

## Jacob Gemma

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**From:** Shirbon Mike  
**Sent:** 14 September 2017 09:42  
**To:** 'Robert Kemp'  
**Subject:** FW: Safety, Sustainability and Human Resources Panel Minutes

Robert,

I am happy to send this response to Howard if you're okay with that and there is nothing too controversial in the message

Mike

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**From:** Shirbon Mike  
**Sent:** 13 September 2017 19:37  
**To:** Walker Clive (Internal Audit); Kemp Robert  
**Subject:** RE: Safety, Sustainability and Human Resources Panel Minutes

Clive and Robert,

I have discussed this with TfL Trams and we are aware that First Group reduced the number of consecutive days that can be worked (to 11) but not a change to rosters per se. This happened before the audit.

A 'clean bill of health' might not be the most accurate description, the audit has been concluded as Requires Improvement with a number of improvements that can be made by implementing ORR Good Practice. First Group had identified a number of these improvements in advance of our audit, but the improvements still require implementation. I understand this is consistent with the direction of the RAIBs findings.

Regards

Mike

**Mike Shirbon**  
**Audit Manager - HSE & Technical**  
**TfL Internal Audit**

8th Floor, Windsor House, 42-50 Victoria Street, SW1H 0TL

Tel: (Auto [REDACTED]) ([REDACTED]) | Mobile: [REDACTED]

email: [REDACTED]@tfl.gov.uk

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**From:** Walker Clive (Internal Audit)  
**Sent:** 13 September 2017 16:14  
**To:** Kemp Robert; Shirbon Mike  
**Subject:** FW: Safety, Sustainability and Human Resources Panel Minutes

Robert/ Mike

Would one of you be able to respond to Howard's query below.

Kind regards

Clive

Clive Walker  
Director of Internal Audit  
Transport for London  
8th floor, Windsor House  
42-50 Victoria Street  
London  
SW1H 0TL  
T [REDACTED]  
F [REDACTED]  
E [REDACTED]@tfl.gov.uk

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**From:** Gourley Jennifer **On Behalf Of** Carter Howard  
**Sent:** 13 September 2017 15:28  
**To:** O'Neill Rory (Trams); Collis Jill; Walker Clive (Internal Audit)  
**Cc:** Carter Howard; Kenny Shamus; Clarke Andrea (Exc); Curry Justine; Varley James; Gourley Jennifer  
**Subject:** FW: Safety, Sustainability and Human Resources Panel Minutes

All

Grateful for a view on Michael's suggested amendment below.

Howard

Howard Carter, General Counsel, Transport for London  
Windsor House, 42-50 Victoria Street London SW1H 0TL  
e-mail: [REDACTED]@tfl.gov.uk  
Tel: [REDACTED]  
Fax: [REDACTED]

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**From:** Michael Liebreich [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 13 September 2017 14:35  
**To:** Carter Howard  
**Cc:** Jo Jagger  
**Subject:** RE: Safety, Sustainability and Human Resources Panel Minutes

Howard,

Thanks for this. Would it be possible to add a post-meeting note to the fatigue management point, stating that after the meeting it emerged that First Group had changed its rostering subsequent to the accident, and that our audit took place [before/after] these changes took effect. As it stands, it looks like we are giving a clean bill of health to processes in place at the time of the accident, but this might not be the case.

Thanks,

Michael