

Date: 16 May 2024

Item: Safety, Health, Wellbeing and Environment 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 this paper is to update the Panel on the SHE Culture Programme, including details of achievements, next steps and milestones.
- 1.3 This paper also provides the Panel with an indication of the level of Transport for London's (TfL) SHE cultural maturity and how the data is being used to drive improvements.

2 Recommendation

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

3 Recap of TfL's SHE Culture Programme

- 3.1 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.
- 3.2 The programme considers the 'S' 'H' and 'E' elements, which have been built on the lessons of past initiatives, an understanding of all applicable and available models, the latest academic theory, and with the support of the leading cultural change consultancies.

4 SHE Culture Measurement Workstream

- 4.1 As of 11 April 2024, the SHE Culture Assessment has been made available to 6,300 colleagues with an average completion rate of 50 per cent.

- 4.2 Assessments have taken place in a total of nine business areas, including the whole of the Chief Capital Office.
- 4.3 There are currently a further five assessments planned for launch over the next three months, covering a further 2,800 colleagues. These include a section of the London Underground Customer Operations team, which will be followed by an assessment of the rest of the directorate.
- 4.4 While we have already completed assessments with some operational colleagues, this will be an opportunity to engage with the significant proportion of the organisation that work in Customer Operations.
- 4.5 Since the last report to the Panel, in November 2023, we have taken steps to ensure we have the capacity to support all the business over the next year.
- 4.6 So far, the Chief Capital Office has developed an improvement plan and several other areas have plans under development. The programme also reports the number of completed improvement plans to the Safety Executive Committee meeting on a regular basis, to ensure all areas develop improvement plans within 3 months of completing the assessment.
- 4.7 Early results demonstrate that TfL is in the 'Structured' level of maturity. As the baseline continues to be developed, the TfL overall average level of maturity has remained consistently around 3.4 out of 5. There have been significant differences between the different areas and teams assessed, however all have remained within the structured level. The findings identify that safety culture is the most mature, followed by health and wellbeing then the environment, however there is minimal difference between the scores.
- 4.8 The characteristics of the 'Structured' level are:
- (a) SHE tends to be driven by process, procedures and the SHE 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.
- 4.9 Colleagues at this level typically:
- (a) know the importance of systems, audits and requirements to meet targets;
 - (b) feel a growing confidence of knowing 'how it works'; and
 - (c) do gather and analyse data on SHE, but the effectiveness is not always proven.
- 4.10 Some of the key areas for improvement that have been identified relate to development and training; specifically, around how we understand how our colleagues' individual roles can impact upon SHE, particularly the environment, and ensure training and development is appropriately catered to its audience.

- 4.11 This is also reflected in feedback regarding taking action and getting involved with SHE improvements, with colleagues not always sure how they can contribute to the development of culture, or how their role can have an impact. It has also been identified that while colleagues feel we use mistakes or incidents as learning opportunities, there are opportunities to become more consistent in the way that we embed, share and build on those learnings to improve SHE performance.
- 4.12 The strengths highlighted from the assessment include the high level of responsibility colleagues feel for SHE, and that they feel people leaders take their SHE responsibilities seriously. Feedback has also confirmed that our colleagues believe that TfL is process-driven and that we have systems in place to effectively manage SHE. The highest scores related to safety and health and wellbeing responsibility.
- 4.13 The measurement workstream shows we are currently at a 'Structured' level, therefore we need to create more opportunities for colleague engagement on SHE to drive forward our level of maturity. This is supported by our priorities for the SHE Leadership and Learning Organisation workstreams, and why we have certain key items on the TfL roadmap, such as new training, systems and tools, to support our cultural ambitions.

5 SHE Leadership Workstream

- 5.1 The SHE Culture Programme's Leadership workstream has identified three key priorities for TfL:
- (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.
- 5.2 The SHE Leadership Engagement Tours workstream aims to ensure our senior leaders are visible across the whole organisation. The workstream supports our leaders to plan and record SHE specific engagement activities, with the primary focus on engaging with our operational colleagues.
- 5.3 There have been various improvements to the way that SHE Leadership Engagement Tours are captured and recorded. The main improvement is the launch of the SHE Leadership Engagement Tour form on the 'Safety Culture' digital assurance tool (formerly known as iAuditor) in April 2023. This activity promotes and records our senior leaders' engagement with frontline colleagues, utilising a positive approach.
- 5.4 The number of completed tours recorded by TfL's senior leaders since the report to the meeting of the Panel on 15 November 2023 is 138. This figure, separated by business area, is reported to every Safety Executive Committee meeting. The programme is also working towards planned and completed tours being published on scorecard targets, which is being piloted this year.

- 5.5 A successful session was held with TfL's directors to explore how best to manage their legal accountabilities. This was supplemented by giving TfL's directors the supporting guidance from the SHE Management System on their safety accountabilities and leadership responsibilities. It is our intention to run a similar session with TfL's senior managers in the coming months to ensure this advice and guidance cascades through the organisation.
- 5.6 As part of the wider workstream, it has been agreed that the Executive Committee's safety objectives for 2024/25 will include:
- (a) prioritise a safe and secure workplace for all, where everyone gets home safely every day; and
 - (b) ensure safety comes first, demonstrating strong safety leadership in all we do, fulfilling our safety accountabilities, and creating a just and fair culture.
- 5.7 The following has been suggested as one of the draft measures: promote the use of the SHE Culture Maturity Model Assessment and deliver an action plan in response to strengthen SHE culture.
- 5.8 These objectives demonstrate the commitment from our senior leaders towards SHE culture and will be communicated to all of TfL's people leaders over the next quarter, to help drive further progress in the organisation.
- 5.9 As part of equipping our leaders with the right training, skills and knowledge, we have launched a new SHE Leadership Engagement Tour e-learning course. This new course allows leaders to watch two scenarios and reflect upon how they can create a positive experience when carrying out these Tours.
- 5.10 The priorities over the next 12 months are to review the SHE leadership data from the SHE Culture Assessment, analyse other sources of data such as Viewpoint survey results to draw out deeper insights, and benchmark with external experts and other organisations to ensure we continuously improve our standards, support materials and approaches.

6 Just and Fair Workstream

- 6.1 The Just and Fair workstream aims to build an environment where colleagues feel fairly treated and are comfortable raising suggestions or sharing mistakes when things go wrong. This is a critical part of building a more positive and proactive SHE culture, increasing our opportunities to learn as an organisation and drive improvements in our SHE performance.
- 6.2 Following the launch of Just and Fair Process and Tool in 2023, we have been engaging with trade union representatives to gather their input on our implementation plan. Some operational areas have now started briefing colleagues on using the process to support incident investigation and, over the following months, we will begin rolling it out to other operational teams. A diagram explaining the Just and Fair tool can be found in the appendix to this paper.

- 6.3 To support managers with using the process, we have recently published an e-learning course. The course includes an introduction to Just and Fair from TfL's Chief Safety, Health and Environment Officer, explains how the process should be followed and provides managers with a scenario to test their understanding.
- 6.4 We are currently updating our incident investigations guidance to ensure investigators have a clear understanding of the Just and Fair process, which has been included in the new Local Investigations training course. Alongside this, our People team have conducted a review of TfL's people-related policies, processes and procedures and ensure just and fair principles are fully incorporated.

7 Learning Organisation Workstream

- 7.1 To support the development of a Just and Fair culture, and promote a learning environment within TfL, we need to ensure colleagues can easily raise safety concerns. To achieve this, we are delivering a pan-TfL system to enable all colleagues to report SHE observations, this could be concerns, or positive SHE behaviours which can be used to drive organisational learning.
- 7.2 Colleague engagement has indicated that the main barrier to reporting SHE observations is a lack of belief that action will be taken. Additionally, colleagues have indicated that they do not always receive feedback when they report a SHE observation, making it less likely they will report in the future. The programme has two strands:
- (a) delivering an implementation plan that drives behavioural change, encouraging all colleagues to speak up about SHE, and managers to listen, take action and provide feedback; and
 - (b) delivering a systems solution that enables all colleagues to report SHE observations, so that action can be taken, and feedback sent to the reporter.
- 7.3 We have analysed a range of systems solutions to identify the one that best meets the project's requirements. The priority for the next 12 months is to pilot the system, engage colleagues on the project, and develop implementation, administration, and resourcing plans, to prepare the system for a pan-TfL launch.
- 7.4 TfL is a subscribed member of CIRAS (Confidential Incident Reporting Analysis Service), which provides an independent confidential reporting service for colleagues who feel unable to report a SHE related issue internally. To support the development of a learning culture, we are undertaking a review of how TfL promotes and uses CIRAS as well as the data that is produced by CIRAS.
- 7.5 We have digitised the internal CIRAS reporting process utilising the SHE Action Tracker. This will be used for future reporting and the system has included backdating the records to include all CIRAS reports from 2022/23. The use of the Action Tracker enables SHE Business Partners to access both recent and historic CIRAS reports that may be of use to them during investigations or wider analysis, in addition to being able to transparently manage outstanding actions. Using the Action Tracker will help to facilitate the use of CIRAS data as a leading indicator as well as monitor performance and trends.

- 7.6 The project has future milestones to understand how we can better utilise CIRAS data to inform key or emerging SHE issues and risks, embed CIRAS as a leading indicator, and improve the overall CIRAS process.

8 Next Steps

- 8.1 One of the key outputs of the programme in 2024 will be the TfL-wide SHE Culture report. The report will utilise the results gathered through the assessment activity and other sources of data, such as Viewpoint and findings from Formal Investigation Reports, to develop a TfL baseline and a list of suggested centralised improvement activities. This report will inform the Safety Strategy roadmaps and enable TfL to consistently measure its progress through the cultural maturity levels.
- 8.2 This report will also include a review of SHE culture by demographic group, using the information gathered via the assessment questions. This will enable TfL to assess the differing levels of cultural maturity across the differing demographics within the organisation, identify opportunities for improvement and ensure TfL's approach remains inclusive and transparent.
- 8.3 The report will enable TfL to benchmark its performance against similar organisations, who undertake similar SHE cultural assessments. The programme is currently identifying opportunities to undertake these benchmarking activities and compare results across similar dimensions of SHE culture.
- 8.4 Finally, this report will share progress and learnings from the year's activities, which will be shared with the Panel as part of the next update.

List of appendices to this report:

Figure 1: Just and Fair process Flow Chart

List of Background Papers:

None

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Appendix: Figure 1: Just and Fair Process Flow Chart

