

TRANSPORT FOR LONDON

ENVIRONMENT AND PLANNING PANEL

**SUBJECT: TfL ENVIRONMENTAL POLICY AND MANAGEMENT
FRAMEWORK**

DATE: 24 FEBRUARY 2010

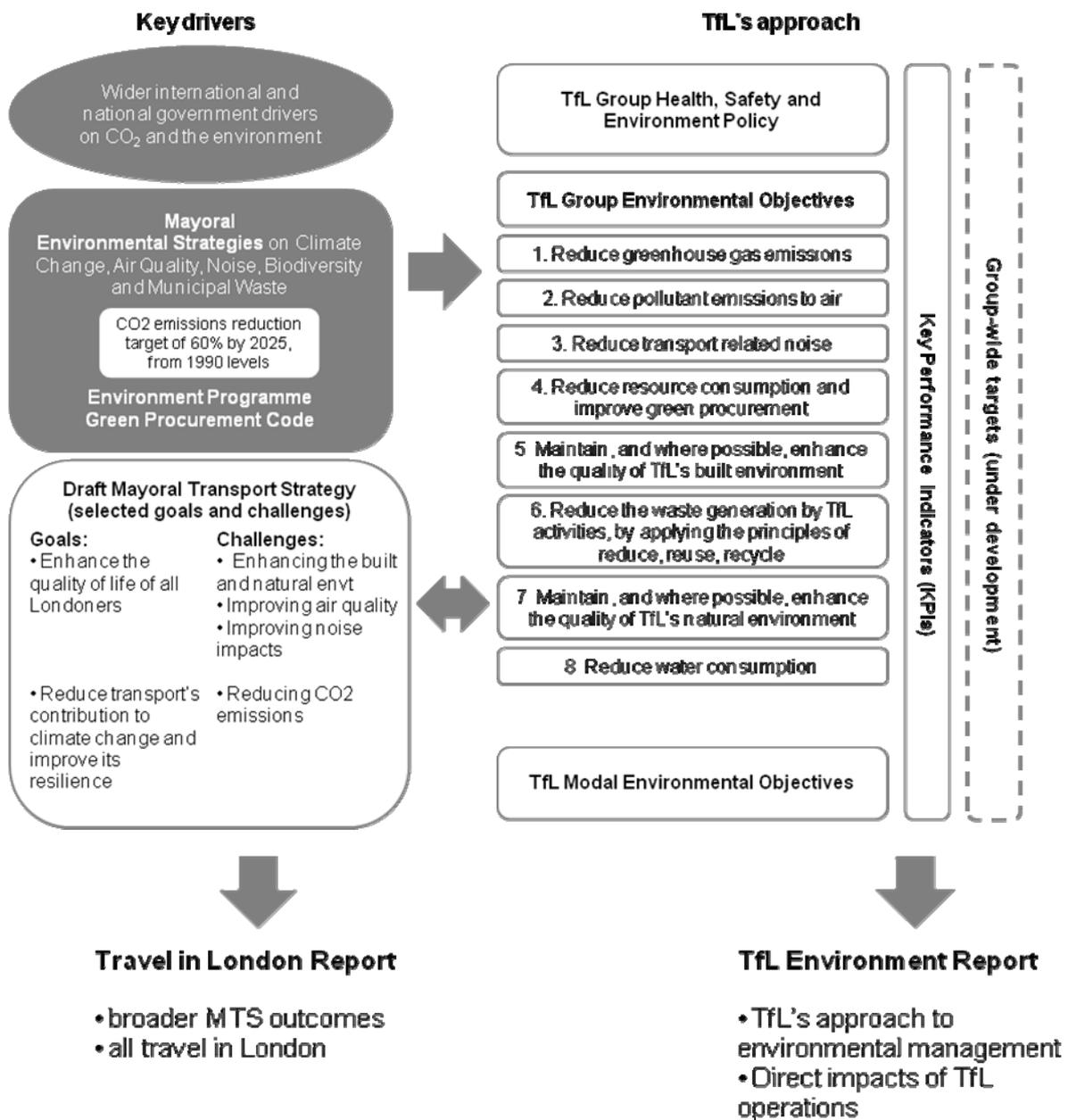
1 PURPOSE AND DECISION REQUIRED

- 1.1 At its meeting on 21 October 2009, the Panel suggested that it would be appropriate to consider the process for the development of a TfL environmental policy as part of its work programme. This report provides an overview of TfL's current Policy, Objectives and management framework in relation to environmental matters.
- 1.2 The Panel is requested to note the report and to support the development of Group level environmental targets.

2 INTRODUCTION AND OVERVIEW

- 2.1 While transport provides a vital service for London, it can impact on air quality, noise, climate change, and the natural and built environment. In addressing the impacts of its operations, TfL has opportunities to both protect and enhance London's environment.
- 2.2 TfL's Health, Safety and Environment (HSE) Policy requires TfL actively to support the Mayor in delivering his environmental strategies and a set of Environmental Objectives are in place which underpin the Policy. The Policy and Objectives are reviewed on a regular basis and updated as necessary.
- 2.3 Key Performance Indicators (KPIs) have been identified for the Environmental Objectives at modal and Group level where practicable.
- 2.4 A number of KPIs have modal environmental targets in place but TfL does not yet have any Group-wide environmental targets. Building on its year-on-year improvement of data collection and reporting processes across the Group, TfL has recently set out to develop and agree a number of environmental targets at the Group level.
- 2.5 To ensure delivery against the Policy and Objectives and to provide performance reporting and assurance processes, governance and management arrangements are organised and addressed in a structured way through HSE Management Systems (HSEMSs) which are in place across TfL.
- 2.6 A schematic overview of Mayoral requirements and other 'external drivers' and the Policy and Objectives currently in place for TfL is shown in Figure 1.

Figure 1. Key drivers and TfL’s approach to the environment



3 KEY DRIVERS

Mayoral Environmental Strategies, Green Procurement Code and Responsible Procurement

3.1 The Greater London Authority (GLA) Act gives the Mayor a duty to prepare and publish the following strategies: Municipal Waste Strategy; London Air Quality Strategy; London Ambient Noise Strategy; and a Biodiversity Strategy. In addition to these, the Mayor is also developing a Climate Change and Energy Strategy. A revised Mayor's Air Quality Strategy (MAQS) has completed Assembly and functional body consultation while a revised Climate Change and Energy Strategy is under development. The transport chapters in these are consistent with the Mayor's Transport Strategy (MTS) and TfL Planning have

provided the input. The Mayor has already set a London-wide 60 per cent CO₂ emissions reduction target for 2025, from 1990 levels.

- 3.2 As a functional body of the GLA and the integrated transport body for London, TfL has a key role to play in the delivery of the Mayor's Environment Strategies.
- 3.3 A Green Procurement Code is being delivered on behalf of the Mayor by London Remade. In addition, in March 2006 the Mayor provided the authority for the GLA Group to implement a GLA Group Responsible Procurement Policy, based on seven key themes, including the promotion of greater environmental sustainability. The Code and Policy guide TfL's implementation of responsible procurement.

Draft Mayor's Transport Strategy

- 3.4 TfL's role is to deliver the Mayor's priorities and manage the transport services across the Capital for which the Mayor has responsibility. The new draft MTS looks toward 2031 and seeks to deliver environmental as well as economic and social benefits to Londoners. In particular, it aims to improve air quality and noise impacts, enhance the built and urban environment, and reduce CO₂ emissions.
- 3.5 TfL, on behalf of the Mayor, publishes the annual Travel in London (TiL) report. The report will look at key trends and developments relating to travel and transport in Greater London and specifically report on the outcomes of the new MTS. In terms of the environment, it will report against the goals and challenges as set out in Figure 1 and the corresponding Key Performance Indicators (KPIs).

4 TfL'S HEALTH SAFETY AND ENVIRONMENT POLICY AND MANAGEMENT FRAMEWORK

TfL HSE Policy Statement

- 4.1 TfL's approach to the environment is rooted in the TfL Health, Safety and Environment Policy which was put into place in 2004 and has been regularly reviewed. The Policy commits the TfL Board, Commissioner and Managing Directors to:-

'... having health, safety and environmental (HSE) performance that we can be proud of'.
- 4.2 In relation to environment, the Policy requires TfL actively to support the Mayor in delivering his environmental priorities and to set progressive objectives and targets to improve HSE management and performance. It further requires TfL to take account of HSE risks and benefits in decision-making and as an integral part of the business planning process, including procurement and major projects, and to strive to realise environmental benefits, in addition to pollution prevention, with a focus on managing emissions and mitigating the effects of, and adaption to, climate change.
- 4.3 A copy of the HSE Policy is Attachment A to Appendix 1.

TfL's Environmental Objectives and KPIs

- 4.4 TfL's Group level Environmental Objectives were developed in 2003/04 and underpin the Group HSE Policy.
- 4.5 The eight Group Environmental Objectives (underpinned by modal objectives) were developed taking account of the Mayor's Environmental Strategies, the impact of TfL's activities and TfL's ability to drive improvement. TfL's 2004 Environment Report presented these Objectives and reported on performance against them for the first time.
- 4.6 The Objectives have been regularly reviewed and to date have been found to continue to reflect TfL's priorities.
- 4.7 Group KPIs to support the Objectives were developed and agreed in 2005 and were first reported against in the 2005 Environment Report. The Group KPIs are also reviewed regularly.
- 4.8 A complete overview of the current TfL Group Environmental Objectives and KPIs is presented in Appendix 2.

Data collection and monitoring

- 4.9 Given the scale and scope of TfL's operations, developing environmental data collection and monitoring have proven a significant task. Since the first TfL Environment Report in 2004 the entities reporting has increased, for example, London Overground, Private Hire Vehicles and the construction impacts of the East London Line. There has also been significant work to ensure the quality and comprehensiveness of data collection and reporting is adequate.
- 4.10 Challenges do remain, not least as a significant proportion of TfL's work is delivered through contracts with suppliers or partnerships with other organisations which may change over time. This is a challenge both in terms of determining the boundary of TfL's activities and in establishing sound and effective reporting processes as changes occur. As part of continual improvement environmental reporting requirements are now included in new contracts when appropriate.

Targets

- 4.11 By 2009, the Modes had put in place targets for some of their key environmental performance indicators as well as agreeing targets contractually with key suppliers. For example, Group Property and Facilities have targets for energy efficiency and water use in head office buildings. London Underground has targets for CO₂ per passenger km, waste recycled, noise, environmental incidents and regulatory non-compliances. Surface Transport has agreed a set of targets with the Highways Maintenance and Works Contractors. Crossrail is developing environmental targets for construction.
- 4.12 Currently TfL does not have any Group-wide environmental targets however, at its meeting on 17 November 2009 the Safety Health and Environmental Assurance Committee (SHEAC) requested that TfL develops and agrees a number of Group level environmental targets by March 2010. Work is underway to address this request and currently it is considered that these targets are most likely to be related to CO₂ emissions reductions, waste recycling and resource usage.

TfL HSE Management Systems

- 4.13 As part of a broader structured approach to HSE management based around a continual improvement cycle embedded in HSE MSs TfL has a well-established and structured approach to environmental management in place.
- 4.14 HSE MSs are recognised as an essential element of good HSE management and national and international standards for HSE MSs are well established. TfL's HSE MSs are compatible with these standards and comprise a TfL Group HSE MS which sets out requirements for HSE MSs for each business area – London Underground, Surface Transport, London Rail, Crossrail and TfL Corporate Directorates.
- 4.15 The existence of, and compliance with, HSE MSs that cover all of TfL's activities provides assurance that HSE is being managed in an appropriate manner.
- 4.16 The TfL HSE Policy and Management Framework outline's the TfL HSE MSs and is included as Appendix 1.

5 BROADER BUSINESS PROCESSES

Business planning and performance

- 5.1 Environmental considerations are increasingly embedded in wider TfL business planning and performance processes.
- 5.2 TfL's Business Case Development Manual informs the development and appraisal of TfL Business Cases. It has included a qualitative assessment of environmental and health impacts for some time and has recently introduced a quantitative valuation of reduction of CO₂ emissions, informed by current Department for Energy and Climate Change guidance.
- 5.3 The TfL Business Plan provides the environmental benefits that the Group's activities aim to deliver, including associated CO₂, NO_x and PM₁₀ emission forecasts.
- 5.4 There is a TfL-wide cross modal group of environmental managers and professionals (Environmental Liaison Group) that supports the setting of the environmental objectives and coordinates the environmental performance reporting, and provides a platform for the sharing of good practice.
- 5.5 The TfL Environment Liaison Group supports consistent delivery of compliance with environmental legislation and requirements across the modes. For example, they introduced pan-TfL measures to implement the Site Waste Management Plans and are currently developing the compliance plan for the Carbon Reduction Commitment Energy Efficiency Scheme.
- 5.6 TfL has also recognised the contribution to environmental improvement that can be made by cumulative action from all staff. There have been staff engagement campaigns targeted at energy efficiency and waste reduction for some years and these are now brought together in a comprehensive environmental behavioural change campaign 'Destination Green'. A network of 230 Environmental Champions and 200 London Underground Station Energy Champions are supported and the Destination Green site on the intranet brings

together all the requirements and tools needed to empower champions and colleagues to bring about local environmental improvements.

Procurement

- 5.7 TfL is a large purchaser of goods and services and therefore can bring significant benefits by working with suppliers to ensure that their products and services meet the environmental requirements of the GLA Responsible Procurement Policy and the Mayor's Green Procurement Code.
- 5.8 The Mayor's Green Procurement Code has four levels of commitment that an organisation can make. TfL recently signed up to the highest level (B2) of the Code, committing to measurable targets for specifying and buying recycled products and is working closely with London Remade, the organisation established to deliver the Code, to share best practice and develop joint improvement projects.

Performance reporting

- 5.9 Environmental reporting by TfL is principally through the annual Environment Report and the Travel in London Report. These reporting processes are addressed in more detail in a separate report to this meeting of the Panel under agenda item four.

6 RECOMMENDATION

- 6.1 The Panel is asked to NOTE the contents of this report and to SUPPORT the development of Group-level environmental targets.

7 CONTACT

- 7.1 Contact: Richard Stephenson, Director Group HSE
Number: 020 7126 4905
Email: RichardStephenson@tfl.gov.uk

TfL GROUP HEALTH SAFETY AND ENVIRONMENT POLICY AND MANAGEMENT FRAMEWORK

INTRODUCTION

The primary objective of this policy and management framework is to set out the principles by which TfL seeks to maintain the safety and health of employees and others who may be affected by its operations and to protect and enhance the environment both locally and globally.

This policy and management framework is applicable to all TfL employees and to all of those not directly employed by TfL who have an impact on TfL's health, safety and environmental (HSE) performance.

POLICY FRAMEWORK CONTENT

TfL has a legal duty to protect its employees, customers and the environment from harm. TfL's Health, Safety and Environment Management Systems (HSE MSs) lay down the standards and procedures that ensure that systems to comply with this duty are in place.

HSE MSs are recognised as an essential element of good HSE management and national and international standards for HSE MSs are well established. TfL's HSE MSs are compatible with these standards.

TfL's HSE MSs are comprised of a TfL Group HSE MS and HSE MSs for each business area – London Underground, Surface Transport, London Rail, Crossrail and TfL Corporate Directorates.

The TfL Group HSE MS provides the structure and framework within which the TfL group of businesses manage their HSE risks. It sets out the strategic management arrangements and processes by which the commitments within the TfL HSE Policy statement are met and the standards and procedures to allow all risks to be managed to a level that is 'as low as reasonably practicable'.

Where appropriate, TfL requires those who provide works, goods or services to have HSE MSs in place that are compliant with national or international standards.

The existence of, and compliance with, HSE MSs that cover all of TfL's activities provides assurance that HSE is being managed in an appropriate manner.

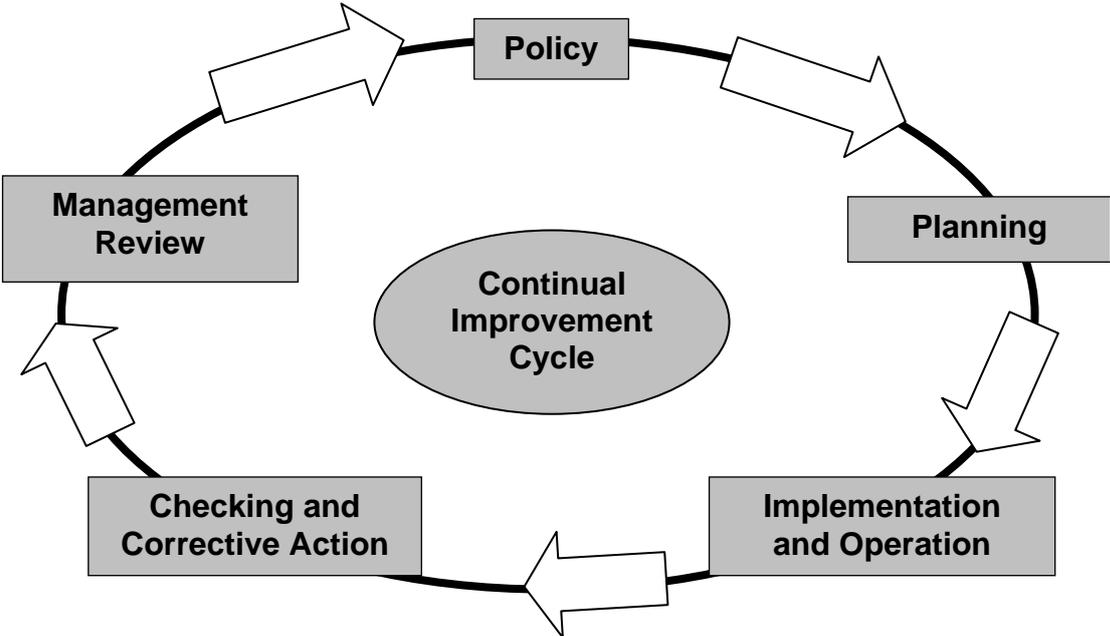
TfL has in place an HSE Assurance Letter process which requires each Chief Officer annually to sign a Letter indicating the level of compliance of their business with the requirements of the Group HSE MS. These Letters are then submitted to the Commissioner and subsequently to the Safety Health and Environment Assurance Committee.

Each Chief Officer is responsible for HSE management within their business area. The details of these responsibilities and how they are discharged are defined in each business areas HSE MSs.

The structure of TfL’s HSE MSs are categorised into five areas:

- Policy
- Planning
- Implementation and operation
- Checking and corrective action
- Management review

These five areas form a ‘quality improvement cycle’, commencing with the policy, that then works to deliver continuous performance improvement.



HSE Policy

The TfL HSE Policy Statement gives our objectives and commitment to improving HSE performance and sets out the principles for action by the organisation. The full TfL HSE Policy Statement is attached as Attachment A.

Planning for HSE

The Planning element of the HSE MS includes standards and procedures and arrangements for the ongoing identification of hazards, assessment of risks and the implementation of necessary control measures. It also includes the arrangements for the identification of applicable legal requirements and the establishment of HSE objectives and programmes for their achievement.

Implementation and Operation

This element requires the documenting and communicating of the roles and responsibilities of employees who manage, perform and verify activities which have an effect on TfL's HSE risks. It also requires HSE competence requirements to be defined and arrangements to be established for communication and consultation on HSE matters.

Checking and Corrective Action

This element requires the maintenance and monitoring of HSE performance on a regular basis and provision of assurance to the Chief Officers, the Safety, Health and Environment Assurance Committee and the TfL Board.

Management Review

This element requires senior management to review HSE MSs to ensure their continuing suitability, adequacy and effectiveness.

TfL HSE POLICY STATEMENT

The TfL Board, Commissioner and Managing Directors are committed to having health, safety and environmental (HSE) performance that we can be proud of.

By implementing this policy through HSE management systems, we shall:

Plan improvements in HSE management by:

- Complying with the spirit and the letter of HSE legislation, Approved Codes of Practice, internal HSE Management Systems and external HSE standards.
- Ensuring the risks to the health and safety of employees, customers, contractors and 3rd parties are systematically managed to as low as is reasonably practicable.
- Ensuring the risks to the health and safety of employees, customers, contractors and 3rd parties are systematically managed to as low as is reasonably practicable.
- Setting progressive objectives and targets to improve HSE management and performance in keeping with stakeholder expectations and Mayoral strategies.
- Taking due account of HSE risks and benefits in decision-making and as an integral part of the business planning process.
- including procurement and major projects.
- Striving to realise environmental benefits, in addition to pollution prevention, with a focus on managing emissions and mitigating the effects of, and adapting to climate change.
- Actively supporting the Mayor in delivering the environmental strategies on air quality, ambient noise, biodiversity, energy and municipal waste.

Implement and operate effective risk control systems by:

- Ensuring employees have the competence and resources to discharge their personal responsibilities for HSE matters and encouraging a positive HSE culture.
- Providing employees with access to services to promote health and wellbeing.
- Providing premises, plant and equipment and systems of work that contribute to a safe and healthy work place and minimise harm to the environment.
- Securing the commitment and involvement of our employees in improving HSE management through effective communication and consultation mechanisms.
- Ensuring arrangements with contractors promote and actively support the implementation of this policy.
- Planning for foreseeable emergency conditions to ensure effective risk controls and resilience arrangement are in place.

Monitor HSE performance, taking corrective action where required by:

- Monitoring HSE Management System indicators to improve performance.
- Ensuring that root causes are identified in the investigation of incidents.
- Ensuring effective auditing arrangements are in place to provide assurance and to identify and ensure appropriate corrective action where required.

Undertake regular management reviews

- Regularly review the suitability and effectiveness of HSE management, including this policy, and undertake improvement action where appropriate.

This policy shall be communicated to all employees and be publicly available.

TfL's Environmental Objectives and Key Performance Indicators

Objective	Group KPI
1. Reduce greenhouse gas emissions	1.1 Amount of CO ₂ emissions (tonnes and normalised for operations, new capital works and head offices) 1.2 Energy consumption, by type (electricity, renewable or CHP electricity, gas, petrol, diesel, heavy fuel oil, other) (kWh for electricity and gas and litres for liquid fuels) 1.3 Proportion of electricity obtained from renewable sources (%)
2. Reduce pollutant emissions to air	2.1 Amount of NO _x emissions 2.2 Amount of PM ₁₀ emissions (Both in tonnes and normalised for operations, new capital works and head offices)
3. Reduce transport related noise	3.1 Number of noise complaints 3.2 Percentage of LU track continuously welded 3.3 Percentage of TLRN with lower noise surface material 3.4 Percentage of buses in fleet at least 2dB(A) quieter than the legal requirement
4. Reduce resource consumption and improve green procurement	4.1 Total value of spend on specified categories of recycled products, across the TfL Group (£) 4.2 Amount of paper consumed (tonnes) across the TfL Group, and proportion from recycled sources (%) 4.3 Amount of aggregate consumed (tonnes) across the TfL Group, and proportion from recycled sources (%) 4.4 Amount of timber consumed (tonnes) across the TfL Group, and proportion from recycled or certified sustainable sources (%)
5. Maintain and, where possible, enhance the quality of London's built environment	5.1 Perceived amount of graffiti at stations and on transport services 5.2 Perceived cleanliness and condition of stations and transport services 5.3 The quality of the street environment
6. Reduce the waste generated by TfL activities, by applying the principles of reduce, reuse, recycle	6.1 Amount of commercial and industrial waste produced and proportion recycled (tonnes and normalised for operations, new capital works and head offices) 6.2 Amount of construction and demolition waste produced and proportion recycled (tonnes and normalised for operations, new capital works and head offices) 6.3 Proportion of all waste that is classified as hazardous (%)
7. Maintain and, where possible, enhance the quality of London's natural environment	7.1 No KPIs have been developed to date.
8. Reduce water consumption	8.1 Amount of water consumed (total m ³ , and normalised for operations, new capital works and head offices)