

**Transport for London**

**Safety and Sustainability Panel**

**Subject: Sustainability Framework Update**

**Date: 4 December 2013**

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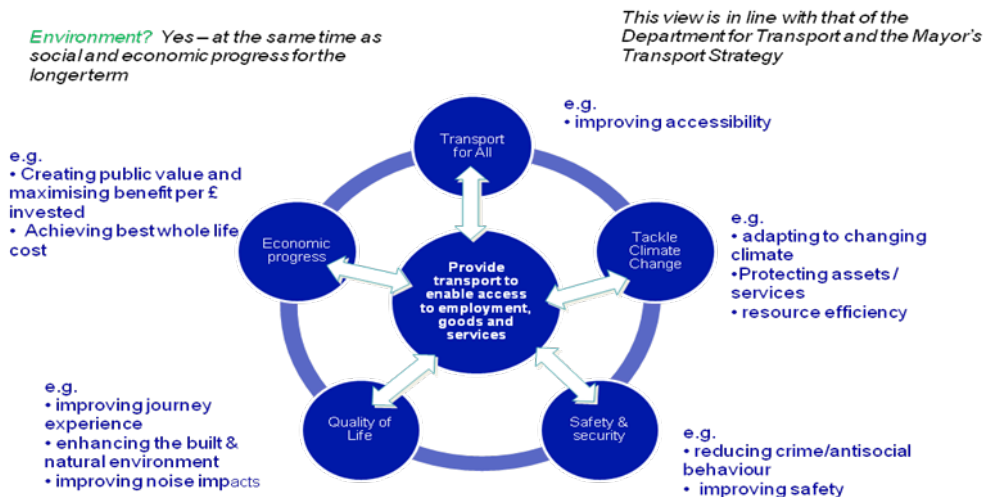
**1 Purpose**

- 1.1 This paper provides the Panel with an update on the progress and plans for delivering sustainability in TfL.
- 1.2 The Panel is asked to note the paper.

**2 Background**

- 2.1 The TfL Story says that every day TfL will deliver safe, reliable, clean, sustainable and accessible transport. In addition, as a corporate employer and buyer of goods and services, TfL has a number of responsibilities to deliver transport effectively (e.g. providing value, responsible procurement, skills, equal opportunities, safety) and to reduce associated impacts (e.g. noise, air emissions, CO<sub>2</sub> emissions from construction or operation).
- 2.3 A widely accepted definition of sustainability is 'development over the longer term that meets the triple benefits of economic, environmental and social'. TfL adapted this to be more specific to transport, following the lead of the Department for Transport in its 'Towards a Sustainable Transport System' strategy. TfL's definition is set out in the TfL sustainability framework on the next page:

## How we interpret sustainability at TfL



## 3 Progress in 2013/14

### Delivery of Sustainability in TfL Projects/Programmes

- 3.1 TfL has identified the key business processes through which it can have the most influence in effectively embedding sustainability into decision making and delivery. It has targeted activities where it had the most ability to make changes as a result of the opportunities identified – to the way it designs, purchases, builds, or specifies goods and services.
- 3.2 The TfL sustainability framework is proving to be a useful way to clearly communicate sustainability. It has become the foundation on which TfL has been assessing whether projects and programmes are being planned and delivered sustainably and/or contributing to sustainability goals. The framework has at its core a sustainability assessment tool, which is included as a mandatory requirement in the new TfL-wide Pathway project management process. In the assessment, projects or programmes are required to answer questions about their impact and influence around the areas of the framework and what actions they can take to maximise the benefits. Their assessment must show how they are delivering balanced benefits in all five areas, not one delivered to the detriment of others.
- 3.3 All TfL programmes and projects worth over £1m are required to do the sustainability assessment at an early stage of the project management process. An early assessment is important in order for the design or delivery to be influenced. The earlier a sustainability improvement is factored in, the cheaper it is to deliver.

- 3.4 In order to promote buy in and support for the use of the assessment in Pathway, sponsor and programme manager briefings on sustainability and use of the Sustainability Assessment product have been held. In the last year, TfL held joint training sessions for both the Sustainability product and the new Carbon Energy and Efficiency Plan material. There have been nine sessions and over 120 sponsors and project managers have been trained.
- 3.5 Sustainability assessments and associated action plans have been delivered to date for:
- (a) London Overground Capacity Improvement Programme;
  - (b) Northern Line Extension;
  - (c) Lifts and Escalators Programme;
  - (d) Stations – Bank, Finsbury Park, Camden Town, Hammersmith;
  - (e) Deep Tube Programme Review;
  - (f) Cycle Superhighways North-South and East West;
  - (g) Archway roundabout remodelling; and
  - (h) Garden Bridge
- 3.6 Having the sustainability assessment approach has brought a number of benefits to TfL. These include improving the Transport and Works Act applications that require a Sustainability Statement to be submitted (eg Northern Line Extension, Bank). It has also helped TfL to take advantage of funding and borrowing opportunities (DLR application to the European Bank for Reconstruction and Development; Treasury strategy for borrowing) and has identified whole life cost and responsible procurement improvement benefits we have been able to develop.
- 3.7 Last year's plan said that sustainability elements for procurement would be rolled out across TfL. This has been delivered for the Invitation to Tender for the Crossrail train operating company, the DLR re-franchise and the Northern Line extension. As a result, the Department for Transport and the Rail Safety Standards Board have asked London Rail to input into their work on sustainable franchises during the next year.

### **Proposed Plan for 2014/15**

- 3.8 There are still varying levels of sustainability maturity around the business. After a positive start focusing on projects and programmes, TfL plans to consolidate this, identify other areas of the business and processes and assess and report on how it is doing.

### **Fine Tune Projects Sustainability Appraisal**

- 3.9 There has been a good start with projects and programmes using the sustainability assessment in Pathway. By the end of 2013/14 TfL will review any lessons learned and suggestions for improvements from the first six months of use. TfL will capture and share cost benefit case studies.

## **Identify Other Business Areas/Processes**

- 3.10 The work done in the past year focused on the areas where we could deliver the most sustainability improvement through its projects and programmes involving construction. The next step will be to assess which other TfL business areas and processes to have opportunities for introducing a sustainability approach. By the end of the first quarter of 2014/15 it is proposed to do this for the new London Underground Operations structure, and for Information Management and Human Resources.

## **Assessing TfL's Sustainability Performance**

- 3.11 The lead for the rail industry on sustainability (RSSB – Rail Safety Standards Board) has worked with the sustainable development organisation Forum for the Future to develop a framework through which rail organisations can assess their performance in sustainability. London Rail contributed to the development of this assessment. It looks at five stages of progress against delivering sustainability principles and provides a maturity model approach.
- 3.11 TfL is already assessing its management system against the Office of Rail Regulation maturity model (focusing on safety) and it would make sense for us to also assess our sustainability activities against the most accepted sustainability maturity model. Therefore, by mid 2014/15 TfL will carry out an assessment using the RSSB framework. TfL has discussed with RSSB how we can undertake this for all TfL not just the rail based systems.

## **Reporting on Sustainability Performance**

- 3.12 By mid 2014/15 TfL is aiming to produce a draft TfL Sustainability report that uses international guidelines (Global Reporting Initiative) for good practice sustainability or corporate social responsibility reporting.

## **4 Recommendation**

- 4.1 The Panel is asked to note the paper.

## **5 Contact**

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