a recurring hazard. We've identified and are implementing a range of activities to mitigate this hazard. These include reviewing trends and causal factors from previous investigations; identifying best practice methods; delivering awareness training to project managers; and clear communication of any residual risks through project documentation.

Our plans for next quarter

Deliver the pan-TfL Zero Harm forum

Assurance focus on compliance to Safe Systems of Work

Strengthen processes to reduce risk when working near buried services

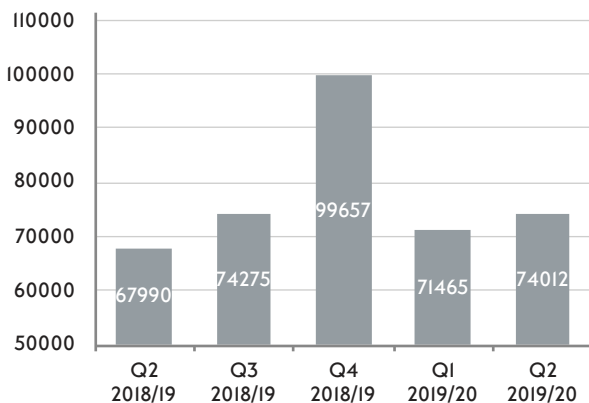


Sickness, absence and wellbeing

This section looks at key measures relating to our workforce’s wellbeing together with progress against planned improvements.

Days lost to sickness

Past five quarters



In Q2 2019/20 sickness absence was 4.90 per cent, compared to 4.31 per cent in Q2 2018/19.

The top three causes of sickness absence for Q2 2019/20 are the same as Q2 2018/19: mental health, musculo skeletal, and accidents/assaults. The year-on-year change for the same quarters are:

- Mental Health – 0.28 per cent
- Musculo Skeletal – 0.03 per cent
- Accidents/Assaults – 0.07 per cent

We provide rehabilitation services in the physiotherapy department to return staff fit to work. We also advise on ergonomics to prevent work caused injury. For accidents and assaults we have peer support via the trauma support groups, we have intervention by our counselling team for those suffering from post trauma stress. There is also the new Employee Assistance Programme (EAP) available for all staff for telephone and face-to-face counselling. The EAP also offers support to managers to deal with distressed workers and to support those with mental health conditions.

74,012

Working days lost to sickness (8.9% ▲ compared to Q2 2018/19)



4.9

Percentage working days lost to sickness (0.6% ▲ compared to Q2 2018/19)



Did we deliver our planned improvements?

- **Counselling and Support**

During Q2 our in-house counselling team have designed and delivered a series of presentations to apprentices and sponsor managers on how to take care of their mental health and wellbeing. We have also given presentations on Stress and Resilience to up to a 100 staff per session including the night staff.

As part of World Mental Health Day on 10 October (the theme of the day is suicide awareness), plan a number of activities that include TfL-wide staff awareness talks and sharing of experience

- **The new Employee Assistance Programme (EAP)**

This has been launched and is available to staff 24 hours a day. With the new services, employees have now access to face to face counselling and computerized Cognitive Behaviour Therapy. The EAP is a 24/7 helpline that's available to everyone in TfL, including managers. The experts on the end of the phone can help with advice about everything from everyday questions about tenancy issues or insurance or consumer rights to medical or wellbeing worries.

During Q2 we recruited and trained further Trauma Support Group (TSG) volunteers and Supporting Colleague Network (SCN) volunteers. The key role of the peer supporters is providing colleagues with initial support with their mental health and wellbeing.

- **Headspace**

On 14 August we made Headspace available to TfL staff. Headspace is an app with guided meditations to practice mindfulness. The app has over 1000 hours of content ranging from stress to self esteem, dealing with change or public speaking, about pregnancy or being a new parent. This has been shown to reduce stress symptoms and improve sleep. TfL employees have free access to the app until 14 August 2020. So far, over eight per cent of employees have signed up, with a total of 103,385 minutes of meditation completed

- **Physical health**

To encourage employees to increase their physical activity levels the Health and Wellbeing Improvement Programme promoted the 1 Million Step Challenge run by Diabetes UK. The goal was to achieve 1 million steps over the period between 1 July and 30 September. Employees who took part had to achieve an average of 10,000 steps a day to reach the 1 million mark

- **Management Training**

Occupational Health launched the new format Work and Health training for managers. The one day training aims to help our managers improve their understanding on workplace health and how to work effectively with our Health and Wellbeing team.

London's streets will be clean and green



A cleaner environment

We aim to present a picture on our environmental performance in this report. Many of the metrics are in line with indicators from the London Environment Strategy 'leading by example' chapter. These are set out here for Q2, where the data is available on a quarterly basis. Where data is only available annually, we will report the collated annual figure in the Q4 report.

Air quality

We are leading a major initiative to clean up London's air that has seen 76.8 per cent increase in compliance in the Central Ultra Low Emission Zone.

ULEZ expansion – feasibility study for delivery options concluded

The next step is to extend the air quality benefits to other parts of London. Work is underway to deliver the Ultra Low Emission Zone (ULEZ) Expansion project for delivery in October 2021.

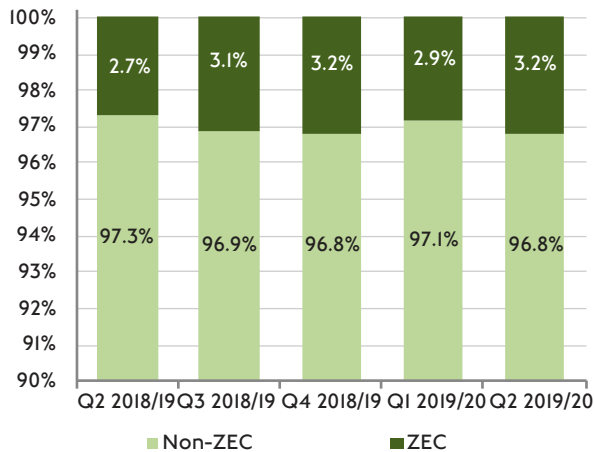
In Q2 we concluded a feasibility study to understand the options for delivering the systems and services required for extension to the North and South Circular Roads. Work is also underway to plan mitigation and complementary measures, and to develop marketing and communications programmes.

Euro VI Buses – 85 per cent Euro VI Emission Standard Compliance at Q2

We are investing in Euro VI buses as part of our programme to tackle air pollution and improve public health. At the end of Q2 around 85 per cent of the entire bus fleet met a Euro VI emission standard or better. We remain on track with upgrading the entire fleet to Euro VI emissions or higher by October 2020. This will be achieved by introducing new buses into the fleet and upgrading mid-life buses to meet Euro VI emissions. There are now over 7,700 buses in the fleet which meet Euro VI emissions or better, this includes 200 pure electric buses; both single and double deck buses.

TfL Vehicle fleet - zero emissions

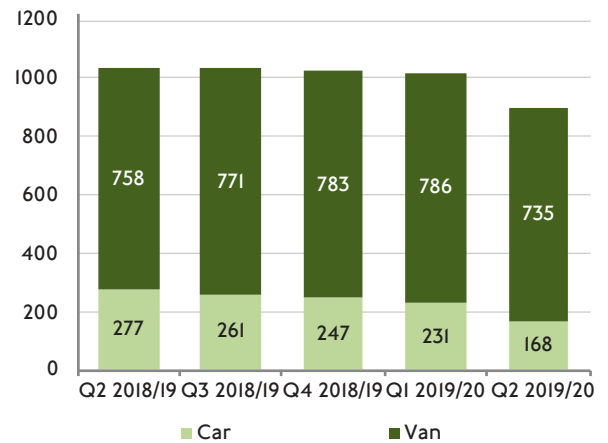
Proportion of vehicles meeting 2025 target



Vehicle Fleet – On track to deliver 2025 target at Q2

We are seeking to improve the emissions of our support fleet, as part of the programme of reducing air pollution and carbon emissions and to lead by example. The Mayor has set a goal for GLA fleets to be zero emission capable (ZEC) by 2025.

Total number of vehicles in fleet



In support of the Mayor's target, we have increased the ratio of electric vehicles against conventional combustion vehicles by 8 per cent of our existing fleet. Battery assist hybrids are the preferred alternative to diesel cars where it is currently not possible to deploy a ZEC vehicle.

Climate Change

Hot weather impacts - climate change Adaptation and resilience

The main issues experienced in Q2 were related to hot weather with record breaking temperatures experienced in both July and August.

Hot weather causes risk to our assets, which often struggle in extreme temperatures. As part of our preparations for summer, all parts of TfL enacted regular monitoring of key assets, ensuring that regular maintenance and response to failures was in place. We also reminded staff to stay hydrated.

The main part of our focus was to ensure that customer messaging was correct to ensure that risks of becoming ill on our network were reduced as far as possible.

Electric vehicle charging points – action to help mitigate emissions

This quarter we have been focusing on the delivery of rapid charging hubs. At present, there are more than 2,258 ZEC taxis licensed in London.

The total number of rapid charge points across London is now 202, which is on track to replace a major step towards our target of 300 rapid charge points by December 2020.

We have been working with the City of London on the potential delivery of a site

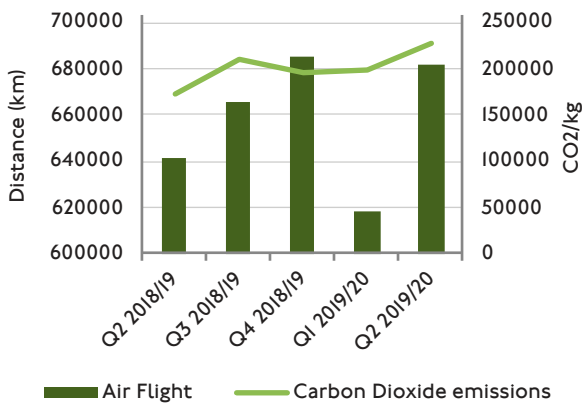
with 10 rapid charging points. We have also been exploring a site in Greenwich at Glassyard, which could host eight rapid charging points. Additionally we are exploring a number of other sites where we are working with the private sector.

This quarter there has been significant progress with the delivery of residential chargers through the Go Ultra Low Cities Scheme. Over 1,500 low speed charger points have been delivered and over 1,700 forecast for deliver by the end of 2019.

Dial-a-ride vehicles – Increased orders this quarter

To support both our climate change carbon reduction and air quality programmes. This quarter we have placed orders for a further 166 new ultra-clean Dial-a-Ride minibuses to ensure we continue operating door-to door services for passengers with the greatest accessibility needs when the enlarged ULEZ area comes into effect in 2021. This follows an earlier order of 90 vehicles to comply with introduction of the current ULEZ area in April this year.

Business air travel



TfL business travel

TfL staff undertake work abroad for a number of reasons, such as consultancy, researching suppliers and assets in use in other transport organisations or speaking at industry forums. We have a clear process for approving such travel and monitoring it, to reduce our environmental footprint.

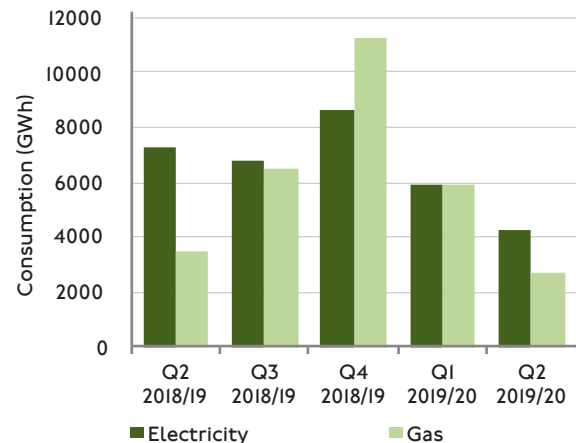
TfL Managed Facilities leading by example – our position at Q2

Transport for London (TfL Head Office buildings managed by Facilities Operations division) has recertified to the Carbon Trust Standard for Carbon, which shows we have

Water fountains

We are continuing our work to support the Mayor's goal for water fountain installation which helps to reduce single use plastic consumption and waste. We are currently working on 15 sites for potential installation, working in conjunction with Thames Water. We are shortly due to complete two new installations at Highbury & Islington and West Hampstead stations.

Head Office Gas and electricity use (GWh)



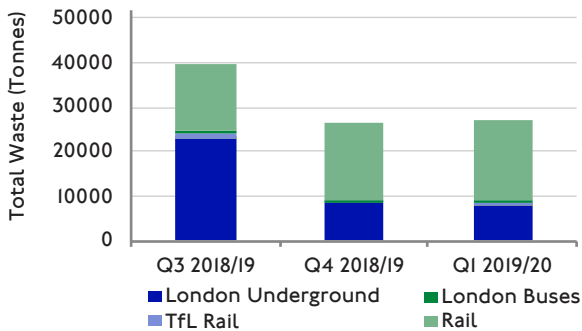
taken action on climate change by reducing our carbon emissions by 11.2 per cent based on the compliance period of 1 April 2017 to 31 March 2019. The Carbon Trust Standard requires us to keep reducing our carbon emissions and to recertify every two years.

We won the Chartered Institute of Building Service Engineers Building Performance Award 2019 in the Facilities Management category. As part of their submission, we showed how we set portfolio-wide targets each year to achieve the TfL corporate environment targets and Mayoral goals.

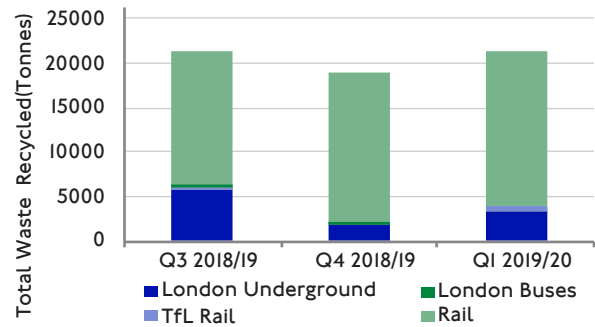
Reusable water bottles will soon be available to London Underground frontline employees, significantly reducing our consumption of single-use plastics – and saving money. After a successful trial on the Jubilee and Bakerloo lines last year, all colleagues in Customer Service are to receive a reusable bottle. The reusable bottles are set to replace all plastic cups in our stations, reducing our single use plastic waste by 3.6 million cups, which cost us almost £70,000.

Waste

Waste to landfill by mode



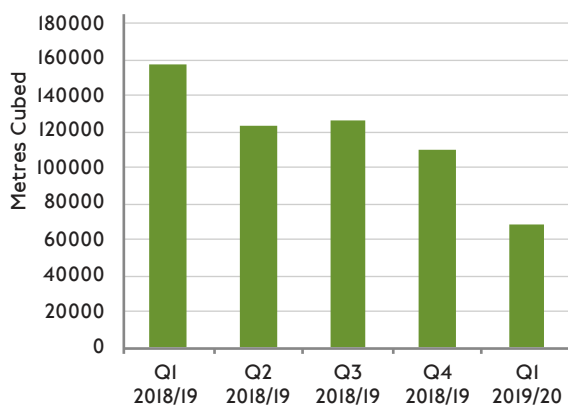
Waste recycled by mode (tonnes)



Area	Q1 incinerated	Q1 landfill
London Underground	100%	0%
TfL Rail	100%	0%
London Buses	100%	0%
Rail	99%	1%
Other	100%	0%

Water use

Past five quarters*



This a new indicator which we have just started to report on in Q1. There are no specific issues to report in Q2. Due to the time of data becoming available, these metrics are reported one quarter behind.

Environment

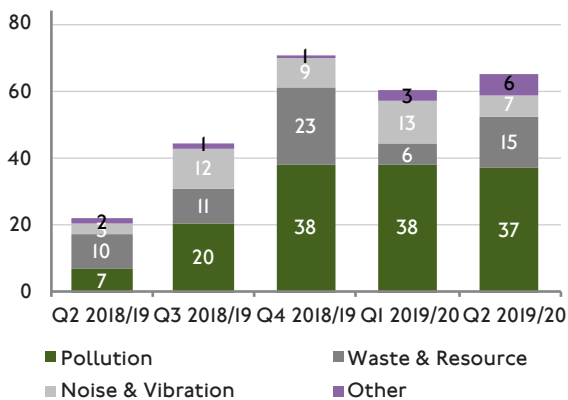
Environmental incidents

Streets	0
Buses	0
London Underground	54
Rail	1
Major projects	10
Total	65

Top causes of environmental incidents (%)

Pollution	57
Waste & resource	23
Noise & vibration	11
Other	9

Environmental incidents - past five quarters



Environmental Incidents and Complaints during Q2

We monitor our environmental incidents and complaints as part of good corporate environmental management practice. We investigate these locally. Whilst many of the incidents are low level in nature, it is important for us to track their nature and provide assurance that they are being managed.

Environment Incidents during Q2

There were 65 incidents in Q2, a slight increase from Q1 where 60 incidents were reported. These are primarily small incidents and near hits, with low or no impact and so are investigated locally, for example, when wrong waste type is observed being put in the wrong receptacle. We encourage full reporting of all types of impact and track their level.



Audit conclusions

Q	Strategic Risk	Audit No.	Audit Title	Conclusion
Q2	Operational reliability	I9 703	Mobilisation of Integrated Track Team	Well Controlled
Q2	Protective Security	I9 705	Implementation of security preventative measures	Well Controlled
Q2	Operational reliability	I9 711	Alstom - Northern line train maintenance	Requires Improvement
Q2	Operational reliability	I9 768	Trams management of power assets	Poorly Controlled
Q2	Operational reliability	I9 706	LU Vegetation Management (SSL lines)	Poorly Controlled
Q2	Operational reliability	I9 769	Trams management of asset information	Poorly Controlled
Q2	Achieving safety outcomes	I9 702	Management of change control	Requires Improvement
Q2	Operational reliability	I9 722	Management of LO Structures	Adequately Controlled
Q2	Operational reliability	I9 712	Schweebau - Rail Grinding	Requires Improvement
Q2	Achieving safety outcomes	I9 733	Canary Wharf Area Integrated Systems Audit	Not rated

We completed a total of 10 safety and quality audits during Q2.

Three reports were concluded as 'well' or 'adequately controlled', three concluded as 'requires improvement' and three were given 'poorly controlled' conclusions. One report was not given a conclusion.

1 Two audits at London Trams had conclusions showing that they were 'poorly controlled': Management of Power Assets and Management of Asset Information. A number of issues with asset data quality had been previously identified and the asset database was not being used to manage assets to standard. The quality of asset data had an impact on maintenance, record keeping and defect handling related to power assets. Trams has commissioned a management review to identify the resource needs to

deliver the required improvement.

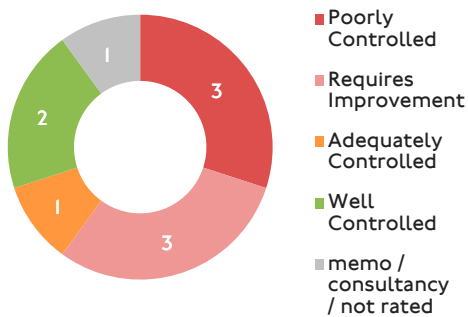
2. The management of vegetation was concluded as poorly controlled on the LU sub-surface lines. A number of elements of the standards were not complied with: there was a reliance on reactive responses to reported issues and remedial work actions were not always completed within the specified deadline.
3. The maintenance of Northern line rolling stock was concluded as 'requires improvement'. Five issues were raised regarding train wheel maintenance and risk assessment that were not in compliance with engineering standards and the LU Safety Certificate and Authorisation document. The actions have been raised with the maintenance supplier Alstom.
4. The programme of rail grinding on LU infrastructure was concluded as 'requires

improvement'. Action is required to clarify the roles and responsibilities within LU and the supplier Schweerbau and specifically regarding management of fatigue.

5. Management of change control within Renewals and Enhancements was concluded as 'requires improvement'. The processes for planning and changing the methods of working are not consistent or formalised to ensure that safety risks are

identified and mitigated.

6. Integrated Assurance has piloted a new audit product aimed at proactively providing LU Network Operations with assurance that station Area Managers are fulfilling key health and safety, operational and financial requirements. The audit was developed with the HSE and operational teams and it is intended to roll out a similar product to other LU operational teams.



More people will travel actively in London



Healthy streets

This the final measure on the scorecard that is relevant for this report

Healthy streets check for designers

The Healthy Streets Check for Designers (the Check) reviews whether proposed changes to the street are likely to result in improvements against the 10 Healthy Streets Indicators. It aids designers in aligning to the Healthy Streets Approach.

The Check provides a score for both the existing street layout and proposed design, with the uplift demonstrating the potential scale of the improvement of the street for people's health.

We introduced the Check in 2018/19 as an interim active travel performance metric on the TfL Scorecard.

We have expanded the scope of the Check in 2019/20 to include all TLRN and Liveable

Neighbourhood projects in the Healthy Streets portfolio make a material change to the street environment. The aim was to boost the number of schemes eligible to complete the Check.

At the end of Q2 2019/20, 23 eligible schemes completed The Check at Detailed Design. The average uplift across the 10 projects was 14 percentage points, which exceeded the scorecard target of 10.

At the end of Q2 2018/19 only 10 eligible schemes had completed the Check demonstrating an increase in 2019/20 in the number of schemes completing the Check.

Number of Healthy Streets Checks undertaken on the TfL Road Network

Table I. Summary of eligible Healthy Streets Checks undertaken and results in 2019/20 at Detailed Design.

	Q1 2019/20	Q2 2019/20	Year to date (Q1+Q2 2019/20)	Year end target
Number of schemes with a completed Healthy Streets Check for Designers at Detailed Design	10	13	23	N/A
Average percentage point uplift across schemes	15	13	14	10

TfL will continue to work to ensure schemes in subsequent quarters achieve the highest uplift scores possible to facilitate the largest improvements to London's streets.

Appendix: Sandilands investigation recommendations applicable to TfL

Recommendation	Progress to date
<p>UK tram operators, owners and infrastructure managers should conduct a systematic review of operational risks and control measures associated with the design, maintenance and operation of tramways.</p> <p>[RAIB recommendation 2. Links with RAIB Recommendation 1, 10, and TfL Recommendation 5]</p>	<p>Complete: Together with Tram Operations Ltd (TOL) we are represented on the UK Tram Industry Sandilands Sub Committee, established to consider the RAIB findings and take action on behalf of the UK tram industry.</p> <p>Our (together with TOL) review of route risk assessments and our network risk model has been shared with the wider UK tram industry. The industry has reviewed all risk assessments within the industry to agree a standard approach, a standard model has been developed and verified. it is now being rolled out. In support of the model we have also agreed the arrangements to collect industry incident and injury data. National roll out for the risk model and data model In Q1 there were 19 vulnerable road users were killed or seriously injured in collisions involving buses, a 21 per cent improvement from last year.</p> <p>We presented an overview and findings of Risk Model work to Rail Safety and Standards Board Risk Management Forum in June 2018. The model was revised again in March 2019.</p>
<p>UK tram operators, owners and infrastructure managers should work together to review, develop, and install suitable measures to automatically reduce tram speeds if they approach higher risk locations at speeds which could result in derailment or overturning.</p> <p>[RAIB recommendation 3. Links with TfL recommendation 2]</p>	<p>In Progress: A contract was awarded to Engineering Support Group in December 2018. The new system will automatically bring a moving tram to a controlled stop if it were to exceed the speed limit (by a safe margin) at a designated location. It will also alert the operations control centre.</p> <p>The system will initially be configured to priority locations as suggested by the RAIB recommendation. It also has the flexibility to be introduced elsewhere on the tram network.</p> <p>We remain on target for the system to be installed and in operation by the end of 2019. (This includes a period of training and familiarisation with tram drivers ahead of it becoming fully operational.)</p> <p>TOL are an active stakeholder in this.</p> <p>The Feasibility and scoping work for this system has been shared with other tram owners and operators to assist in the development of a programme for installing similar suitable systems to their networks.</p>

Recommendation	Progress to date
<p>UK tram operators, owners and infrastructure managers should work together to research and evaluate systems capable of reliably detecting driver attention state and initiating appropriate automatic responses if a low level of alertness is identified.</p> <p>[RAIB recommendation 4]</p>	<p>In progress: Working closely with TOL, LT has procured and commissioned the 'Seeing Machine Guardian' driver protection system fleet wide. This system uses proven facial movement technology to monitor driver fatigue and distraction. The system was fully installed across the LT fleet in October 2017.</p> <p>An additional feature of the Guardian system is that it is programmed to alert drivers if the maximum speed goes above 70kph.</p> <p>TOL were closely involved in the selection and implementation of this system and played the major role in securing driver support.</p> <p>LT and TOL have already hosted several delegations, including UKTram and others, to demonstrate the technology in operation. While the systems does not apply the brakes automatically, the Office of Rail and Road (ORR) recognises the safety benefits the system has brought to London Trams.</p> <p>This system is designed to detect driver inattentiveness and provide an alert, but does not, itself, apply the brakes, as suggested as an option in the recommendation. As detailed in recommendation three, an automatic braking system has been procured and will be installed by the end of 2019 as a separate measure. Research work being undertaken by UK Trams is exploring what an appropriate automatic response would be if a low level of driver attentiveness is detected, such as the application of brakes. TfL will review this research to ensure the system in use is compatible with the outcomes</p>
<p>UK tram operators, owners and infrastructure managers, in consultation with the DfT, should work together to review signage, lighting and other visual information cues available on segregated and off-track areas required by drivers on the approach to high risk locations.</p>	<p>Complete: We undertook a comprehensive review of tram speeds and speed signage across its network.</p> <p>As a result the following measures were put in place by September 2017. TOL are an active and engaged stakeholder on this initiative:</p> <ol style="list-style-type: none"> 1. The maximum tram speed on the network was reduced by 10kph, from 80kph to 70kph. The effect is that the potential for coasting in high speed areas has been removed, and that continual speed management is required in these low workload areas so increasing driver alertness. 2. Additional step down speed signage was implemented in all locations where speeds reduced by more than 20kph, enhancing driver visual cueing and orientation. 3. Where speed signs are located immediately in advance of higher risk locations, e.g. a tram stop or a curve with low approach visibility, the sign has been enhanced with the addition high visibility outer border as an additional visual cue to drivers of an approaching hazard. <p>iTram</p> <p>We will also implement iTram to provide audible in-cab over speed alerts. iTram is a performance monitoring tool that as well as driving safety improvements by trend analysis of tram speeds, also utilises GPS technology to provide over speed warnings to drivers at all points across the network. It is therefore an enhancement on the Guardian system which can only alert drivers if they exceed the maximum speed limit.</p> <p>Fitment across the fleet will be completed by December 2019</p>

Recommendation	Progress to date
<p>[RAIB recommendation 5. Links to TfL Recommendation 1]</p>	<p>Review of Visual Cueing Together with TOL we have completed a comprehensive Route Hazard Analysis. The conclusion is that the already completed installation of additional speed signage work improves driver visual cueing on the network. Conceptual designs for enhanced visual cueing in Sandilands tunnel are under TOL driver consultation.</p> <p>Tunnel Lighting Post the Sandilands incident we installed additional temporary lighting on the approach to the Sandilands tunnel, while our road tunnel lighting experts developed a permanent solution.</p> <p>The new design will adopt best practice from the automotive industry to reduce the impact of glare on driver's eyes both when entering and exiting the tunnel. Work is expected to be complete on the improved tunnel lighting by December 2019.</p> <p>Installation of highways type road studs ("cats eyes") as a sleeper mounted orientation aid within the Sandilands tunnel was completed in May 2019. The studs are deployed on the 'Up' road only to provide differentiation between directions of travel. They are also configured to provide visual orientation between the individual tunnel sections</p> <p>We are also trialling illuminated warning signs, similar to those used on roads to warn drivers their speed is above the limit. The effectiveness of these signs will be evaluated in summer 2019 and the feedback will be shared with the UK tram industry.</p>
<p>UK tram operators and owners should, in consultation with appropriate tram manufacturers and other European tramways, review existing research and, if necessary, undertake further research to identify means of improving the customer containment provided by tram windows and doors.</p> <p>[RAIB recommendation 6. Links to TfL Recommendation 8]</p>	<p>Complete: We commissioned the manufacture and testing of several prototype windows that could provide an appropriate level of additional containment. These prototypes were assessed against the conditions likely to have been encountered during the Sandilands incident, and taking into account any affect they may have on ease of access for the emergency services.</p> <p>We concluded that mainline rail crash worthiness standard GM/RT2100 is more likely to offer protection against the conditions experienced during the Sandilands event. Strengthening film on top of the existing tempered glass was selected as the immediate solution to strengthen glazing on trams.</p> <p>Following the extensive testing with safety experts and a new higher specification film that is 75% thicker (from 100microns to 175microns) has been fitted to all doors and windows to improve containment.</p> <p>We are investigating the practicalities of modifying tram doors and we will consider the recommendations made by the RAIB when designing new vehicles in the future.</p>
<p>UK tram operators and owners should install (or modify existing) emergency lighting so that the lighting cannot be unintentionally switched off or disconnected during an emergency.</p> <p>[RAIB recommendation 7]</p>	<p>In progress: In conjunction with industry experts, we have formulated a Technical Specification for the retrofitting emergency lighting to its fleet. The system will be fully autonomous, and will operate independently of the trams battery system in the event of an emergency.</p> <p>Roll out system is planned for Autumn 2019.</p> <p>TOL are an active and engaged stakeholder on this initiative.</p>

Recommendation	Progress to date
<p>UK tram operators and owners should review options for enabling the rapid evacuation of a tram which is lying on its side after an accident.</p> <p>[RAIB recommendation 8]</p>	<p>In progress: We continue to work with tram operators and tram manufacturers to identify and evaluate options to achieve this objective.</p>
<p>TOL and LT should commission an independent review of its process for assessing risk associated with the operation of trams.</p> <p>[RAIB recommendation 10. Links with RAIB recommendation 2]</p>	<p>Complete: The network risk model and route risk assessments have been reviewed and updated. They have been shared with the wider UK tram industry and we also presented an overview and findings of Risk Model work to Rail Safety and Standards Board Risk Management Forum in June 2018. Work has also been completed on our tram crossing risk assessments for Croydon town centre.</p> <p>A joint management process for the embedment of the models has been developed. They remain under regular review. The most recent review of the LT Risk Model was completed in March 2019.</p> <p>The industry is reviewing all risk assessments within the industry to agree a standard approach. The LT/TOL risk assessments will be further reviewed and revised in line with this approach.</p>
<p>TOL should review and, where necessary, improve the management of fatigue risk affecting its tram drivers with reference to the ORR's good practice guidance.</p> <p>[RAIB recommendation 11]</p>	<p>In progress: TOL are implementing a safety improvement plan designed to address the intent of this recommendation through their own internal safety governance arrangements.</p>
<p>TOL should commission an external organisation to review the way that it learns from operational experience.</p> <p>[RAIB recommendation 12]</p>	<p>Complete: TOL have implemented a 'Just Culture' Programme designed to address the intent of this recommendation through their own internal safety governance arrangements.</p>
<p>TOL and LT should review and improve the process for managing public and employee comments that indicate a possible safety risk.</p> <p>[RAIB recommendation 13]</p>	<p>Complete: We have reviewed our customer complaints procedure and how employees report issues to us and implemented improvements to ensure that any safety issue raised is dealt with efficiently and thoroughly across the TfL network.</p>
<p>TOL and LT should review and improve their processes for inspecting and maintaining on-tram CCTV equipment to greatly reduce the likelihood of recorded images being unavailable for accident and incident investigation. This recommendation may apply to other UK tram operators.</p> <p>[RAIB recommendation 14]</p>	<p>Complete: All LT Bombardier fleet has been fitted with new CCTV image recorders. CCTV health checkers which actively monitor the status of recording units and identify faults.</p> <p>The CCTV recording equipment on all Bombardier trams (type involved in Sandilands) was replaced and upgraded to digital shortly after the overturning. The equipment on Stadler trams, which make up the remainder of the fleet, had adequate functionality. Further work to upgrade CCTV on the wider fleet will be completed by May 2019.</p>

Recommendation	Progress to date
<p>TOL and LT should review and revise where required existing tram maintenance and testing documentation to take account of experienced gained, and modifications made, since the trams were brought into operational service.</p> <p>[RAIB recommendation 15]</p>	<p>In progress: LT has undertaken a comprehensive review of its written standards, maintenance processes and identified quality deficiencies. LT has appointed an independent entity to author new written standards, maintenance processes and forms addressing all quality gaps. This process will be in two phases. Sixteen critically prioritised standards and associated documents have been delivered in the first phase. The remaining standards and processes will be addressed through our routine arrangements for the maintenance of the management system.</p>
<p>Review available driver cues in relation to braking points on approaching a curved section of the tramway.</p> <p>[TfL recommendation 1. Links to RAIB recommendation 5]</p>	<p>Complete: Overall network top speed has been reduced from 80kph to 70kph. Additional 70kph signs have been provided to aid driver awareness of the permitted maximum speed.</p> <p>A design and signal sighting exercise has been concluded and the provision of additional step down speed signage to aid driver speed awareness and visual cueing is complete.</p> <p>Additional visibility signs have also been provided, which will heighten driver speed awareness in high risk areas.</p>
<p>Review available driver cues in relation to braking points on approaching a curved section of the tramway.</p> <p>[TfL recommendation 1. Links to RAIB recommendation 5]</p>	<p>Complete: Overall network top speed has been reduced from 80kph to 70kph. Additional 70kph signs have been provided to aid driver awareness of the permitted maximum speed.</p> <p>A design and signal sighting exercise has been concluded and the provision of additional step down speed signage to aid driver speed awareness and visual cueing is complete.</p> <p>Additional visibility signs have also been provided, which will heighten driver speed awareness in high risk areas.</p>
<p>Review of arrangements for the monitoring and management of speeding.</p> <p>[TfL recommendation 2. Links to RAIB recommendation 3]</p>	<p>LT has commissioned the installation and commissioning of the 'iTram' system, which will provide driver over-speed alerts network wide. iTram will also provide oncoming hazard awareness to drivers of high risk areas. The system has been installed on all 22 Bombardier trams and the roll-out on Stadler trams began in April 2019.</p>
<p>Review of traction brake controller (TBC) driver's safety device design.</p> <p>[TfL recommendation 3]</p>	<p>Complete: LT has procured and commissioned the 'Seeing Machine Guardian' driver protection system fleet wide. This system provides proven driver fatigue and distraction management via facial recognition technology. It was fully installed across the London Trams fleet in October 2017. ORR recognises the safety benefits that the system has brought to London Trams.</p>

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October 2019

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Date: 13 November 2019

Item: Workforce Fatality at Waterloo Station on 18 September 2019

This paper will be considered in public

1 Summary

- 1.1 This paper provides a summary of the tragic accident at Waterloo Underground station on 18 September 2019 where Christian Tuvi – a maintenance contractor for London Underground (LU) – died as a result of an injury sustained while working on the moving walkway at the station.

2 Recommendation

- 2.1 **That the Panel is asked to note this paper.**

3 Background

- 3.1 On Wednesday 18 September 2019, Christian Tuvi - a maintenance contractor for London Underground (LU) – received an injury while working on the moving walkway at Waterloo Underground station. The emergency services attended, but he died as a result of the incident. Christian Tuvi was 44-years old and has three children.
- 3.2 Mr Tuvi's brother, cousin and a family friend visited the station with the British Transport Police (BTP) and the Office of Rail and Road (ORR) on Friday 27 September. A significant part of the station was cordoned off during their visit to allow them privacy. Vernon Everitt met Mr Tuvi's brother and cousin and expressed our condolences to them and the family.
- 3.3 We ensured that our contractors were providing all necessary support to Mr Tuvi's family and we have also offered support should it be helpful. A number of LU teams were involved in the response to the incident and we have ensured that they have support from our Occupational Health team and their local managers.
- 3.4 The inquest was opened on 30 September 2019 and was adjourned pending the completion of the investigations.
- 3.5 Mr Tuvi's funeral was held on 18 October 2019. Vernon Everitt, the interim LU Managing Director attended and spoke at the funeral at the family's request.

4 Investigations

- 4.1 The investigation is currently being led by the BTP, supported by the ORR. At this stage the root cause of the incident has not been confirmed. All information requested of LU by the BTP or the ORR has been provided.
- 4.2 LU has commissioned a Formal Investigation Report (FIR) and has established a team dedicated to the FIR. The FIR was commissioned by Peter McNaught; Claire Mann is the independent Director sponsor.
- 4.3 A draft investigation report will be produced by 11 November 2019. Lessons learned during the investigation have been shared regularly across TfL and with our suppliers (as appropriate) as our investigation has progressed. The LU Leadership team is updated on progress each week.

5 Preventing a similar accident happening on the TfL network

- 5.1 On the day of the accident, TfL suspended all similar work (work which involved the removal of steps) on all moving walkways and escalators across TfL. Following a detailed review of our working processes and introduction of additional monitoring and assurance activities, we lifted the suspension on escalators on Sunday 29 September 2019. The suspension on work on moving walkways remains in place. There is only one other set of moving walkways on the Underground, which are located at Bank station. The LU Escalator Maintenance team is reviewing and updating the safe systems of work for maintenance of these moving walkways. This will be shared with the ORR.
- 5.2 The moving walkway at Waterloo remains out of operational use. It will only be returned to operational use once the BTP and ORR have confirmed that we can do so. The BTP and ORR want to revisit the station after they have completed their witness interviews. The interviews of the contractors working on site are not expected to be finished until early December 2019.

6 Working with our supply chain

- 6.1 A number of our contractors carry out similar work on TfL escalators/moving walkways and for other organisations. A number of actions have been taken/are underway:
 - (a) LU formally wrote to all contractors who work on LU escalators or moving walkways, seeking assurance that they have reviewed their safe systems of work and that they have communicated the safe systems of work to those who carry out these activities. LU (the Escalator Maintenance Team and HSE team) will carry out detailed reviews of the safe systems of work for all work on moving walkways;
 - (b) Key learnings from LU's review of its safe system of work were shared with other parts of TfL and with TfL suppliers via a Safety Alert issued on 4 October 2019; and
 - (c) LU held an industry-wide review of safe ways of working for escalator maintenance on 1 November 2019. This considered immediate and longer

term ways of improving safety during escalator and moving walkway maintenance.

- 6.2 LU is working with the supplier involved in the accident to ensure that information is provided to the BTP and ORR as required.

7 Time for Reflection

- 7.1 It has been over ten years since any of the LU workforce (our own staff or a contractor) has died while working for LU. During October 2019, teams across TfL (from the Executive teams to our apprenticeships) held “Time for Reflection” – an opportunity for the team to honour Christian’s memory by holding a minute’s silence and providing the team with the chance to ‘talk safety’ and how it impacts everyone personally.

8 Next steps

- 8.1 The key next steps in our response and investigations into the accident include:
- (a) complete the LU’s Formal Investigation into the accident and identify appropriate recommendations;
 - (b) continue to provide information to the ORR and BTP;
 - (c) build on our safe escalator/moving walkways maintenance workshop by improving TfL’s ways of working and improving safety across the industry; and
 - (d) review and improve (where appropriate) our approach to contract management, supervision and assurance.

9 Legal Implications

- 9.1 The British Transport Police and the Office of Rail and Road are both investigating this incident. LU is providing both with information as requested. The BTP and the ORR will inform LU about their decision in terms of regulatory action once they have concluded their initial investigation. There is currently no timescale for this and LU will continue to work with both as required.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
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Date: 13 November 2019

Item: Annual Presentation from CIRAS

This paper will be considered in public

1 Summary

- 1.1 Each year the Confidential Incident Reporting Service (CIRAS) presents an annual comparator with other sectors, examining trends and themes which point to lessons that can be learnt by TfL.

2 Recommendation

- 2.1 The Panel is asked to note the paper and presentation.

3 Background

- 3.1 CIRAS is an independent confidential reporting system for member organisations across the UK for staff to report safety, health and environmental concerns. It offers a service that allows employees to raise such concerns in confidence which are captured, investigated and concluded. This external service complements our internal reporting systems and procedures.
- 3.2 TfL ensures that all employees are aware of CIRAS and we take all reporting seriously. We always investigate, provide a prompt response and take action as necessary.
- 3.3 For noting, TfL also uses SafeLine and Crimestoppers which allow our staff to raise safety and security concerns in confidence.

List of appendices to this report:

Appendix 1 – CIRAS presentation – The impact of confidential reporting

List of Background Papers:

None

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Impact of confidential reporting across TfL

CIRAS – working with TfL

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Confidential reporting

Surfacing concerns that are otherwise not heard:

- Fear
- Internal channels have not worked

Closing the loop – reporters can see the impact of their courage to report

Facilitating improvements:

- Action to address concerns
 - Better communication where the report arose from a mis-perception
- Positive reporting culture is part of a mature safety culture

Shared learning community

1800+ CIRAS members

Reports and responses shared so others can learn

Events bring members together around a topic

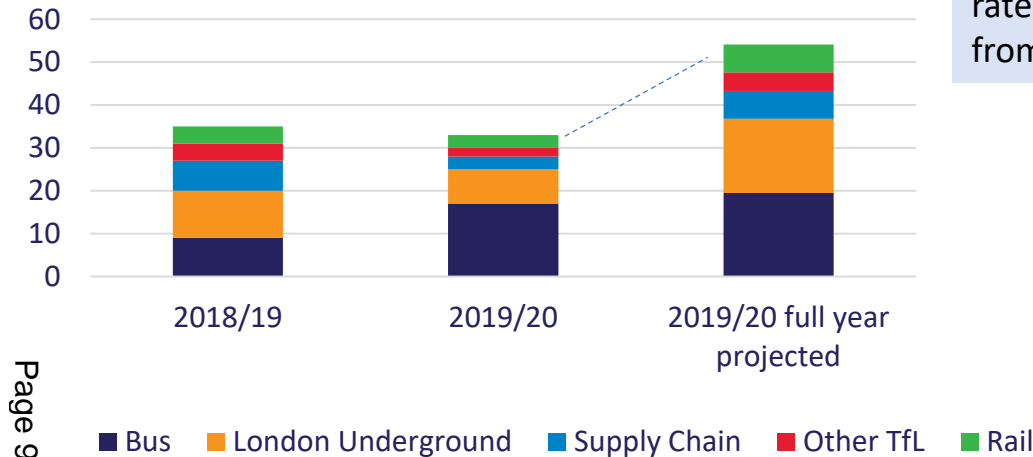
Good practice sharing online and in newsletters

Independent intelligence

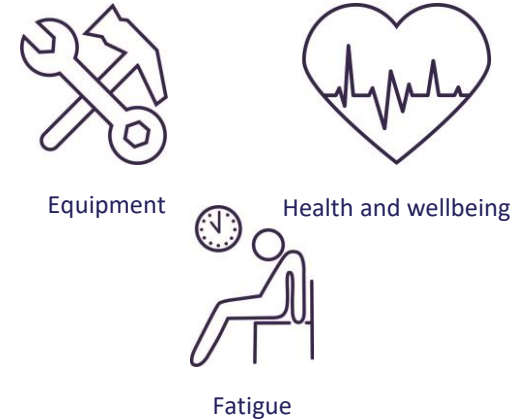
Reporting data to triangulate with internal sources and benchmark against the transport sector

CIRAS reports - headlines

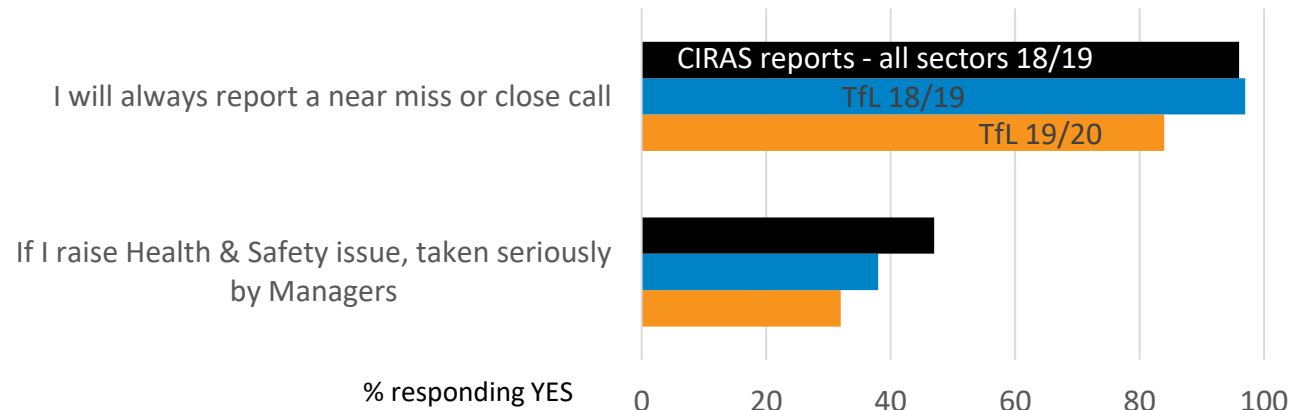
Number of CIRAS reports for TfL



Top topics 2019/20



Safety culture contrasts



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Most reporters continue to indicate a positive reporting culture, but challenges remain over perceptions of company responsiveness.



Confidential Reporting for Safety

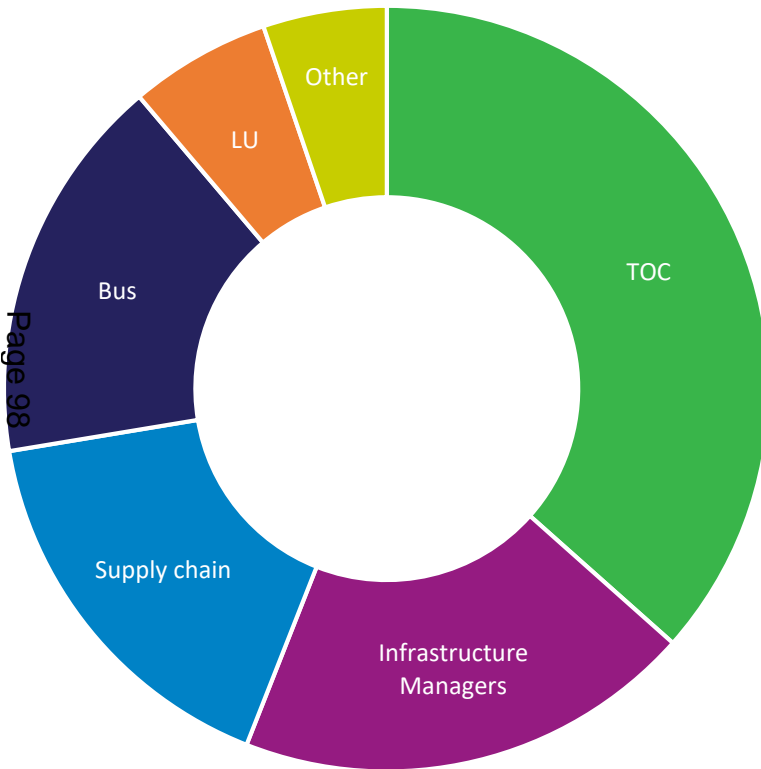
Report hotline 0800 4 101 101

Text 07507 285 887

Freepost CIRAS www.ciras.org.uk

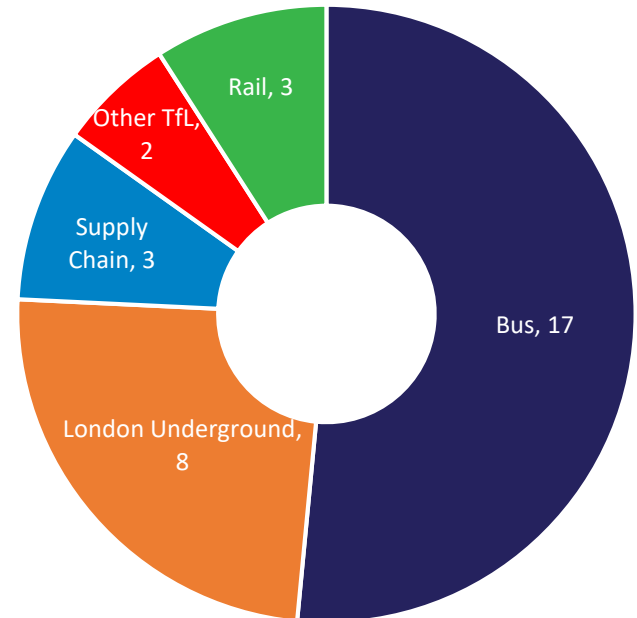
CIRAS report numbers – 2019/20 April - September

Reports for all CIRAS members



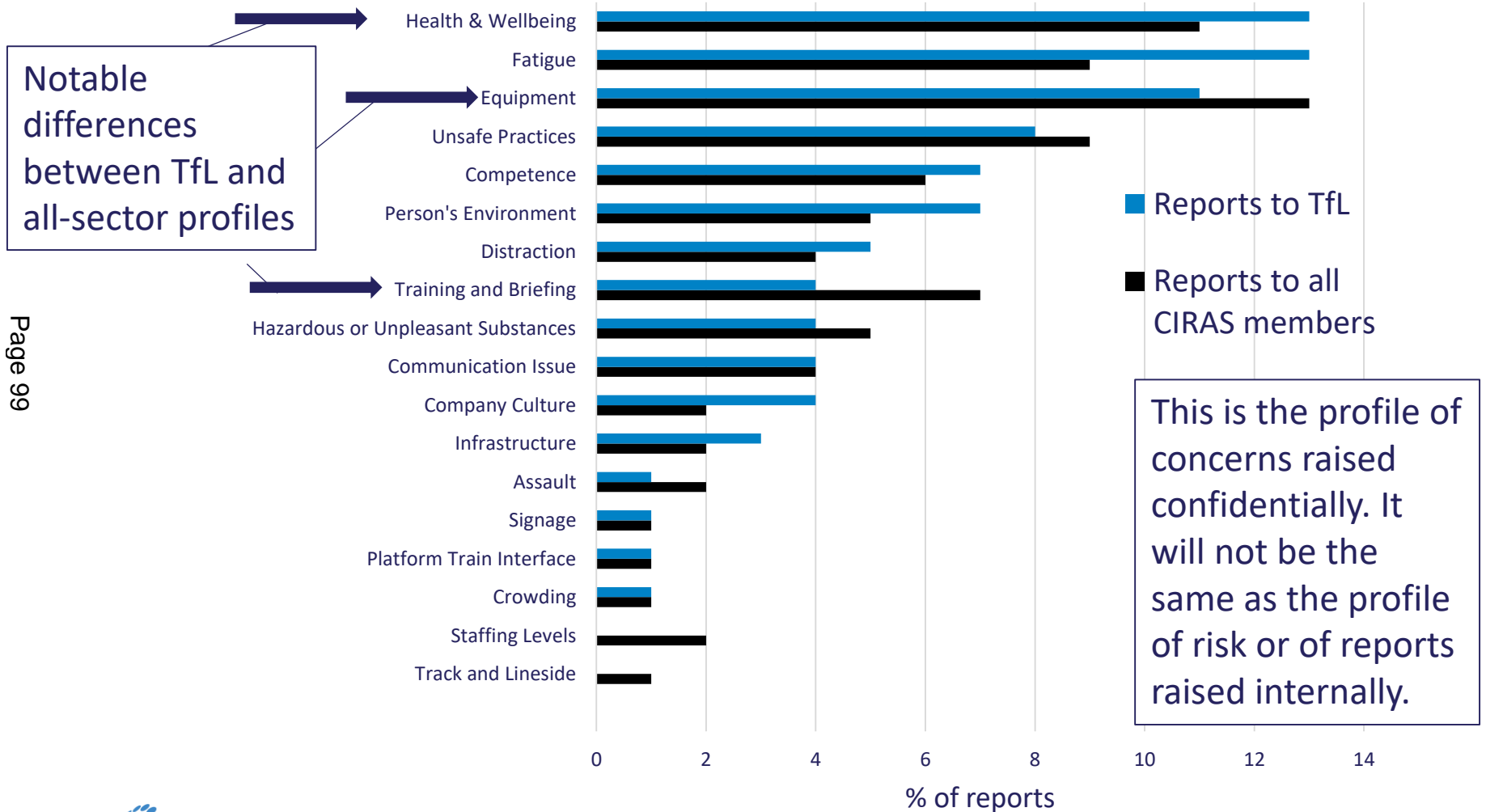
25% reports went to TfL organisations

TfL reports



Bus reports are up on last year. This is mainly attributed to refreshing staff awareness of the CIRAS reporting channel.

Reporting themes – profile comparison 2018/19

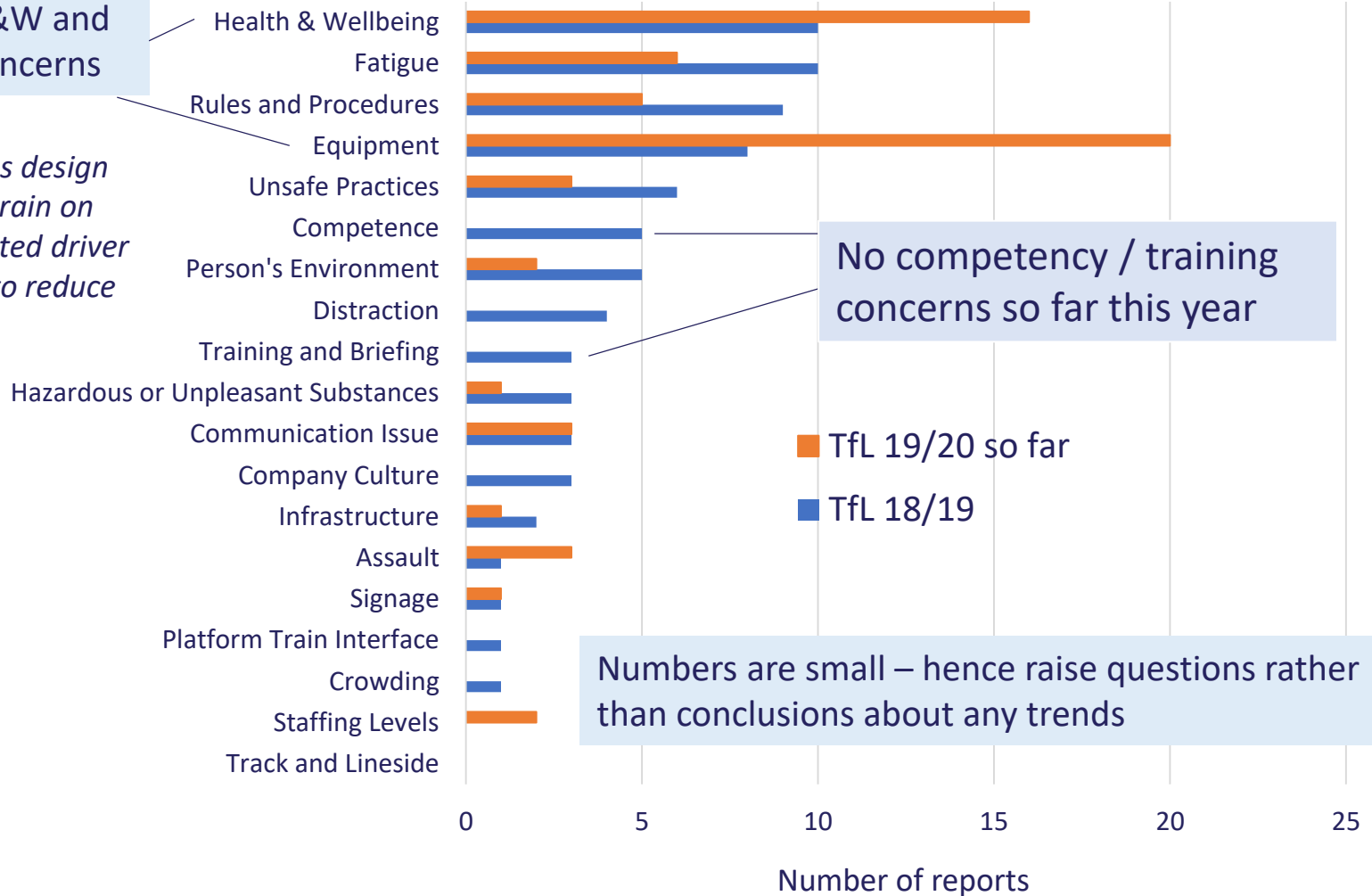


Reporting themes – 2019/20 so far

Increase in H&W and equipment concerns

*Example:
Concerns about bus design causing physical strain on drivers led to updated driver briefing on usage to reduce strain*

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No competency / training concerns so far this year

Numbers are small – hence raise questions rather than conclusions about any trends



Confidential Reporting for Safety

Report hotline 0800 4 101 101

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Themes by TfL sector – 2018/19 full year

Theme	Bus	LU	Supply Chain	Other TfL	Rail
Health and Wellbeing	7	2	1	0	0
Fatigue	6	1	1	1	1
Rules and Procedure	0	3	1	3	2
Equipment	4	2	2	0	0
The person's environment	4	1	0	0	0
Unsafe Practices	0	2	2	0	2
Competence	0	2	2	1	0
Distraction	3	0	0	1	0
Training and Briefing	0	0	2	0	1
Hazardous or unpleasant substance	2	1	0	0	0
Communication Issue	0	1	0	1	1
Company Culture	0	0	1	1	1
Infrastructure	0	1	0	1	0
Platform Train interface	0	1	0	0	0
Signage	0	1	0	0	0
Crowding	0	1	0	0	0
Assault	0	1	0	0	0
Staffing Levels	0	0	0	0	0

* Concerns may be coded against multiple themes



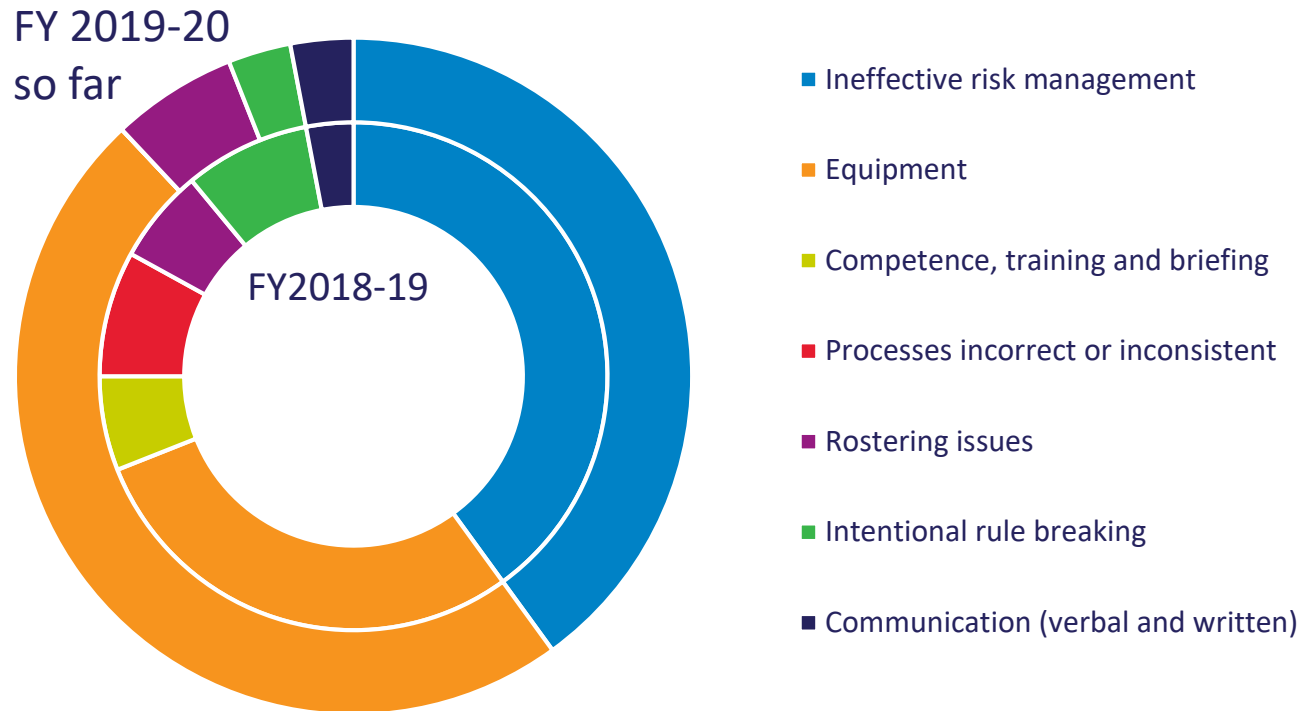
Confidential Reporting for Safety

Report hotline 0800 4 101 101

Text 07507 285 887

Freepost CIRAS www.ciras.org.uk

Perceived* root causes – trends in TfL reports



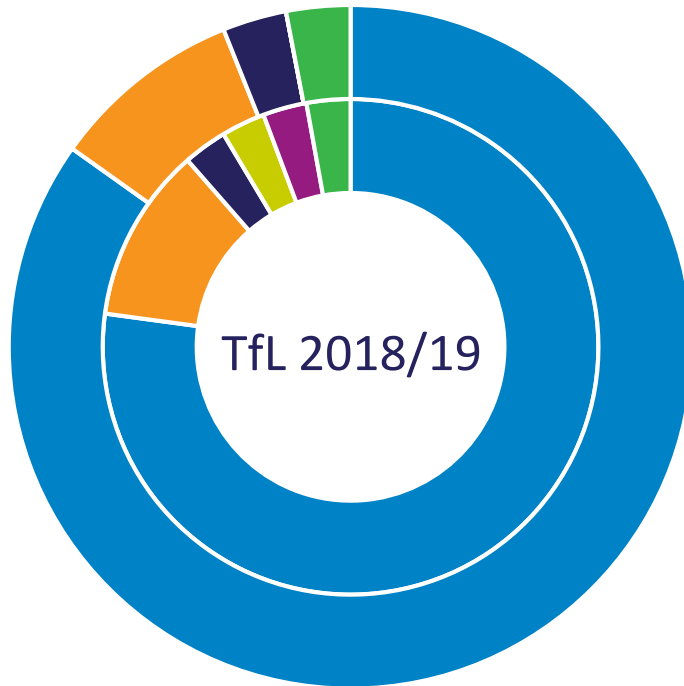
Page 102

Increase in concerns where equipment issues are seen as root cause

* Reporter's view of root cause – TfL's investigation may conclude differently

Why do staff say they bring concerns to CIRAS?

TfL 2019-20 so far

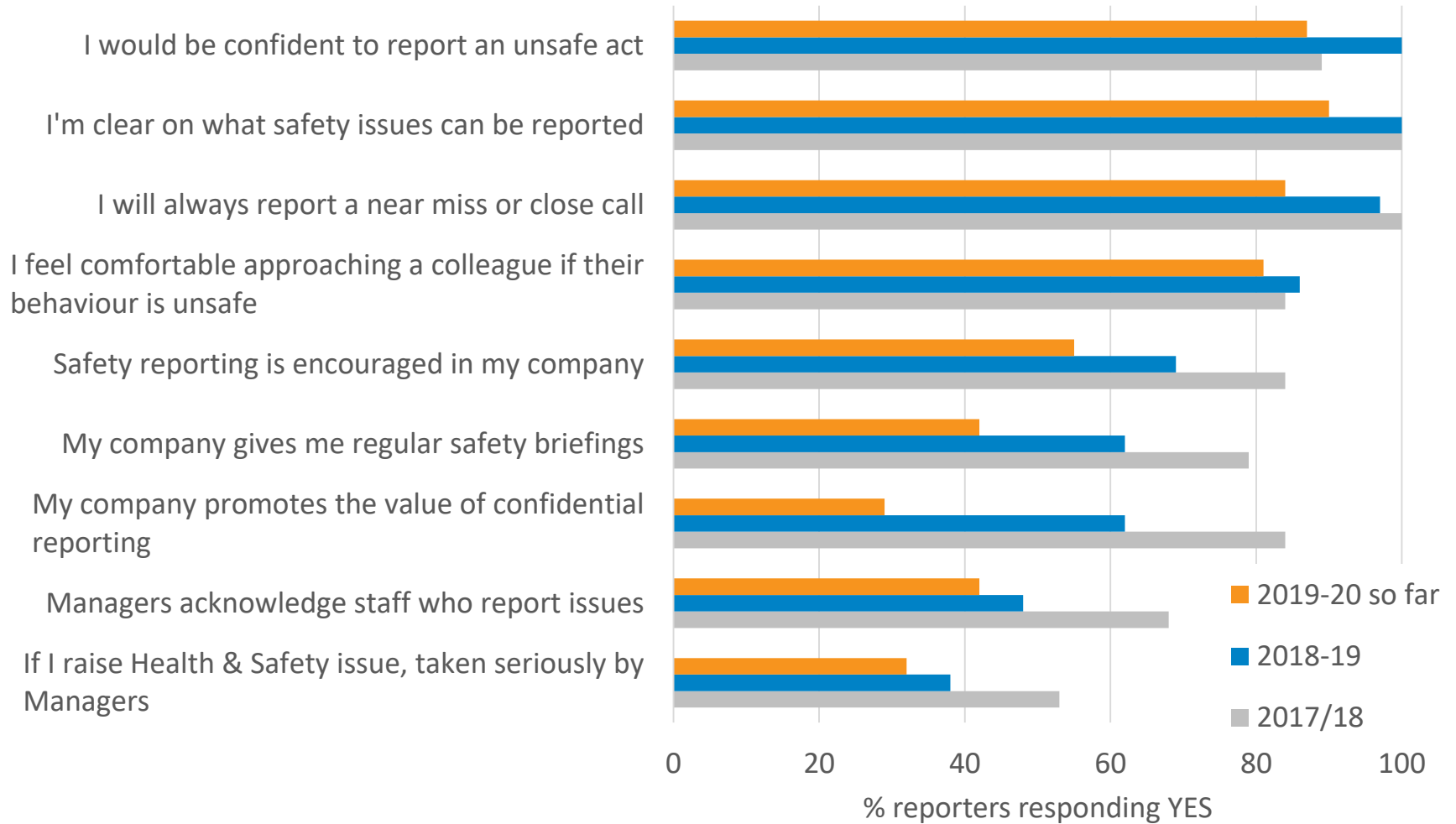


- Internal channels not thought to be effective
- Fear of Retribution
- Third party
- Sensitive Issue
- Conflict
- Unknown

79% (69% last year)
of reporters raised their
concern internally first

CIRAS reporters – changing views of TfL safety culture

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Confidential Reporting for Safety

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The stories behind the numbers - examples

Issues affecting passenger or staff safety

Concern

Mechanical and electrical faults on bus fleet causing bus power to cut out throughout journey potentially leading to road traffic accidents.

Response

Audit carried out on bus fleet identified three buses with mechanical/electrical faults. Faults rectified and raised with vehicle manufacturer to carry out diagnostic checks to identify causes.

Concern

Materials including spare rails and switches left lineside on District line on curved area of track obstructing places of safety, potentially reducing visibility for trackworkers and slip, trip fall risk.

Response

Review of trackside storage found materials not to have a storage license, storage license issued to ensure future items stored will not affect safety or reliability. Reminder given to local management to include lineside storage checks in local inspections.

The stories behind the numbers - examples

Issues affecting passenger or staff safety

Concern

High temperatures on Victoria and Piccadilly line platforms. Air conditioning out of operation. Platform staff wearing PPE potentially at risk of fatigue.

Response

Station visits by senior maintenance managers and issues highlighted to maintenance teams. Staff time spent on platforms limited to two hours and long term actions confirmed for fixing of air conditioning in station.

Concern

Excess physical strain on bus drivers due to design of halt-brake pedal on certain buses and drivers' tendency to fully depress acceleration pedal to counter slow acceleration rates.

Response

Re-briefing and information posters provided to staff to clarify that only minimal pressure is required for the halt-brake.

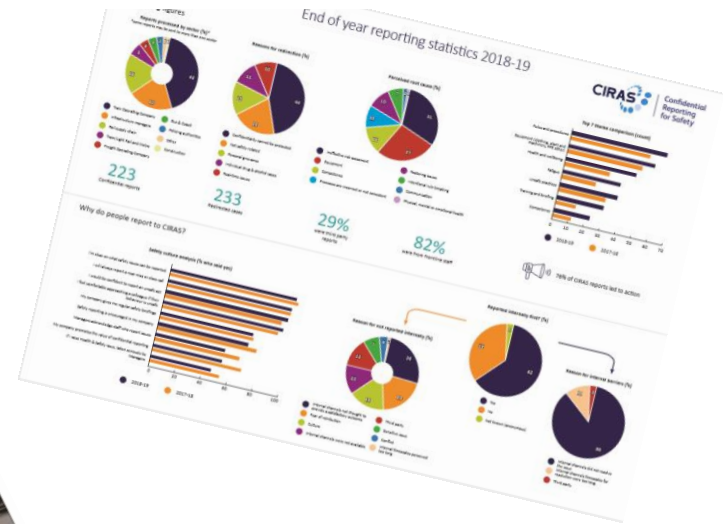
CIRAS community of ~1900 member organisations

Sharing good practice around the themes of concerns raised with CIRAS



Page 107

Sharing data to spot emerging trends and sector comparisons



Sharing the learning from reports and responses of all members

Challenge – maintaining staff awareness

Content for internal channels

Newsletters, posters and information for staff

Page 108

Transport for London Supplier Bulletin

May 2019

CIRAS is working in partnership with TfL to achieve its Vision Zero target for a safer London. We provide staff with an alternative reporting channel to raise health, wellbeing and safety concerns confidentially if they don't feel able to report them internally, enabling companies to act before an accident happens. There are lots of opportunities for shared learning too – sign up for the newsletter at www.ciras.org.uk or if you are already a member then visit our members' portal.



Inclusion in policy documents

TfL Management System

G2153 A2 Guidance
Whistleblowing guidelines for LU employees

CIRAS reps for surface transport and for London Underground work with us to maintain awareness, and arrange a CIRAS presence at frontline events.



Confidential Reporting for Safety

Report hotline 0800 4 101 101

Text 07507 285 887

Freepost CIRAS www.ciras.org.uk

Contact us

Reporting

Report hotline 0800 4 101 101

Text 07507 285 887

Freepost CIRAS

General enquiries

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www.ciras.org.uk

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Date: 13 November 2019

Item: Defining and Measuring Serious Injuries

This paper will be considered in public

1 Summary

- 1.1 To meet our ambitions set out in the Mayor's Transport Strategy and Vision Zero Action Plan, we need to understand the severity of injuries that occur on our transport network, so we can target appropriate actions.
- 1.2 A recent review of our method for identifying serious injuries to our customers and workforce has found that we are overestimating the number of serious injuries. An adjustment to this method will require changes to the way we collect data and a phased introduction.
- 1.3 The purpose of this paper is to set out the steps we are taking to ensure we can harmonise our definition of serious injuries for customer and workforce consistently across Transport for London (TfL), underpinned by a single methodology to identify serious injuries within our data.

2 Recommendation

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

3 Background

- 3.1 TfL Board approved the TfL 2019/20 scorecard in March 2019, which included a new measure: reduction in customers and workforce killed and seriously injured. This measure enables us to monitor our progress towards our aims.
- 3.2 We had previously monitored all customer and workforce injuries, regardless of severity.
- 3.3 A new, pan-TfL injury definition was proposed to support the implementation of this new measure and ensure consistency in reporting across TfL. Part of this new definition also specified how we would determine severity of injury.
- 3.4 In Period 3 2019/20, we undertook a detailed review of all injuries categorised as serious. It was determined at this point that the methodology used to identify serious injuries according to the new definition was resulting in minor injuries being categorised as serious.
- 3.5 This definition therefore does not accurately fulfil the purpose of this performance metric to enable us to track the most serious injuries occurring on our transport network.

3.6 We now intend to revise the definition and accompanying methodology to more accurately reflect performance and to ensure that we can focus our responses on the incidents where greatest harm results.

4 Current data quality

4.1 There is a legacy of different data systems and conventions being used across TfL operations, making it challenging to compare performance across modes.

4.2 Whilst the way we capture safety incident data in London Underground enables us to apply our proposed new definition immediately, this is not the case for Surface Transport (excluding roads). Changes are needed to the way we collect customer and workforce data in Surface Transport in order to ensure alignment with London Underground.

5 The way forward

5.1 Definition

- (a) The existing definition categorises all injuries resulting in a person attending hospital as a serious injury. This results in some injuries being categorised as serious, which were less severe in practice.
- (b) The proposed new methodology will align with the specified injuries set out in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). Thereby focusing more narrowly on specific categories of known serious injury.

5.2 Phased implementation

- (a) We will continue to report using our existing serious injury definition for the rest of 2019/20 while we develop and test a methodology we are confident will identify the correct severity of injuries. It is anticipated the new definition and methodology will be implemented from 2020/21.
- (b) The SSHRP report will continue to show the number of customers and workforce killed and seriously injured using both the existing and proposed definition while we undertake this review.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer

Number: 020 3054 4707

Email: LilliMatson@tfl.gov.uk

Date: 13 November 2019

Item: Vision Zero Update - 20mph Limit on the TLRN in Central London

This paper will be considered in public

1 Summary

- 1.1 We are working to introduce the first phase of reduced speed limits on the Transport for London Road Network (TLRN) by spring 2020. This paper summarises the scope of this work; the approach to improving safety; and the measures being deployed to encourage compliance.

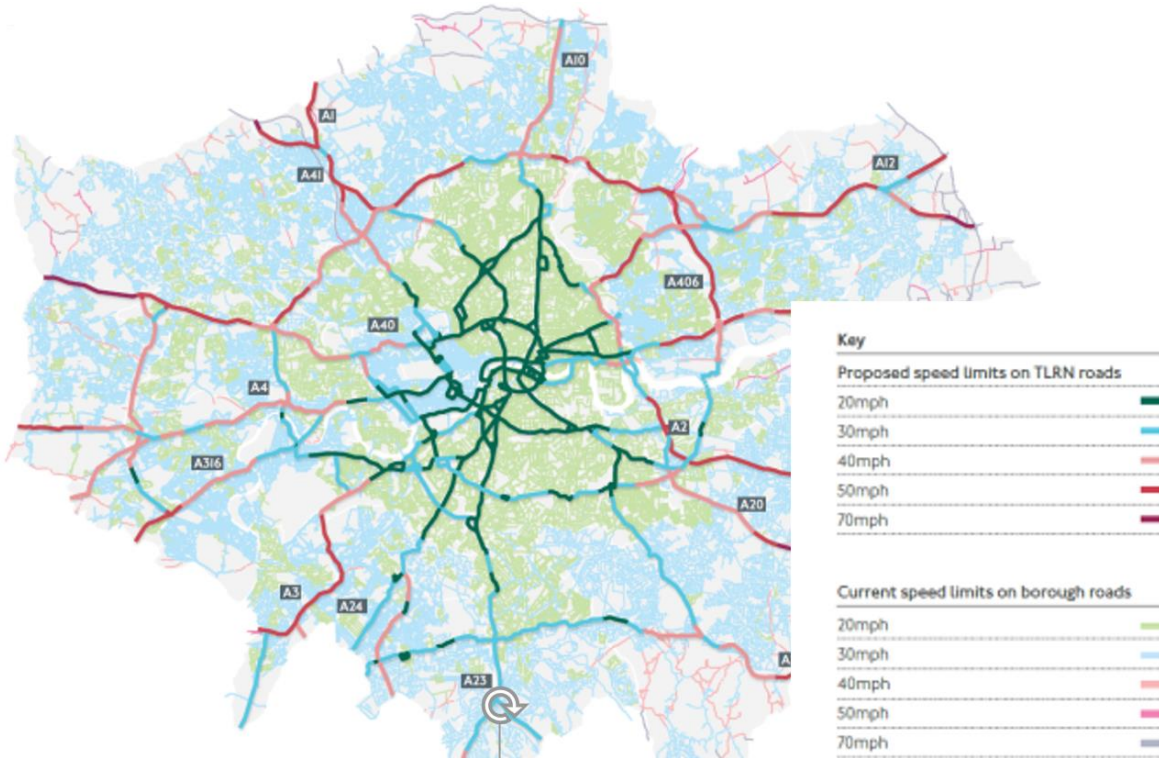
2 Recommendation

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

3 Background

- 3.1 The Mayor's Transport Strategy (MTS) sets out a Vision Zero commitment to eliminate deaths and serious injuries on the transport network. The MTS policy is supported by a Vision Zero Action Plan (VZAP) published in July 2018. The VZAP adopts a Safe Systems framework, at the heart of which is safe vehicle speeds, which are key to reducing risk at a system-wide level.
- 3.2 Excess vehicle speed makes collisions more likely. According to police records approximately thirty seven percent of fatal or serious (KSI) collisions in London result at least partly from excessive speed, meaning c.1500 people a year are hurt as a result. Around eighty percent of people killed or seriously injured are pedestrians, cyclists and motorcyclists, who do not have the protection of a vehicle and who are more likely to be seriously injured the higher the speed of the collision: evidence shows that the probability of a pedestrian fatality is five times greater when the collision is at 30mph compared to 20mph.
- 3.3 We currently employ a range of interventions to manage speed across London, including operating London's network of spot and average speed cameras; our partnership with the Metropolitan and City of London Police; and our marketing and communications campaigns. The next step in further reducing risk is to lower the speed limit on appropriate parts of the Transport for London Road Network (TLRN) as part of building a safer road culture.
- 3.4 Thirty percent of KSI collisions in London occur on the TLRN. We have reviewed our network and set out proposals to reduce speed limits on c.150km of the network to more appropriate levels based on assessment of:

- (a) current road danger (including numbers of fatal and serious collisions);
- (b) current and potential levels of walking and cycling;
- (c) surrounding borough speed limits;
- (d) the function of the road, including whether it is a town centre; and
- (e) the need to avoid displacing traffic from the TLRN to local streets.



Speed limits on borough roads and proposed limits on the TLRN

4 Implementation

- 4.1 These proposals are being taken forward in phases and subject to consultation.
- 4.2 The first phase focuses on the TLRN within the Congestion Charging Zone (CCZ). We have consulted on proposals to reduce the speed limit on the TLRN in this zone to 20mph and in September we announced that the proposals had received public support and we would implement them by spring 2020. Also in September, Westminster Council opened a consultation into introducing a blanket 20mph limit on their roads, meaning, if their proposal proceeds, that all roads within the CCZ will be 20mph and therefore present a consistent limit to all drivers.
- 4.3 In the next phase we will consult on lowering speed limits on a further 140 kilometres of our road network in inner and outer London, including on the inner ring road, high-risk roads and roads in town centres. This might mean limits will be lowered from 50mph to 40mph, or from 40mph to 30mph, in addition to 20mph where appropriate.

5 Ensuring Compliance

5.1 For 20mph limits to be effective in reducing risk to road users we need to ensure drivers comply with the limits. Achieving this compliance is the greatest risk to scheme. We plan to achieve it via a combination of the '4Es': Engineering, Education and Encouragement and Enforcement but also to closely monitor the effects of the scheme and adjust elements of it if required.

5.2 Physical traffic calming will be used in seven locations in the first phase. These have been identified as the most risky and have higher pedestrian flows.

5.3 In addition to physical measures we will introduce some measures to change the look and feel of the roads. This will include removing the centre white line in some locations, which evidence shows can be successful in slowing traffic down. In areas where there are high volumes of people walking and town centre hubs, we will also install temporary 20mph banners on lamp posts to raise greater awareness of the importance of a 20mph speed limit in these locations.

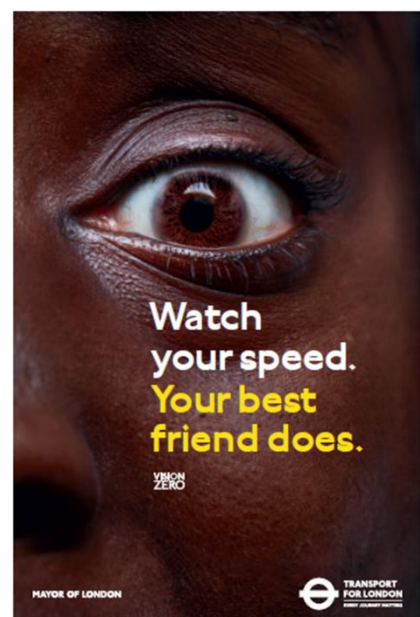
5.4 Changes to the appearance of the roads will be complemented by Vehicle Activated Signs (VAS) which display a message to the motorist, depending on if they are traveling within the limit or not. These are not mandatory speed limit signs, but evidence shows they work effectively in reinforcing the speed limit to drivers.



5.5 Alongside signing we will be using advertising to communicate directly with drivers. Our advertising will play two roles; to inform and educate about the 20mph limit change and why this change is being made and to influence drivers around driving at safe speeds.

5.6 To inform drivers about the new 20mph limit, we will be launching a new campaign prior to the speed limit change informing the public of the new speed limit with an emphasis of why this change is happening. Explaining why this change is happening is important to encourage compliance and acceptance of the new speed limit.

5.7 We launched a new and refocused slow speed marketing campaign in October. This is part of a longer-term influencing strategy to challenge the cultural assumption that speeding is acceptable. We are intending to introduce a further burst of this campaign in the run-up to the central London switches and as part of our media-buying strategy will ensure that it is visible in the affected areas.



5.8 Working in partnership with the boroughs and with stakeholder representative groups we can explain to target groups and businesses how the area is changing, what this means for them and how to comply.

- 5.9 In addition to methods to encourage compliance we are also developing plans for enforcement. A scheme cannot be effective if it requires continual police presence as this is not sustainable. Nevertheless, the presence of enforcement and the risk of sanction is important to encouraging compliance. There are already safety cameras on some of the sections of road in Phase 1 and these will be recalibrated to enforce the new 20mph speed limit.
- 5.10 We are currently working with the MPS Roads Transport Policing Command (RTPC) on their operational response for the switchover to ensure high visibility presence in the area. This will involve a combination of camera and on-street enforcement. A detailed operational plan will be provided once go-live details are confirmed. The deployment plan for the switch over will be based on successful partnership working with the City of London Police to support existing 20mph limits.

6 Monitoring

- 6.1 As noted above, introducing a scheme like this onto strategic roads requires a careful balance. Accordingly we will monitor closely and adjust the scheme if required. The key indicators and monitoring methods are described below.
- 6.2 Post-implementation vehicle speed data will be collected at 3, 6 and 12 month intervals after implementation.
- 6.3 We will analyse changes to collisions in the scheme at 12, 24 and 36 months with a focus on the number and severity and trends compared to the period before the scheme was introduced.
- 6.4 Introducing vertical traffic calming features onto a bus route brings some risk of injury to bus passengers as well as impacts on bus journey times. To mitigate this risk the vertical interventions have been designed carefully to place them away from bus stops, so that passengers are likely to have found a seat or be holding a handrail if standing. The measures have also been designed in line with DfT guidance on the design of raised features for roads that have bus routes to minimise the effect to vehicles driving over them if they are complying with the 20mph limit. We do not expect any increase in the rate of on-board bus passenger injuries to occur, however, we will monitor this rate before and after implementation using the IRIS system.
- 6.5 Based on current average speeds, it is unlikely that the lowering of speed limits from 30mph to 20mph will change existing journey times during the day. During off-peak periods and overnight, some people may experience a slight increase in journey times, however research into the impacts of 20mph by Steer Davies Gleave suggests that introducing 20mph speed limits has a negligible impact on journey times, given that overall journey times are largely dictated by junction delays and not vehicle speeds.
- 6.6 Consequently we do not expect any changes to be made to bus timetables during the day as a result of the programme. Given the negligible end-to-end journey time impact of the speed limit reduction it is unlikely we will need to make

changes to night bus timetables. However we will continue to monitor bus reliability to determine if changes to timetables are needed.

- 6.7 To assess the impact of the programme on the street environment, Healthy Streets Mystery Shopper Surveys will be completed at 7 locations before and after the scheme is completed.

7 Conclusion

- 7.1 Introducing lower speed limits on the TLRN represents an important strengthening of our approach to speed management and reducing risk for all road users. The first phase of this, introducing 20mph onto the TLRN in central London is the first time we have introduced a lower limit on such a significant part of the TLRN. In doing so we have minimised the number of physical traffic calming features. This brings with it a risk of non-compliance. While we are developing complementary measures to mitigate that risk, we will need to closely monitor the effects of the scheme to determine whether if further measures are needed and to inform the design of the next phase of implementation.

List of appendices to this report:

None

List of background papers:

None

Contact Officer: Stuart Reid, Interim Director, Vision Zero
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Date: 13 November 2019

Item: TfL's Work-related Violence and Aggression Strategy

This paper will be considered in public

1 Summary

- 1.1 As an organisation we view violence and aggression against our people as unacceptable. Despite significant efforts to improve safety, our people continue to be at risk of work-related violence and aggression. We have developed our first pan-TfL strategy which aims to eradicate work-related violence and aggression against our directly employed staff and those of our operators and contractors.
- 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 7 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to action which might be taken in relation to prevention, investigation or prosecution of a crime. 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.**

3 Background

- 3.1 A commitment was made at the Board on 27 March 2019 to develop a pan-TfL Strategy to tackle work related violence and aggression. We are hearing increasing levels of concern from our operational and customer-facing people and Trade Unions about the aggression and abuse they face at work.
- 3.2 We have actively engaged with our people, Trade Unions, our operators and contractors and our police partners in developing this strategy. This included the first TfL Work-related Violence and Aggression Summit on 9 March 2019 where we met with over 100 of our employees, our policing partners, Trade Unions, managers and subject matter experts and a staff engagement workshop on 21 June 2019. We also held a series of strategy steering group meetings with our trade unions.
- 3.3 The Panel approved the WVA strategy framework and noted progress on the development of the strategy at its meeting in July 2019.

- 3.4 TfL's Directorate of Compliance, Policing and On-street Services (CPOS) will have lead responsibility for WVA, supporting and working closely with operational and customer-facing business areas to implement the strategy. A new team is being established in CPOS to oversee and coordinate delivery of the strategy.
- 3.5 We will be accountable to the Board for delivery of this strategy and will provide regular updates on progress to the Safety, Sustainability and Human Resources Panel.

4 The Strategy

- 4.1 The strategy takes an organisation-wide approach to eradicating work-related violence and aggression. Through strong leadership and working in partnership with our operators and contractors and the police, we will prevent violence and aggression, better support our people and continually learn and improve how we do this.
- 4.2 The strategy covers all our people, including those who work directly for TfL, those who work for our operators under the TfL roundel, those who work for our contractors and those we regulate to provide transport services. We will work closely with our operators and contractors to ensure that we all put the safety of our people first.

5 Next Steps

- 5.1 The WVA Strategy will be formally launched, with a progress update on actions scheduled for our second WVA Summit planned for March/April 2020.

List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

List of Background Papers:

None

Contact Officer: Siwan Hayward, Director of Compliance, Policing and On-street Services
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Safety, Sustainability and Human Resources Panel

Date: 13 November 2019

Item: Air Quality Update and Roadmap to Zero Emission

This paper will be considered in public

1 Summary

- 1.1 This paper updates the Panel on TfL's implemented and forthcoming key proposals to improve air quality. It follows a previous update to the Panel on 27 September 2018.
- 1.2 Sections 3-7 of the paper provide a summary of current activities, across the following programmes:
 - (a) Emission control zones
 - (b) Vehicle scrappage schemes
 - (c) A cleaner bus fleet
 - (d) Electric vehicle charging infrastructure
 - (e) Emissions reductions from taxis
- 1.3 Sections 8-12 of the paper provide an overview of actions contributing to the medium-long term roadmap towards zero emission road transport in London, in response to requests from the Programmes and Investment Committee and Independent Investment Programme Advisory Group. This includes electrification of the TfL vehicle fleet, identifying and meeting longer term infrastructure requirements to support zero emission vehicles in London, and regulatory/pricing measures such as Zero Emission Zones (ZETs).

2 Recommendation

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

3 Emission control zones

Ultra Low Emission Zone

- 3.1 The Ultra Low Emission Zone (ULEZ) commenced operation within the Congestion Charge Zone (CCZ) on 8 April 2019. It was supported by a large-scale marketing and communications campaign, which commenced in May 2018 and ramped up in the three months prior to the scheme's introduction.

- 3.2 The six month report on the impacts of the scheme has recently been released. It includes data from February 2017 (when the Mayor announced the T-charge and the accelerated change in the vehicle fleet began), March 2019 (the month before the scheme was introduced) and April – September 2019 (the first six months of the scheme).
- 3.3 Key findings of this report are:
- (a) After the first six months of operation, the average compliance rate with ULEZ standards was 77 per cent in a 24 hour period (74 per cent in congestion charging hours). This is significantly higher than 39 per cent in February 2017 and the 61 per cent in March 2019 (during congestion charging hours)
 - (b) Since February 2017, when changes associated with the ULEZ were announced, there has been a 32 micrograms per cubic metre ($\mu\text{g m}^{-3}$) reduction in roadside concentrations of nitrogen dioxide in the central zone, a reduction of 36 per cent
 - (c) Trend analysis shows that, for the period July to September 2019, NO_2 concentrations at roadside locations in central London are on average $24 \mu\text{g m}^{-3}$ lower, equating to a reduction of 29 per cent compared to a scenario where there was no ULEZ
 - (d) Preliminary estimates indicate that after six months NO_x emissions from road transport in the central zone have reduced by 31 per cent (200 tonnes) compared to a scenario where there was no ULEZ. This is ahead of schedule to meet the 45 per cent NO_x emission reduction expected in the first year.
 - (e) Preliminary estimates indicate that after six months CO_2 emissions from road transport in the central zone have reduced by four per cent (9,800 tonnes) compared to a scenario where there was no ULEZ. When compared to 2016 this equates to a 13 per cent reduction, assuming current compliance rate continues for the remainder of the first year of operation
 - (f) The air quality monitoring stations located on ULEZ boundary roads have all measured a decrease in NO_2 concentrations since the introduction of the ULEZ
 - (g) Preliminary analysis of traffic flows indicate that the introduction of the ULEZ has contributed to a reduction in traffic flows in central London in August and September 2019 of between three and nine per cent when compared to 2018, though further analysis is needed to better understand long term complex changes in traffic flows as result of the ULEZ
 - (h) From March – September 2019 there was a large reduction in the number of older, more polluting, non-compliant vehicles detected in the zone: some 13,445 fewer on an average day, a reduction of 38 per

cent. This is higher than 9,500 vehicle reduction reported after one month and the 12,500 vehicle reduction after four months

- (i) There was a 34 per cent decrease in the proportion of vehicles in the central zone that were non-compliant from March 2019 to September 2019 in congestion charging hours.

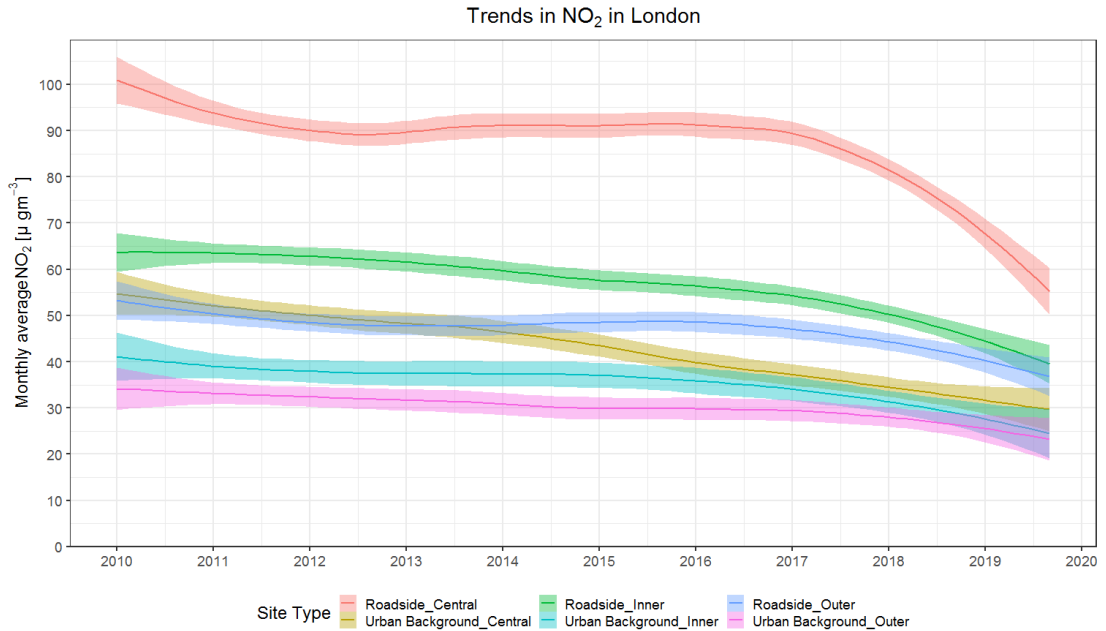


Figure 1: Trends in NO₂ in London from 2010 to 2019

- 3.4 To fully understand the impact of the scheme it is necessary to take into account pre-compliance (i.e. people and businesses preparing ahead of time for the start of the new scheme). With this in mind, the changes between February 2017 and September 2019 were as follows:
 - (a) There was a large reduction in the number of older, more polluting, non-compliant vehicles detected in the zone: a reduction of 40,177 vehicles on an average day, equating to a 65 per cent reduction
 - (b) There was an 89 per cent increase in the proportion of vehicles detected in the central zone that were compliant from February 2017 to September 2019
- 3.5 The conclusions of the report are that six months on, data indicates the scheme is having a significant positive impact on air quality. Further analysis will be commissioned to fully assess the long term effect of these changes.

Strengthening of Low Emission Zone

- 3.6 From 26 October 2020, Low Emission Zone (LEZ) standards will be tighter. Heavy vehicles including lorries, buses and coaches will need to meet the new standards or pay a daily charge to drive within the zone.

- 3.7 The LEZ standards will be:
- (a) Euro VI for buses and coaches over 5 tonnes, lorries and other specialist vehicles over 3.5 tonnes – this is the same as the ULEZ standard (these vehicles will no longer need to pay a separate ULEZ charge); and
 - (b) Euro 3 for PM for larger vans and minibuses – this is the same as the current LEZ standard

3.8 We are continuing to progress the infrastructure and back office changes necessary for the strengthening of the zone. We are also undertaking stakeholder engagement and marketing activity to increase awareness of the changes and allow operators of affected vehicles to prepare for the stronger zone. This will include:

- (a) New marketing material for stakeholder events integrating messaging on the LEZ changes and the Direct Vision Standard (DVS) via a combined leaflet;
- (b) Radio advertising and messaging through specialist trade media; Google search to link to relevant pages on the TfL website;
- (c) Updates to the TfL webpage including the launch of a dynamic vehicle checker;
- (d) Targeted emails to operators will include combined LEZ and DVS information. This will include GB and non-GB registered vehicle owners; and
- (e) Letters to owners of pre Euro-VI vehicles

Expansion of Ultra Low Emission Zone

3.9 The expansion the ULEZ to an area bounded by, but not including, the North and South Circular Roads in October 2021 was confirmed by the Mayor in June 2018.

3.10 A feasibility study to understand the options for delivering the systems and services has now concluded, and key decisions on the delivery strategy were approved at the Programmes and Investment Committee in May 2019. The project is now in its design phase with work ongoing to finalise the system, infrastructure and operations, and to progress the supply chain commercial agreements that are required.

3.11 A comprehensive multi media campaign and extensive stakeholder engagement activity will take place to raise awareness of the expanded area and to educate drivers about how the zone will operate in advance of the zone being expanded in Oct 2021 to encourage drivers to plan their course of action either to meet the ULEZ standards or to switch to public transport, walking or cycling. Adverts will be appearing on radio, national, London, local

and specialist press, posters, digital channels, messaging on the TfL network, face to face leafleting and door drops and emails.

- 3.12 We are undertaking a programme of engagement with the 15 boroughs in which the expanded ULEZ boundary will fall, with initial meetings held to gain an early understanding of any issues they may already have with the scheme and outline our proposal for ongoing engagement. These have been very productive, highlighting a number of areas to focus on, and will inform our continued engagement in the coming months.

Local Zero Emission Zones

- 3.1 In September 2019 we published guidance for the delivery of local ZEZs aimed at borough that are interested in delivering town centre ZEZs. To reflect the realities of the current availability of zero emission (at tailpipe) vehicles the guidance initially has a three year time horizon and recommends setting a minimum emissions standard for zones that aligns with the current Cleaner Vehicle Discount that applies to the Congestion Charge Zone.
- 3.2 There is already interest in delivering local ZEZs. LB Hackney has introduced the first ZEZ-type scheme in Shoreditch (in partnership with LB Islington) with their Ultra Low Emission Vehicle Streets scheme. The City of London will be launching a new ZEZ in Beech Street in the Barbican area in early 2020 and LB Haringey are exploring options for a ZEZ in Crouch End as part of their Liveable Neighbourhoods scheme.

4 Vehicle scrappage schemes

Van Scrappage Scheme

- 4.1 In December 2018 the Mayor announced funding of £23m for a targeted van scrappage scheme, supporting micro-businesses and charities in replacing older, more polluting vans and minibuses. The scheme launched in February 2019.
- 4.2 Under the scheme, eligible micro-businesses, sole traders and charities can apply for funds to scrap up to three older, more polluting vans and charity minibuses and switch to cleaner vehicles.
- 4.3 There are three offers available for eligible organisations:
- (a) Option 1: Scrappage for frequent users of the CCZ (£3,500);
 - (b) Option 2: Scrappage and purchase/lease of Euro 6 replacement (£3,500 for any eligible organisation in Greater London); and
 - (c) Option 3: Scrappage and contribution towards running costs (including insurance) of an electric vehicle (£6,000) for frequent users and eligible organisations in Greater London.
- 4.4 As of 21 October 2019 there have been over 2,000 applications, with several hundred older vehicles now off the road.

ULEZ Car and Motorcycle Scrappage Scheme

- 4.5 In February 2019 the Mayor announced a £25 million fund to help certain low-income and disabled Londoners scrap older, more polluting vehicles. The scheme launched on 23 October 2019.
- 4.6 The Integrated Impact Assessment of the ULEZ expansion found that it would be likely to disproportionately affect disabled people and those on low incomes. In response to this, the aim of the scheme is to minimise the impact of the expanded ULEZ on low income and disabled households who rely on a non-ULEZ compliant vehicle to travel. The scheme aims to reduce the potential financial burden and incentivise applicants that meet the eligibility criteria to scrap older, more polluting vehicles and switch to cleaner more sustainable alternatives, increasing the likelihood of realising air quality benefits.
- 4.7 Successful applicants will receive a payment of:
- (a) £2,000 upon scrapping their non-compliant car; or
 - (b) £1,000 upon scrapping their non-compliant motorcycle.
- 4.8 Successful applicants will receive information about alternative options and discounts on a range of services, including, for example, one year's free access to Santander Cycle Hire. For those who are reliant on a car, the payment could support their switch to a compliant vehicle.
- 4.9 Government support is still required to help all UK motorists dispose of polluting vehicles. The Mayor continues to call for a national vehicle renewal fund, and to at least match the overall funding for vehicle scrappage he has provided.

5 A cleaner bus fleet

- 5.1 We are continuing our ambitious programme to reduce tailpipe emissions from the bus fleet. All TfL buses will meet or exceed Euro VI emissions standards by October 2020.
- 5.2 As of the start of the ULEZ in April, all TfL buses operating in the ULEZ in central London meet or exceed Euro VI standards. 7,700 TfL buses across London now meet the Euro VI standard. The remaining buses will meet the standard by October 2020 either through purchase of new vehicles, including zero emission, or through retrofitting buses to this higher standard.
- 5.3 All 12 Low Emission Bus Zones (LEBZs) have now been completed, earlier than the Mayor's original target of 2020.

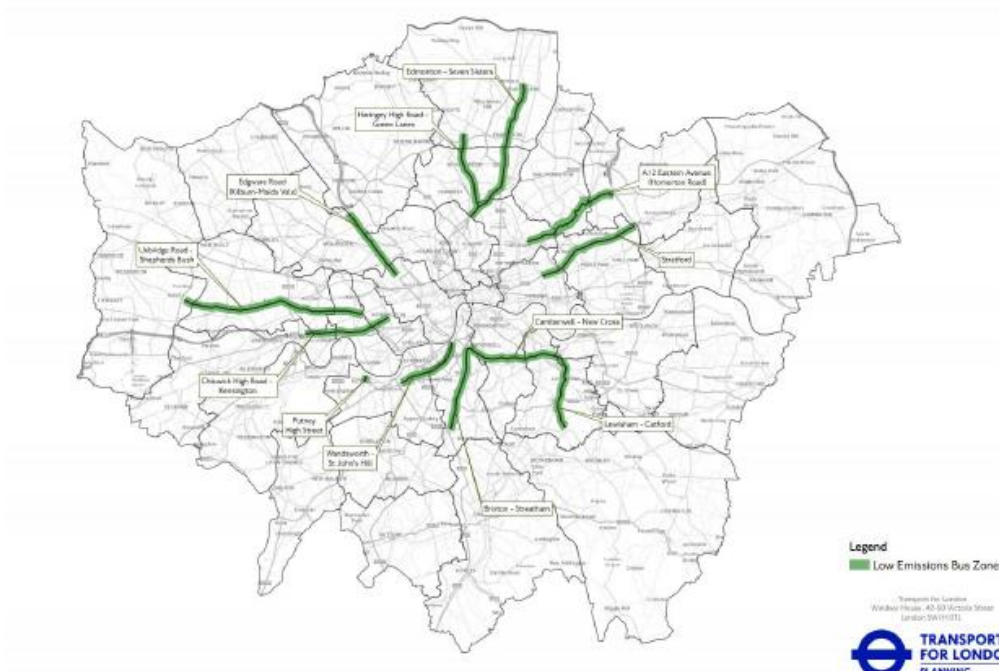


Figure 2: Map of the twelve Low Emission Bus Zones

5.4 The Mayor has published a report to evaluate the impact of air pollution of the LEBZs. The report shows that the LEBZs have led to significant reductions in pollution levels. NOx emissions have reduced by an average of 90 per cent across routes operating in those areas. The first two LEBZs at Putney High Street and Brixton in particular have had a major impact, with Putney High Street exceeding legal limits for just one hour so far in 2019 compared to 289 over the same period in 2016, a reduction of 99.7 per cent.

6 Electric vehicle charging infrastructure

Rapid charge points

6.1 We are continuing to roll out a network of rapid charge points. As of 8 October 2019, 207 rapid charge points have been rolled out across London. We are on course to deliver the target of 300 by the end of 2020.

6.2 As part of this we are working with the City of London to deliver a rapid charging hub with 10 charge points at Baynard House, which is expected to be operational by early 2020, as well as a hub of eight chargers at the Glass Yard site in Woolwich. Following the outputs of the Electric Vehicle Infrastructure Taskforce (see section 10) there has been further emphasis on hubs and a pipeline for these is being developed, working with the private sector.

6.3 The momentum in the private sector is growing. BP Chargemaster's ultra fast charging hub went live in Hammersmith on October 11, and is made up of four 150kW chargers. The new site is the first ultra-fast charging hub to be

installed in London, and part of a nationwide rollout of 400 by the firm before the end of 2021.

- 6.4 Longer term plans for electric vehicle infrastructure are described in section 10.

Go Ultra Low Cities Scheme

- 6.5 The first round of delivery of on-street electric vehicle charge points in residential areas through the Go Ultra Low Cities Scheme (GULCS) is nearly complete. Over 1,500 charge points are reported as delivered across the 23 London boroughs participating in the programme, with the majority of the remaining 200 charge points due to be delivered by the end of the financial year.
- 6.6 The process to allocate a second round of GULCS programme funding (c. £4m) is underway. Boroughs were invited to submit bids for funding to deliver residential charge points, rapid charge points and residential charging hubs, by the end of October. Final bids are being reviewed in November and allocations expected to be confirmed by the end of the year.

7 Taxis

- 7.1 Due to improvements in emissions from the rest of London's vehicle fleet, from 2019 taxis will be the largest single source of road transport NO_x in central London.
- 7.2 Taxis are exempt from ULEZ on the basis that drivers are legally obliged to use a certain kind of vehicle that has been purpose built to navigate London's roads and that is wheelchair accessible. In addition, taxi emissions were being tackled separately through the requirement that, from 1 January 2018, all newly licensed taxis had to be Zero Emission Capable (ZEC) as well as a taxi delicensing scheme and ZEC taxi grants. However, ZEC taxi uptake has not increased as initially expected and as a result, NO_x reduction targets for taxis included in the Government's 2017 Air Quality Plan were not due to be met. They contribute to the Plan's aim of achieving compliance in Greater London with EU legal limits for nitrogen dioxide by 2025 or sooner. As an indication of the scale of the issue, less than 25 per cent of taxis detected in the ULEZ each day are compliant with equivalent ULEZ standards (Euro 6 for diesel vehicles).
- 7.3 We have therefore taken further measures to reduce air pollutant emissions from London's taxis through, from 1 November 2019, mandating the maximum applicable taxi operating age limit, a phased reduction of the age limit from 15 years to 12 years for diesel taxis and the removal of standing exemptions for historic/ niche vehicles, alternative fuels and hardship with exemptions now being granted with on an individual basis.

Taxi age limits

- 7.4 Following a public and trade consultation in 2019 from 1 November 2019 the maximum taxi operating age limit will be strictly enforced (mandated) and there is a, phased reduction of the taxi age limit from 15 years to 12 years.

Date effective	Maximum age limit for Euro 3, 4 and 5 diesel taxis
From 1 November 2019	15 years
From 1 November 2020	14 years
From 1 November 2021	13 years
From 1 November 2022	12 years

- 7.5 The maximum age limit for Euro 6 diesel taxis and ZEC taxis will remain at 15 years, which will also be the age limit for taxis that are newly converted to Liquid Petroleum Gas (LPG).

Enhanced delicensing scheme

- 7.6 At the same time as we announced our intention to consult on the taxi age limit proposals, we announced enhancements to the taxi delicensing scheme to make it more attractive to taxi vehicle owners. The previous scheme, which was open for approximately 18 months, had paid out less than £500,000 by the time it closed – feedback from the taxi trade suggested that the payment levels were too low.
- 7.7 The changes doubled top payments to £10,000 on a first come first served basis. The Mayor increased the fund to £42m, increasing the number of payments available with 1,250 payments available at the £10,000 level, with tiered payments available thereafter. Around £16m of this fund has already been paid out to taxi owners.

Zero Emission Capable Taxis

- 7.8 As of 29 October there are 2,573 ZEC taxis licensed in London. In addition to the London Electric Vehicle Company's TXe model, launched in 2018, the fully electric Nissan Dynamo taxi has now been launched. In August the first of these vehicles was licensed as a taxi in London.
- 7.9 We have been working with Dynamo to support them in bringing a fully electric vehicle to London's taxi market, and we will continue to work with all prospective taxi vehicle manufacturers to support the introduction of additional London taxis that help achieve London's emissions, accessibility and Vision Zero targets. The Mayor officially launched the Dynamo at City Hall on 23 October.
- 7.10 To support the uptake of ZEC taxis, 73 of the rapid charge points installed by TfL to date are dedicated to taxi use only.

8 Roadmap to Zero Emission Road Transport

- 8.1 As part of the Mayor's ambition for London to become a zero carbon city, the Mayor's Transport Strategy (MTS) sets a target for all road transport in London to be zero emission by 2050. This will require all road vehicles in London to have zero exhaust emissions and be supplied with zero carbon energy.
- 8.2 Reaching the MTS's overarching 2041 target of an 80 per cent sustainable mode share, alongside the reductions in private vehicle km driven by this, is critical to achieving the transport emissions trajectories set out in the MTS and London Environment Strategy (LES). The following sections of this paper describe actions to support the conversion of remaining road vehicle journeys to zero emission (Figure 3).

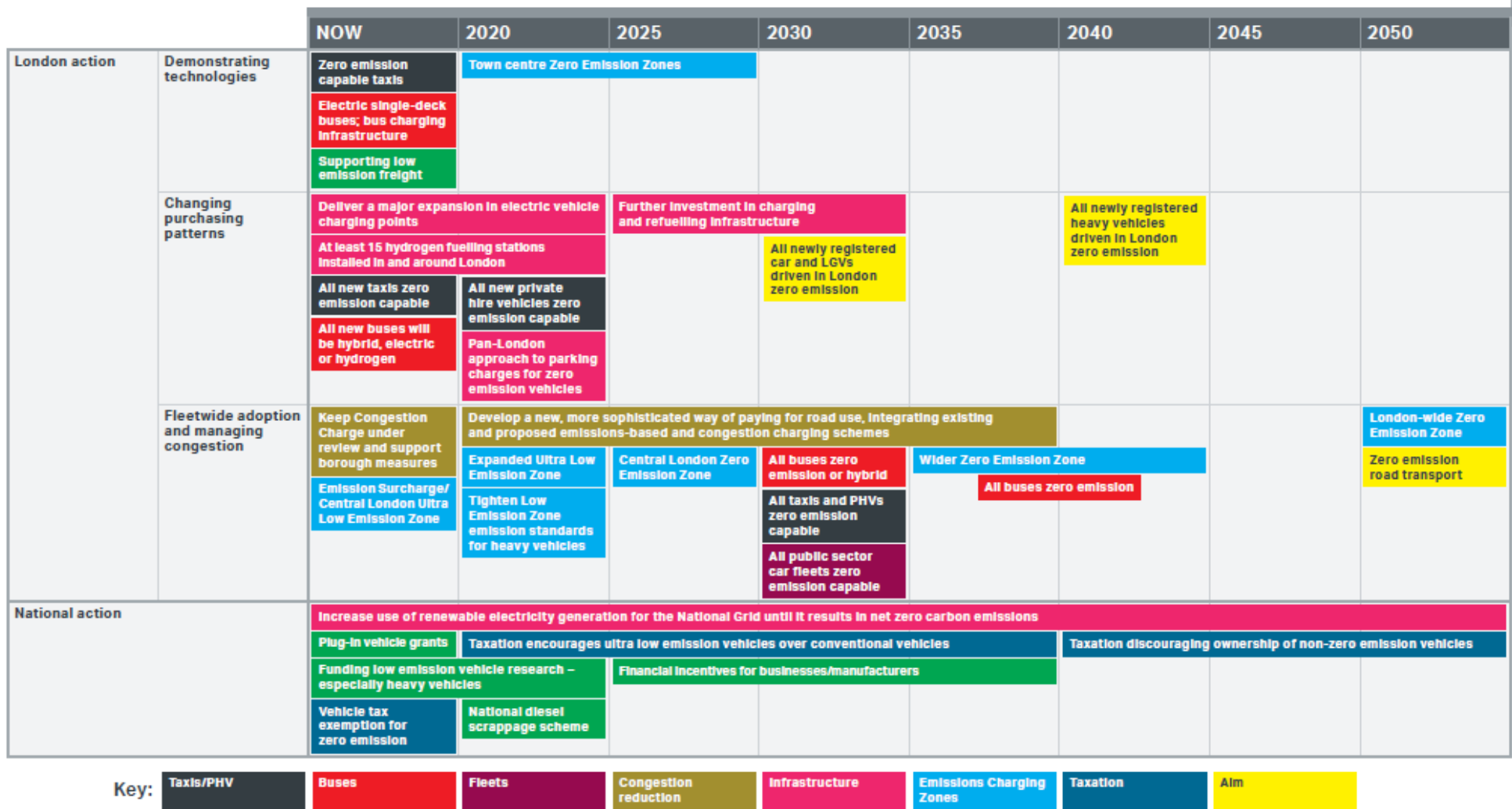


Figure 3: Timeline to Zero Emission Road Transport

8.3 Approximately three million vehicles are registered in London in total. Of these, just under 31,000 are ultra low emission vehicles (ULEVs). This number has doubled in the last two years (Figure 4).

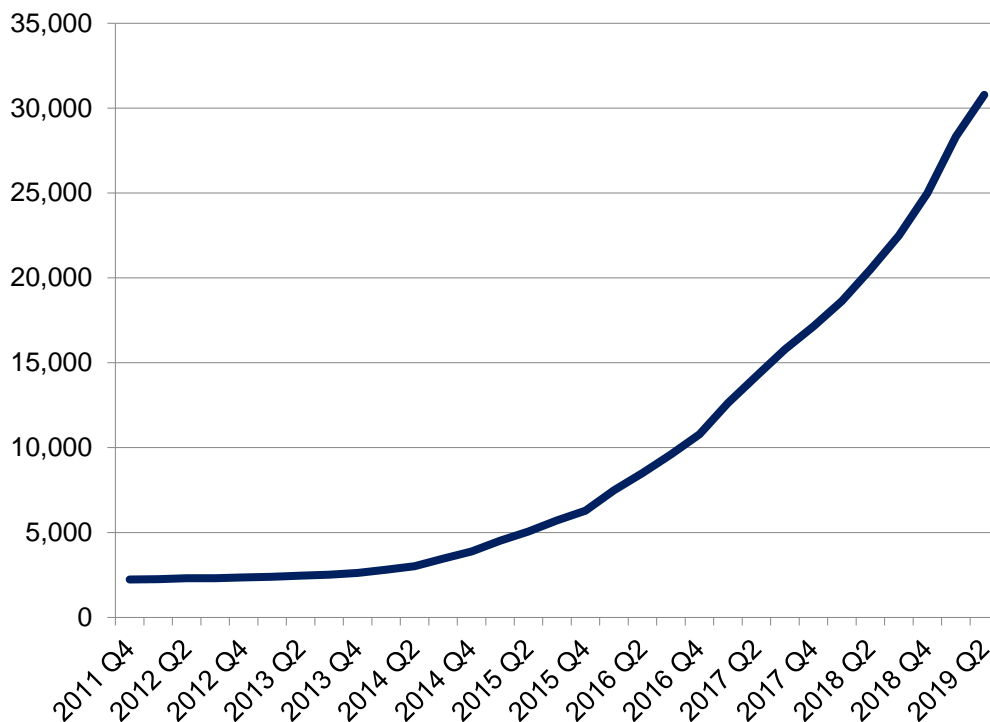


Figure 4: Total registered Ultra Low Emission Vehicles in Greater London, 2011-2019.
Source: DfT vehicle registration data.

8.4 To meet emissions reduction targets set in the MTS, we forecast that over 10 per cent of London’s cars and vans will need to be ULEV by 2025. From 2030 all newly registered can and vans driven in London should be zero emission. The transition to zero emission heavy vehicles will take place later than this, depending on the development and adoption of zero emission models.

8.5 As set out by the MTS, our actions to drive the transition to zero emission road transport can be summarised in three key areas:

- (a) Leading by example by converting vehicle fleets under TfL control to zero emission;
- (b) Ensuring London has the infrastructure required to support the widespread transition to zero emission vehicles; and
- (c) Introducing regulatory and pricing incentives to support the transition to ULEVs, including implementation of ZEZs.

8.6 We are also involved in research and development activities into future technologies which can support the transition to zero emission and ultimately zero carbon. This includes vehicle-to-grid technology, geofencing and wireless charging of electric taxis.

9 Converting TfL-controlled fleets to zero emission

Buses

- 9.1 Work continues to meet the MTS commitment that by 2037 at the latest the entire bus fleet will be zero emission.
- 9.2 London currently has more than 210 electric buses, making it Europe's largest electric bus fleet. Routes 43 and 134 will become the UK's first bus routes to use only electric double-deck buses this autumn. We have awarded contracts to operators for a further 78 electric double-deck buses to be delivered this year.
- 9.3 Depending on improvements to range and durability and power upgrades to depots we will transition to buying only zero emission at tailpipe double-deck buses, so that by 2037, the entire bus fleet will be zero-emission. As reported to the panel in July, we are continuing to review options to accelerate this transition.

TfL support fleet

- 9.4 TfL's support fleet is primarily made up of light vans and cars, with some specialist heavy vehicles. In the last 18 months we have focused on rationalising the size of the fleet, reducing the number of light vehicles by not renewing leases.
- 9.5 We are working to meet the commitments in the MTS and LES for all cars in the support fleet to be ULEVs by 2025, and for all new vans to be ULEVs from 2025. There is currently a limited number of electric and hydrogen cars and vans in the support fleet at present.
- 9.6 Our focus over the next 12 months will be in installing additional charging infrastructure at the highest priority operational sites, to support the further roll out of ULEVs when vehicles are being directly replaced.

10 Electric vehicle charging infrastructure

Electric Vehicle Infrastructure Taskforce

- 10.1 The Mayor launched the Electric Vehicle (EV) Infrastructure Taskforce in May 2018, to look at how to overcome the barriers to implementing the charging infrastructure, what scale of infrastructure London is likely to need by 2025, and what could be done to further enable this to happen. The overall aim was that infrastructure should no longer be a barrier to switching to EVs by 2025.
- 10.2 Taskforce membership included representatives from central and local government, the energy and transport sectors and business groups in London.

- 10.3 The methodology included obtaining input from many key stakeholders. Over 350 stakeholders from 140 organisations attended the events held. These included a series of workshops to define user needs, land and energy issues, and financial models. Further meetings took place with stakeholders such as London boroughs, taxi and private hire trades, charge point operators, car clubs, energy suppliers and finance.
- 10.4 To try to determine the infrastructure required, TfL developed a spreadsheet model which estimated demand based on ranges of EV uptake in line with MTS ambitions, utilisation of chargers and user behaviour.
- 10.5 The results were reported in a Delivery Plan, which the Mayor launched on 17 June 2019.
- 10.6 In the report, the following approaches are suggested for rapid chargers and slower chargers:
- For rapid chargers:
- (a) Focus on the development of rapid charging hubs to primarily serve high-mileage/business users;
 - (b) To improve the spread across London, the next phase of delivery should focus on at least five flagship rapid hubs, one in each sub region of London, with the first by 2020;
 - (c) To improve overall coverage, additional rapid chargers should be prioritised to serve London's town centres. This could be in the form of hubs or single rapid chargers, to primarily serve commercial needs; and
 - (d) The private sector should adopt these approaches and TfL will also be doing so for the remainder of the 300 rapid chargers it will install in London by the end of 2020.
- For slow to fast chargers:
- (a) The focus is on a) uplifting volume, b) reducing the streetscape impact of chargers, and c) exploring new models around deployment off-street; and
 - (b) The future favoured deployment model is strategic and demand-led, (not desire-led) in order to improve commercial viability and enable the private sector to take over delivery.
- 10.7 The delivery plan identifies eight enablers and follow-on workstreams, designed to ensure 2025 ambitions are met. These include delivery of London's first rapid charging hub (underway), introducing a new pan-London co-ordination body to facilitate and oversee charge point installation (being set up by London Councils), and 'heat mapping' activity to identify energy grid constraints and locations where new charging capacity will be cheaper and easier (delivered by UK Power Networks).

Longer term

- 10.8 The members of the EV Infrastructure Taskforce agreed that making firm plans for the longer term were not desirable due to the rapid level of change being experienced by the industry. We will be continuing to horizon scan, testing and piloting some of the technologies below to ensure that the most appropriate solutions for London's charging infrastructure are taken forward.
- 10.9 Through the draft London Plan the Mayor sets a requirement for all residential car parking spaces in new developments to provide infrastructure for electric or ULEVs. At least 20 per cent of spaces should have active charging facilities, with passive provision for all remaining spaces.
- 10.10 In addition, retail car parks must provide rapid charge facilities, and operational parking must provide suitable charging infrastructure for EVs or other ULEVs. New or re-provided petrol stations must provide rapid charge hubs or hydrogen refuelling facilities.

11 Zero Emission Zones

- 11.1 The MTS and the London Environment Strategy states that the Mayor, through TfL and the boroughs will seek to implement local town centre ZEZs from 2020, followed by a Central London ZEZ from 2025 with wider ZEZs from 2035 and encompassing the whole of London by 2050 at the latest.
- 11.2 In addition to the local ZEZ guidance we have published (as described above), we are involved in a European Union funded project called ReVeAL (Regulating Vehicle Access for Improved Liveability) alongside the City of London. The City are using ReVeAL funding to deliver a second ZEZ in the City Cluster zone, a central area focused on St Mary Axe which includes many of the main sky scrapers in the City. The scheme aims to be implemented (subject to consultation) in early 2022.
- 11.3 Our involvement in the project aims to deliver a number of small projects that can be used by all London boroughs in the development of ZEZs. This includes the delivery of a new ZEC enforcement database, new signage for ZEZs to improve consistency across schemes, running of a geofencing trial in the City Cluster ZEZ and developing knowledge sharing of ZEZs for other boroughs and Local Authorities to use. ReVeAL outcomes will also support our proposals for a Central London ZEZ from 2025 as we consider the development of such a scheme.
- 11.4 There is an emerging appetite for ZEZs across Central London which we want to build upon. The City of London is leading the way in their thinking and delivery. Their recent Transport Strategy commits to making the entire City of London a ZEZ in the next few years. There are also emerging discussions around a ZEZ on Oxford Street which is being championed by New West End Company.

- 11.5 Over the longer term the MTS sets out a commitment to facilitate the implementation of ZEZs across a larger area of London, initially expanding outwards to a wider area of London by 2040, before a London-wide ZEZ by 2050 at the latest. Over this time we are likely to see ZEZs emerging across boroughs in both Inner and Outer London with interest already being expressed by LB Haringey and schemes planned in LB Hackney over the coming years (as described in section 3).

12 Monitoring and reporting of ULEVs and transport emissions

- 12.1 We will continue to monitor the speed of transition of London's vehicles to ULEVs and will update on this to the Panel as part of regular air quality updates.
- 12.2 The next update to the London Atmospheric Emissions Inventory (LAEI) will be published in late 2020 and will include updated emissions projections for 2025 and 2030, taking into account changes to road traffic forecasts and latest data from national government on the uptake of Euro 6/VI vehicles and ULEVs.
- 12.3 This updated forecast will give a detailed indication of the level of progress toward the NO_x, Particulate Matter and CO₂ emissions trajectories set in the MTS.

13 Summary

- 13.1 There has been a significant improvement in central London's air quality ULEZ thanks to the action being taken by the Mayor and TfL.
- 13.2 We are continuing to act to further reduce emissions from London's road transport and address the twin challenges of air pollution and climate change. Achieving the MTS mode share target is vital to this but we must also work towards a fully zero emission vehicle fleet.
- 13.3 The transition to zero emission is dependent on the market responding to ensure the provision and affordability of zero emission vehicles. We are working to ensure that London has the infrastructure required to support the transition of road transport to zero emissions technologies. The expansion of ULEZ will build on the success of the central zone, and the emergence of ZEZs in London sends a clear signal to market.
- 13.4 It is not possible for the Mayor and TfL to achieve zero emission road transport alone. We will continue to lobby others, particularly Government, to act and provide the legislative and financial support needed to fully clean up London's air and tackle climate change.

List of appendices to this report:

None

List of background papers:

ULEZ 6 months on report:

https://www.london.gov.uk/sites/default/files/ulez_six_month_evaluation_report_final_oct.pdf

Low Emission Bus Zones Evaluation Report:

https://www.london.gov.uk/sites/default/files/lebz_report_sept_19_upload.pdf

Taxi age limits consultation: <https://consultations.tfl.gov.uk/tph/taxi-age-limits/>

Electric Vehicle Infrastructure Delivery Plan: <https://tfl.gov.uk/modes/driving/electric-vehicles-and-rapid-charging>

Local Zero Emission Zone guidance for boroughs:

<https://tfl.gov.uk/cdn/static/cms/documents/tfl-guidance-for-local-zero-emission-zones.pdf>

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Date: 13 November 2019

Item: Human Resources Quarterly Report

This paper will be considered in public

1 Purpose

- 1.1 To provide the Safety, Sustainability and Human Resources Panel with an update on key Human Resources (HR) led activities and performance for Quarter 2 2019/20.

2 Recommendation

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

3 Background

- 3.1 This HR Quarterly Report provides an update on activities being delivered in relation to our people against the five themes contained within the 2019/20 People Plan.
- 3.2 The report also provides information on our performance against the People measures contained within the TfL Scorecard.
- 3.3 There is also an update on the work to develop our new People Strategy and next steps with this.

Appendices:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

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HR Quarterly Report Q2 2019/20

13 November 2019



HR Quarterly Report – 2019/20 Quarter 2 Update

Introduction

This Human Resources (HR) Quarterly Report provides an overview of key people activity and deliverables that have taken place in the second quarter of 2019/20.

This report demonstrates how our activity aligns to our key areas of focus for this performance year, as outlined in our People Plan as well as our People Scorecard performance.

In the next Quarter we will receive our Viewpoint survey results, allowing us to calculate our employee engagement and inclusion index for this year, these are also included in the TfL Scorecard, with the results will be presented at the TfL Board in January.

The Diversity & Inclusion Impact Report for 2018/19 will be published on the 29 November, and will provide comprehensive D&I trends and statistics for the year, this will be shared with Panel members directly when available.



People Scorecard Measures 2019/20

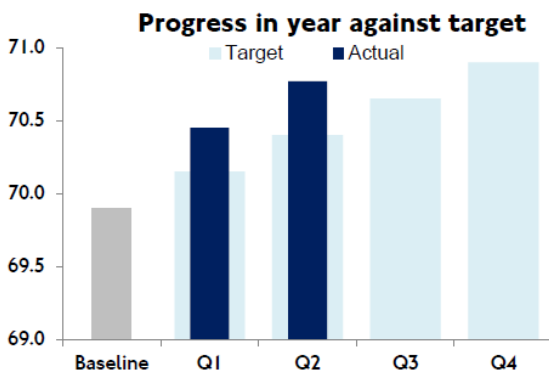
There are four people measures on the TfL Scorecard for 2019/20. These are:

People	2018/19 Result	2019/20 Target
Foster a workforce representative of London		
Workforce Representativeness Index - All Staff	69.9%	70.9%
Workforce Representativeness Index - Director/Band5	37.8%	38.3%
Engage our people		
Total Engagement Index	56%	57%
Build and inclusive environment		
Inclusion Index	43%	46%

Workforce Representativeness Index – All Staff

Our scorecard target for the all staff workforce representativeness index (WRI) was +1 per cent on last year’s end of year score of 69.9 per cent.

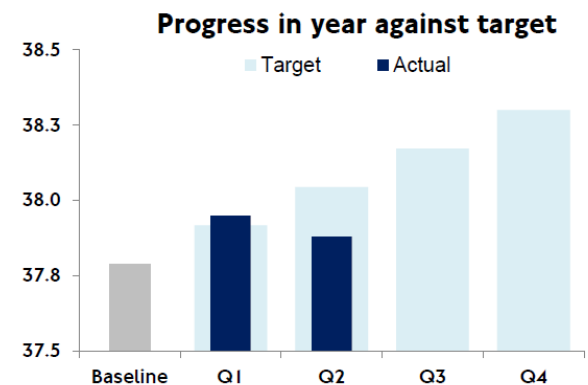
In Q2, our all staff WRI increased by 0.32 per cent, to reach 70.77 per cent, ahead of target. This was driven by increases in our BAME, disabled, minority faith and employees under the age of 25.



Workforce Representativeness Index – Band 5+

Our scorecard target for the Band 5+ WRI was 0.5 per cent up on last year’s end of year score of 37.8 per cent. This scorecard measure includes our senior managers at Band 5 and above.

In Q2, our Band 5+ WRI decreased by 0.07 per cent to reach 37.88 per cent, falling behind target for Q2. This was driven by a fall in female senior managers, with all other protected characteristics increasing slightly in Q2. Due to the small population size, even a small number of leavers can significantly impact this measure. Work to ensure a diverse talent pipeline which aims to improve senior representativeness is included within this report.



Improving engagement across the organisation

We are committed to making TfL a great place to work for everyone, caring for our people, and supporting them to be the best they can be. This is the only way we can truly deliver for London. The best indicator of how well we are doing at this are our Viewpoint engagement scores, which tell us how our people feel about working for us and what needs to be better.

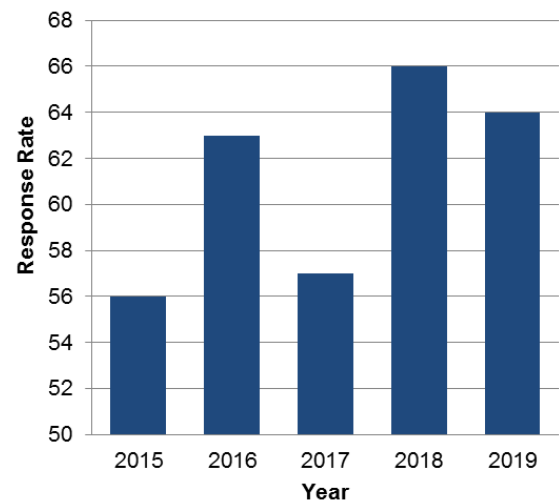
Our TfL scorecard target for 2019/20 is 57 per cent, which is up on the 56 per cent recorded last year. The following section outlines activity underway to help drive improvements in our employee engagement.

Viewpoint 2019

Our annual Viewpoint survey for 2019 has now concluded. The survey was open between the 9 and 2 October with initial results being shared with the Executive Committee at the end of November. These results will be shared with the TfL Board on the 22 January 2020.

Our response rate this year was 64 per cent, slightly down from last year's record high of 66 per cent, with 17,689 employees sharing with us what it is like to work at TfL. Once the results are in we will start to digest these and identify ways to make working at TfL better for our employees.

Viewpoint Response rate



Leading London Underground

At the end of July, we launched a new online communications hub for our operational leaders in London Underground, Leading London Underground. The hub is already being visited by 9 per cent of its intended audience on a regular basis and includes topics such as recognition and guidance on how to have difficult conversations for line managers.

This is in addition to the online Leading London Underground newsletter, which achieves a regular viewing rate of 14 per cent, above the industry benchmark of 11 per cent for employees in an operational environment. We will continue to promote the new hub, alongside existing channels like Yammer, to build engagement with our harder to reach operational employees.

Engagement – Longer term approach

Work continues to explore how we can get more regular insight into the engagement of our people. We are investigating options which include an engagement dashboard and more frequent pulse surveys.

We have also analysed a wide range of data to identify the reasons for some of our lowest engagement scores in London Underground, validating these with interviews and workshops, with 20 workshops held with front line employees, including three night workshops. These findings will be combined with this year's Viewpoint scores to really add depth to the scores received.



Other Activity

Engagement is not only about one off interventions or analysis; there are continuous activities throughout the year to drive engagement and highlight key themes which we know are important to our people.

The majority of this activity takes place through our internal communication channels, such as our employee magazines, our intranet and more recently our Yammer tool, promoting key messages and information.

Another example of this type of activity was an event on the 25 September for all HR employees at Pier Walk. This event held every six months was a chance for all HR colleagues to get together, hear from senior managers and external speakers and learn more about the different activity going on in teams across HR. Positive feedback was received on this



event, with the next scheduled for April 2020.

Attracting, developing and retaining talent

This theme covers all activities to ensure we have the right people and capabilities to deliver our business plan and the Mayor's Transport Strategy.

Steps into Work

Steps into Work is a one year employability programme for students with mild to moderate learning disabilities or those on the autism spectrum. Twenty-two new students started the programme in September. They join the eleven students who started in January giving a total of 33 students on the programme until December (when the January cohort roll off).



The students are supported by our long term partner Barnet & Southgate College and our new partner MenCap who have replaced Remploy. The aim is for students to be ready to enter paid employment at the end of the programme, whether with us or another employer.

Graduate and Apprentice Update

On Mon 9 Sep, we welcomed our new Early Careers starters: 104 apprentices, 32 graduates and five interns for a two day induction, featuring presentations from George Clark, TfL Engineering Director; Mark Evers, Chief Customer Officer, and Frances McAndrew, Diversity & Inclusion Lead.

We introduced TfL behaviours, our values and the importance that we place on mental health and general wellbeing. Feedback has been overwhelmingly positive for our first ever joint corporate induction. All new starters have now joined their business areas for their local inductions, before starting their first placements with TfL.

Applications have now opened online for our 2020 graduate and apprentice cohort. Information and guidance on applications can be found on our new early careers website (<https://careers.tfl.gov.uk/>).

Employability

During September work has started on a feasibility study of the employability project, liaising with various external charities and service providers to see if they would like to contribute their expertise knowledge and input to the programme at a round table event scheduled in November. There are over 30 organisations involved to date, focusing on the support people facing barriers into work with SEN disabilities, homeless, Veterans, and Ex offenders.



Leavers

At the previous Panel it was asked to provide additional information why the proportion of females leaving the organisation in 2018/19 was higher than the existing employee population.

Of the employees who had completed the leaver survey upon exiting the organisation, a higher proportion of females cited lifestyle choices as a reason for leaving (49 per cent vs 44 per cent). When investigating what about lifestyle choices has caused the employee to leave, for females the main reason was relocation, for males this was retirement or early retirement.

The only other reason for leaving where females responded higher than males was for training, development and career progression, with 14 per cent of males citing this as their main reason for leaving, with 22 per cent of females giving this reason. This gives added support to the activities already in place to ensure that females are given the opportunity to develop and progress, such as the Our Time initiative and Area Manager Leadership Development programme.

We are also in the process of updating our case management system which will enable greater analysis into the diversity trends for any grievance or bullying and harassment cases at TfL. These changes are anticipated to be complete in January 2020, and any trends identified will be investigated rigorously where required.

Rewarding & recognising our people

Recognition

Through our Viewpoint survey, we have seen that effective recognition is one of the fundamental drivers of employee engagement. Whilst there are many forms of recognition utilised within our organisation, ranging from formal schemes to an informal 'thank you', TfL has for a number of years successfully operated a tiered formal recognition award framework called Make a Difference.

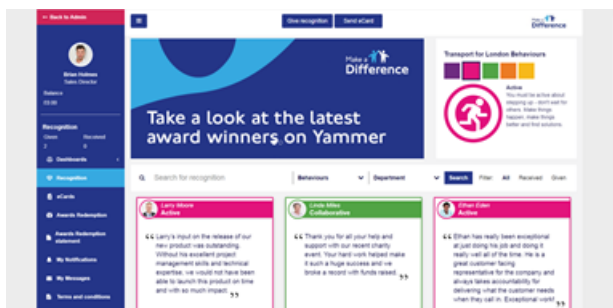
The framework aligns recognition awards directly with our organisational behaviours which has the added benefit of reinforcing those behaviours across the business. Following a review conducted in 2018 that involved collating feedback from business areas, it became apparent that there were several improvements that could be made that would increase employee trust and satisfaction in the framework. The key areas of feedback included making it less bureaucratic and more accessible, speeding up the time it takes to deliver recognition, and ensuring awards were more consistent.

The People Leadership Group (PLG) agreed to implement two key changes in December 2018. Firstly, it agreed updates to our Make a Difference framework that included moving to a single tier recognition scheme with a single level of gift voucher award (£30), simplifying the approval process and ensuring that recognition certificates could be produced

locally instead of having to be printed and posted by a third party supplier.

These changes are intended to make the process simpler and swifter as well as more efficient and environmentally friendly. Secondly, the PLG agreed the transition to an innovative online recognition platform for the delivery of Make a Difference awards. The new Make a Difference platform, available across the internet from any device personal or work based, can be used to nominate, approve and redeem individual recognition awards, as well as view, comment on and 'Like' other colleague's awards.

During the last quarter work has continued with the development of the new online platform in collaboration with our supplier, Edenred. We are currently in the final rounds of development and testing and expect to be able to introduce the new platform, along with the recognition framework changes, by mid November. The new platform will be fully integrated with the myTfL Reward Hub launched earlier in the year and is part of our overarching strategy to provide a single place for employees to access all their pay, reward, benefits and recognition information and facilities.



You Matter Awards

On the 24 September, over 200 employees gathered in the London Transport Museum to celebrate the successes of employees across Surface transport over the previous year.

These awards were run for the first time in Surface, mirroring the You Matter awards which are run across London Underground. Over 200 nominations were received for both individual and team awards, with the winners of each award being chosen by a panel consisting of Gareth Powell, Surface Directors and Viewpoint champions. There was also a people's choice award which was voted on by 934 colleagues from across Surface.



Nominations for the London Underground You Matter Awards closed on the 16 September, with 118 individual nominations and 41 team nominations received across 13 categories. The awards ceremony will also take place in the London Transport Museum on the 14 November.

Gender Pay Gap Report 2019

On the 1 October, we published our Gender Pay Gap Report for 2019. The results show that we have made progress reducing these, with our median gender pay gap reducing from 21.5 per cent in 2018 to 19.5 per cent in 2019.

While we are confident men and women receive equal pay for doing the same role, there is more we can do to encourage women into more senior roles and ensure we have the best talent in the industry, regardless of gender. So while we are glad to have narrowed the gender pay gap, we will continue our efforts to make our organisation more representative of the city that we serve.

We've made progress with more women now entering senior management roles, but it is essential that we continue to review our recruitment processes and undertake outreach programmes to bring about long term change and showcase the success of women in the transport industry to inspire others.

Developing an Inclusive Workforce that is Representative of London

Reach Mentoring Programme

On the 11 October we launched the second year of our inter-company mentoring programme Reach at an event in Fujitsu's offices in Baker Street.

The programme, which currently works with colleagues within Tech and Data, launched for the first time last year and has proven to be a popular initiative.

Through mentoring, coaching and giving advice from experience, Reach supports our objective to provide a greater of diversity of people looking to reach leadership positions. Like TfL, Fujitsu is dedicated to diversity and inclusion in the workplace and demonstrates the positive work we are progressing with our supply chain partners.

Leadership Foundation

Building a Leadership Foundation is our approach to professionalising leadership at TfL using experiential development, peer learning, coaching, work experience and focussing on solving real business priorities.

Leadership is primarily learned through on the job experience, underpinned with coaching, mentoring, reflection and networking. The

Leadership Foundation, working in partnership with local talent boards and our supply chain will offer leaders at all levels a range of activities to provide this experience.

These activities will be personalised according to individual and business needs and will include shadowing experiences, consultancy assignments, 'Intreprenuer challenges', voluntary board appointments as well as dynamic leadership events covering key skills like leading change.

The Leadership Foundation is nearing the end of its design phase with current activity including:

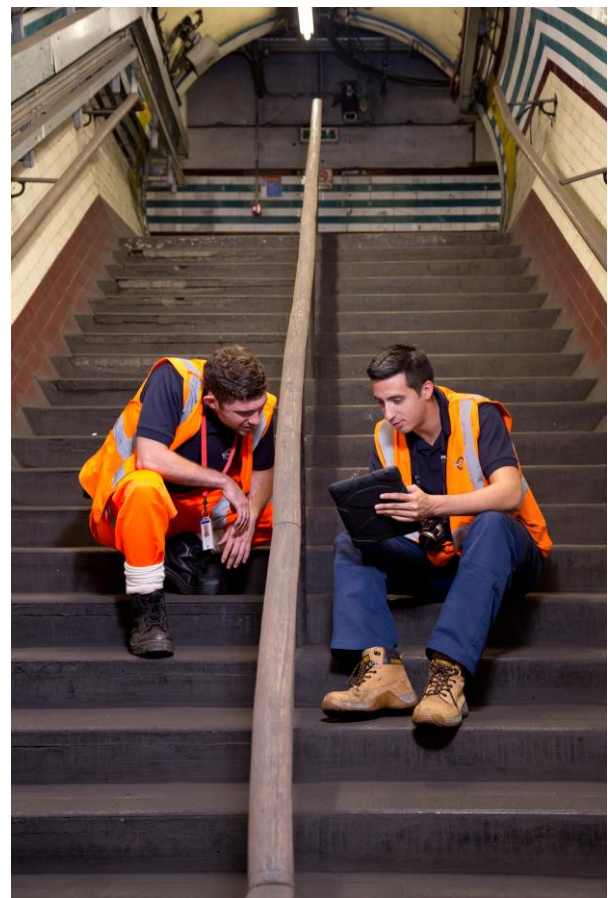
- Tendering for a coaching supplier who can build capability around having great conversations helping improve performance management. Coaching will begin in January 2020.
- Developing a strengths based 360 tool so that we can be more agile in deploying people to solve our big business challenges and more effectively succession plan. The new 360 tool will be available before the end of November 2019.
- Trialling a leadership App called TalUpp to harness the power of on the job learning. The TalUpp trial is live and will end in January 2020 when we will make a decision on roll out to all people managers.
- Developing partnerships with Arup, Mott McDonald, Thales, Siemens, NHS Leadership Academy, Microsoft, New South Wales Transport to provide external learning experiences

Black History Month 2019

Throughout October we showcased archives of BAME employees through the years as well as features on current colleagues, highlighting the positive contribution our BAME colleagues have made to TfL.

Scheduled events include a 'Lets talk about race' workshop on 28 October in partnership with Business in the Community plus the launch of a new Women's Staff Network Group subgroup on 31 October, focused on promoting intersectionality and celebrating, supporting and empowering BAME women at TfL.

On the 30 October, an ethnicity pay gap lunch and learn session was hosted by Staynton Brown, our Director of Diversity, Inclusion & Talent.



London Underground Operational Culture Team

The new London Underground Operational Culture team has been established, with induction meetings taking place with key stakeholders. The team are in the process of reviewing previous culture research that has been carried out within London Underground and have started a gap analysis to identify which diversity and inclusion issues will be the immediate focus of the team. We will update the Panel as this work progresses.

Area Manager leadership Development Programme

A leadership development programme has been established to develop talented female operational employees in the role of Area Manager. Six employees have now been identified for the initial six month pilot and a start date is now being arranged with a "kick-off" session to provide the opportunity for individuals to agree their personal road map for development.

We are also meeting with Siemens to develop a joint senior female leadership programme.

Delivering & embedding organisational change and modernisation

One of our key priorities for the year ahead is to support ongoing organisational change, through the support of our employee relations, business partner and employee communication teams.

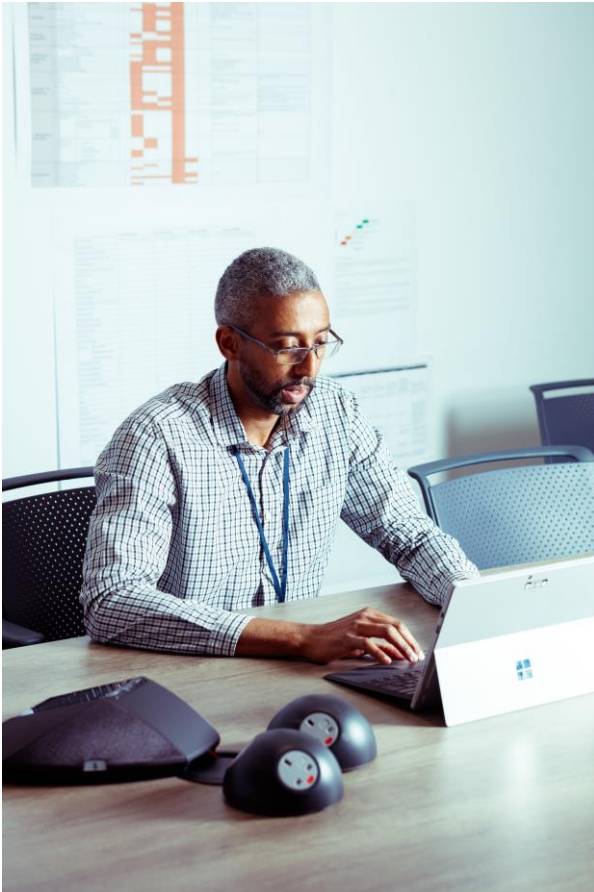
The re-design of our organisation continues with formal consultation with Trade Unions progressing in eight business areas.

In September we recently launched consultation on the creation of an integrated workplace violence and aggression (WVA) unit, enabling delivery of the new WVA Strategy to tackle and eradicate workplace violence in a single, flexible team with a single point of accountability. We also launched consultation on a proposed Safety, health and Environment directorate (SHE), enabling us to make faster progress on reducing road deaths and meeting our vision zero ambitions, improve the Health & Wellbeing of our employees and our corporate environmental performance. The focus of these proposals is to improve safety for both our customers and employees.

We also launched consultation in two other areas to help reduce our operating costs, these were in our Contact Centre Operations and the Performance Analysis and

Improvement team within London Underground.

We are working closely with our Trade Unions and our people to ensure we do all we can to avoid, reduce and mitigate redundancies, reduce the level of uncertainty through change and to focus on the health and well being of our people.



Next steps

Developing our People Strategy

We are currently updating our People Strategy which will set out our key people priorities over the life of the Business Plan. Earlier this year, the Executive Committee agreed our people vision; that TfL should be 'A great place to work for everyone'. Our People Strategy will bring the vision to life, making sure it runs through everything we do.

Following the update provided in the Q1 report, we have finalised our strategic people themes. These are

Inspiring Leadership

Supporting our leaders and future leaders to make the right decisions and make this a great place to work. Ensuring our people are placed at the centre of everything we do and that we support and inspire an engaged workforce to deliver against our business plan. Developing our leaders to innovate to solve our key business challenges

Talent

Embedding effective central planning and forethought about our people needs needed to deliver the Business Plan. Supporting the development of our people to meet the future skills and capability requirements. Introducing greater flexibility to how we deploy resource to enable the organisation to deliver more with fewer resources.

A Diverse and Inclusive Workforce

Growing a workplace that is more representative of the city we serve and where our people are encouraged to bring their experiences, knowledge and diverse perspectives to help solve organisational challenges. Creating a safe and inclusive workplace where everyone should feel they can 'bring themselves' to work, feel they have something to contribute and will be listened to.

Valuing Our People

Supporting a cultural shift towards our people being trusted with the autonomy and freedom to make decisions within the parameters of their role. Creating a workplace where our people they have a stake and investment in the success of our organisation, they are rewarded fairly for their contribution, and feel able to share views on how they can make a difference to what it's like to work here

We are currently identifying key priorities and activities under each of the strategic themes.

Across our organisation we are working to improve the safety and security and wellbeing of our people. Incidents of work-related violence, aggression and fear of assault can have a significant and debilitating impact on our people.

The first pan TfL Workplace Violence Strategy, recently launched by Siwan Hayward, is a key reference point for the People Strategy. Our line managers have an important role in the mental and physical recovery of staff if an incident does occur. Working across the organisation to ensure all our managers are equipped to support their

staff will be a key outcome of our People Strategy.



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Date: 13 November 2019



Item: Transformation Programme Update

This paper will be considered in public

1 Summary

1.1 This paper provides an update on the Transformation Programme.

2 Recommendation

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

3 Background

3.1 The changes we are making will improve the efficiency and effectiveness of our organisation. This is critical to delivering our Business Plan and achieving a net operating surplus by 2022/23. They will also ensure we remain focused on delivering our core Mayoral priorities, including safety.

4 Current Activity

4.1 The re-design of our organisation continues. In October 2019, we launched further change in four business areas. Two of these areas are focussed on reducing operating costs, two on improving safety.

4.2 Reducing Operating Costs:

(a) In our **Contact Centre Operations** we are setting ourselves up to serve our customers better in the future. A proposed new structure reflects the final stage of an outsourcing strategy (of contactless payment work), roster changes, the reduction in the use of non-permanent labour and the closure of Paddington Visitor Centre. This closure is part of a wider programme to strengthen the locations of, and sales at, our Visitor Centres.

(b) Our **Performance Analysis and Improvement team** in London Underground will help drive the business to continuously improve reliability and performance through analysis and insight. This will enable London Underground to prioritise effort, deliver value and support the delivery of our business strategy. We are reducing costs, improving capability and aligning with our new Safety, Health and Environment function.

4.3 Improving Safety:

(a) **Safety, Health and Environment:** Safety is our number one priority. This new directorate, leading across our whole organisation, will enable us to make faster progress on reducing road death and meeting our Vision Zero ambitions. It will also work to improve the health & wellbeing of our staff and

our corporate environmental performance. This change will further strengthen our capability in construction and project safety and assurance.

- (b) A new Chief Safety, Health and Environment Officer, Lilli Matson, has been appointed to drive the required step change in performance and to build on the foundations laid by the current Vision Zero activity. Aligning our functions and adopting an evidence-led approach will enable strong leadership to develop a consistent safety culture, make best use of our resources and improve our performance.
- (c) **Workplace Violence and Aggression:** We are taking a new organisational approach to tackling Workplace Violence and Aggression and are developing the first pan-TfL strategy to eradicate it. We are bringing together two dedicated workplace violence teams with a single point of accountability and an integrated framework.

4.4 Alongside this organisational re-design we are also supporting a shared services workstream for the GLA, This is looking at opportunities to share HR, IT and Facilities Management services with other members of the GLA Group. As part of this and following the completion of an initial feasibility study, work looking at the transition of GLA HR Services to TfL is moving forward. A jointly sponsored GLA/TfL Steering Group has been established to oversee the work chaired by Mary Harpley and Andrew Pollins/Tricia Wright.

List of appendices to this report:

None

List of Background Papers:

None

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Safety, Sustainability and Human Resources Panel



Date: 13 November 2019

Item: Members' Suggestions for Future Discussion Items

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 2019/20

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

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

12 February 2020		
Quarterly Health, Safety and Environment Performance Reports (to include resilience, assurance and compliance issues)	D HSE	To note
Human Resources Quarterly Report	CPO	To note
Bus Driver Facility Improvements	MD ST	To note (6 monthly standing item)
TfL Corporate Environment Strategy	CSHEO	To note
Bus Safety Update including Fatigue Mitigation	MD ST	To note
Strategic Risk Update	CSHEO	To note
Transformation Update	D Transformation	Standing Item

Regular items

- Quarterly HSE Performance Report – standing item
- HR Quarterly Report – standing item
- Bus Driver Facility Improvements – six monthly update
- Transformation update – standing item
- Review of CIRAS Report and Themes - annual
- Strategic Risk
- Pan-TfL People Plan – annual

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By virtue of paragraph(s) 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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