

Safety and Security Panel



Date: 19 May 2025

Item: Safety, Health and Environment Cultural Programme Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides the Panel with an update on the Safety, Health and Environment (SHE) Culture Programme and assessment, an overview of key themes and findings, recommendations following assessment and the next steps for the SHE Culture Programme.

2 Recommendation

- 2.1 The Panel is asked to note the paper.

3 Background and Context

- 3.1 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.
- 3.2 It is widely acknowledged that strong SHE leadership combined with supporting and building a mature, open SHE culture is the bedrock for good SHE performance. This is often assessed by a range of maturity measures and tools, such as employee engagement surveys, the Office of Rail and Road's Risk Management Maturity Model (RM3) and the Health and Safety Laboratory's Safety Climate Tool.
- 3.3 The SHE Culture Programme contributes to a more proactive safety culture that empowers teams to raise safety concerns before things go wrong, encourages the reporting of near misses, and learns lessons quickly.
- 3.4 The SHE Culture Programme was developed through reviewing academic research, best practice outlined 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.

- 3.5 The SHE Culture Measurement workstream provides a means for TfL to measure its SHE cultural maturity, that is bespoke and fit for TfL's needs and complex delivery model, which enables teams to better understand their SHE culture and to identify where improvements can be made.
- 3.6 TfL's SHE cultural maturity baseline has been determined by completing a series of localised SHE culture assessments across TfL, with the results consolidated to provide an indication of the organisation's level of SHE cultural maturity.
- 3.7 The SHE culture assessment has now been made available to 9,600 colleagues to date, with an average completion rate of 52 per cent. There has been a predominant focus on TfL's Operations and Capital teams.

4 Findings from the SHE Cultural Maturity Baseline

- 4.1 The overall findings from the SHE culture assessments indicate that TfL is in a positive place with regards to its SHE culture, with benchmarking suggesting that organisations such as National Highways and Network Rail are at a similar level of cultural maturity. However, for TfL to continue its journey towards Vision Zero, of which culture is a critical enabler, focus should be placed on building upon its cultural strengths and improving upon the weaknesses.
- 4.2 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.
- 4.3 TfL's overall SHE cultural maturity baseline, which consolidates the results from all assessments completed to date, gives a score of 3.31. This indicates a 'structured' approach to SHE, where colleagues:
 - Know: the importance of systems, audits and requirements to meet numbers;
 - Feel: a growing confidence of knowing 'how it works'; and
 - Do: gather and analyse data on SHE, but the effectiveness is not always proven.
- 4.4 Within the assessment of SHE, safety has the highest level of maturity at 3.45, followed by health and wellbeing at 3.31 and environment at 3.20.
- 4.5 Of the SHE culture assessments' cultural dimensions, areas of strength include:
 - (a) 'Responsibility';
 - (b) 'How we Manage'; and
 - (c) 'How we Lead',with improvement areas identified as:
 - (a) 'Our Mindset';
 - (b) 'Development of our People'; and

(c) 'How we Learn and Improve'.

- 4.6 An analysis of the key themes from TfL's SHE cultural maturity baseline indicates the following.
- 4.7 SHE leadership is one of TfL's cultural strengths, with leaders and managers typically seen to prioritise SHE and take responsibility for it. The baseline identified scope for improvements regarding demonstrating genuine care for SHE, as well as strengthening middle management's understanding of their SHE accountabilities and responsibilities.
- 4.8 Colleague responsibility has been identified as another of TfL's cultural strengths, with colleagues across the organisation feeling highly responsible for SHE and wanting to make a difference. The baseline identified scope for improvements around increasing colleague participation in SHE improvement activities, fostering greater two-way communication, and consistently establishing use of the SHE Management System in ways of working.
- 4.9 The majority of colleagues see incidents as learning opportunities and there is little evidence that TfL has a blame culture, however colleagues feel lessons are often not shared outside of individual teams, and that they do not always get a response when raising SHE concerns through formal or informal channels.
- 4.10 Development and training have consistently been one of the lowest scoring areas, with feedback suggesting an inconsistent approach. Feedback also cited a general lack of classroom-based hearts and minds SHE training, and an overriding feeling that training is there as a mark of compliance rather than building engagement and skills.
- 4.11 Demographic and working information, which was also collected as part of the assessment, reveals that there are few discernible differences in SHE cultural maturity across the different groups with protected characteristics. One notable finding is that colleagues with a health condition or disability report lower scores than those without, which is consistent with findings from other staff engagement surveys that have taken place.

5 Viewpoint Results

- 5.1 Viewpoint, TfL's all colleague engagement survey, was refreshed this year and open to all TfL colleagues to engage with between January and February 2025. The survey moved to an in-house delivery model and the question-set was refreshed, with the establishment of a new Safety and Security engagement theme containing five questions. The intention of the SHE Culture Programme is to use the results within this engagement theme to monitor the progress of TfL's SHE culture, as a form of pulse survey, to supplement the findings of the SHE culture assessment.
- 5.2 Early findings from the 2025 survey indicates that Safety and Security is the second highest scoring engagement theme at 74 per cent, behind Inclusion, and the highest score in many areas of the business. Highlights include that 77 per cent of colleagues feel safe at work, while 83 per cent feel safe reporting concerns.

- 5.3 TfL's business areas are to identify where improvements can be made through the establishment of improvement plans based on the Viewpoint results and their annual SHE improvement plan activities. Open text questions were asked, allowing colleagues to make specific comments around safety, with the data due to be released in the coming months for further analysis.

6 Next Steps

- 6.1 TfL is now shifting its focus on utilising the findings from the assessment and embedding tangible improvements.
- 6.2 Each business area is reviewing their localised SHE culture report if they have completed the assessment, or the TfL-wide SHE culture report if they have not, to identify and implement action to drive improvements to SHE culture and performance in their own area of responsibility.
- 6.3 The SHE Culture Programme has now completed the baseline measurement and will shift its focus towards evolving and embedding existing toolkits and initiatives to support the action above, which includes:
- (a) the development of a self-service culture assessment tool, enabling business areas to undertake either the full SHE culture assessment, or specific questions as a pulse survey, on demand and without further third party support. The tool will be available to all business areas to support further completion of the SHE culture maturity assessment across the organisation and we anticipate that this local ownership will further improve response-rates where business areas choose to undertake further surveys;
 - (b) the implementation of the SHE observations system, allowing our colleagues to raise SHE concerns and get feedback on that concern, with transparent tracking from concern to the solution;
 - (c) further strengthening leadership engagement through targeted training, the further embedding of the SHE leadership engagement tours, with a greater focus on consistent reporting and the quality of engagement;
 - (d) the further utilisation of the Just and Fair decision support tool in go-look-sees and combining with the new investigation process. The Just and Fair decision support tool helps managers to understand actions and behaviours when human action and/or behaviour has been identified as a root cause or contributory factor to an incident, ensuring that structured consideration is given to organisational systems and processes rather than assuming that the individual is at fault;
 - (e) continued targeted benchmarking, with similar and market leading organisations, with sharing of best practice and horizon scanning; and
- further collaboration with TfL's supply chain on SHE culture, to share best practice and lessons learnt to promote continuous improvement across TfL's whole remit.

- 6.4 This will be further supported by the continuing development of wider SHE initiatives, such as the SHE Management System improvements, the new incident management and risk assessment systems, the continued embedding of the digital assurance system and the development of the SHE@TfL training course.
- 6.5 The SHE Culture Programme will continue to work with the Diversity and Inclusion team to further understand any correlations with wider engagement surveys, to understand practical measures to improve safety for groups with protected characteristics.
- 6.6 The SHE Culture Programme will continue to offer regular updates to the Panel on the development of TfL's SHE culture through the analysis of specific Viewpoint questions, the results of by-demand pulse surveys, and workstream milestones. We intend to repeat the maturity assessment exercise, using the Cultural Maturity Model, in the future to determine what level of progress has been made.

List of appendices to this report:

None

List of background papers:

Safety, Health, Wellbeing and Environment (SHE) Culture Programme paper, Safety, Sustainability and Human Resources Panel 15 November 2023

Safety, Health, Wellbeing and Environment Culture Programme paper, Safety, Sustainability and Human Resources Panel 16 May 2024

Contact Officer: Lilli Matson, Chief Safety, Health and Environment Officer
Email: LilliMatson@tfl.gov.uk

[page left intentionally blank]