

Agenda

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

Date: Wednesday 9 September 2020

Time: 10.00am

Place: Teams Virtual Meeting

Members

Kay Carberry CBE (Chair)

Dr Nina Skorupska CBE (Vice-Chair)

Cllr Julian Bell

Bronwen Handyside

Dr Mee Ling Ng OBE

Mark Phillips

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

To maintain social distancing in the current circumstances, the meeting will be held by videoconference or teleconference. The meeting remains open to the public, except for where exempt information is being discussed as noted on the agenda, as it will be webcast live. 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 1 September 2020

Agenda
Safety, Sustainability and Human Resources Panel
Wednesday 9 September 2020

1 Apologies for Absence and Chair's Announcements

2 Declarations of Interests

General Counsel

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

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

3 Minutes of the Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel held on 10 June 2020 (Pages 1 - 6)

General Counsel

The Panel is asked to approve the minutes of the joint meeting of the Panel held on 10 June 2020 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 7 - 10)

General Counsel

The Panel is asked to note the updated actions list.

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

Chief Safety, Health and Environment Officer

The Panel is asked to note the report.

6 Vision Zero and Covid-19 (Pages 11 - 14)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

7 Streetspace Plan Update (Pages 15 - 36)

Director City Planning

The Panel is asked to note the paper.

8 Research Update: Managing Covid-19 Risks: Bus Operations (Pages 37 - 40)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

9 TfL Wellbeing Tracker: Findings, Discussion and Next Steps (Pages 41 - 58)

Chief Safety, Health and Environment Officer

The Panel is asked to note the paper.

10 Human Resources Quarterly Report (Pages 59 - 74)

Chief People Officer

The Panel is asked to note the report.

11 Reoccupation of TfL Offices (Pages 75 - 78)

Director of Coordination, Covid-19 Recovery

The Panel is asked to note the paper.

12 Members' Suggestions for Future Discussion Items (Pages 79 - 80)

General Counsel

The Panel is asked to note the paper.

13 Any Other business the Chair Considers Urgent

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

14 Date of Next Meeting

Wednesday 4 November 2020 at 10.00am

Transport for London

Minutes of a Joint Meeting of the Safety, Sustainability and Human Resources Panel and the Customer Service and Operational Performance Panel

**Teams Virtual Meeting
10.00am, Wednesday 10 June 2020**

SSHR Panel Members

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

CSOP Panel Members

Dr Mee Ling Ng OBE (Chair)
Dr Alice Maynard CBE (Vice Chair)
Bronwen Handyside
Anne McMeel
Dr Lynn Sloman

Other Board Members

Cllr Julian Bell

Executive Committee

Staynton Brown	Director of Diversity, Inclusion and Talent
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Andy Lord	Managing Director, London Underground and TfL Engineering (from Minute 24/06/20)
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport (Minutes 19/06/20 to 25/06/20)
Tricia Wright	Chief People Officer

Present

Jonathan Fox	Director, Rail & Sponsored Services (from Minute 24/06/20)
Stuart Reid	Travel Demand Management Programme Director
Mike Shirbon	Head of Integrated Assurance
James Varley	Secretariat Officer

19/06/20 Apologies for Absence and Chair's Announcements

As TfL did not benefit from the temporary changes to local authority meetings included in the Coronavirus Act 2020 (the Act), this was not a formal joint meeting of the Panels but was run as if the Act applied, as far as possible. The papers had been published in advance and the meeting was recorded and released on TfL's YouTube channel.

No apologies for absence had been received from Members. Shirley Rodrigues was unable to attend and the availability of Andy Lord, Jonathan Fox and Gareth Powell was noted.

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

Members and staff present expressed their condolences to the families of the 43 colleagues from TfL and partner organisations who had passed away in service. TfL was doing everything it could to support the families of those who have died and would continue to do so.

Members expressed their thanks to TfL staff for the work being done in the challenging conditions that had been created by the Covid-19 pandemic.

20/06/20 Declarations of Interests

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

21/06/20 Minutes of the Meetings of the Safety, Sustainability and Human Resources Panel held on 12 February 2020 and the Customer Service and Operational Performance Panel held on 27 November 2019 and 27 February 2020

The Chairs, in consultation with the Panels, approved for signing the minutes of the meetings of the Safety, Sustainability and Human Resources Panel held on 12 February 2020 and the Customer Service and Operational Performance Panel held on 27 November 2019 and 27 February 2020.

22/06/20 Matters Arising

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

23/06/20 Quarterly Safety, Health and Environment Performance Report

Lilli Matson, Andy Lord and Gareth Powell introduced the report, which provided an overview of safety, health and environmental performance for London Underground, TfL Rail, Surface Transport (including London Overground) and Crossrail for Quarter 4 2019/20 (8 December 2019 – 31 March 2020). Although the Covid-19 pandemic and its effects commenced prior to the end of the quarter, the most significant impacts did not occur until after 31 March 2020.

To date, 43 people who worked for or were contracted to work for TfL were believed to have died of coronavirus infection, 29 of whom were bus workers. TfL was doing all it could to support their families and would continue to do so. The Sarah Hope Line and bereavement counselling services had been made available and work would take place to ensure the services were culturally appropriate to reflect the diversity of those who had been affected. The TfL Board had sent its condolences to the families of the deceased.

Outside the quarter, a customer fatality had occurred on the Bakerloo line at Waterloo station. TfL was working closely with the Office of Rail and Road, Rail Accident Investigation Branch and British Transport Police who were undertaking investigations into the incident.

During the period, there had been a six per cent overall reduction in customer injuries against the same period in the previous year. There had been an increase in injuries on Rail, which was associated with higher staffing levels and improved reporting procedures.

The number of people killed on London's roads had increased from 26 for Quarter 4 2018/19 to 33 for the Quarter 4 2019/20. The quarter had, however, seen a reduction in the number of people seriously injured which was attributable to the decrease in traffic that had commenced in February 2020 before the lockdown had taken effect. As roads had seen a reduction in usage, there had been an increase in the number of incidents that were speed-related and mitigating actions were being taken to address this.

Staff absence was 5.2 per cent for the quarter. As part of the funding agreement from government, sickness absence levels would be reported to the Department for Transport on a regular basis.

Members noted the impact of the coronavirus pandemic on bus drivers and bus staff. Work was taking place to improve facilities for drivers, particularly in terms of rest areas. TfL also recognised that restrictions on passenger loading had the potential to cause conflict between drivers and customers. Data was being gathered to assist with a strategy for mitigation and enforcement staff were being deployed to support drivers, including the roll out of body worn cameras. Workplace violence was unacceptable and TfL would continue to press for strong penalties for assault of its staff.

Demonstration of a robust fatigue management process remained a key principle of the bus operator tendering process and the Safety, Sustainability and Human Resources Panel would receive an update on the matter in due course. **[Action: Gareth Powell]**

Members requested that air quality data be reviewed to understand the impact of the lockdown and to see how it could be used to inform planning going forward, particularly in encouraging greater levels of walking and cycling in the recovery phase.

Members noted the paper.

24/06/20 Update on TfL's Safety and Health Response to Covid-19

Lilli Matson and Stuart Reid introduced the item, which provided an update on the non-operational response from the Safety, Health and Environment (SHE) function to the coronavirus pandemic.

Following on from an organisational change programme, a new SHE function had been launched at the beginning of April 2020. The new function had demonstrated itself to be strong and resilient in the face of the challenges arising from the public health situation.

Research had highlighted the disproportionate effects on Covid-19 on BAME communities. TfL was focussing on activities to implement mitigating actions and protect staff as much as possible. The output of research undertaken by University College London to assist would help inform this work.

It was understood that there were, and would continue to be, mental health implications arising from Covid-19. Support was being provided to staff and access to the service was being promoted across the organisation.

The travel restrictions had resulted in significant improvements in air quality, as well as a modal shift with increased rates of walking and cycling. The Planning directorate was investigating ways of locking in the benefits as the recovery phase commenced.

Parliament was set to introduce new legislation relating to customer behaviour on public transport. TfL was updating the conditions of carriage and messaging was being rolled out to ensure customers behaved appropriately and wore face coverings where required. Messaging would be clear and easy to understand. Compliance activities would take place where necessary.

Staff would receive additional training to address recent rises in hate crime related to Covid-19 and an update would be given to Mee-Ling Ng. **[Actions: Staynton Brown]**

Members suggested that TfL give consideration to being more proactive in its management of the health environment on its network; this included introducing policies and procedures of its own rather than taking instruction from Public Health England or the Government. It was noted that the overall approach used towards the Covid-19 pandemic was broadly similar in most countries and that differences in policy tended to be marginal.

The opportunity for TfL to assist in the 'track and trace' programme, through access to data from the ticketing system, would be investigated. **[Action: Shashi Verma]**

Members noted the paper.

25/06/20 Human Resources Quarterly Report

Tricia Wright introduced the item, which provided an overview of key Human Resources-led activities and statistics from Quarter 4 2019/20 (8 December 2019 – 31 March 2020), as well as activities that had taken place to support TfL staff during the Covid-19 outbreak.

The current priority for the Chief People Officer's directorate was keeping customers and staff safe. The Covid-19 pandemic had resulted in further work taking place to monitor mental health and wellbeing, as well as updating policies to avoid disadvantaging staff who had to stay at home to protect others.

Support was being provided to furloughed staff, particularly in connection with their return to work. Staff surveys were taking place to understand the experiences of staff including

those who had been furloughed. A Social Impact Steering Group had been formed and would help inform the recovery plan.

Significant numbers of staff were working from home during the lockdown phase. Measures were being introduced to ensure that staff had appropriate equipment and were working in a suitable environment.

Support to staff was also being provided as the recovery phase commenced. This involved updating the People Strategy and associated programmes, understanding that communication channels had changed and adapting process to the new ways of working. The Panel would be given an update on plans for the Accommodation Strategy for staff returning to work.
[Action: Tricia Wright / Ben Plowden]

The return to office working for staff currently working from home would be consistent with general travel advice, with consideration being given to applying principles of travel demand management to stagger start and finish times where possible.

Data on staff who had contracted Covid-19 would be utilised to inform longer term health planning.

Members noted the paper.

26/06/20 Rail Accident Investigation Branch Annual Report

Lilli Matson and Stuart Reid introduced the item, which provided a summary of the key points from the Rail Accident Investigation Branch Annual Report, published in May 2020.

Members noted the paper.

27/06/20 Coronavirus Customer and Communications Update

Vernon Everitt introduced the item, which set out TfL's extensive communication and stakeholder engagement campaigns in response to the Covid-19 pandemic.

The protection of staff and customers was TfL's priority. This had been a period of extensive change and as the recovery phase began, TfL needed to be in a position to provide a safe and sustainable restart.

Customer metrics had been positive and social media activities had been successful. The Customer Service and Operational Performance Panel would receive an update on the impact of the social media activities as well as more segmented data from customer surveys.
[Action: Vernon Everitt]

Travel demand management was essential as part of the recovery phase and needed to be supported by clear communication to give customers confidence in the network. Active travel was being promoted and Streetspace enhancements that had been introduced would continue to be rolled out. The importance of capturing benefits and embedding them in future activities was paramount.

TfL staff remained in close contact with Borough Education Officers to ensure the re-opening of schools could be managed effectively and any necessary risk mitigating actions implemented.

Members expressed appreciation for the work of the Customers, Communications and Technology directorate in ensuring communication with customers was both clear and effective.

TfL had taken part in the Department for Transport consultation on the use of electric scooters and, in response to a request, Alice Maynard would receive a briefing on the input from Michael Hurwitz. **[Action: Vernon Everitt]**

Members noted the paper.

28/06/20 Any Other Business the Chair Considers Urgent

There was no urgent business.

29/06/20 Date of Next Meeting

The next scheduled meeting of the Safety, Sustainability and Human Resources Panel would be held on Wednesday 9 September 2020 at 10.00am.

The next scheduled meeting of the Customer Service and Operational Performance Panel would be held on Wednesday 23 September 2020 at 10.00am.

Close of Meeting

The meeting closed at 12.40pm.

Chair: _____

Date: _____

Date: 9 September 2020

Item: Actions List

This paper will be considered in public

1 Summary

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

2 Recommendation

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

List of appendices:

Appendix 1: Actions List

List of Background Papers:

Minutes of previous meetings of the Panel

Contact Officer: Howard Carter, General Counsel
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Safety, Sustainability and Human Resources Panel Actions List (reported to the meeting on 9 September 2020)

Actions from the meeting held on 10 June 2020

Minute No.	Description	Action By	Target Date	Status/note
23/06/20	<p>Quarterly Safety, Health and Environment Performance Report</p> <p>The Panel to receive an update on how fatigue management was incorporated into the bus operator tendering process.</p>	Gareth Powell	4 November 2020.	To be included in the Bus Safety Programme Update.
24/06/20 (1)	<p>Update on TfL's Safety and Health Response to Covid-19</p> <p>Update would be given to Mee-Ling Ng on hate crime training for staff.</p>	Staynton Brown	October 2020	To take place on return from paternity leave.
24/06/20 (2)	<p>Update on TfL's Safety and Health Response to Covid-19</p> <p>The opportunity for TfL to assist in the 'track and trace' programme, though access to data from the ticketing system, would be investigated.</p>	Shashi Verma	9 September 2020	Assistance has been offered to Government to see if our data can be of any use.
26/06/20	<p>Human Resources Quarterly Report</p> <p>The Panel would be given an update on plans for the Accommodation Strategy for staff returning to the work</p>	Tricia Wright / Ben Plowden		On agenda for this meeting.

Minute No.	Description	Action By	Target Date	Status/note
27/06/20 (1)	Coronavirus Customer and Communications Update CSOPP would receive an update on the impact of the social media activities as well as more segmented data from customer surveys	Vernon Everitt	23 September 2020	On CSOPP forward plan.
27/06/20 (2)	Coronavirus Customer and Communications Update Alice Maynard would receive a briefing on the input into the DfT consultation on electric scooters from Michael Hurwitz.	Vernon Everitt	23 September 2020	Update will be given at CSOPP meeting.

Date: 9 September 2020

Item: Vision Zero and Covid-19

This paper will be considered in public

1 Summary

- 1.1 Our Vision Zero objective is to eliminate road deaths and serious injuries by 2041. This paper provides a summary of progress to date, changes to patterns of road casualties during the Covid-19 lockdown and recommendations for actions necessary for continued progress towards our Vision Zero targets.
- 1.2 An individual is injured in a road collision approximately once every 320,000 trips in London, so significant reductions in trips will, all other things being equal, lead to reductions in injuries. This paper demonstrates that while absolute numbers of casualties have reduced during the lockdown period, travel in London for some road users, and at some locations and times of day, has in practice become riskier. We need to take steps to prevent increased risk translating into increased numbers of incidents as the city returns to normal.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the proposed actions set out in Sections 3 and 4.**

3 Current Situation: Injuries and Exposure

- 3.1 During the period of the Covid-19 lockdown, there was a significant reduction in travel, which led to a decrease in absolute numbers of casualties. This is a result of significantly reduced levels of exposure as significantly fewer people have been travelling. However, low casualty figures overall mask the fact that the risk of being injured when travelling in London increased for some road users, and at some locations and times of day during this period.

Performance to 20 March 2020 - Pre-Lockdown

- 3.2 To track progress toward Vision Zero the Mayor's Transport Strategy includes a 2022 milestone target of a 65 per cent reduction in the number of people being killed or seriously injured in road collisions and a 70 per cent reduction in incidents involving buses, compared to a baseline of the average number of people being killed or seriously injured in 2005-09.
- 3.3 By the end of 2019 the reductions achieved were 40 per cent fewer people killed or seriously injured (2019 target - 42.3 per cent) and 62.7 per cent fewer in incidents involving buses (2019 target - 58.7 per cent). This overall was a 5 per cent reduction in the number of people being killed or seriously injured compared to 2018. Nevertheless, the rate of reduction in death and injury has been slowing

and the 2022 target has become increasingly challenging to meet. While our progress has been good, there is more we can learn from other cities. The risk remains particularly high for some user types, such as motorcyclists, so we are increasing our activity relating to motorcyclist training, speed enforcement and safety messaging to all road users.

Changes to Travel and Risk During Lockdown

- 3.4 Although travel patterns have fluctuated since 20 March, we have seen substantial and persistent reductions in travel across all modes. Even where we have seen, for example, large numbers of new cyclists in inner and outer London these have not offset reductions in overall cycling commuter demand, leading to a net fall in activity.
- 3.5 As expected, the reduced travel activity has led to fewer deaths and serious injuries in total. Between 20 March and 15 July there was a 47 per cent decrease in people being killed or seriously injured compared to the same period in 2019.
- 3.6 There were 28 people killed on London's roads between 20 March and 15 July 2020, compared to 42 over the same period in 2019. This improvement was driven almost entirely by reductions in pedestrian fatalities, with other vulnerable road user groups, cyclists and motorcyclists, recording the same level of fatalities as in 2019, despite changes to travel patterns.
- 3.7 Overall the fall in activity during this period was greater than the fall in injuries – London therefore became riskier for road travel. As travel activity increases, this risk is now beginning to return to pre-lockdown levels.
- 3.8 Road risk varies further by severity, by user type, by geography and by demographic.

Changes to Average Severity

- 3.9 The proportion of all collisions that resulted in fatal or serious injuries rose during lockdown. This is at least partly linked to increased vehicle speeds over the lockdown as reduced congestion enabled increases in average speeds on all classes of road and more instances of extreme speeding. The Metropolitan Police enforced more than 4,600 speeding offences in May 2020, over four times as many as in May 2019. Since the easing of lockdown and rising traffic levels, vehicle speeds have declined back towards pre-lockdown levels, although they remain higher in free-flow conditions. We are working with our colleagues in the Metropolitan Police to identify highest risk locations to target enforcement activity.

Changes to the Riskiest Times

- 3.10 The distribution of casualties by time of day has also changed over the lockdown. This has been particularly notable with respect to the morning peak where casualties have declined more significantly (~70 per cent) compared to the inter-peak (~35 per cent) and pm peak (~50 per cent), reflecting changes in journey purpose and time of travel.

Greater Risk for Pedestrians and Cyclists

- 3.11 The risk profile for people using active travel has been more severe and risk rates for cycling and walking were approximately double the pre-lockdown level, however absolute numbers of people being killed or seriously injured was lower due to lower levels of activity. We are rolling out measures to accommodate and protect vulnerable road users as part of our Streetspace programme and working with the Metropolitan Police to identify high risk locations and police speeding.

Risk and Geography

- 3.12 Distribution of casualties remains uneven geographically. The greatest reduction in casualties has been within Zone 1, linked to the reduction in activity there. Reductions in casualties have been less significant in other Zones. Again, there is variability by user type with absolute casualties for cyclists having increased during the lockdown in Zones 3 and 5 while falling in other Zones. The section of inner London just outside of Zone 1 remains the area with the highest casualty rate, probably as a result of relatively constrained street layouts, mix of users and more complex frontages and street activities.
- 3.13 We have been working to introduce increased street space and infrastructure to better accommodate active travel modes and protect vulnerable road users in high demand locations, while maintaining social distancing measures on public transport. This is accompanied by safety messaging to raise awareness of changes to travel patterns and street layouts.

4 Summary of recommended next steps

- 4.1 Our overall strategic direction set out in the Vision Zero Action Plan remains in line with international best practice. Many of the activities set out in that plan are now business as usual and are planned to resume, including: road user training; marketing focussed on speed reduction; Direct Vision Standard promotion and enforcement; our development of standards for fleet vehicles; and our partnership with the Metropolitan and City of London police.

Risks

- 4.2 Due to social distancing and resulting capacity constraints we are likely to see continuing displacement of journeys from buses and Underground trains to other modes, including walking and cycling and motorised travel using cars and motorcycles. A reversion to personal motorised travel at a level at or above pre-lockdown levels of driving will increase risk to Londoners. Most collisions result from human error or behaviour and this is underpinned by a culture of unsafe behaviour among many road users.

Next steps

- 4.3 We are carefully monitoring the safety impacts as London recovers from Coronavirus and we see increased demand for travel back on the road network.
- 4.4 We are continuing with our programme in partnership with the Metropolitan Police to enforce against unsafe behaviours amongst all road users, including speeding,

and deploying officers in high risk locations to educate and enforce against running red lights or cycling on the pavement.

- 4.5 New infrastructure solutions are being developed to accommodate and protect vulnerable road users as part of our Streetspace programme and we are adapting and prioritising our safety messaging and communications in response to emerging issues on the network.
- 4.6 We are continuing to develop behaviour change campaigns, training and materials aimed at targeting unsafe behaviour including speeding among road users.
- 4.7 We are also working to understand the implications for priorities for the longer-term Vision Zero programme and action plan, such as a targeted focus on motorcyclist and scooter safety.

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: 9 September 2020

Item: Streetspace Plan for London update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on the Streetspace Plan for London, including the objectives and how it will benefit Londoners, progress with the delivery of schemes, support, engagement and monitoring.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and the Streetspace Plan for London, as set out in Appendix 1.**

3 Background and current status

- 3.1 When the coronavirus pandemic took hold earlier this year, it became clear that TfL and boroughs would need to rapidly adapt London's streets and public transport system to respond to the challenge London faced.
- 3.2 Specifically, as the lockdown eased, and the economy restarted it was clear that to maintain social distancing on public transport we would need to provide temporary emergency active travel infrastructure as an alternative for a safe and socially distanced restart of the economy. This was vital to avoiding a car-based restart and recovery.
- 3.3 Concurrently, we have seen an evolution in public attitudes to active travel due to the pandemic, with emerging evidence that more Londoners are choosing to walk and cycle. At a national level, Department for Transport (DfT) statistics show 100 per cent increases in levels of weekday cycling. Data from the Bicycle Association suggests that cycle sales in the UK have increased by 63 per cent compared to last year. With more active travel forecast, it was clear that we need to support our customers who choose to walk and cycle.
- 3.4 Given the scale and pace of delivery required, the annual borough Local Implementation Plan (LIP) programmes were not appropriate for this task. We therefore took rapid action to suspend LIP funding and develop the Streetspace for London Plan in April/May 2020, with the government and boroughs. £55m of the DfT settlement for TfL was specifically allocated for the Streetspace for London programme (£10m TfL led and £45m borough led). This proactive response saw the rapid development of a completely new programme, suite of guidance and assessment framework for both TfL and borough led schemes. The Streetspace Plan has therefore provided TfL and the London boroughs with a strategic, evidence-led framework to rapidly respond to the Covid-19 emergency

and subsequent recovery following the end of lockdown by creating more space for people to walk and cycle safely in the places where this is most needed.

- 3.5 Through the Streetspace Plan, we are transforming London's main roads and funding boroughs to repurpose general traffic lanes and parking spaces for temporary cycle ways and wider footways. Types of schemes include:
- (a) the introduction of strategic corridors for walking, cycling and bus journeys on TfL and borough road networks, including pop-up cycle lanes and 24/7 bus lanes;
 - (b) town centre, station and interchange schemes on TfL and borough roads; and
 - (c) Low Traffic Neighbourhoods and School Streets on borough roads to open residential streets for people, helping create a safer and more pleasant environment for walking and cycling and reduce car traffic.
- 3.6 As we emerge from the Covid-19 lockdown and the focus on providing space for social distancing and thereby reduce the likelihood of danger to the public, the Streetspace Plan will help to avoid the risks to Londoners of a car-based recovery. By reallocating road space towards walking, cycling and buses, the Streetspace Plan will make it easier to cycle, walk and use public transport for those who choose to make journeys by these modes. This will be supported by measures to give customers confidence to choose sustainable modes of transport, including cycle training, new digital wayfinding and initiatives to encourage Londoners back on to public transport.

Preventing a car-based recovery

- 3.7 The Streetspace Plan, alongside campaigns to encourage Londoners to walk, cycle and return to public transport, will prevent London's streets from becoming choked by a car-based recovery. Any increase in congestion from a car-based recovery would slow London's economic recovery and have a detrimental effect on conditions for our customers using the bus and cycling.
- 3.8 A car-based recovery would disproportionately impact certain groups, such as children, older people, people from BAME backgrounds, disabled people and people living in low-income communities. People in these groups are less likely to be car-owners, but more likely to be adversely affected by the wider negative effects of car ownership and use, namely road danger, air and noise pollution and community severance.
- 3.9 Any increase in traffic would increase exposure to toxic air pollution and reduce opportunities for physical activity, risking increasing existing health inequalities. Londoners from the most deprived social groups are already less likely to meet physical activity guidelines. People living in deprived areas are also more affected by poor air quality, partly because these areas are often in car dominated environments. In London, recent modelling has estimated that if no action is taken to reduce current levels of air pollution then by 2050 there will be a cumulative total cost to the NHS and social care system (excluding costs from deaths) of £15.4bn.

Benefits of the Streetspace for London programme

- 3.10 Streetspace for London is vital to ensure London's inclusive recovery from the coronavirus pandemic, with economic regeneration, inclusion, health and safety benefits associated with increased active travel and reduced traffic. By preventing an increase in car traffic, the Streetspace Plan will benefit those groups who are most negatively impacted by road danger, air and noise pollution and community severance from traffic.
- 3.11 Boosting local town centres and high streets will enable sustainable economic regeneration, through increased walking and cycling, with their associated local economic benefits. Reducing traffic will also free up space for essential freight and servicing.
- 3.12 Health inequalities will also be reduced through increased opportunities for physical activity, reduced exposure to air pollution and noise and reduced social isolation due to severance from main roads. Similarly, reductions in collisions between motorised vehicles and other road users will improve safety by continuing to deliver our Vision Zero approach.
- 3.13 There has been some concern about the impact of individual Streetspace schemes amongst certain stakeholders and in some cases we have acted to remove early generation social distancing schemes in response to feedback. Our engagement and monitoring will measure the impact of schemes and gain feedback from stakeholders and local communities. This will inform decisions on whether we should be looking to make them permanent.

Progress with delivery

- 3.14 As of late August 2020, TfL has allocated over £20m in funding to support 893 projects up to £30m in value across all 32 London boroughs and the City of London. Funded schemes include:
 - (a) 157 Low Traffic Neighbourhoods;
 - (b) 437 School Streets;
 - (c) 233 town centre schemes; and
 - (d) 66 strategic cycle routes.
- 3.15 To date (late August 2020), 175 borough schemes have been completed. The DfT has also provided £3m direct to boroughs.
- 3.16 We have prioritised funding for borough Low Traffic Neighbourhood schemes in deprived communities through our appraisal scoring to tackle health inequalities and reduce car dominance by preventing rat running.
- 3.17 As of late August 2020, TfL has also delivered the following types of schemes on the TfL Road Network and borough roads:
 - (a) Strategic cycling – as of 17 August, 50km of new or upgraded cycle infrastructure has been completed or is in construction;

- (b) Social distancing schemes – to date, some 16,500 square kilometres of highway has been reallocated to pedestrians across 34 sites;
- (c) ‘Green man’ authority – over 2,120 sites have had signal timing changes, enabling an additional 250 hours of ‘green man’ crossing time each day;
- (d) 24/7 bus lanes – progress is underway to convert 77km of TfL Road Network bus lanes to 24-hour operation, seven days a week;
- (e) Cycle hire – eight new docking stations have been added in Lambeth and Southwark; and
- (f) Central London corridors – delivering bus, walking and permitted traffic only roads, for example, A10 Bishopsgate between Shoreditch and London Bridge.

3.18 To complement the Streetspace Plan and support people new to cycling, TfL has launched a new online Cycle Skills course, with a module targeted at children. A £2m grant from the DfT has been provided to all local authorities across London to deliver in person cycle training.

Public support and engagement

3.19 Our Streetspace approach generally has public support, with 55 per cent of Londoners agreeing we need to avoid a car-led recovery (TfL Pulse, weekly customer research survey). Given the need for rapid delivery of many schemes to enable social distancing as the economy restarted, we were unable to consult in the time available. There are therefore concerns from some groups about the pace and scale of change, including in relation to restrictions to road access. We have received two legal claims brought on behalf of the taxi trade in relation to the issuing of Borough guidance about the Streetspace plan generally and seeking to set aside the A10 Bishopsgate scheme specifically. We are preparing our response to these claims. The public and our stakeholders can provide direct feedback on individual schemes via our Streetspace website and through a digital map of schemes, which has been set up in partnership with Sustrans.

3.20 We will continue to develop an active engagement programme with London’s communities, businesses and organisations to better understand the how communities are using Streetspace measures, and where there may be opportunities to improve existing schemes. Londoners can also find out more information and provide feedback on specific schemes through our consultation website, with links from the Streetspace website. We will also understand people’s issues, both positive and negative and gauge the appetite locally for making temporary schemes permanent. Our engagement also seeks to build local support and stakeholder advocacy.

Monitoring and developing the programme

3.21 The Monitoring Plan will track delivery of schemes and their ongoing impacts including on traffic levels, road safety, air quality, car mode share and active travel. Monitoring will also be informed by our engagement, customer feedback, intercept studies. We will also monitor the impacts on groups with protected

characteristics and equalities. Our monitoring will inform engagement and decisions on which temporary schemes should be considered for being made permanent.

- 3.22 In addition, under the early conditions of lockdown, some changes were introduced that under normal circumstances would have a significant impact on the bus network. As traffic levels rise, we will review these schemes to avoid an impact on bus use, particularly as Londoners are encouraged to return to public transport.
- 3.23 The Streetspace Plan for London will evolve its focus in the longer term as a result of the monitoring and engagement activities with a focus on achieving our long-term strategic objectives, as set out in the Mayor's Transport Strategy.

List of appendices to this report:

Appendix 1 – Streetspace Plan for London update

List of Background Papers:

None

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Email: alexwilliams@tfl.gov.uk

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Streetspace for London Plan Update

Safety, Sustainability and Human Resources Panel

9 September 2020

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Context



- When the coronavirus pandemic took hold earlier this year, it became clear that TfL and boroughs would need to rapidly adapt London's streets and public transport system to respond to the challenge London faced
- We took action to quickly develop the **Streetspace for London Plan** with the government and boroughs and £55m of the Department for Transport (DfT) settlement for TfL was specifically allocated for the Streetspace for London programme (£10m TfL led and £45m borough led projects)
- The **initial objectives** of the plan were to **provide space for social distancing** on our streets and public transport network and thereby reduce the likelihood of danger to the public and to support **London's economic recovery** and the **health and wellbeing of Londoners** to reduce pressure on the NHS
- As we move beyond lockdown, the Streetspace Plan will also support **London's long term sustainable recovery**, avoiding the damaging impacts of a car-based recovery on our economy, communities, inclusion, health, safety and environment, through infrastructure for and promotion of walking, cycling and public transport

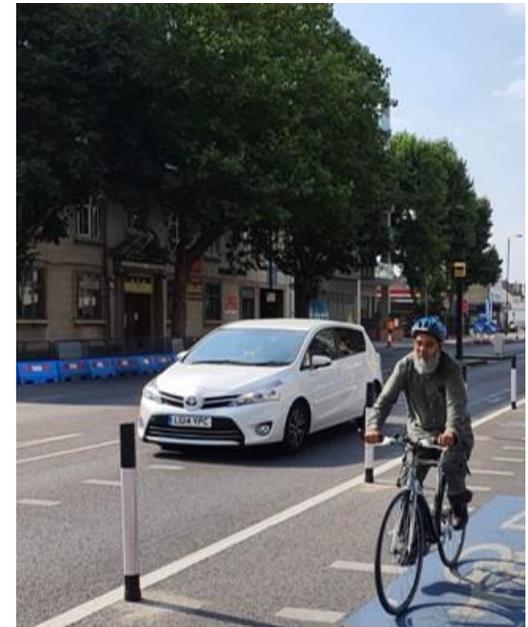
Changes in active travel during the pandemic

- National-level statistics from the DfT show that, despite fewer people travelling overall during the pandemic, there has been around an 100% increase in weekday cycling
- Santander Cycles has seen record-breaking usage during the pandemic: membership of the scheme has increased by 200% since March, with more than 2m cycles hired in May and June 2020
- There has also been an increase in people purchasing cycles. Data from the Bicycle Association shows that, between April and June 2020, cycle sales in the UK increased by 63% compared to the previous year
- With active travel increasing in popularity amongst our customers, we need to provide safe routes for walking and cycling, and support customers with initiatives such as cycle training



Avoiding a car-based recovery

- The risks of a car-based recovery would impact certain groups more (children, older, disabled and BAME Londoners and those in low-income communities)
- They are less likely to be car owners but more likely to be exposed to road danger, air pollution, noise and community severance from traffic – increasing car use will exacerbate this
- Congestion cost London's economy £9.5bn in 2017 – increased car traffic will slow London's economic recovery, delaying deliveries
- A car-based recovery would also have a deleterious impact on bus performance
- Risks to public health and health inequalities – most deprived Londoners least likely to meet physical activity guidelines



The Streetspace for London Plan

The Streetspace for London Plan is the fastest transformational programme ever delivered in London with TfL and the boroughs using temporary measures to:

- Repurpose general traffic lanes and parking spaces for temporary cycle lanes and wider footways
- Extend bus lane hours
- Create quiet streets with low traffic around schools and in residential areas

The essential requirement for rapid delivery has meant the usual processes such as modelling and consultation have had to adapt and there is now ongoing engagement and monitoring of the temporary schemes

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Scheme types



Strategic corridors for walking, cycling and bus journeys



Town Centres, stations and Interchanges



Low Traffic Neighbourhoods and School Streets



Using evidence to prioritise schemes

We have taken an evidence-based approach to prioritising schemes for funding under the Streetspace Plan

- **Cycling:** assessed against alignment with the Temporary Strategic Cycling Analysis, which updates future demand for cycling to account for increases as a result of Covid-19 lockdown and recovery
- **Interchanges, stations and town centres:** additional space for people to access goods, services and public transport while socially distancing
- **Low Traffic Neighbourhoods:** safe, attractive and low traffic environments, focusing on potential for cycling, reducing road danger and addressing health and inequality outcomes
- **School Streets:** high priority to schemes outside schools to reduce road danger and exposure to air pollution whilst promoting active travel to school



Ensuring Streetspace for London is inclusive

- We have the opportunity to deliver an inclusive recovery with benefits for all Londoners, including those with protected characteristics
- By preventing an increase in car traffic, the Streetspace for London Plan will benefit groups who are most impacted by road danger, air and noise pollution and community severance from traffic
- Prioritisation of schemes also took into account the impact on reducing inequalities
- The inclusive design approach ensures that all user requirements are considered as part of the design approach
- Mitigation measures to address issues identified in scheme Equality Impact Assessments will ensure benefits reach all Londoners



Benefits for the economy, health and safety

- The Streetspace Plan will enable a green and inclusive recovery from Covid-19 with benefits from increased active travel and reduced traffic
- **Sustainable economic regeneration:** boosting local town centres, reducing traffic to free space for essential freight and servicing
- **Health and well-being:** reducing health inequalities through increased opportunities for physical activity, reduced exposure to air pollution and noise and reduced social isolation from severance from main roads
- **Safety:** reductions in collisions between motorised vehicles and other roads users and delivering Vision Zero
- **Environment:** reducing exposure to air pollution and the impacts of climate change related to extreme weather events leading to high temperatures and flooding

Sadiq Khan,
Mayor of London,
20 July 2020

“Enabling more people to walk and cycle is key to a green recovery for our city, and our world-leading Streetspace for London plans will make a huge immediate difference as staff return to work”

Working with London boroughs

- To date (August 2020) TfL has awarded over £20m in funding to support more than 890 projects up to £30m in value across all 32 London boroughs and the City of London
- By late August 2020, 175 borough schemes have been completed, with more under construction
- We have prioritised funding for borough **Low Traffic Neighbourhoods** in deprived communities through our appraisal scoring, tackling health inequalities and reducing car dominance by preventing rat running
- DfT has also provided £3m directly to boroughs and some boroughs have funded their own schemes
- To support people new to cycling TfL have launched a new online Cycle Skills course, with a module targeted at children, and a £2m grant from the Department for Transport (DfT) have been provided to all local authorities across London to deliver in person cycle training



School Streets enable a safe return to school

- School Streets make active journeys to school safer and easier by limiting car access to school gates at drop-off and pick-up times
- As of August 2020 more than £3m has been invested in over 430 School Street schemes across 26 boroughs and 22 of these have been delivered through the Streetspace programme, with many more due for completion shortly
- Up to a quarter of weekday morning peak car trips in London were for school drop-off, with negative impacts on congestion, air quality and safety around schools
- TfL is encouraging everyone who can to walk, cycle and scoot to school by making it safer, as well as providing additional buses and school services to avoid the need for car trips



Progress with scheme delivery

- We publish information about all the schemes we have introduced on the TLRN on our Streetspace website
- As of late August 2020, we have widened footways at over 34 high street, town centre and station locations on the TLRN reallocating around 16,500km² to pedestrians, created additional time to cross at signalled crossings with 250 hours of extra 'green man' time each day and have made changes to create a new cycle, pedestrian and bus corridor along Bishopsgate
- Progress is underway to convert over 75km of bus lanes to 24/7 operation



Brixton: Example of build-out at bus stop, linking to an area of widened footway



A10 Bishopsgate: Work is underway on a major new walking, cycling and bus only corridor in central London between Shoreditch and London Bridge to create a car-free zone between 07:00 and 19:00

Progress with scheme delivery - cycling

By late August 2020, some 50km of new or upgraded cycle infrastructure is either complete or under construction across London



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Euston Road – Works substantially complete on new cycle route on Euston Road, connecting Cycleway 6 with new tracks on Hampstead Road and existing route on Gower Street



“Pop up” cycle lanes, Camden – Introduction of “pop up” cycle lanes to connect cycle routes through the borough, including a link between C6 at Kings Cross to Kentish Town via Goods Way



CS7 upgrades – London Borough of Southwark are delivering improvements to CS7 on Southwark Bridge Road, with further route changes now underway by TfL at the southern end of the route

Public support and engagement

- Our Streetspace approach generally has public support, with **55% of Londoners agreeing** we need to avoid a car-led recovery* but there are concerns from some groups about the pace and scale of changes, including restrictions to road access
- Due to the urgency for initial implementation of measures we did not have time to consult before delivery, and we were not required to under the updated government guidance on making temporary Traffic Orders (updated to reflect the need for rapid introduction of measures). However, we are gathering views from those affected to inform decisions on making schemes permanent which needs to take place within 18 months of implementation
- Our engagement strategy for the next nine months focuses on an active engagement programme with London communities, businesses and organisations to:
 - Better understand how communities are using Streetspace schemes
 - Assess the impact of schemes on people (both positive and negative)
 - Gauge appetite for making schemes permanent
 - Identify opportunities to build local support and stakeholder advocacy



Public support and engagement

- Our engagement also includes targeted advertising promoting local Streetspace schemes, encouraging use of active travel modes and our **Streetspace website** which provides scheme information including a digital map for public and stakeholder feedback in partnership with Sustrans

Transport for London

Search consultations

Consultation Hub Find Consultations We Asked, You Said, We Did

London Streetspace Programme

Overview

This page provides links to information about all of the schemes we have introduced so far on London's red route network. We have organised this information by Borough, to make it as easy as possible to navigate. Where a Borough is not listed below it is because we have not yet introduced any schemes there. We will keep this page updated as we introduce new schemes. Although we are not undertaking a formal consultation on any Streetspace schemes, we would like to know about your experiences of them.

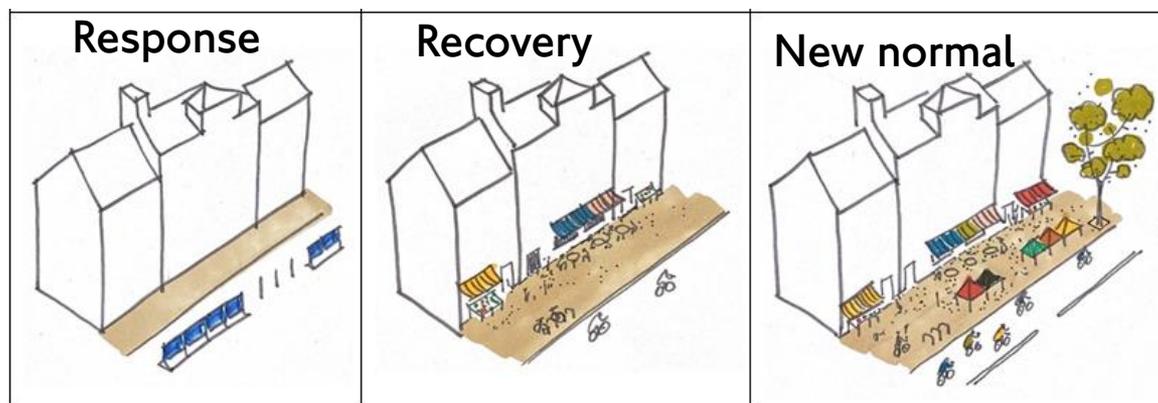
Closes 31 Dec 2020
Opened 1 Jul 2020

Contact
If you have any comments about the effects of our scheme, or suggestions for changes or improvements we might make, please let us know at: streetspacelondon@tfl.gov.uk

Borough	Scheme location	Summary of improvements
Bromley	West Wickham High Street	Extending the pavement to provide extra space for pedestrians
Bromley	A21 Bromley Road	Extending the pavement to provide extra space for pedestrians
Camden	Camden High Street Phase 1	Extending the pavement to provide extra space for pedestrians between Mornington Crescent and Camden Town stations
Camden	Camden Road	Extending the pavement to provide extra space for pedestrians up to Camden Street
Camden	Finchley Road - Canfield Gardens to Blackburn Road	Extending the pavement to provide extra space for pedestrians
Camden	Hampstead Road	Cycle safety measures
City of London	Bishopsgate	Creating a cycling, walking and bus-only corridor from the northern end of London Bridge to Shoreditch High Street
Croydon	Sandilands	Extending the pavement to provide extra space for pedestrians

Monitoring and developing the programme

- Our Monitoring Plan will measure ongoing impacts of the programme, including on traffic levels, bus network, road safety, air quality, car mode share and active travel
- This will help understand how Streetspace interventions contribute to broader MTS objectives
- Our monitoring and engagement activities will inform decisions on which temporary schemes should be considered to be made permanent and which should be removed. In some cases we have already made adjustments and removed schemes in response to stakeholder feedback



- Our Placemaking for Recovery Guidance, to be published in September, considers design considerations for the transition of those schemes considered suitable and beneficial to made permanent

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Date: 9 September 2020

Item: **Research Update: Managing Covid-19 risks: Bus Operations**

This paper will be considered in public

1 Summary

1.1 This paper updates the Panel on recent academic work examining the impact of Covid-19 on bus workers during the pandemic. TfL commissioned University College London (UCL) Institute of Health Equity to study the pattern of infection and deaths from Covid-19 in the London bus worker population due to the sad loss of a number of bus worker colleagues, predominantly drivers. The study is in two parts and the first part has concluded and was made public on 27 July 2020. Detail on the findings, recommendations and next steps is given below.

2 Recommendation

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

3 Background

3.1 Panel members will be aware of the sad loss of TfL colleagues as a result of Covid-19. In bus operations, 34 workers have died, 29 of which were bus drivers. To determine potential risks for mortality and the measures taken by bus operators to reduce risk, TfL commissioned a study by UCL's Institute of Health Equity.

3.2 The first part of the study has now been [published](#). The study considered the deaths of 27 drivers who died between March and May 2020. Two drivers were excluded (one died in June and the other was on long term sick for other reasons and was not at work during the relevant time period).

4 Main Findings of Phase One

4.1 Among the drivers who died, most ceased work in the 10 days either side of lockdown (23 March 2020). This suggests most of them became infected before lockdown. The study reinforces the point that lockdown is the most effective measure for reducing mortality among bus drivers. Had lockdown come earlier it is likely that many fewer bus drivers would have died.

4.2 From the 13 deaths certificates provided by relatives of drivers who died, in seven cases, hypertension was identified by the certifying doctor as a contributory factor to the death. This may be indicative of the sedentary nature of bus driving.

- 4.3 A high proportion of deaths were to people living in areas of above average deprivation and the majority of those who died lived in London Boroughs with the highest Covid-19 death rates in April 2020.
- 4.4 Deaths were also higher in those individuals who were older, from BAME backgrounds and many of those who died had underlying medical conditions which correlates with wider Office for National Statistics (ONS) and Public Health England (PHE) findings.
- 4.5 Death rates varied between bus companies. There was no clear association with the number of actions taken by companies or the speed with which they were taken and the death rates amongst drivers.

5 Report Recommendations and Responses

- 5.1 **Recommendation:** Many bus drivers are at increased risk of Covid-19 due to the occupation of bus driving, proximity to the public, their age, sex, pre-existing health conditions, sex, ethnicity and area of residence. Therefore, bus drivers and particularly those with multiple risk factors need enhanced protection through early interventions on ill-health prevention and reducing exposure during epidemics.
- 5.2 **Recommendation:** In the event of a second spike it is important to have confidence that the planned actions are likely to be effective, are led by the scientific evidence and are implemented simultaneously across bus companies with clear recommendations for early adoption of measures.
- 5.3 **Response:** Initially there was limited understanding about how the virus was transmitted and the effectiveness of interventions to reduce the risk of infection. Official guidance was often unclear or changed over time as the science improved our understanding of transmission and preventative measures. This led to interventions being trialled or introduced by different operators at different times. Phase two of the UCL study will look at the role of occupation in the transmission of Covid-19 and will further our understanding of the efficacy of different preventative measures. A further detailed piece of research has also been commissioned by TfL with UCL to understand the fluid dynamics of air within the drivers cab to further inform preventative measures and will be published soon. A clearer understanding of the Covid-19 virus, the efficacy of different preventative measures and a set of TfL-led plans for deployment will ensure confidence in protecting drivers from a second spike. We will review our emergency planning guidance, taking into account what we have learned from the Covid-19 pandemic which would include mechanisms to assess our most vulnerable colleagues.
- 5.4 **Recommendation:** BAME staff, especially those living in poorer areas, are more at risk of becoming severely ill and dying from Covid-19. PHE recommend that employers should have strategies to create healthy and supportive workplaces (within and outside the health service) that have zero tolerance for discrimination and empower BAME staff to raise concerns about occupational risk and safety.

- 5.5 **Response:** All bus operators have a zero-tolerance policy to discrimination and have existing channels for anonymous reporting. For cases that cannot be resolved through the normal channels, there are a number of escalation methods available including via Unite Health and Safety Representatives within operators, TfL, and CIRAS, the national Confidential Incident Reporting and Analysis Service.
- 5.6 **Recommendation:** A risk assessment tool, equivalent to that used by TfL, should be used by London bus companies to identify those most vulnerable to reduce the risk of employee exposure to and acquisition of Covid-19.
- 5.7 **Response:** TfL is already committed to reducing the risk of exposure to coronavirus for all employees, particularly those that are vulnerable. TfL has developed an occupational risk assessment tool that has been made available to all operators to enable them to identify those most vulnerable to Covid-19. Some operators already have their own assessment tool at Group level and have begun to employ these for those staff who have requested one. TfL will work collaboratively with all operators to share learnings and assure consistent application of the risk assessment tool.
- 5.8 **Recommendation:** The contribution of pre-existing health conditions, known to increase the severity of Covid-19, suggests a need to introduce criteria for staff by TfL and bus operators to be offered additional protection. This would enable TfL and bus companies to make arrangements to protect those now known to be more vulnerable, as understanding of the disease increases.
- 5.9 **Recommendation:** Improved engagement with health promotion initiatives and uptake of preventive interventions is also essential, to reduce the risk of diseases such as hypertension, diabetes and cardiovascular disease.
- 5.10 **Response:** Drivers are not required to disclose health conditions to their employer if they do not affect their ability to drive safely and the drivers' medical that is undertaken for licence renewal, is confidential. Bus operators should ensure that their Occupational Health providers are able to quickly identify those at increased risk so that they can be given appropriate support in case of a future pandemic and in order to provide them with health promotion initiatives.
- 5.11 **Response:** TfL plan to build on the existing Health Bus to encourage prevention, diagnosis and treatment for diseases such as hypertension and reduce obesity which is one of the few modifiable risk factors in Covid-19.

6 Next steps

- 6.1 The second part of the research will be completed in winter 2020. It will study the likely contribution that occupational exposure plays in explaining the differences in infection and death rates between London's frontline transport workers and the general London population. The research will include a questionnaire for bus workers and a reference group including bereaved family members, TU and bus representatives.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Dr Samantha Phillips, Head of Health and Wellbeing
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Email: samanthaphillips@tfl.gov.uk

Date: 9 September 2020

Item: TfL Wellbeing Tracker: Findings, Discussion and Next Steps

This paper will be considered in public

1 Summary

1.1 This paper updates on the findings of the recent Wellbeing Tracker survey conducted over four weeks and which ended on 10 July 2020. The tracker was set up to provide a snapshot view of employee wellbeing given the ongoing demands placed on them as a result of the Covid-19 pandemic, which meant a number of changes to working practices including working from home and being furloughed. A highlight of the results is given below and a summary of recommendations.

2 Recommendation

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

3 Background and Current Status

3.1 The tracker was open for four weeks and employees could complete the survey more than once, which should be considered when interpreting the results. It used a mix of attitudinal and open comment questions. It provides an overview of the health and wellbeing of the TfL employees who responded and allows for comparison between different demographic groups.

3.2 The tracker will be open again in October 2020, alongside the Viewpoint survey, to further review wellbeing in the light of the ongoing Covid-19 situation and any actions taken as a result of the original survey.

4 Main Findings (detailed in Appendix 1)

4.1 44 per cent of employees reported their wellbeing as being good or very good and a further 39 per cent as ok.

4.2 51 per cent of employees reported that TfL's support of their wellbeing is good or very good and a further 32 per cent as ok (slide 3).

4.3 The main concerns highlighted by employees were about: future job, people close to them and physical wellbeing. Managers were also concerned about workload (slides 4-5).

4.4 Those who were furloughed and those in operational roles had worse results for wellbeing and the latter group also felt less well supported. There was also a difference in outcome between different areas of the business (slides 6-8).

4.5 Many highlighted the need for clear and honest communication particularly with regards to the future.

5 Recommendations

5.1 Most of the report recommendations can be grouped under the following headings: communicate, connect and equip (slide 13).

- (a) **Communicate:** Communication is critical (from leaders and managers); in particular communicate about future of the organisation and likely changes. Managers need to continue to focus on employee wellbeing and consider how to better support operational colleagues, those on furlough and those who identify as being disabled. ONS has identified that 50-59-year olds who are clinically extremely vulnerable are the most at risk group in terms of their physical and mental wellbeing. Talk to line managers about their workload and address the concerns.
- (b) **Connect:** Leaders and managers need to stay connected and improve connectivity for example through virtual meetings with whole teams, more input from managers to teams. Acknowledge that the experience is different for some who may need more input from managers – such as those who are furloughed. Encourage social events virtually for whole teams.
- (c) **Equip:** ensure that employees have the right equipment to do their job whether this is PPE for frontline employees or DSE equipment and support for those working from home.

Specific Recommendations and Actions (slides 14-15)

- (i) The results are being reviewed by senior managers to look at the general concerns and any specific to their area. They are using this to inform what initiatives may be helpful for their team and they can look to HR and SHE colleagues for support. For example: Asset operations have requested facilitation of wellbeing drop ins for their teams by the mental health team.
- (ii) Workload was raised as a concern particularly for managers. All managers are reviewing workloads and checking that their employees are taking annual leave in order to rest and recuperate. Senior managers are leading by example by taking their leave and not contacting their team whilst on leave.
- (iii) Communication, particularly with furloughed employees, was raised as a concern. Further guidance on staying in touch has been issued and managers have been reminded about the health and wellbeing initiatives which are on offer for furloughed members of the team.
- (iv) Managers are committed to knowing, promoting and engaging with wellbeing initiatives and to make MIND mental health training mandatory in their team.
- (v) As a result of concerns being identified with regards to equipment, a working from home IT initiative is taking place to ensure employees have the right equipment available to them. Managers are also encouraging all their team to make sure DSE assessments are up to date.

- (vi) Weekly communication from senior leaders and all employee communications with updates are in place. Managers are aware that they need to ensure that this is being cascaded.
- (vii) Diversity, Inclusion & Talent team are reviewing the disparity between different demographic groups in order to determine action to support these groups.

List of appendices:

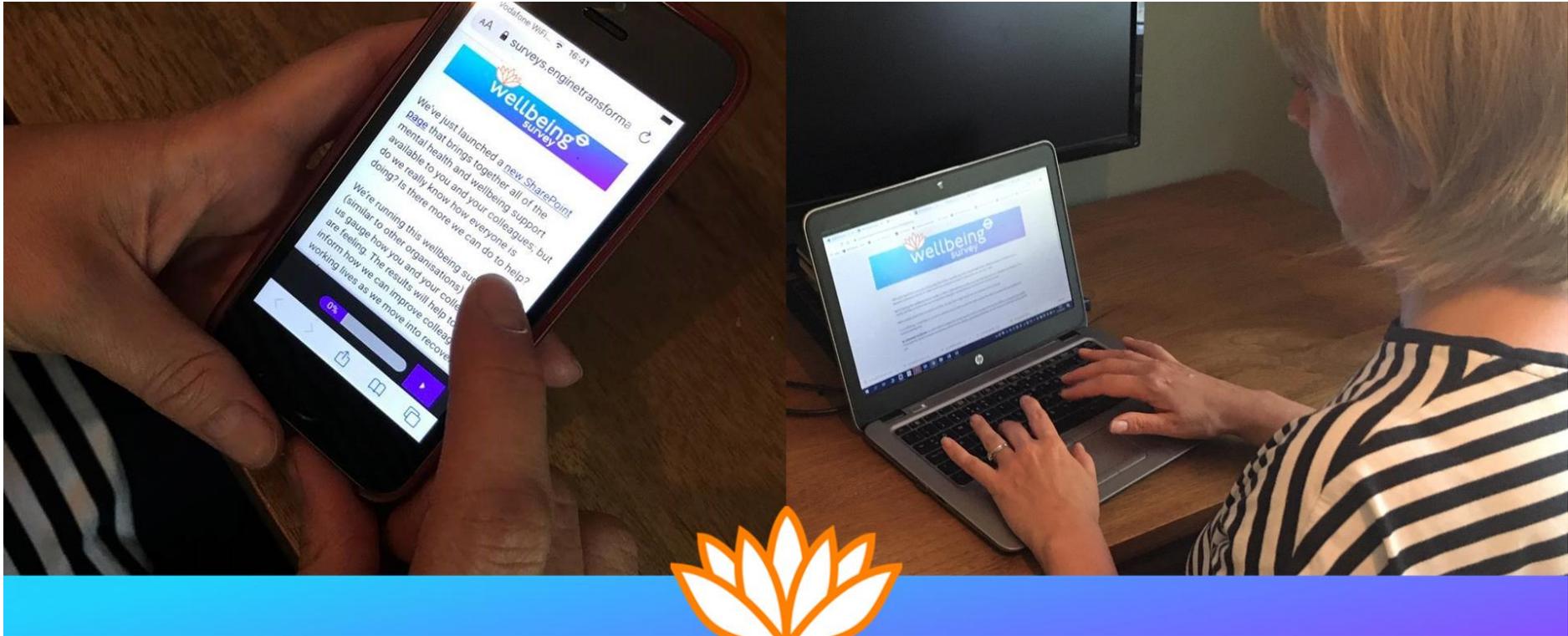
Appendix 1: Wellbeing tracker survey results

List of Background Papers:

None

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9 SEPTEMBER 2020

Wellbeing tracker survey results

An overview of the June/July 2020 outcomes, key findings and next steps



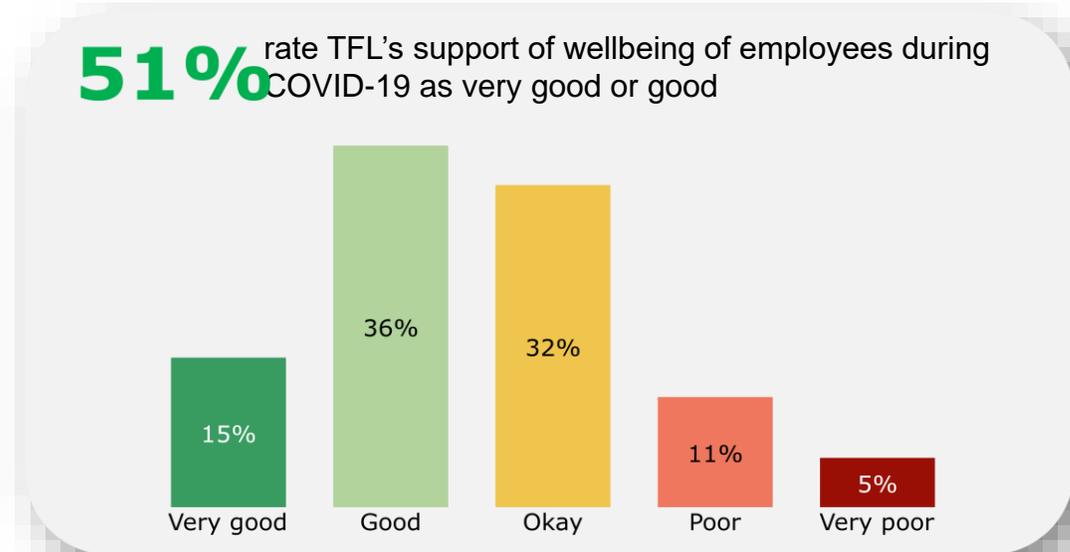
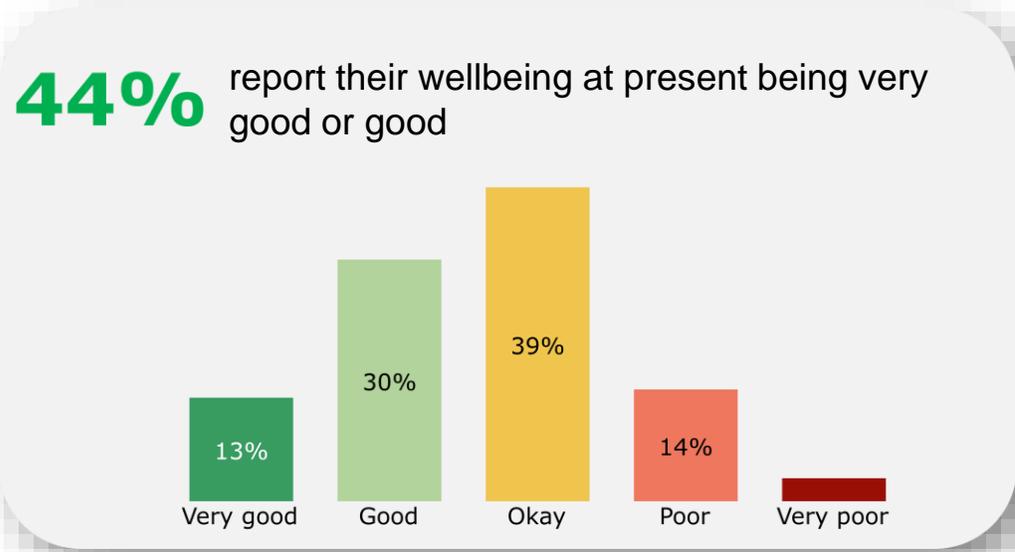
Overview of survey

In the light of the coronavirus (COVID-19) the survey was commissioned to:

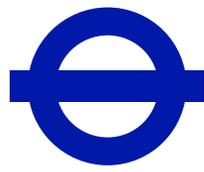
- ✓ Gain general insight into the health and wellbeing of colleagues
- ✓ Provide a tracker survey so people could respond multiple times – important when considering the results
- ✓ Find out if our colleagues have the right support
- ✓ Track any demographic disparity between different groups
- ✓ Use attitudinal and open comment questions
- ✓ Follow up planned for October



Overview of the results – 8,778 responses



This means that the majority said their wellbeing was only okay/poor/very poor and nearly half said support was only okay/poor/very poor



Results reflect differences in working arrangements

	Working from home (n=4,883)	Operational role (n=2,085)	On furlough (n=643)
Personal wellbeing	47%	39%	39%
TfL's support of wellbeing	57%	38%	46%

Operational colleagues feel they lack recognition and appreciation for working longer hours



The wellbeing of our managers

Top three things impacting wellbeing

(n= 3,164)

Concerns about my future job

Pressure from workload

Concerns about people close to me

45% wellbeing now
(43% for non-managers)

54% rate support
(49% for non-managers)

Our managers have a crucial role in supporting and connecting with our people; but they need the support and time to do this



Biggest negative impact on wellbeing

Concerns about the **future job**, **pressure from workload** and concerns about **people close to me** are the top three area that were reported as negative impacting wellbeing.

LU	Surface	MPD	Engineering	General Counsel	CFO	Human Resources	Crossrail 2	CCT	SHE
Concerns about my job	Concerns about my job	Concerns about my job	Concerns about my job	Concerns about my job	Pressure from workload	Concerns about my job	Concerns about my job	Concerns about my job	Pressure from workload
Concerns about people close to me	Concerns about people close to me	Pressure from workload	Pressure from workload	Pressure from workload	Concerns about my job	Pressure from workload	Concerns about people close to me	Pressure from workload	Concerns about my job
Concerns about my physical health (Nutrition and exercise)	Pressure from workload	Feelings on isolation	Feelings of isolation	Impact of having to work differently	Not having the right tools or environment to work effectively	Concerns about my physical health (Nutrition and exercise)	Concerns about financial wellbeing	Feelings of isolation	Concerns about people close to me



Q: Please rank in order of importance the three things having the biggest negative impact on your wellbeing right now

Differences in business areas

Directorate	Response	% of head*	Wellbeing now good/very good	Rate support good/very good
LU	2,980	17%	43%	44%
Surface	1,680	58%	39%	47%
Engineering	812	54%	44%	51%
MPD	353	53%	49%	59%
Prof Services:				
CCT	1,070	40%	51%	65%
The CFO team	548	41%	41%	51%
General Counsel	264	49%	46%	58%
HR	236	74%	52%	66%
SHE	126	58%	45%	71%
Crossrail 2	26	76%	52%	73%

TfL overall

8,778 responses

44% wellbeing now

51% rate support



Lowest scoring demographic areas

Operational role (2,100 responses)

- 39%** reported good or very good wellbeing, the same score for **those on furlough**
- 8pp** lower than those working from home
- 38%** rate TfL's support of wellbeing of employees as very good or good
- 13pp** lower than TfL overall

Caring responsibilities (1,499)

- 35%** reported good or very good wellbeing, the same as other ethnicity
- 9pp** lower than TfL overall
- 45%** rate TfL's support of wellbeing of employees as very good or good
- 6pp** lower than TfL overall

Disability (483 responses)

- 29%** reported good or very good wellbeing
- 15pp** lower than TfL overall
- 39%** rate TfL's support of wellbeing of employees as very good or good

Bisexual (134 responses)

- 35%** reported good or very good wellbeing
- 9pp** lower than TfL overall
- 39%** rate TfL's support of wellbeing of employees as very good or good



Demographic comparisons - ethnicity

Black (826 responses)

53% wellbeing now

48% rate support

Asian (834 responses)

46% wellbeing now

51% rate support

Scorecard measure

BAME **61%**

Non-BAME **57%**

Metric made up of four questions from survey. The first survey set a baseline figure.

White (5,111 responses)

44% wellbeing now

54% rate support

Other ethnicity
(126 responses)

35% wellbeing now

48% rate support



Demographic comparisons – gender identity

Male (4,853 responses)

46% wellbeing now

52% rate support

Women (2,606 responses)

42% wellbeing now

53% rate support

Gender neutral/non-binary (24 responses)

30% wellbeing now

30% rate support

Prefer not to say (441 responses)

32% wellbeing now

30% rate support

Scorecard measure

Female 62%

Male 60%

Metric made up of four questions from survey. The first survey set a baseline figure.



Demographics - Prefer not to say

A high proportion of colleagues selected prefer not to say and this group of colleagues generally score lower on all questions

1,098 Religion

404 Disability

679 Ethnicity

726 Sexuality

441 Gender identify



What do the results tell us?

In business areas and demographic groups with higher wellbeing scores, they also scored more positively to the following questions, than those in areas with lower wellbeing:

Right now I feel well connected to people at work

My line manager is providing me with adequate help and support when I need it

I feel that our leaders are helping to keep me up-to-date with their ongoing plans for dealing with the coronavirus

This shows our managers play a huge role in role in how our people feel



Taking action

Our actions broadly come under three themes: **Communicate**, **Connect** and **Equip**:

Communicate

- Communication is critical; in particular, on the future of the organisation and possible changes

Connect

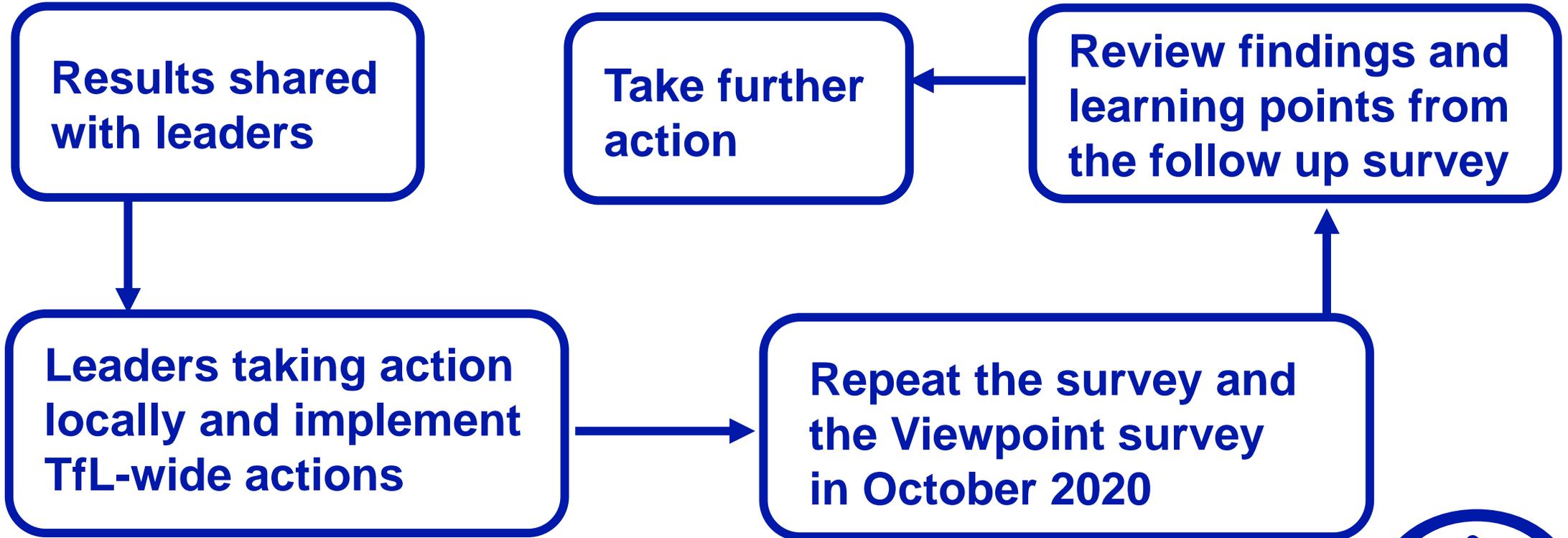
- Improve connectivity across teams – virtual meetings, more input from managers to teams
- Acknowledge that the experience is different for some, for example those who are furloughed and wellbeing initiatives need to be carefully targeted and connections maintained
- Review workload of line managers

Equip

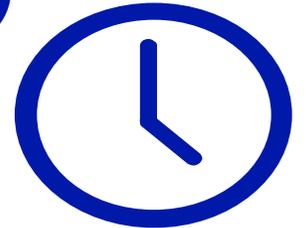
- Continue to focus on employee wellbeing
- Consider how to better support operational colleagues, those on furlough and those who identify as being disabled
- Correct equipment (IT, PPE to do the job)



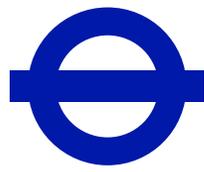
Taking action and next steps



← We'll continue to talk to our people and make improvements where needed →



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Date: 9 September 2020

Item: Human Resources Quarterly Report

This paper will be considered in public

1 Summary

- 1.1 This paper provides the Panel with an update on key Human Resources (HR) led activities that have taken place to support our colleagues during the Coronavirus pandemic.

2 Recommendation

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

3 Background

- 3.1 The previous HR Quarterly Report provided an update on our initial response to the Coronavirus pandemic, and its impact on our people. This HR Quarterly Report focuses on our activity, which has moved from restart to recovery and how we are supporting our employees.
- 3.2 This report will also provide a brief update on the results of the Wellbeing Survey, our People measure on the Covid-Scorecard, which will sit alongside a stand-alone update on the survey results, also on this agenda.
- 3.3 The report includes detail on activities and interventions put in place to promote the safety and wellbeing of our people as we move to a new normal. The final chapter outlines some of the lessons learned since the start of the pandemic and how we are looking to continuously improve the support in place.

Appendices:

Appendix 1: HR Quarterly Report

List of Background Papers:

None

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HR Quarterly Report

Q1 2020/21

9 September 2020



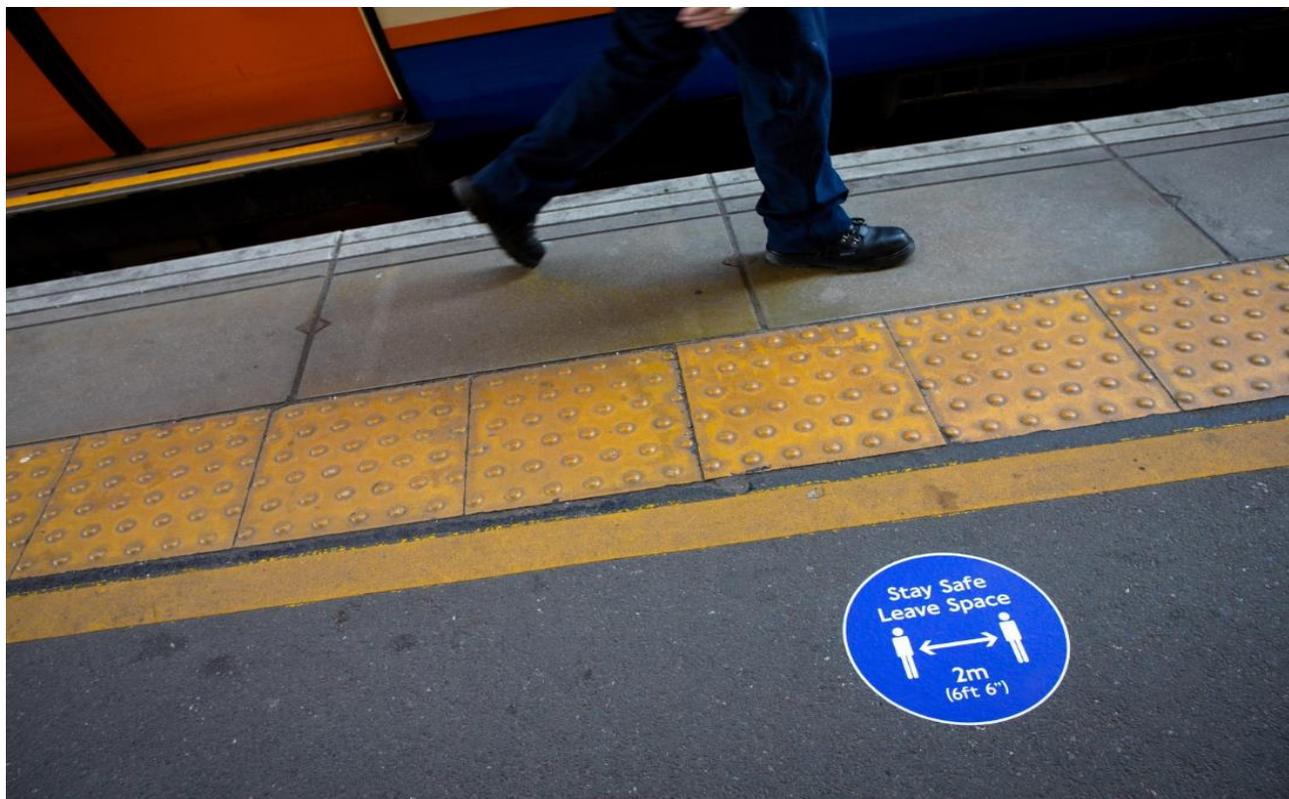
HR Quarterly Report – 2020/21 Quarter 1 Update

Introduction

This Human Resources (HR) Quarterly Report provides an update on the activity that has taken place to support our people as we have moved from our initial response to the Coronavirus outbreak, through our restart towards our recovery.

This report will also provide a brief update on the results of the Wellbeing Survey, our People measure on the Covid-Scorecard.

The report includes detail on activities and interventions put in place to promote the safety and wellbeing of our people as we move to a new normal. The final chapter will also outline some of the lessons learned since the start of the outbreak and how we are looking to continuously improve the support in place.



People Scorecard

Measures

2020/21

Interim Covid-19 Scorecard

Due to the impact of coronavirus across the organisation, the performance year 2020/21 will be primarily focused on restarting our services, stabilising the current situation and building for the future. A new scorecard to reflect these changing objectives and targets for the organisation has been developed. This H1 Scorecard has three People Measures under our staff Wellbeing Survey.

Wellbeing Survey

To ensure we monitor and mitigate the impact of the changing work environment on our colleagues, we have developed a new wellbeing survey to gain insight into how our people are feeling at work and whether they are getting the support they need.

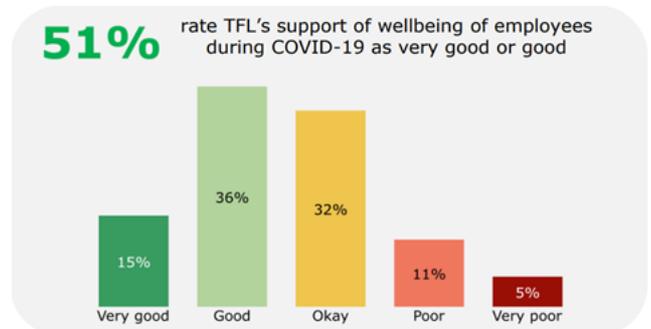
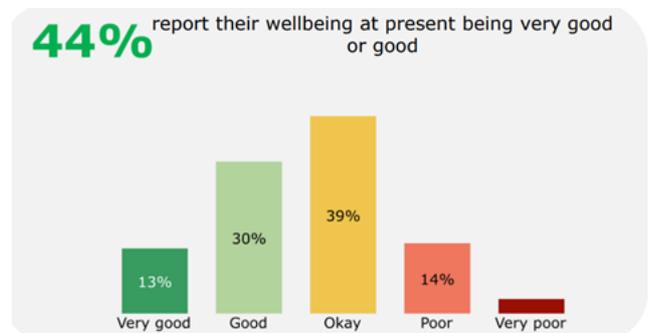
An online survey was launched on 12 June and ran for four weeks closing on 10 July. Just under 8,800 of our people filled out the survey, representing roughly 30 per cent of the organisation.

The survey has allowed us to identify whether there are any disparities between different areas of the organisation, or between different demographic groups. This will also provide a benchmark score to test ourselves against for follow wellbeing surveys to be carried out later in the year.

The results from the Survey will be evaluated against three separate criteria we have established, which are included on our Scorecard:

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

Our first wellbeing survey told us that 44 per cent of our people rated their wellbeing as either good or very good, with 18 per cent stating that it was either poor or very poor.



The survey also showed that 51 per cent of our people thought the support provided was either good or very good, with 16 per cent stating that it was poor or very poor.

The wellbeing disparity between gender and ethnicity were:

- BAME – 61 per cent
- Non BAME – 57 per cent
- Female – 62 per cent
- Male 60 per cent

A separate paper providing a more detailed update on the Wellbeing Survey and its findings is included on the agenda for this Panel.

Many of the activities and updates included within this HR Quarterly Report contain work which is designed to promote and maintain employee wellbeing and the support available to them. This report also includes a section outlining what we have learned so far during the pandemic and how we are adapting to meet the needs of our people.

Employee Engagement – Viewpoint Survey

It has been confirmed that we will continue to run our annual staff survey Viewpoint, from which our Employee Engagement and Inclusion Index measures are calculated.

There will be practical changes to way the survey is run in light of the ongoing restrictions, with the survey moving completely online, supported by adaptations to ensure we still reach operational employees who may not have email access.

Viewpoint will complement the Wellbeing Survey and provide continuity with previous surveys and to allow us to identify further areas for improvement. The Survey will launch on the 28 September and we will update the Panel with the results once available.



Restart & Recovery Activity

This section provides an update on recent activity to promote the restart of services and our business recovery. This includes updates on new initiatives since our previous update to the Panel in June and the continuation of activities that arose from our initial response to the outbreak.

Deaths in Service

Tragically, at the time of drafting this report, 44 colleagues from TfL and our partner organisations have passed away in service from Covid-19.

We are doing everything we can to support the families of those who have died and will continue to do so. Colleagues continue to have access to our Employee Assistance Programme which is outlined below. Bereavement support is also extended to the families of the deceased via our Sarah Hope Line and the Cruse bereavement charity.

We are also working with the unions, bus companies and other suppliers to ensure the safety of the people who work on our network.

We are currently working alongside other members of the GLA family to identify a lasting tribute and to recognise those who have lost their lives in service.



Independent UCL Review into Bus Driver Fatalities

We commissioned University College London's Institute of Health Equality to explore the pattern of infection with, and deaths from, coronavirus in the London bus worker population.

The report was published on the 27 July 2020 and made recommendations to provide further protection to bus drivers including carrying out more stringent risk assessments for those drivers with characteristics which put them at greater risk of contracting the virus and ensuring greater support was available to these individuals once identified.

The review also assessed the risk to drivers in their cabs and found that the steps that we have taken, by adding a film layer to screens and sealing off gaps around the screen as a whole, including around the Oyster reader – we substantially reduced the risk to drivers of contracting coronavirus from customers.

From the 17 March we had already put in place funding to ensure that bus drivers who were required to self-isolate or who had symptoms had enhanced sick pay so that bus drivers didn't feel compelled to attend work unwell due to financial reasons.

A tripartite forum between TfL, Unite the Union and the bus operators was established before the pandemic, which helped to develop the Health Bus, an additional occupational health service to bus workers. The service provides a rapid health diagnosis in an easy to understand format that drivers can access at their work environment free of charge.

The UCL report can be found online: <http://content.tfl.gov.uk/initial-assessment-of-london-bus-driver-mortality-from-covid-19.pdf>

Vulnerable Employee Risk Assessment

Following on from the Mayor's announcement on 1 June, we have established an employee risk assessment process.



This will our line managers to identify those at particular risk from Covid-19 related illness or complications from this.

Reasonable adjustments can then be made to help maintain the safety of our people. By the end of August our Occupational Health team had received over 2,200 self-assessments. We are currently working through several options for staff who are in the higher risk categories to identify where alternative duties can be found. At present, any staff who are in a high-risk category due to underlying medical conditions or are in the enhanced Covid-19 age range are being advised to remain off work.

A weekly working group has been established to analyse the findings of the risk assessments for each business area. This will

lead to targeted health campaigning where we have a higher proportion of at-risk groups.

We have been already been approached by a number of organisations who are keen to learn from our methodology, findings and how we are responding to these to ensure the wellbeing of our people.

Government's Job Retention Scheme

To alleviate the impact to our finances posed by the pandemic, we have used the Government's Coronavirus Job Retention Scheme to furlough a number of our people whose work was reduced or paused as a result of the pandemic. We have carefully assessed which roles are suitable for the scheme, ensuring that we have retained all staff required for recovery planning and delivery.

We initially placed approximately 7,000 people on furlough at some stage during the outbreak. This represents around 25 per cent of our workforce. All our people have received 100% per cent of their salaries.

Over two thirds of our people have returned from furlough, with approximately 2,400 still on furlough at the end of August.

Welcoming our People back from Furlough

We have developed specific guidance to support line managers successfully welcome their team members back from furlough.

Welcoming back employees back into the workplace was not a new challenge, as we've had plenty of experience of preparing returners from parental leave, long term absence or sabbatical, however we recognised that the experience of furlough was unique for our many of our people.

The guidance focused on best practice to help manage the transition back to the workplace, recognising there will need to be a period of readjustment to establish work routines.

If an employee had been on furlough leave for an extended period, we recognised they would need a re-introduction and guidance to get back up to speed. We stressed the importance of managers recognised that individuals will have their own unique experience of furlough and they needed to handle each conversation sensitively.



Graduates and Apprentices

Since the previous Panel we have confirmed that those Graduates and Apprentices who were due to join us in September 2020 will now be starting with us in either January or April 2021. This will allow the individual schemes to adapt to the new working environments, whilst still ensuring that they can develop and gain experience in a safe way. We had anticipated 112 apprentices and 50 graduates (including YII to start in September.

The delayed start date will also allow us to focus on ensuring current Graduates and Apprentices who are rolling off the scheme secure roles after their schemes. To enable this, we have set up a Career Launch website which will ensure that roles will be safeguarded for them and that they will continue to progress their careers with us.

Employee Assistance Programme

Our Employee Assistance Programme is a service available to all employees and their dependents which provides emotional support, guidance and information for a range of topics, including bereavement. This service includes telephone access to emotional support from a qualified counsellor via a 24/7 telephone service, bereavement counselling services and access to the dedicated bereavement support charity Cruse. Our Sarah Hope Line is also on hand to provide support to anyone impacted by the loss of a colleague or family member.

Personal Protective Equipment

In the small number of instances where our staff cannot avoid breaking the two-metre

social-distancing rule, we have provided them with face masks and gloves. When bus and coach services return to a more regular service, face masks and gloves will be provided in the mobility suite at Victoria Coach Station and to controllers at our bus stations where they may need to help passengers with visual or mobility impairments. In addition, we have provided emergency intervention kits to our Dial-a-Ride depots, our supervised bus stations and Victoria Coach Station, and deployed them on Dial-a-Ride buses and network traffic control vans. This will enable employees with first-aid training to wear face masks and gloves if they aid a critically ill person before the emergency services arrive. On 13 May, we also rolled out face masks for all frontline staff.



Supporting our Line Managers

To enable our people and line managers to adapt to the changing situation, whilst still being able to carry out their roles, new line manager and employee guidance has been developed and shared with our colleagues. This guidance outlines the updated policy positions and where to find other support

information such as how to book a coronavirus test.

In August we published updated guidance for our line managers on Leading Remote Teams. This provides useful guidance on:

- Leadership and remote working
- A toolkit for line managers (tips on the resources available to them)
- Building trust remotely
- Communicating effectively
- Collaborating virtually
- Dispelling myths about remote working
- Additional resources available to support line managers.

Coordination of testing

Working alongside Public Health England, we have set up access for our frontline employees to get tested for coronavirus. Employees can request either a home testing kit or a drive-through appointment for both themselves and/or any member of their household that has symptoms. This testing will provide confirmation to those employees who are displaying symptoms, allowing them to self-isolate, where required, or enabling them to return to work.

Employee Health & Wellbeing

Whether working on the frontline, or working from home, all our employees have had to adapt to a new working environment, and it is vital that we provide the tools and resources to promote and maintain the health and wellbeing of our employees.

We have developed a Health & Wellbeing SharePoint site which our employees can access, containing information and guidance to support our employees during this period in one place. Resource for our EAP has been increased by 30 per cent to cope with any additional demand for counselling or psychotherapy sessions. We are also converting our previously classroom-based health and wellbeing related courses into online courses so our employees can continue to access these resources.

Supporting our employee's mental health during this period is also a key focus of our Occupational Health team. There are online tools and resources for employees to use, videos providing top tips to help maintain our mental health and resilience are also available online, along with links to external resources and support.

All our employees have access to the Headspace App which is available to download on their mobile devices, providing exercises and tips to promote good quality sleep and healthy lifestyle choices promoting positive mental health.

Updating our policies

Throughout our response to the crisis we have updated our policies to ensure we're 'doing the right thing' by our people and

London. We have updated our policies and continue to ensure alignment with current government advice and guidance.

These includes updates to our people policies such as our attendance at work policy, taking into account government guidance on social distancing, shielding and self-isolation so that safety is first and foremost in any decisions taken by our people.

Trade Union Engagement

We have been in constant communication with our Trade Union colleagues throughout the coronavirus outbreak, to ensure they are informed of the latest government guidance and how this will impact upon our employees. Weekly forums have taken place outlining any changing guidance received from the government, and for us to hear how best we can approach any challenges posed by the changing guidance.

Our People Strategy & People Programme

This section provides an update on the strategic direction of our people activity and how this will help support our people to lead our business recovery and deliver our business plan.

Our People Strategy and review of our People Programme

Our guiding principle in responding to Covid-19 has been to ***"do the right thing"***. As we lead recovery, our core purpose is ***"getting London moving and working, safely and sustainably, as quickly as possible"***.

We are now emerging from recovery toward a 'new normal' for our organisation – but as we do so this will be against the backdrop of significant change and financial challenge. Our people will be at the heart of our recovery and our renewed People Strategy will articulate how we meet our business challenges through our people and how we develop and support an engaged workforce.

The new strategy will be developed in the second half of 2020 and will set ambitious vision for making sure we are – and remain – a great place to work for everyone. Our commitments to our people translate into an employee experience that's supports the wider organisational strategy development being led from our Executive Committee and our refreshed organisational story.

We have also refreshed and relaunched our people programme. This identifies the key projects and initiatives HR will deliver to support the business meet organisational challenges and objectives. In the short term we have already committed to delivering

- Key changes to our approach to Performance Management
- Fully scoping a strategic review of Talent, Performance and Reward
- Delivering of a Covid-19 recognition scheme
- A review of key people policies
- Scoping work to refresh our approach to people data.
- Focusing on how we can best support our managers to lead and engage our people
- Identifying priority actions from the wellbeing survey results
- Kicking off planning for Viewpoint 2020, including the next wave of the wellbeing survey
- Launching a proposal to move away from behaviours led organisation, to one driven by values

We intend to return with our updated People Programme at the November Panel.

Lessons learned during the Coronavirus outbreak

What we are learning from our People Working from Home

Most of our back-office employees have been asked to work from home since March and the shift from predominantly office-based working to predominantly home based has required our people to quickly adapt to new ways of working. Our people have responded to that change very positively, utilising technology to host meetings and work with colleagues to ensure we continue to deliver throughout this challenging period.

The rapid transition to home-based working for approximately 12,000 of our people represented a significant pressure on our organisational resources, particularly for our colleagues in Tech and Data. They have adapted to the new way of working and continued to provide an excellent service to our people, providing equipment, getting our systems upgraded, providing support for resolution of issues remotely.

The wellbeing of our people is a key priority and we have put in place measures to make sure our people can tell us how the extended period of home working is impacting them.

We also recognise that working from home doesn't suit everyone. Not everyone can easily source a suitable space within their accommodation to work from. That means flexibility needs to be a guiding principle for how we approach work location in the future. We've put in place a process where managers can request that their employees return to work in the office, e.g. if they don't have a suitable home working environment or need access to specific equipment.



Home schooling and parental support

Covid-19 has impacted all our employees in a number of different ways and we are aware that this has been a particularly challenging

period for people with parental and caring responsibilities. Current research indicates that Covid-19 has had a disproportionate impact to parents, especially mothers.

In response to this we have ran a workshop to provide a 'temperature check' of current parents' views towards working during the pandemic, containing parents with children of different age groups and demographics.

The findings of the workshop included the acknowledgement that the new virtual working environment can result in the working day being elongated beyond normal working hours, leading to a lack of clear separation between work and home life.

Some of the workshop respondents had been on furlough and there was a concern that returning to the workplace amid organisational change could cause additional uncertainty.

In response to the longer-term issues on career impact, the importance of capturing and monitoring caring responsibility data and including this in diversity reporting was crucial. Specific recommendations made by the group include:

- Ensuring we have the right representation of employees on the current Restart and Accommodation strategy programme
- Capturing caring and childcare responsibilities in key data, i.e. diversity dashboard data, wellbeing survey

- Using our Senior Leaders to help support a culture shift around better supporting parents
- Developing manager toolkits and modelling best practice conversations
- Providing guidance to everyone on meeting and email 'etiquette' in a remote working setting (e.g. where possible limit the length of meetings and avoid unnecessary email traffic)
- Rethinking performance measurement to become more outcome/output focussed

portfolios, and to use meetings to drive decision making or set outcomes.

Working to ensure we're taking into consideration the need for people to be flexible when working from home – e.g. those with children or caring responsibilities; the importance of people having a separation between working hours and 'down' time.

How we are approaching new ways of working

We know that when a return to office-based working for most of our employees is possible, the working environment will be different from before the pandemic.

Health and safety of all our people is paramount, whether they are working at home, working on the frontline, in offices or are furloughed. We are continually reviewing guidance from government, our policies and making information / equipment (e.g. PPE)/ policies available to our people to ensure they are safe at work.

Helping our people utilised new technology such as Microsoft Teams to improve feeling of being connected with others even though we can't see them face to face.

Looking to change our meeting structures to allow people time to concentrate on their

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Date: 9 September 2020

Item: Reoccupation of TfL Offices

This paper will be considered in public

1 Summary

1.1 This paper updates the Panel on the proposed plan for reoccupation of the TfL offices.

2 Recommendation

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

3 Background

3.1 Since March 2020, most of TfL's office-based staff have been working from home on a full-time basis. Some staff have returned to working from a TfL office where there has been a business need or where there are particular wellbeing issues arising from working from home. In line with Government advice and our internal recovery plan, we have now developed a strategy and plan for how to increase the reoccupation of our offices.

3.2 The Government advice to work from home changed on 1 August 2020, stating "Employers should consult with their employees to determine who, from the 1 August 2020, can come into the workplace safely taking account of a person's journey, caring responsibilities, protected characteristics, and other individual circumstances." We therefore want to begin a safe, managed and phased reoccupation of our offices from the end of September onwards, and we will be engaging with our trade unions on this from the beginning of September 2020.

3.3 For people who are currently working from home, returning to the office will be voluntary; we will not be mandating anyone returns.

3.4 Our current intention is that we gradually phase our return to the three main hubs at Palestra, Pier Walk and Endeavour Square from late September 2020, beginning with allowing a small number of additional people to return to Palestra.

3.5 The reduced capacity of our buildings due to social distancing means it is possible that not everyone who wants to return will be able to at this point

3.6 If demand to return exceeds safe capacity, we will need to prioritise reoccupation of our offices based on:

- (a) business need, informed by a business impact analysis (BIA); and

- (b) continuing to meet the needs of colleagues who face immediate wellbeing challenges in working from home.
- 3.7 The wellbeing of our people is paramount and is integral to our plans. Our recent wellbeing survey showed that home working fatigue is an issue, and we're advising colleagues on how to mitigate the impact of this.

4 Reoccupation plan

- 4.1 The following section sets out our detailed plan for reoccupation of the TfL offices.

Estates and Facilities

- 4.2 A wide range of activity is underway to ensure our offices will continue to be Covid-19 safe for greater levels of reoccupation, including the implementation of one-way systems, enhanced cleaning regimes, sanitisation stations, enhanced signage and protective screens at reception desks. Our aim is for each of the three main hubs to be Covid-19 safe for greater levels of reoccupation by:
- (a) Palestra: late September 2020;
 - (b) Endeavour Square: mid October 2020; and
 - (c) Pier Walk: late October 2020

We plan to reoccupy Palestra from the end of September, followed by a small amount of space in Endeavor Square and Pier Walk.

- 4.3 We have undertaken a BIA to prioritise reoccupation demand if required. The BIA is an existing continuity planning tool which will help us phase reoccupation based on a business criticality if demand to return exceeds safe capacity.
- 4.4 We are engaging Directors and Senior Managers to understand the demand to return.
- 4.5 Based on demand to return, teams will be allocated an amount of office space, the BIA will be used to support the prioritisation of space allocation if demand to return exceeds safe reoccupation capacity. Space allocation will be formalised through the accommodation change request process. This space may be in a different area, or different office, to where the team was originally based.

Ways of Working

- 4.6 We recognise that the move to reoccupying buildings will be a change to current ways of working experienced by many office-based staff and through effective change management, we aim to minimise the impact reoccupation has on people.
- 4.7 We are carrying out a change impact assessment, from which a Change Management Plan will be shaped and implemented to ensure people are supported throughout the change.

Communications and Engagement

- 4.8 We have already started high level communications with colleagues through our usual channels, recently issuing an update to line managers on our intention for a phased reoccupation to being from late September 2020. We also have a comprehensive communications and engagement plan to ensure we are effectively communicating across all levels of the business.
- 4.9 We will consult with the trade unions on an ongoing basis.

Technology and Data

- 4.10 The Digital Workplace Learning Paths has recently been launched to help all colleagues use Digital Workplace tools effectively, at home or in an office location.
- 4.11 A small number of IT hardware upgrades are being completed as part of the reoccupation programme.

Safety and Wellbeing

- 4.12 A risk assessment has been conducted for reoccupation and this will be reviewed regularly.
- 4.13 We already have a clear process in place to manage confirmed cases of Covid-19 in a TfL office, including cleaning and communications protocols.
- 4.14 We are conducting an Equality Impact Assessment to ensure any Diversity and Inclusion risks can be mitigated so far as possible.
- 4.15 There is already a process in place for colleagues to request a return to the office for wellbeing reasons, these requests are approved by a line manager or senior manager. We plan to continue this process and prioritise the return of those experiencing wellbeing issues.
- 4.16 We will conduct an Occupational Health clinical controls assessment before we reoccupy.

5 Reoccupation protocols

- 5.1 Protocols will be in place once we begin to reoccupy our offices to ensure the safety and minimise risk to our people, including:
- (a) staggered arrival times – we will be asking people to stagger their arrival time to avoid peaks leading to queues outside offices;
 - (b) workforce management – we will be asking line managers to manage their space allocation on a day to day basis to ensure they do not exceed their desk allocation. Maximum building capacity will be managed through the existing building pass access control system;
 - (c) track and trace – everyone will need to comply with track and trace, we will be using the Government test and trace system in the first instance;

- (d) Covid-19 outbreak – we already have a clear process for the managing positive Covid-19 cases in our offices that is included in the ‘Managing through the coronavirus (Covid-19) outbreak: Guidance for all Line Managers’.
- (e) Meetings – we will be asking people to follow current government guidance on meetings including: “using remote working tools to avoid in-person meetings; only absolutely necessary participants should physically attend meetings and should maintain social distancing guidelines; and avoiding transmission during meetings, for example, avoiding sharing pens, documents and other objects”; and
- (f) Second wave – In the event of a second wave we will roll back our occupation of offices in two phases as appropriate:
 - Phase 1: safety, business critical and key income generating functions remain on site.
 - Phase 2: safety and business critical functions remain on site.

List of appendices to this report:

None

List of Background Papers:

None

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Date: 9 September 2020

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

- 1.1 This paper summarises how forward plans are put together and sets out the proposals for developing a new plan for the Panel that reflects the impact of Covid-19, the development of the integrated Safety, Health and Environment (SHE) function and the request by Members to allocate more time to consider Human Resources (HR) issues.
- 1.2 Members are invited to suggest additional future discussion items.

2 Recommendation

- 2.1 **The Panel is asked to note the paper and that a revised plan will be submitted to the next meeting.**

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 forward Plan of items has been impacted by deferring several items from the June meeting to allow for a joint meeting with the Customer Service and Operational Performance Panel in June 2020. A full review of the Panel's forward plan is therefore underway, as the current plan would make effective meeting management difficult.

- 4.2 The Chief SHE Officer is reviewing the SHE items to reflect the impact of the Covid-19 pandemic on our priorities as well as the continuing development of the new SHE function.
- 4.3 The Chief People Office is reviewing the HR items. The 2019 Board Effectiveness Review recommended that more time be given to HR issues, without diminishing the Panel's focus on safety. This will be addressed by extending the time allocated to at least two meetings a year and scheduling most HR issues (beyond the quarterly reports) to appear on the agendas for those meetings. The first extended meeting is proposed for the meeting of the Panel in November 2020.
- 4.4 Input into the plan will also be sought from other parts of TfL, including City Planning, Finance and the operational businesses, along with a review of previous requests from Members.
- 4.5 The outcome of the forward plan review will be discussed with the Chair and Vice Chair and once agreed will be presented to the meeting of the Panel in November 2020 for discussion.

List of appendices to this report:

None

List of Background Papers:

None

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