

TfL SHE Governance Structure

Topics > SHE Governance > TfL SHE Governance Structure

TfL SHE Governance Structure & Requirements

The below table sets out our requirements for TfL SHE Governance. At each level, nominated accountable individuals must ensure the demonstration of these requirements through appropriate processes and structures.

	Enterprise Risk Level	Purpose & Requirements	Demonstration
TfL Board Level			
TfL Board	N/A	The Board approves the most important matters affecting TfL. These include approval of the TfL Budget, Business Plan, Annual Report and Statement of Accounts, Annual SHE Report and other	Publication of Board Papers Further cascade of actions and update from TfL attendees as

		major and strategic issues and policies. It delegates other decisions to its Committees and to the executive.	appropriate.
TfL Board Advisory Panels Customer Service & Operational Performance Panel (CSOPP)) Safety Sustainability & Human Resources Panel (SSHRRP))		<p>The panel has a clear focus on delivery for TfL's customers, including accessibility and the sharing of learning from across the whole organisation. Senior SHE representation</p> <p>The panel considers wide-ranging issues including policy, strategy, the implementation of the Mayor's Transport Strategy and operating business performance in relation to safety and sustainability considerations for TfL's services and reviews and monitors human resources issues including equality and inclusion, health and wellbeing across TfL.</p>	<p>Publication of Meeting Papers</p> <p>Further cascade of actions and update from TfL attendees as appropriate.</p> <p>Publication of Meeting Papers</p> <p>Further cascade of actions and update from TfL attendees as appropriate.</p>
TfL Executive Committee Level			
Full Executive Committee Forums ExCo Safety, Business & Strategy	L0	<p>Summary of SHE Thematic Groups decisions, actions and issues as required for communication or escalation</p> <p>Visibility of SHE incidents of significant impact, interest, or reputational concern</p>	<p>Terms of Reference</p> <p>Minutes of meetings/Records of Decisions/Actions arising</p> <p>Auditable tracking of actions</p>

<p>ExCo Weekly Check-in</p> <p>ExCo Periodic Performance</p> <p>ExCo Change</p>			
<p>ExCo Thematic Group: Safety</p>	<p>L0</p>	<p>Oversees Enterprise <u>Risk 1</u>. 'Inability to deliver Safety objectives, obligations and outcomes'.</p> <p>Oversight of safety across the whole value chain.</p> <p>Monitors trends, future risks and risk management status.</p> <p>Monitors delivery of strategic safety plans e.g. Vision Zero Action Plans</p> <p>Escalation of Safety issues from Business Areas.</p> <p>Visibility of decisions subject to safety change assurance processes.</p> <p>Visibility of Formal Investigation Reports findings, recommendations, and actions</p>	<p>Terms of Reference</p> <p>Minutes of meetings/Records of Decisions/Actions arising</p> <p>Auditable tracking of actions</p>
<p>ExCo Thematic Sub-Group:</p> <p>Colleague (including Health & Wellbeing)</p>	<p>L0</p>	<p>Oversees Enterprise <u>Risk 2</u>. 'Attraction, retention, wellbeing and health of our employees TBC'</p> <p>Management of Colleague road map across whole value chain.</p> <p>Monitors trends, future risks and risk management status.</p> <p>Monitors delivery of strategic Colleague plans</p>	<p>Terms of Reference</p> <p>Minutes of meetings/Records of Decisions/Actions arising</p> <p>Auditable tracking of actions</p>

		Escalation of Colleague issues from Business Areas.	
<p>ExCo Thematic Sub-Group:</p> <p>Sustainability (Environment & Climate Change)</p>	L0	<p>Oversees Enterprise Risk 3. 'Environment, including Climate Adaptation TBC'</p> <p>Oversight of Sustainability, Environment and Climate Change across whole value chain.</p> <p>Monitors trends, future risks and risk management status.</p> <p>Escalation of sustainability and environment issues from Business Areas.</p> <p>Visibility of decisions subject to applicable change assurance processes.</p> <p>Visibility of Formal Investigation Reports findings, recommendations, and actions</p>	
<p>Wider ExCo Thematic Sub-Groups</p> <p>Security</p> <p>Customer & Operations</p> <p>Investment</p>	L0	<p>Cross cutting SHE actions, decisions and items shared as appropriate</p>	

Pan-TfL SHE Change Assurance		Conducted by ExCo Thematic Group: Safety	
Chief Officer & Director	L1	<p>Need to specify accountabilities for SHE outcomes within area of responsibility</p> <p>Sets direction and policy, with subsequent oversight/monitoring of progress against delivery/milestones/targets</p> <p>Commission and track Formal Investigation Reports</p> <p>Managing implementation and compliance with existing, new and changed SHE legislation as advised by SHE</p> <p>Planning for SHE Improvements</p> <p>Secure funding and resources to implement necessary changes through TfL business planning process</p> <p>Conduct Safety Change Assurance Activities in accordance with specific legal and regulatory requirements. This is to include escalation of changes which affect more than one mode or department</p>	<p>Terms of Reference</p> <p>Minutes of meetings/Records of Decisions/Actions arising</p> <p>Auditable tracking of actions</p>
Business Area Meetings	L1/L2	<p>Delivery of activity in accordance with policy commitments, including:</p> <p>Ensuring annual SHE improvement plans in place and completed</p> <p>Review SHE risks and mitigating actions</p>	<p>Terms of Reference</p> <p>Minutes of meetings/Records of Decisions/Actions arising</p> <p>Auditable tracking of actions</p>

Ensure adequate additional risk mitigation measures are established whilst implementing risk reduction options

Ensure risks are reduced to levels that are as low as is reasonably practicable

Implement, monitor and report on plans

Implement Improvement plans including:

When Improvement plans are approved you must:

Allocate actions to your managers

Communicate plans to those affected

Monitor plans through to completion

Report progress to the business area governance Board

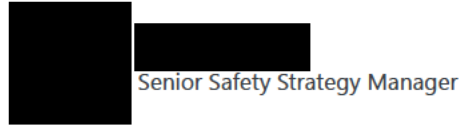
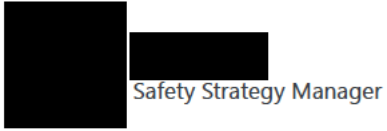
Assess the results and effectiveness of actions

Conduct Safety Change Assurance Activities in accordance with specific legal and regulatory requirements. This is to include escalation of changes which affect more than one mode or department

<p>Local Management Meetings</p>	<p>L2/3</p>	<p>Delivery of activity in accordance with direction</p> <p>Implement required <u>SHE</u> changes in your area</p> <p>Implement Improvement plans including:</p> <p>When Improvement plans are approved you must:</p> <p>Allocate actions to your managers</p> <p>Communicate plans to those affected</p> <p>Monitor plans through to completion</p> <p>Report progress to the business area governance Board</p> <p>Assess the results and effectiveness of actions</p> <p>Communicate the changes to those affected</p> <p>Amend any documents, processes and ways of working as required</p> <p>Consult with employee representatives</p>	<p>Terms of Reference</p> <p>Minutes of meetings/Records of Decisions/Actions arising</p> <p>Auditable tracking of actions</p>
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Subject Matter Experts (SMEs)




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