

**TRANSPORT FOR LONDON**

**SAFETY, HEALTH AND ENVIRONMENT ASSURANCE COMMITTEE**

**SUBJECT: TFL GROUP APPROACH TO SUSTAINABILITY MANAGEMENT**

**DATE: 1 DECEMBER 2010**

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**1 PURPOSE AND DECISION REQUIRED**

- 1.1 This report outlines a TfL Group Approach to Sustainability Management that consolidates, at a high level, TfL's approach to management and delivery of sustainability.
- 1.2 The Committee is asked to note the paper and agree the proposed TfL Group Approach to Sustainability Management.

**2 BACKGROUND**

- 2.1 TfL's commitment to sustainability is set out in Standing Order number 1 as follows: 'TfL is committed to exercising its functions having regard to the need to improve the TfL Group's sustainability performance through a combination of leadership, strategic partnering, stakeholder engagement, policy outcomes and the management of the impact of TfL's activities on the local environment, social well-being and economic prosperity.'
- 2.2 The new Mayor's Transport Strategy (MTS), for the first time, provides a clear vision for the delivery of sustainable transport in London over the long term, and its goals will form the basis for TfL's strategic objectives going forward. However, TfL as a body corporate, employer and buyer of goods and services has a number of wider sustainability impacts (eg CO<sub>2</sub> emissions from construction) and responsibilities (eg responsible procurement), as informed by wider Mayoral strategy and European Union and national policy and legislation. At present, TfL does not have a central definition or narrative that summarises, at a high level, what these are and how TfL implements them.
- 2.3 Leading organisations, mostly private sector, have found that having a clear and useable description of what, in practical terms, sustainability means for the organisation helps to provide a strong narrative that can be communicated widely to staff and stakeholders. It also helps to inform decision-making, through further integration of sustainability principles into day-to-day management and business processes and strengthens the reputation and bottom line performance of the organisation, even in economically challenging times.

**3 PROPOSAL**

- 3.1 A brand new vision for a sustainable transport system is contained in the MTS. Moreover, TfL already has a corporate vision in place, as well as a Governance Framework containing Group-wide policies that cover individual aspects of

corporate sustainability, including the Equality and Inclusion Policy, Responsible Procurement Policy, Health, Safety and Environment Policy, Environment Objectives and Management Framework, and the Resilience Management Policy Framework. Together, these policies 'define and guide business standards and conduct and ensure compliance with legal requirements'.

- 3.2 It is proposed that TfL has a single document that pulls together an overall narrative regarding its approach to managing sustainability, to complement the Mayoral transport vision and detailed transport strategy, and to sit alongside other individual TfL Governance Framework policies already in place.

### **What the TfL Group Approach to Sustainability Management will do**

- 3.3 The TfL Group Approach to Sustainability Management will:

- (a) provide an overview of TfL's most material sustainability impacts, taking account of responsibilities and influences deriving from Mayoral strategies for London that cover issues such as equality, health, climate change and air quality, and European Union and national policy and legislation;
- (b) summarise, at a high level, TfL's approach to ensuring delivery of its sustainability priorities;
- (c) help TfL staff understand what sustainability means for TfL, and how they can play their part in making it happen. Specifically, the framework should help give visibility to issues that are material to TfL but not directly covered by the MTS;
- (d) provide a basis for provision of sustainability assurance, by clearly defining the key themes and impacts that the organisation should consider in carrying out its operations; and
- (e) help to communicate better the full range of benefits that TfL delivers to external stakeholders.

- 3.4 The TfL Group Approach to Sustainability Management will not:

- (a) set new business objectives for TfL; instead it will highlight existing commitments and priorities that are important in contributing to sustainability;
- (b) require any additional resources or that any new business processes are put in place. Instead, it will help to 'frame' the processes in place, or being implemented (eg the Strategic Assessment Framework), by providing staff with a high level understanding of what TfL is trying to achieve;
- (c) provide a great level of detail on TfL's sustainability impacts and responsibilities. The purpose of the Approach is to provide a simple, high level framework. Detail on responsibilities, objectives or targets will (continue to) be captured elsewhere (with additional guidance provided as appropriate); or

- (d) duplicate the development of policies for London through the MTS and other Mayoral strategies.

### **Content of the proposed Approach**

- 3.5 The proposed TfL Group Approach to Sustainability Management is attached as Appendix 1.
- 3.6 Its contents were derived from the MTS, a review of wider Mayoral strategies and current government policy as applicable. The draft Approach aims to highlight those sustainability themes where TfL can make the biggest impact and achieve the most beneficial outcomes, including climate change, waste, health, and equality and inclusion. It is explicit that other sustainability issues are also addressed by the business. These include relatively smaller business impacts, such as water consumption and biodiversity management, and areas that are considered to be integral to the business, such as economic progress and safety and security.

## **4 RECOMMENDATION**

- 4.1 The Committee is asked to NOTE the paper and AGREE the proposed TfL Group Approach to Sustainability Management.

## **5 CONTACT**

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## TfL GROUP APPROACH TO SUSTAINABILITY MANAGEMENT

### 1 PURPOSE

The TfL Group Approach to Sustainability Management aims to provide guidance on what sustainability means for the organisation, by summarising, at a high level, what impacts it considers in planning and carrying out its transport and wider operations, and how it ensures delivery.

### 2 TfL'S COMMITMENT TO SUSTAINABILITY

TfL is committed to exercising its functions having regard to the need to improve the TfL Group's sustainability performance through a combination of leadership, strategic partnering, stakeholder engagement, policy outcomes and the management of the impact of TfL's activities on the local environment, social well-being and economic prosperity.

### 3 DELIVERING SUSTAINABLE TRANSPORT

TfL is committed to delivering the Mayor's priorities and vision for sustainable transport in London.

As the integrated body responsible for London's transport system, TfL's main role is to manage the transport services for which it has responsibility and to lead the implementation of the Mayor's Transport Strategy (MTS).

The MTS seeks to deliver a transport system that 'excel[s] among those of global cities, providing access to opportunities for all its people and enterprises, achieving the highest environmental standards and leading the world in its approach to tackling urban transport challenges of the 21st century'. This will require TfL to manage its services sustainably, balancing economic, social and environmental impacts and benefits so as to optimise its contribution to the Mayor's vision for a sustainable transport system.

Through its programmes and operations, TfL will seek to achieve the following goals:

- (a) support economic development and population growth;
- (b) enhance the quality of life for all Londoners;
- (c) improve the safety and security of all Londoners;
- (d) improve transport opportunities for all Londoners; and
- (e) reduce transport's contribution to climate change and improve its resilience.

## **4 THE WAY WE DO OUR BUSINESS**

While the delivery of sustainable transport is our core purpose, we seek to contribute to sustainability through all of our corporate activities. In particular, we seek to contribute to wider priorities as set out in the Mayor's strategies and policies, including those related to the environment, employment and skills, health inequality, and responsible procurement.

We will seek to address all elements of the diverse themes that make up sustainability but believe we can make the biggest impact and achieve the most beneficial outcomes in the following ways:

### **Climate change**

TfL seeks to encourage low carbon road transport, reduce CO<sub>2</sub> emissions from vehicle fleets and buildings under its control, and work with suppliers to minimise their emissions. We will take account of life-cycle/embodied carbon emissions and support energy decentralisation and decarbonisation where possible. We are also committed to adapting the transport network to any long-term changes in climate.

### **Waste**

TfL seeks to minimise waste on and from the transport system. In addition, we are committed to reducing construction and demolition waste as well as corporate (head office) and industrial waste. We aim to demonstrate efficient resource management practices, minimising waste at source, and diverting waste from landfill wherever feasible.

### **Health**

TfL is committed to ensuring the health and well-being of its customers and the public, through improving access to essential services and reducing the air quality and noise impacts from transport operation, and construction and maintenance. We encourage Londoners, staff and contractors to walk and cycle, and seek to provide a working environment that enhances the health and well-being of our staff.

### **Equality and inclusion**

TfL is committed to offering transport services that meet the needs of all Londoners. It also seeks to ensure that TfL is a best practice employer and one that attracts and retains a diverse workforce that reflects the community we serve. In addition, TfL is committed to providing skills development and fair employment opportunities through its supply chain. We seek to promote equality and engage with stakeholders, customers and service users to ensure that what TfL does is informed by their views.

### **Management and delivery**

TfL together with its partners and stakeholders will ensure the delivery of maximum value for money for London through:

- (a) integrating sustainability principles into its day-to-day management and decision making processes;

- (b) active partnerships and stakeholder engagement, to optimise benefits for all Londoners;
- (c) responsible employment practices, to remain an employer of choice and extend work opportunities to all;
- (d) responsible procurement across the TfL Group, aimed at delivering better value for the city, its people and its businesses; and
- (e) provision of assurance and reporting on progress against the sustainable transport goals and sustainability goals.

## **6 APPROVAL**

The Safety, Health and Environment Assurance Committee agrees the TfL Group Approach to Sustainability Management.

## **7 REVIEW**

The TfL Group Approach to Sustainability Management will be reviewed regularly.

## **8 OWNER**

The TfL Group Approach to Sustainability Management is owned by General Counsel.

This version of the TfL Group Approach to Sustainability Management was agreed by the Safety, Health and Environment Assurance Committee on .....