

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 22 November 2017

Members

Michael Liebreich (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Kay Carberry CBE
Baroness Grey-Thompson DBE
Dr Mee-Ling Ng OBE

Present

Cathy Behan	Head of Health and Safety, Surface Transport
Martin Brown	Director of Health and Safety, Crossrail
Staynton Brown	Director of Diversity and Inclusion
Emma Burton	HSE Senior Manager, Rail and Underground
Howard Carter	General Counsel
Jill Collis	Director of Health, Safety and Environment
Leon Daniels	Managing Director, Surface Transport
Jon Fox	Director of London Rail, Surface Transport
Lilli Matson	Director of Transport Strategy, Surface Transport
Andrew Pollins	Director of Transformation
Mike Shirbon	Head of Integrated Assurance, General Counsel
Mark Wild	Managing Director, London Underground
Tricia Wright	Human Resources Director

James Varley Secretariat Officer

61/11/17 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Bronwen Handyside. Shirley Rodrigues was also unable to attend.

Following the announcement of his resignation earlier in the year, Members thanked Leon Daniels for his contribution to the work of the Panel since his appointment as Managing Director, Surface Transport in 2011.

The 30th anniversary of the fire at King's Cross took place on 18 November 2017. The Chair commented that it was a vivid reminder of the importance of the work of the Panel.

62/11/17 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.

63/11/17 Minutes of the Meeting of the Safety, Sustainability and Human Resources Panel held on 28 September 2017

The minutes of the meeting were approved as a correct record and were signed by the Chair. At the meeting on 28 September 2017, an amendment to the minutes of the meeting held on 26 June 2017 had been agreed and the minutes were signed by the Chair.

64/11/17 Matters Arising and Actions List

The Rail Accident Investigation Branch report into the tram overturning at Sandilands was due to be published soon. Once published, an additional meeting of the Panel would be scheduled for early 2018. That meeting would look at the report, the actions being taken in response to its findings, the application of lessons learned and the long term support for the people affected by the incident.

The Chair asked if a report from CIRAS in 2014 relating to driver fatigue was dealt with by TfL. The matter would be looked into and a response provided in due course.

Post meeting note: CIRAS had submitted its 2014 report to FirstGroup, the operator of the tram and had not shared it with TfL at the time. Following the overturning incident on 9 November 2016, CIRAS shared relevant data with the investigating parties.

The Panel noted the Actions List.

65/11/17 Tram Derailment at Sandilands, Croydon on 9 November 2016

Leon Daniels, Jill Collis and Jon Fox introduced the paper, which provided an update on activities underway and planned following the derailment on 9 November 2016.

The Rail Accident Investigation Branch report was expected to be published imminently. TfL had received an embargoed copy for the purpose of fact checking.

The families of the deceased would be provided with a summary of the findings of TfL's internal investigation before it is published. This would be carried out through British Transport Police family liaison.

A number of safety measures had been implemented following the incident. While it was challenging to disaggregate safety data to identify the effects of individual measures, verification activities took place to see how safety trends were affected.

In response to media coverage on the financial support available to people affected by the incident, Members noted that while a robust and effective process was in place for claims management, not all those affected were aware of the support that is available and further steps were being made to address this.

The Panel noted the paper.

66/11/17 Human Resources Quarterly Report

Tricia Wright introduced the report, which updated the Panel on activities during Quarter 2 2017/18 (25 June 2017 to 16 September 2017).

Progress was being made on improving the diversity of workforce composition and the gender pay gap report was due to be published shortly. Discussions were taking place with trades unions to review local agreements to ensure they were aligned with workforce diversity composition targets. A key area of the reviews would be flexible working arrangements. The Gender Pay Gap Report and Action plan were due to be published later in November 2017 and an update would be providing to a future meeting of the Panel.

[Action: Staynton Brown]

Members requested that the next Quarterly Report include information on the number of disabled staff employed and the targets required to achieve the desired representational outcomes.

[Action: Staynton Brown]

The Panel noted the paper

67/11/17 Diversity and Inclusion Strategy

Staynton Brown introduced the paper, which provided an update on the work taking place to develop a comprehensive Diversity and Inclusion strategy. The purpose of the strategy was to create a more diverse organisation that would harness London's diversity and enable it to perform better. The strategy would be underpinned by a scorecard to measure performance and immediate priorities for action.

A significant amount of diversity and inclusion work was taking place, both for staff and customers.

The role of the promotion process in assisting with diversity targets was very important. TfL needed to do all it could to ensure protected groups achieved representation at all levels. This would require significant effort to set up a balanced and fair process to encourage applications and provide support to the business. Engagement was taking place with the trade unions on diversity and inclusion issues.

The Panel suggested that third party accreditation for the strategy should be sought.

The Government Consultation on the Industrial Strategy was underway and TfL was considering an appropriate response.

The Panel noted the report.

68/11/17 Transformation Report

Andrew Pollins introduced the paper, which provided an update on progress of the Transformation Programme.

The programme was on-track to deliver the operating model's expected savings. There had been an emphasis on providing support for affected staff including a telephone helpline service and access to training and development courses designed to prepare staff and managers for the changes ahead. Engagement with staff and the trade unions had been progressing well.

All areas under review had been required to prepare an equalities impact assessment and to look at ways of working to promote flexible working practices. Employee selection was anonymised and processes were in place to ensure protected groups were not

disadvantaged. The Leadership Tool Kit had been launched and this set out the expectations for management.

The Panel noted the report.

69/11/17 Quarter 2 – 2017/18 Health, Safety and Environment Report

Jill Collis and Leon Daniels introduced the report, which provided an overview of health, safety and environment performance for London Underground (LU), TfL Rail, Surface Transport and Crossrail services for Quarter 2 2017/18 (25 June 2017 to 16 September 2017).

The Office of Rail and Road had issued an improvement notice to LU following its investigation into the death of a customer who had fallen down steps in a non-public area at Canning Town station. The improvement notice concerned risk assessments and management systems for lone working at Canning Town and West Ham Underground stations. In response to the notice, LU had revised lone worker risk assessment and introduced a buddy system for lone working on Jubilee line stations, as well as briefing staff on the revised arrangements.

The Bus Safety Summit, held on 14 November 2017, had gone well. Attendees included representatives from TfL, bus operating companies and trades unions, as well as safety experts from the rail and aviation industries to provide knowledge and learning from other parts of the transport industry. Bus operators clearly understood the need to meet the Mayor's targets for reductions in the numbers of people killed or seriously injured (KSI). Management of human factors was critical to the success of driving down KSI rates and further understanding of how contractors could be motivated to achieve targets was needed. An update report on target setting for contractors would be provided to a future meeting of the Panel.

[Action: MD Surface Transport]

A recent audit relating to 'Inspection of LU Premises' resulted in a conclusion of 'poorly controlled'. LU was implementing the actions and recommendations of the report and the Panel would receive confirmation that the corrective action plan was complete by its deadline of 31 March 2018.

[Action: Jill Collis]

Shirley Rodrigues, Deputy Mayor for Energy and the Environment had raised a number of matters with the Chair regarding air quality, climate and energy and green infrastructure. The Panel agreed that a report should be provided to a future meeting to address these matters.

[Action: Jill Collis]

A study of tunnel dust had recently taken place. 50 stations had been subject to a more frequent cleaning programme and the results had been encouraging. The next stage of trials would be to look at an entire line. The Panel would be provided with information on the current enhanced tunnel cleaning programme.

[Action: Jill Collis]

The Panel noted the paper.

70/11/17 Draft Health, Safety and Environment Annual Report

Jill Collis introduced the paper and draft TfL Health, Safety and Environment Annual Report for the year 2016/17 (1 April 2016 to 31 March 2017). The report would be presented to the Board at its meeting on 30 January 2018.

The Panel noted the paper.

71/11/17 Reducing Injuries Across TfL

Emma Burton and Cathy Behan introduced the paper, which set out the plans to meet the scorecard target of reducing injuries by 17 per cent.

On London Underground, location and nature and cause of injury had been analysed and targeted plans developed. Data was monitored on a weekly basis.

In response to a question from Members, data on injuries sustained as a result of excess alcohol consumption would be provided. **[Action: Emma Burton]**

The platform train interface remained the biggest area of risk. Mitigating actions were already in place at stations and trials of additional actions were taking place.

Within Surface Transport, 90 per cent of injuries occurred on buses, with the main cause of injury being slips, trips and falls. Analysis had shown that a significant number of injuries occurred during periods of acceleration or braking and a demographic breakdown of the data would assist in identifying mitigations.

The operation of buses was a contracted service and safety was monitored through safety performance indicators and TfL's governance process.

The Panel noted the paper.

72/11/17 Vision Zero

Lilli Matson introduced the paper, which updated the Panel on the progress towards adopting a Vision Zero approach to road casualty reduction.

It was recognised that too many people were killed on London's roads and the Vision Zero strategy linked into the aspirations of the Mayor's Transport Strategy. The Vision Zero approach would be applied to all transport services operated by TfL. Staff engagement would also take place to ensure everyone involved was aligned to the strategy.

An update on the strategy would be provided to a future meeting of the Panel. **[Action: Lilli Matson]**

The Panel noted the paper.

73/11/17 Member Suggestions for Future Agenda Discussions

Howard Carter introduced the paper.

An additional meeting would be held in January 2018 to discuss the reports and recommendations relating to the tram overturning at Sandilands, Croydon on 9 November 2016. **[Action: Secretariat]**

A paper was requested on safety in major projects supply chains. **[Action: Stuart Harvey]**

A paper was also requested on how TfL encourages sustainability in its partnerships with stakeholders (such as London Boroughs). **[Action: Alex Williams]**

An informal briefing on TfL's staff survey "Viewpoint" and staff engagement would be arranged. **[Action: Tricia Wright]**

The Panel noted the paper.

74/11/17 Any Other business the Chair Considers Urgent

There were no urgent items.

75/11/17 Date of Next Meeting

Wednesday 28 February 2018 at 10.00am.

76/11/17 Close of Meeting

The meeting closed at 1.10pm.

Chair: _____

Date: _____

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Road, London, SE1 8NJ
10.30am, Monday 22 January 2018

Members

Michael Liebreich (Chair)
Dr Nina Skorupska CBE (Vice Chair)
Kay Carberry CBE
Baroness Grey-Thompson DBE
Bronwen Handyside
Dr Mee-Ling Ng

Board Members In Attendance

Dr Alice Maynard
Dr Nelson Ogunshakin OBE

Executive Committee

Mike Brown MVO Commissioner
Howard Carter General Counsel
Gareth Powell Managing Director, Surface Transport

Present

Jill Collis Director of Health, Safety and Environment
Mark Evers Chief Customer Officer
Jonathan Fox Director of London Rail
Mike Shirbon Head of Integrated Assurance

Also in attendance:

Adrian Jones FirstGroup Safety Director
James Varley Secretariat Officer

01/01/18 Apologies for Absence and Chair's Announcements

No apologies for absence had been received. The Chair welcomed Dr Nelson Ogunshakin OBE and Dr Alice Maynard to the meeting.

02/01/18 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.

03/01/18 Opening Remarks

Mike Brown MVO thanked Members for attending the meeting. The thoughts of all staff at TfL remained with all those affected by the tram overturning at Sandilands and TfL would continue to do all it could to offer support.

TfL was committed to implementing what had been learned and was working on additional measures to improve safety, including looking at best practice inside and outside the tram industry.

The Commissioner had recently attended the 30th anniversary of the King's Cross fire and that provided a clear view of the profound effect that events of this nature had on the families of the deceased and those who survived.

04/01/18 Tram Derailment at Sandilands, Croydon on 9 November 2016 – RAIB and TfL Investigations Update

Gareth Powell introduced the paper, which summarised the conclusions of the Rail Accident Investigation Branch (RAIB) and the TfL commissioned SNC-Lavalin reports into the overturning. There were three further investigations by the British Transport Police, the Office of Rail and Road and the Coroner's inquest which would be reporting in due course.

The focus of the RAIB report was to find the cause and identify recommendations to improve safety. The focus of the SNC-Lavalin report was on recommendations to TfL to improve safety, as it did not have the same scope as the RAIB report.

The conclusions of both investigations were broadly similar. The RAIB report found that the immediate cause of the tram overturning was that it was travelling too fast to negotiate the curve. The driver had not applied sufficient braking force before entering the corner at Sandilands South and the most probable cause was a temporary loss of awareness of the driving task, which possibly caused him to microsleep. It was also possible that when regaining awareness, the driver became confused about his location and direction of travel. No additional risk factors were found as a result of shift patterns and no mechanical problems were found on the tram.

The SNC-Lavalin report noted two contributory chains of events: that the driver did not identify the need to brake the tram in the approach to the curve due to a temporary loss of situational awareness and that the driver did not identify and act on braking cues.

The RAIB report made 15 recommendations to improve safety on UK trams, of which 11 applied fully, or in part to TfL (through London Trams) and included two that applied to TfL and Tram Operations Limited (part of FirstGroup). The other recommendations applied to the wider Tram industry.

TfL had commenced implementation of the recommendations. A feasibility study was underway for control technology on trams, a driver alertness indicator had been installed on all trams, updated signs and chevron indicators had been installed to denote curves, a review of risks had been undertaken to create better understanding, research had been commissioned into the design of trams ahead of a procurement process and the safety complaints procedure had been overhauled.

Panel Members welcomed the work done by TfL to commence implementation of the recommendations and asked what mechanisms existed for oversight of Tram Operations Limited (FirstGroup) with regard to recommendations that applied both jointly and solely to it. A Trams Governance, Safety and Risk meeting had been established with representatives from TfL and FirstGroup and this would monitor progress. TfL took its responsibilities seriously and worked closely with contractors to ensure a strong safety culture and also enable contractors to benefit from its insights and learning.

The Panel would be presented with a paper on actions relating to recommendations 13 and 14 of the RAIB report that concerned technology and processes to improve public and employee reporting of safety matters and maintenance of on-board CCTV.

[Action: Gareth Powell]

A paper on fatigue management across all TfL operations would be presented to the Panel covering all TfL operations, whether directly managed or contracted.

[Action: Jill Collis]

The rostering pattern was not a contributory factor but TfL was working to ensure that best practice was being applied.

FirstGroup had measures in place to further enhance safety reporting, encouraging an environment where staff were more likely to report safety issues and concerns and was developing management systems to analyse and put in place timely actions to address matters.

The Panel suggested dialogue with customers to get their perspective on safety matters. TfL met regularly with London TravelWatch and this could be used as a forum for communication. Panel Members would be invited to a future meeting.

[Action: Jill Collis]

Work was taking place to look at the design and specification of trams. A robust and thorough process of risk assessment was required to ensure changes to specifications did not have unintended consequences in other areas of safety.

The Panel noted the paper.

05/01/18 Tram Derailment at Sandilands, Croydon on 9 November 2016 – Non-Operational Incident Responses Update

Howard Carter introduced the paper, which provided an update on the non-operational activities underway and planned.

The focus had been on the provision of support for the families of the deceased and others affected. The Sarah Hope Line had worked well and remained available to provide practical, financial and emotional help and also make referrals for counselling and specialised support. When the Sarah Hope Line was set up, it was not expected to deal with an incident of this nature and TfL had learned much from the experience.

Eighty-seven claims had been made and TfL was continuing to work with its claims handlers and insurers to ensure it was providing all the support possible to everyone affected by the tragedy. The process had generally gone well but TfL was continuing to do all it could to make sure that all concerned were aware of the support and assistance that was available.

A number of the claims had already been settled, interim payments were being made as requested but it was recognised that some claims would take longer to settle due to more time being required to assess the impacts on the individuals concerned. Admitting liability at an early stage and the existence of joint insurance arrangements with FirstGroup had made a positive impact on the claims process.

Support had also been provided to TfL staff who were offered counselling and other assistance. Adrian Jones, Group Safety Director, FirstGroup confirmed that a care team

was activated for its staff in Croydon and access to counselling and support was made available. The driver continued to be a member of staff and had received the appropriate support.

The Panel passed its thanks to all staff involved in managing the incident.

The Panel noted the paper.

06/01/18 Next Steps

Members discussed the programme of work to follow up on the recommendations and actions. A paper would be provided to the 20 June 2018 meeting on progress of the implementation of learning across TfL. The Quarterly Health, Safety and Environment Report would provide regular updates and detail progress against actions. In addition, a separate paper would be provided on a regular basis that tracked issues that would be relevant to other parts of TfL's operations.

Consideration would be given to an enhanced strategy for customers with accessibility needs as emergency and evacuation procedures may differ depending on the customers requirements. A paper would be provided in due course. **[Action: Jill Collis]**

Liaison with those affected has been led by the British Transport Police, the Sarah Hope Line and TfL's local staff in Croydon. The victims had also formed an informal liaison group.

TfL would continue to respond to requests for contact, support and information arising as requested.

07/01/18 Any Other business the Chair Considers Urgent

There were no urgent items.

08/01/18 Date of Next Meeting

Wednesday 28 February 2018 at 10.00am.

09/01/18 Close of Meeting

The meeting closed at 12.30pm

Chair: _____

Date: _____