

Date: 15 November 2023

Item: Safety, Health, Wellbeing and Environment (SHE) Culture Programme

This paper will be considered in public.

1 Summary

- 1.1 Safety, Health, Wellbeing and Environment (SHE) Culture is a critical enabler for enhancing safety performance and outcomes, elevating colleague health and wellbeing and advancing our collective commitment to be a strong, green heartbeat for London.
- 1.2 The purpose of the paper is to introduce the Panel to the SHE Culture programme, including details and deliverables of the workstreams as well as key milestones. The SHE Culture programme is a framework that consists of four strategic focus areas: measurement, leadership, learning organisation; and just and fair.
- 1.3 The paper also provides the Panel with an early indication of the level of our SHE Culture maturity and outlines next steps to build a baseline level of maturity for the whole organisation.

2 Recommendation

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

3 What is SHE Culture?

- 3.1 The definition of organisational culture is the set of values, beliefs, attitudes, systems and rules that outline and influence colleague behaviour. It is often referred to as “the way we do things around here”. It is the thoughts, feelings and actions of colleagues, which may be visible or invisible, that define an organisation.
- 3.2 Our SHE Culture is fundamental to enabling us to fulfil our Vision Zero target outlined within the Mayor’s Transport Strategy. Culturally mature organisations typically reduce the number and severity of harm causing incidents occurring due to the organisation’s operations and activities.
- 3.3 Improving our SHE Culture is a core objective of the TfL Strategy. The SHE Culture programme’s milestones are included within the Safety and Security roadmap, but also align with the vision set on the Colleague and Green Future roadmaps.

- 3.4 A SHE Culture is not separate from an organisational culture but forms an important component to how an organisation approaches, promotes and manages its SHE performance, compliance and requirements. Organisations with higher levels of SHE Culture maturity are generally associated with more consistent performance across a variety of different factors including operational and financial performance.

4 Introduction to TfL's SHE Culture Programme

- 4.1 We have an active programme to build our safety culture and associated health, wellbeing and environmental initiatives, but we want to mature further. The SHE Culture programme has been developed by reviewing academic research, best practice defined by regulators and benchmarking across comparable organisations. It consists of four workstreams:
- (a) SHE Culture measurement;
 - (b) SHE leadership;
 - (c) learning organisation; and
 - (d) just and fair.
- 4.2 The programme considers the 'S' 'H' and 'E' elements, which have been built on the lessons of past initiatives, understanding of all applicable and available models, using the latest academic theory, and with the support of the leading culture maturity consultancies.

5 SHE Culture Measurement Workstream

- 5.1 To improve our SHE Culture, we must be able to consistently measure our level of culture maturity. This has led to the development of the innovative SHE Culture Maturity Model. It has been utilised to create, for the first time, a fully integrated SHE model, which measures levels of environment culture maturity alongside safety, health and wellbeing.
- 5.2 The model was created by evaluating best practice across the industry, benchmarking and liaising with external organisations such as the Rail Safety and Standards Board (RSSB). The model builds upon the culture segment within the Office of Rail and Road's Risk Management Maturity Model (RM3) to ensure it can be used in conjunction with the assessment, but also ensure we are adequately incorporating health, wellbeing and the environment into our culture measurement activity.
- 5.3 The model enables us to:
- (a) understand our level of SHE Culture maturity;
 - (b) assess strengths, weaknesses and opportunity areas;
 - (c) plan improvement activities;
 - (d) enable continuous culture improvement;

- (e) track progress over time; and
- (f) benchmark performance against other organisations.

5.4 The SHE Culture Maturity Model measures what colleagues know, feel and do on a scale. The scale ranges from Level 1 ('Minimum'), describing a culture where only the bare minimum is done to ensure legal compliance, through to Level 5 ('Enlightened'), where there is constant self-reflection and proactivity, and a drive to continuously improve SHE.



Picture 1: SHE Culture Maturity Model

- 5.5 The process for implementing the model at TfL is the SHE Culture Assessment, which is based on a confidential survey which asks 24 multiple-choice questions, each with five possible answers, describing what colleagues know, feel, and do, as well as a range of free text boxes for colleagues to offer opinions on improvement opportunities.
- 5.6 Teams and departments can progress through the maturity levels which make up this scale by building on the strengths and removing the weaknesses of the previous levels.
- 5.7 The model and associated assessment has been successfully piloted over the past year in six differing business areas and is now being implemented on a department-by-department basis to build a TfL-wide culture maturity baseline. It is intended that each directorate will know their level of SHE Culture maturity and have an improvement plan in place by April 2024.

- 5.8 The implementation is currently supported by the technological solution of an external contractor to assist with survey anonymisation. The programme intends to have its own self-service solution identified and launched by December 2024.
- 5.9 As of 15 September 2023, the SHE Culture Assessment has been completed by 1,628 colleagues with an average departmental completion rate of 59 per cent.
- 5.10 Early results demonstrate that TfL is firmly in the 'structured level' of maturity. The findings identify that safety culture is the most mature, followed by health and wellbeing then the environment.
- 5.11 The characteristics of the structured level are:
- (a) SHE tends to be driven by process, procedures and the management system;
 - (b) SHE data is collected and/or discussed but it is not always clear why; and
 - (c) things can feel imposed by management, rather than shaped by colleagues.
- 5.12 Colleagues at this level typically:
- (a) know the importance of systems, audits and requirements to meet numbers;
 - (b) feel a growing confidence of knowing 'how it works'; and
 - (c) gather and analyse data on SHE, but the effectiveness is not always proven.
- 5.13 The workstream will report quarterly on completed SHE Culture Assessments, combined with progress against milestones within the business area improvement plans, and the progress of the overall SHE Culture programme.
- 5.14 The SHE Culture programme will report to the Panel on an annual basis.

6 SHE Leadership Workstream

- 6.1 The SHE Culture programme's leadership workstream identifies three key priorities for us:
- (a) our leaders need to be visible and role model positive SHE leadership behaviours;
 - (b) our leaders need to be equipped with the right training, skills and knowledge; and
 - (c) we need to continuously raise our SHE leadership standards.
- 6.2 The initial focus is on SHE leadership engagement tours. The workstream is encouraging the organisation to make targets for SHE engagement to ensure our leaders are visible across the whole organisation. The organisation is supported through the instruction, advice and guidance in the updated SHE Management System and recorded using the I-Auditor tool to ensure centralised reporting. The number of completed tours will be reported and annual deep dives will be undertaken to monitor quality in addition to our usual assurance activities.

- 6.3 This will be supported by a change in methodology where leaders will be trained to use positive reinforcement in their engagement with a new suite of materials released to enable our leaders to do this which will be ready for the end of the 2023/24 financial year as well as a new SHE leadership training package that will be available in the autumn of 2024.
- 6.4 We will regularly review our current SHE leadership capability using the culture assessment, the use of external experts and benchmarking against other organisations to ensure we continuously improve our standards, support materials and approaches.

7 Just and Fair Workstream

- 7.1 The just and fair workstream is built on the theory of psychological safety, where individuals feel able to speak up without fear of being unfairly blamed when things go wrong.
- 7.2 To achieve this a set of principles has been developed and incorporated into the updated SHE Management System. To cascade this approach, it will be embedded into all relevant SHE procedures, such as incident investigation, governance and communications. This will be undertaken throughout 2024 and completed by April 2025.
- 7.3 A new tool has been created to support managers with fairly and consistently identifying the type of behaviour demonstrated by individuals involved in incidents and will be rolled out across the organisation. The communications for implementation will be complete by spring 2024 with monitoring commencing in autumn 2024.
- 7.4 A bespoke hearts and minds and behavioural-focussed training package will also be developed and rolled out across the organisation by the summer of 2025.
- 7.5 A deep dive will be undertaken to understand the reasons that some colleagues don't report issues in the organisation, aligning with a similar study potentially being undertaken by the RSSB. Feedback on the problem statement with recommendations into the just and fair workstream and its milestones will be completed by April 2024.

8 Learning Organisation Workstream

- 8.1 To continue to improve our SHE Culture, there must be a focus on how the organisation learns and shares lessons and ensures they are the foundation of improvement activities.
- 8.2 A deep dive will be undertaken to understand how the organisation currently learns lessons and incorporates them back into business as usual, from a culture, people and process perspective. This will be supplemented by a review to assess how other organisations have developed in this space. A detailed programme will be provided at the next programme update in autumn 2024, with a full programme developed and approved by April 2025.

9 Next Steps

- 9.1 An update on the SHE Culture programme and progress against the milestones outlined in the workstream descriptions will be provided to the Panel in the autumn of 2024.
- 9.2 A programme of workstreams will be developed to outline how we incorporate the supply chain into the SHE Culture programme by the winter of 2024.

List of appendices to this paper:

None

List of Background Papers:

None

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