



Annual Safety Performance Report 2021/2022

Committee Personnel

Date of meeting 26 August 2022

Date of report 16 August 2022

Report by Chief Executive

1. Object of report

To update the Committee on SPT's Annual Safety Performance report for 2021/2022. The report is attached at Appendix 1.

2. Background

Providing a safe and secure environment for SPT customers and staff is of paramount importance and SPT monitors these matters closely. The Annual Safety Performance Report details SPT's Health and Safety performance for the financial year 2021/2022.

The report compares this year's performance with previous years to identify trends and areas for continuous improvement across all areas.

The report details the overall Health & Safety performance of SPT and includes information against the Key Performance Indicators (KPI's) and targets set out in the individual Bus Stations and Subway Annual Safety Plans for 2021/2022.

3. Conclusions

The Annual Safety Performance report for 2021/2022 provides an overview of specific areas of Health & Safety related activities within Corporate, Subway and Bus.

In preparation for 2022/2023, SPT carried out an evaluation of the previous year's statistics including the KPI's described in the Annual Safety Plans for Bus and Subway. This enables SPT to develop the annual safety plans taking account of trends and analysis for the next financial year for individual departments. The plans identify improvement strategies designed to aid the departments to manage and improve safety performance, identify areas of focus and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance.

4. Committee action

The Committee is recommended to note the content of the Annual Safety Performance report 2021/2022.

5. Consequences

Policy consequences	<i>None directly.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>None directly.</i>
Personnel consequences	<i>None directly.</i>
Equalities consequences	<i>None directly.</i>
Risk consequences	<i>None directly.</i>
Climate Change, Adaptation & Carbon Consequences	<i>None directly.</i>

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Title **Director of Subway**

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**ANNUAL SAFETY
PERFORMANCE REPORT**

2021/2022



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1. INTRODUCTION & CONTEXT

1.1 Purpose of the Document

This Annual Safety Report details SPT's Health and Safety performance for the financial year 2021/2022 (i.e. April 2021 to March 2022). The report compares this year's performance with previous years to identify trends and areas for continuous improvement across all areas.

1.2 Scope of Coverage

The report details the overall Health & Safety performance of SPT and includes information against the Key Performance Indicators (KPI's) and targets set out in the individual Bus Stations and Subway Annual Safety Plans for 2021/22.

1.3 Context and Overview of 2021/2022 Activities

SPT activities have been impacted by COVID restrictions over the year within Corporate, Subway and Bus, which are detailed in the SPT Annual report.

The following is an overview of the specific areas of Health & Safety related activities.

- **COVID Impacts and Measures**

The biggest challenge facing SPT was managing COVID and associated restrictions while maintaining day to day operations and supporting others in the national response. This resulted in SPT introducing a COVID specific strategy and a wide range of control measures to address the risks from the pandemic. SPT aligned their COVID management arrangements with Scottish Government legislation and guidance. This led to the following changes to working arrangements for staff.

- SPT applied a work from home instruction and then as restrictions eased, moved to a hybrid working model for all relevant staff. SPT continued to provide public transport for workers returning to the workplace and other non-essential journeys which required a wide range of operational staff to attend for work.
- All of these activities were assessed for risks from COVID and the associated risk assessments were reviewed in accordance with Government guidance changes and at regular periodic reviews.
- Physical control measures such as signage, physical distancing measures and provision of Personal Protective Equipment (PPE), face coverings, gloves and hand washing/sanitiser were maintained and re-enforced.

SPT introduced enhanced cleaning regimes as part of its response to COVID for both public and staff areas. This included:

Employing our cleaning contractor to continue enhanced cleaning practices

- Regular cleaning and wipe down of frequently used touch points such as desks surfaces, desk equipment including phones, kitchen tables and food preparation surfaces, handles and other touch points such as handrails, counter surfaces and office equipment control panels.
- Fogging of office areas on an on-going basis in addition to the facility to fog areas if positive COVID cases had been identified for staff.
- Regular cleaning and wipe down of frequently used touch points such as ticket machines, ticket office counter and chip "n" pin machines, escalator handrails, platform seating and lift controls within concourse and platform areas.

- Regular cleaning on trains of frequently used touch points such as handrails, grab rails and door surfaces undertaken by roving cleaning staff that travel around the system daily during passenger service by getting on and off trains to ensure coverage of the fleet.
- Fogging of internal train saloon areas programmed on nightshift on an on-going basis to ensure regular and full coverage of all internal train areas.
- Provision and maintenance of ultra violet handrail sanitisation units on all of the escalator/travelator handrails within Subway stations.

SPT continued to provide a range of cleaning products and wipes in all staff areas to enable staff to clean their own workstations and areas and any shared equipment.

To assist with passenger social distancing, a range of public information signage and physical distancing markings remained in place across Subway stations, trains and bus stations during the periods when the Scottish Government guidance required these measures. Sanitiser stations are installed on Subway station concourses and bus station concourse to assist passengers in maintaining hand hygiene. Specific PA announcements were used to remind passengers of social distancing, face covering requirements and provision of hand sanitiser.

- **Subway**

This year, passenger service was maintained to allow travel for workers returning to workplaces and increased leisure journeys. Our Operations, Engineering and Maintenance teams continued to work hard to ensure safe operational and working environments while maintaining the existing fleet of rolling stock and station premises.

During the reporting period, Subway experienced an increase of footfall as passengers returned to the system and this brought significant challenges for staff in managing unwanted behaviours.

A noticeable increase in antisocial behaviour and verbal abuse towards staff continued to be realised despite roll out of messaging in stations and social media campaigns raising awareness of zero tolerance towards this type of unacceptable behaviour.

The majority of this category of event resulted from passengers either attempting to evade paying for their journey or were deemed to be intoxicated. The demographic of those involved varied, ranging from singular persons/small groups to larger groups of passengers when travelling within the system.

As part of the Subway Modernisation programme, SPT continued to work with the joint venture (ANSTA) to ensure safe delivery of train testing, signalling, cabling and other associated systems without disruption to revenue service.

In preparation for train testing, SPT introduced a new way of working which required three new procedures to control the new risks within our working environment.

A Possession Control Procedure was introduced to enable the new rolling stock fleet and locomotives, which do not have a train protection system compatible with our existing system, to be used in the tunnels during engineering hours. This saw the introduction of a new process for transitioning from operational service to engineering hours and a new safety critical role of Person in Charge of Possession (PICOP).

Improvements were also made to SPT's traction isolation process with the introduction of a new procedure. The Traction Power Isolation Procedure including the introduction

of a permit to work process for isolation of traction power in the system and yard and the introduction of a new safety critical role of Person in Charge of Isolation (PICOI).

A Live Line Possession Procedure (LLP) was developed and introduced ahead of the commencement of train testing. This procedure was designed to protect the workforce on testing nights where one circle was energised to allow train testing and the other circle was isolated to allow safety critical maintenance and other construction activities to be undertaken simultaneously. This procedure included additional new physical protections such as barriers at station access points, safety chains along platform edge of the live circle providing visual indication and introduction of a break glass at the traction emergency trip system (TETS) plunger cabinets on station headwalls so they are accessible to workers on nightshift. Additional Person In Charge of Track Safety (PICTS) are deployed on testing nights so that each station has a PICTS to control access to the platform and track. The additional roles and responsibilities and new controls were briefed to the PICTS and all workers who work on or near the line.

The above Procedures are under regular review and will be updated in consultation with users and other interested stakeholder groups to reflect any learnings through time as appropriate.

- **Bus Stations**

SPT continued to provide a clean, safe and attractive environment for both staff, members of the public and passengers using the bus station facilities.

Patronage of bus stations increased as restrictions were eased. The rate of increase was in line with changes to the Scottish Government guidance. As patronage increased, bus operators using the station premises for passenger drop off and pick up, also increased services and frequencies of buses. This resulted in more interaction between staff and passengers and greater footfall.

With the stated increase of footfall within the bus station premises, this brought significant challenges for staff in managing unwanted behaviours.

A noticeable increase in antisocial behaviour and verbal abuse towards staff and contractors has continued to be realised despite roll out of messaging in stations and social media campaigns raising awareness of zero tolerance towards this type of unacceptable behaviour.

- **Corporate**

To ensure continuous improvement of corporate safety, the review of safety related documentation and processes has continued to ensure that the safety of staff, customers, visitors and contractors is maintained to the highest standards at all times, including specific detail in response to the management of the COVID pandemic.

Due to COVID restrictions an amended audit program was undertaken. Audits which were deferred (for COVID safety reasons) will be rescheduled once there is a fuller return to office-based working.

The corporate office at 131 St Vincent Street was closed for extended periods of time to the majority of employees throughout the pandemic. During this period, statutory inspections and maintenance activities including legionella and fire systems checks continued and were carried out as per the required legislative frequencies and requirements. SPT supported staff working from home to move to hybrid working arrangements and checks were carried out on buildings and systems before staff returned to the office environment.

1.4 Overview of the Management of Safety

SPT manages safety by applying a systematic and structured approach through its Safety Management System including the development and implementation of policies and procedures comprising of Health and Safety Policies, Safety Management Systems, Annual Safety Plans, Operational Procedures, Rulebooks and other risk management strategies. In addition, the following inspections were undertaken to evaluate the effectiveness of the safety arrangements:

- Scheduled and ad hoc safety inspections of SPT and Contractor sites and work activities;
- Internal Audit programme undertaken by the Health and Safety team;
- Daily safety inspections by staff across all operational areas within SPT; and
- Continual review of risks and mitigations through planned risk assessments reviews at set periodicities, including review of all additional documents produced through the dynamic risk assessment process

The effectiveness of these arrangements is subject to regular management review including:

- Annual Safety Performance to our Partnership Board (this report)
- 4 weekly period Health and Safety reports to the Strategy Group
- 4 weekly period health and safety meetings with senior management
- 4 weekly period Subway health and safety committee meetings
- Quarterly bus health and safety representative meetings
- 6 weekly change management review panel meetings

Allocation of adequate resources with the required competence is deployed within SPT to support and monitor the safety of our operations.

SPT acknowledges and actively supports and promotes the importance of health and safety and communicates this through initial and on-going involvement of staff, which includes:

- New employee induction
- 4 weekly period safety brief
- Safety flashes and bulletins used to share specific time sensitive information
- Toolbox talks
- Workshops and training sessions held on specific topics

SPT has established consultation processes, to review and comment on safety plans, policies and procedures. These documents are then communicated to staff through their line managers.

1.5 Measurement of Safety Performance

Reviewing performance demonstrates top-level commitment by management and is a requirement of SPT safety management arrangements.

The purpose of measuring health and safety performance is to provide information on the progress and current status of the strategies, processes and activities used by SPT

to control risks and implement improvements to health and safety where required. This gives SPT assurance that health and safety has been given suitable priority and that the obligations imposed under legislation have been met.

Targets were set for key risks within departmental annual safety plans as identified during the management review process. This resulted in the development of action plans for each target to reduce risk levels and ensure continual improvement of safety performance.

A focused approach is used to identify whether targets, which have been established, and actions implemented have resulted in an improvement in safety performance.

Safety performance is monitored at various levels throughout all SPT departments. Measurement and review of safety performance within SPT is undertaken by various means:

- Comparison of reported events against previous statistical data;
- Continual monitoring of progress against agreed Key Safety Performance Indicators;
- Analysis of accident data to identify emerging trends; and
- Monitoring and review of safety related documents and processes to ensure their effectiveness and areas that require improvement.

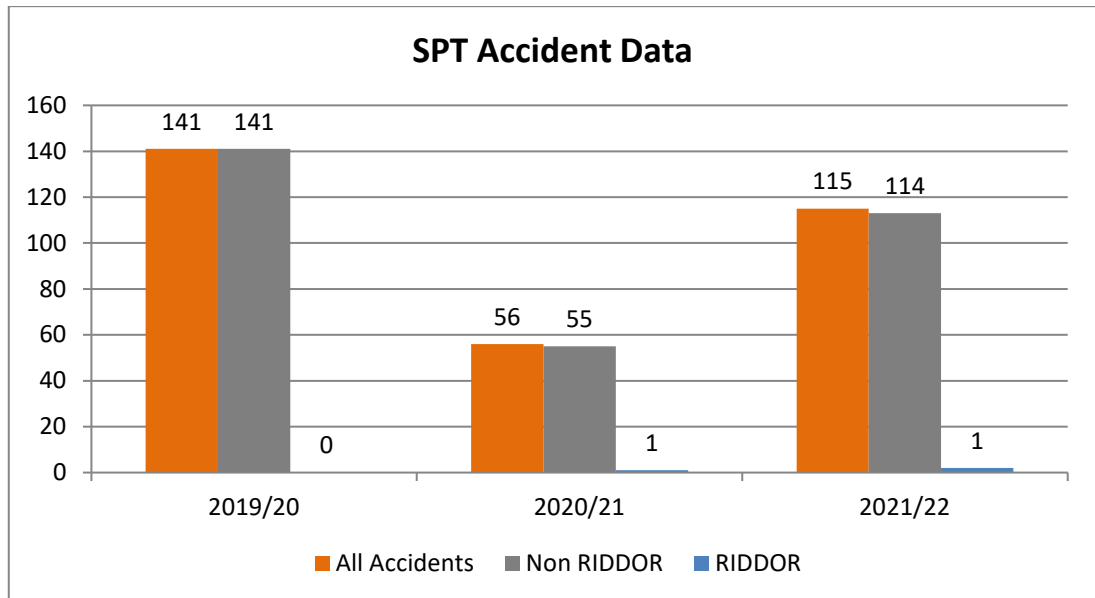
The key areas under analysis are reportable and non-reportable events involving staff, passengers, contractors and infrastructure. Specific Key Performance Indicators are reported for each department.

The 2021/22 performance has been used to influence targets for the 2022/23 Key Safety Performance Indicators contained within the relevant departments Annual Safety Plans which are included in Appendix A and B.

2. SAFETY PERFORMANCE

Details of accident statistics for the year 2021/22 are broken down into the following groups: Employee, Member of the Public and Contractors. Specifics for each group are included below.

2.1 All Accidents



The reporting period saw an increase in accidents across SPT whilst employee accidents increased overall, it was similar levels to pre COVID. Passenger accidents have increased along with an increased patronage.

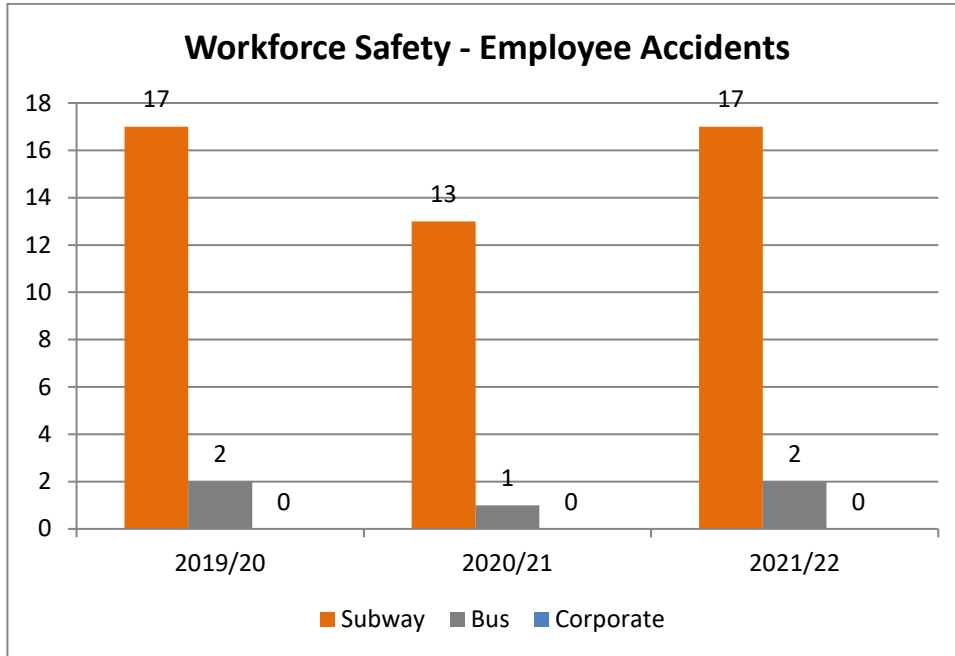
During 2021/22 one RIDDOR¹ Reportable event was recorded for employees. This related to a fall on the operational area at Hamilton Bus Station by a member of staff that resulted in over 7 days absence from work as a consequence of the fall. The over 7 days absence was the specific criteria within the RIDDOR regulation that required this to be reported to the Health and Safety Executive (HSE).

¹RIDDOR, Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

2.2 Employee Performance

Employee Health & Safety Accidents across the SPT organisation are illustrated below:

All Employee Accidents

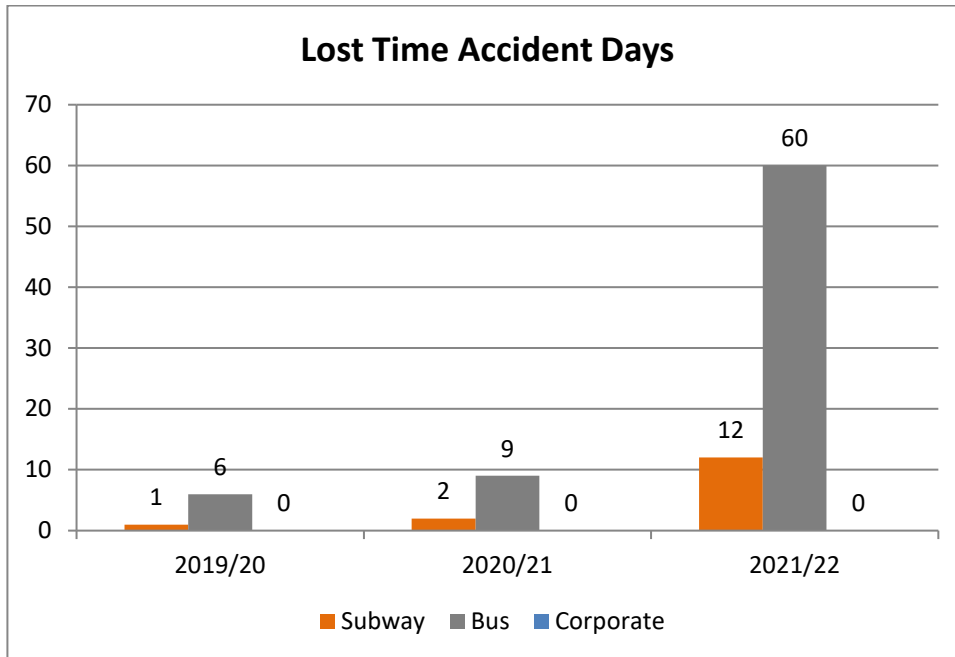


The chart demonstrates an almost static trend for the reporting period for employee accidents within both Bus and Subway, notwithstanding that the statistics report on a period of significant disruption due to the pandemic.

Seven accidents were Slips, Trips and Falls (STF) events. Four accidents were strike against/struck by which resulted in minor injury. One accident was reported when an employee was spat at by a passenger. Two musculoskeletal injuries were reported following manual handling tasks. One employee was scalded after touching an air compressor casing which was hot. One employee accident was recorded as a fall from height when they slipped, stepping off a low wall. Two accidents involving SPT vehicles were recorded. One employee reported irritation to eyes after using duck oil.

There have been no employee accidents recorded at the Corporate head office at 131 St Vincent Street.

Lost Time Accident Days



Lost time days for 2021/22 increased to seventy two compared to eleven days for the previous reporting period. These days relate to three lost time events: one for Bus at sixty days and two for Subway totalling twelve days.

2.3 Passenger and Members of Public Performance

Statistics relating to Passenger and Members of Public (MOP) events across the organisation for 2021/22 are compared with the previous two years' performance. Accidents have increased compared to the previous year and are at closer levels to those recorded in 2019/20.

This may be attributed to patronage number increases and with passengers returning to the system after an extended period of time away due to COVID, resulting in them being unfamiliar with the environment.

Effective inspection regimes, defect reporting/rectification, passenger awareness campaigns and overall staff intervention continue across SPT premises to support accident reduction. In all of the accident events in the reporting period, no defects in relation to surface or infrastructure have been identified.

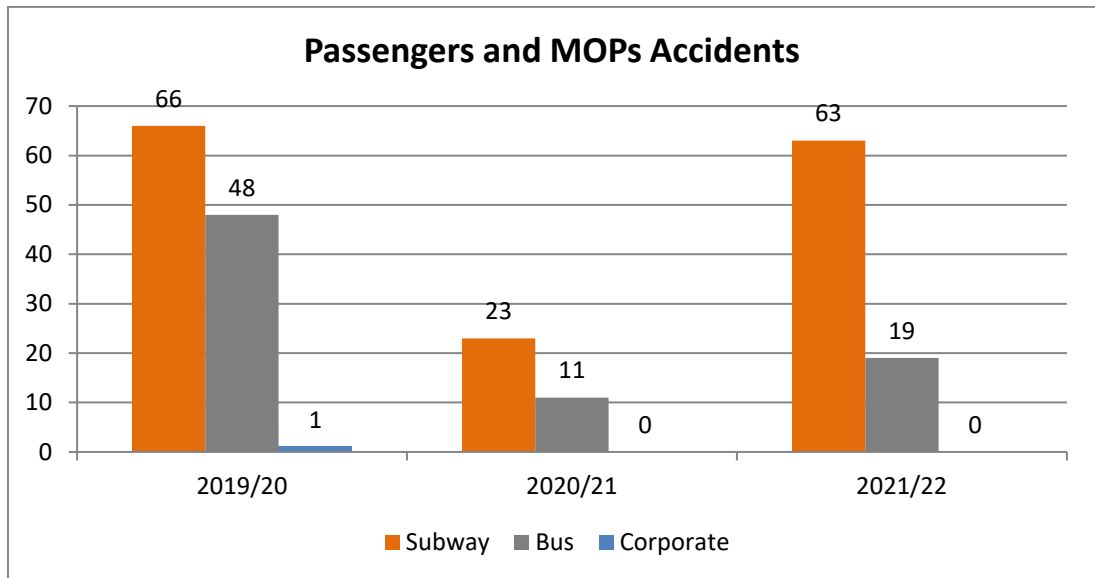
2.4 All Passenger and Member of Public Accidents

SPT continued to have reduced passengers travelling through all premises due to the COVID pandemic. Accident numbers against previous years is out of kilter due to the reduction in patronage as the figures are not comparable. During the reporting period, eighty two accidents were recorded which is higher than 2020/21 financial year and lower than pre COVID performance of 2019/20.

For the second consecutive year there is an increase in the number of anti-social related reports submitted. This is consistent with reports from other frontline facing and key worker industries, including other transport providers.

We have continued to work collaboratively with our emergency services partners in Police Scotland and British Transport Police (BTP) who attend site and assist with the incident and then seek to obtain prosecution of the individuals involved wherever

possible. This has been assisted with the provision of bodycams for front line public facing staff and where footage has been captured, this is provided to our partners to assist their efforts in identifying and apprehending those involved where possible.



SPT continues to drive safety performance and is supported by staff awareness, intervening actions, monitoring reports and data to identify emerging trends and opportunities for improvement on current mitigation strategies. The chart demonstrates that accidents involving Passengers and Members of the Public are returning to pre COVID levels however, the reduction in patronage due to COVID and changing travelling needs have to be considered when determining the level of improvement.

2.5 Contractor Performance

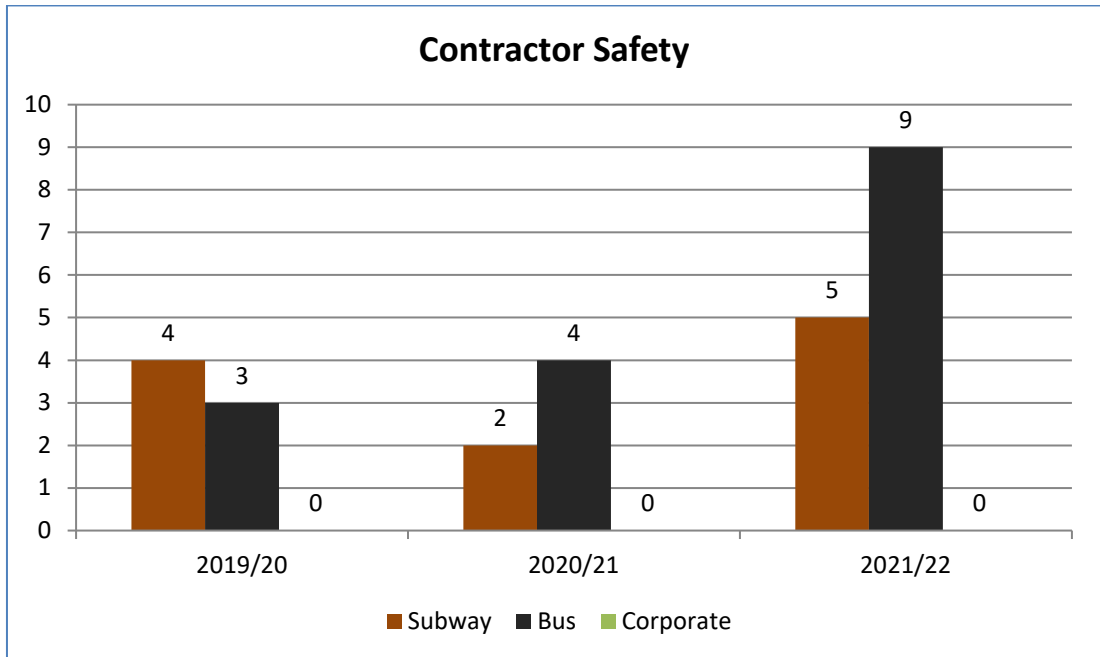
SPT recognises it has duties with regard to the management of contractor safety who undertake work within SPT premises and sites, and as such has developed procedures and processes that control the operations of contractors while working on SPT premises. This included collaborative working both internally between departments and externally with our partners.

For the reporting period, 2021/22 there were no RIDDOR reportable events relating to contractors across all departments.

Contractor activities have increased in this financial year as COVID restrictions on working were eased and there has been an increase in contractor events reported.

Contractor accidents within bus stations have increased and largely relate to assaults to our contracted security partners personnel from passengers or members of the public. Abuse to staff and contracted security staff has increased during the pandemic which is consistent with reports from other frontline facing and key worker industries. Where necessary, BTP and Police Scotland are contacted to provide assistance to contracted security staff and SPT staff. CCTV is retained as evidence and DNA spit kits are also provided in the event of prosecution by Police Scotland or BTP. Security staff and SPT staff are provided with radios and mobile phones to seek immediate assistance as required.

Contractor Non-RIDDOR Accidents



SPT will continue to record all events reported and challenge the respective contractors to ensure that robust investigations to identify root causes are undertaken and that the implementation of suitable and sufficient corrective actions and control measures are adopted to prevent reoccurrence. Health and Safety remains an agenda item for all contractor meetings, to ensure that contractors maintain the highest standards of safety when undertaking works on SPT premises.

3. DETAILED OPERATIONAL ANALYSIS

3.1 Subway

The Annual Subway Safety Plan 2021/22 set out 6 key Health and Safety aims and objectives which were supported by high level strategies and specific action plans. Performance against these targets is detailed below.

Aim 1	Adverse Events	Target	Actual
	Incidence rate for Employee Accidents	4.18 per 100 employees	6.01
	Working days lost due to workplace accidents	0	12
	Verbal or Physical abuse towards employees	0.99 events per 100,000 passengers	1.16
	Contractor Accidents	2	5
	Incidence Rate for Passenger Accidents	0.87 events per 100,000 passengers	0.80
	Passenger Door/Platform Interface Accidents (trapped in train doors)	0.22 events per 100,000 passengers	0.18
	Passenger Track Incursions	0.22 events per 100,000 passengers	0.25
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	83%
	Workplace Inspections undertaken	56	57
	Audit actions resolved and closed	100%	55%
Aim 3	Consultation and Engagement		
	Safety Committee Meeting Held	13	11
	Actions raised resolved and closed	100%	88%
Aim 4	Procedure Review		
	Procedures reviewed as planned	100%	100%
Aim 5	Risk Management		
	Risk Assessments reviewed within review date	100%	100%
	Risk Assessments shared with employees	100%	100%
Aim 6	Management of Contractors		
	Damage to SPT property	5	0
	Contractor safety event which causes a service suspension	3	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	91%
	Contractor HSE meetings attended by SPT	13	7

Aim 1:

Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.

The incidence rate for employee accidents in 2021/22 increased against the previous year's performance and was above the target set. The actual number of events was the same as 2019/20 however the overall head count has reduced which increases the incidence rate to above the target level set.

Passenger accident numbers increased during 2021/22 as patronage increased. Despite this increase in actual events, the incidence rate recorded was below the target set for the year.

Platform train interface events such as trapped in train doors and falls boarding or alighting the train recorded an incidence rate lower than the target set. Track incursions reported an incidence rate slightly higher than targeted. These events related to retrieval of property and a targeted, on station poster and media campaign encouraging passengers to contact station staff if they drop items onto the track was introduced within this financial year.

There continued to be an increase in verbal and physical abuse towards employees during 2021/22, with all events recorded relating to verbal abuse and not physical assault or harm. This increase is consistent with other key worker and public facing industries operating throughout the pandemic. The incidence rate was higher than targeted and equates to 1 verbal/physical event for every 85,000 passenger journeys.

SPT continued the use of body cameras for frontline staff along with wrist band personal alarms for station staff. SPT social media accounts and station advertising boards emphasised the expectation of respecting our staff and zero tolerance to unacceptable behaviours.

Subway Operations continue to work closely with BTP to target antisocial behaviour, particularly at football events and with targeted patrols. Regular review meetings between Operations management and BTP have continued providing the opportunity to share information and develop strategies. Given the nature of Subway Operations and frequent contact with members of the public, this is expected to remain an area of focus to ensure a safer working environment for employees.

SPT continues to have a Zero Tolerance approach towards unacceptable behaviours with the refusal of travel to passengers engaging in antisocial behaviour, verbal or physical abuse and encourages staff to report all instances of abuse and antisocial behaviour. Support from Police Scotland or BTP is requested as circumstances necessitate.

Aim 2:

To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and identifying areas of weakness which need to be addressed.

A reduced audit program was planned for 2021/22 due to changes in working environment resulting from COVID. 83% of planned audits were completed and the target set was not achievable due to staff required to participate in the audits working from home per Government guidance. The audits that were undertaken identified a limited number of minor non-conformances which have now been rectified. Work place inspections were completed as per schedule and the target was achieved.

Aim 3:

To create a culture of collaboration and consultation between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.

A number of Safety Committee meetings were cancelled or rescheduled due to availability of safety reps. Since COVID restrictions were introduced, the Safety Committee meetings have been held via conference call and with a limited number attending in person. Actions raised from the Safety Committee meetings were tracked for closure.

Aim 4:

To have consistent and effective policies and procedures, compliant with legislation and informed by industry best practices and ensuring any changes are adopted throughout Subway.

A robust review and consultation process has been continued with SPT Health and Safety Procedures through this financial year with all procedures reviewed as per the schedule.

As part of the modernisation programme and in anticipation of the introduction of new rolling stock, the SPT Subway rulebook which replaced the previous Subway rules and regulations which sets out the arrangements for safe working for both operational and engineering hours was successfully introduced. This required a concerted effort from management and staff to ensure brief out and understanding of the new content and format of the documents in advance of commencement of in-system train testing for the new rolling stock.

Aim 5:

To have suitable risk management strategies in place that identifies and mitigates risk supported by robust processes to include all key stakeholders and communicate outcomes.

All risk assessments were reviewed as per the existing schedule and shared with and signed off by employees.

Aim 6:

To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers is minimised and without adverse impact on SPT activities.

There was an increase in contractor events during the financial year as contractors were able to resume work activities.

Scheduled contractor meetings between SPT, ANSTA and their sub-contractors transitioned from a face to face meeting to remote meetings during the pandemic. A number of these meetings did not go ahead at ANSTA's request. SPT continued to monitor contractor accidents and investigations from the project progress to ensure actions arising were closed.

3.2 Bus

The Annual Bus Station Safety Plan 2021/22 set out five key Health and Safety aims and objectives which was supported by high-level strategies and specific action plans. Performance against these targets is detailed below.

	KPI	Target	Actual
Aim 1	Adverse Events		
	Incidence Rate Employee Accidents	1.31 per 100 employees	3.03
	Working days lost due to workplace accidents	0	60
	Verbal/physical abuse towards staff	9*	10
	Contractor Accidents	4	9
	Passenger Accidents	11*	20
	Incursion onto operational area	503*	1131
	Bus on Bus/Bus on Infrastructure events	25	31
	Slips, Trips and Falls within Bus Station	11*	19
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	70%
	Workplace Inspections undertaken	72	63
	Audit actions resolved and closed	100%	90%
Aim 3	Consultation and Engagement		
	Employee Representative Meetings	4	2
	Actions raised closed within agreed timescales	100%	100%
Aim 4	Procedure Review		
	Procedures reviewed as planned	100%	100%
Aim 5	Risk Management		
	Risk Assessments reviewed within review date	100%	100%
	Risk Assessments shared with employees	100%	100%
Aim 6	Management of Contractors		
	Damage to SPT property	2	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	100%

* Incident rate not calculated for KPI categories due to the absence of accurate patronage figures for the bus stations locations.

Aim 1:

Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.

Employee accidents increased from one accident to two accidents during this financial year and the increase in accidents along with the reduction in the overall headcount increased the incidence rate higher than the target set. There was an increase in lost time reported which related to one event.

Reports of anti-social behaviour and verbal/physical abuse towards our operational, customer facing staff and security team have continued to increase during this reporting period compared to the previous year and the KPI set has not been achieved. This increase is consistent with the industry and other key worker or public facing industries which has seen increased anti-social behaviour during the COVID pandemic. SPT continues to have a zero-tolerance approach towards unacceptable behaviours and this remains an area of focus within the bus stations.

Passengers engaging in antisocial behaviour or verbal and physical abuse are refused travel and staff are encouraged to report all instances of verbal or physical abuse and antisocial behaviour. Support from Police Scotland is requested as circumstances necessitate.

The target for this year has been achieved but slips, trips and falls continue to be a significant cause of accidents within the bus stations. Despite the reduction in passenger footfall, slips, trips and falls accounted for all accidents for passengers. The investigation of these events identified the main contributory factors relate to passenger behaviour, (i.e. mobility, running, horseplay, inattention) and inclement weather, as opposed to defects with SPT infrastructure or surfaces.

Bus on Bus/Infrastructure events increased during the financial year and the target was not achieved. Whilst departures in the bus station increased over the financial year, the increase in events remains lower than events reported in 2019/20.

Aim 2:

To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and identifying areas of weakness which need to be addressed.

A reduced audit program was planned for 2021/22 due to changes in working environment from COVID. 70% of planned audits were completed, the target set was not achieved due to staff required to participate in the audits not being in the office due to the work from home Government guidance. The audits that were undertaken identified a limited number of minor non-conformances which have now been rectified. Work place inspections were also undertaken although the target was not achieved. A small number were not completed due to staff availability and supervisors being deployed to cover for absence.

Aim 3:

To create a culture of collaboration between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.

Employee consultation through Health and Safety meetings was continued during the period, in line with staffing availability. Two of the four meetings were held and all actions raised have been closed out.

Aim 4:

To have consistent and effective policies and procedures, compliant with legislation and industry best practices and ensuring any changes are adopted throughout bus station locations.

A robust review and consultation process has been continued with SPT Health and Safety Procedures through this financial year with all procedures reviewed as per the schedule.

Aim 5:

To have suitable risk management strategies in place that identifies and mitigates risk supported by robust processes to include all key stakeholders and communicate outcomes.

All risk assessments were reviewed in line with the set periodicity and planned schedules, all associated review that produced changes or revisions have been communicated to relevant staff groups.

Aim 6:

To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers is minimised and without adverse impact on SPT activities

Contractor accidents increased as reported under Aim 1 of this report. There was no damage to SPT property from contractors or investigations required to be undertaken therefore both targets were achieved.

4. Look Ahead

Look Ahead for the year ahead (2022/23)

SPT has carried out an evaluation of the previous year's statistics including the KPI's described in the Annual Safety Plans for Bus and Subway. This historical data in conjunction with the potential impacts of continued increases in patronage due to the progressive easing of COVID restrictions has been considered and as such the departmental safety plans will focus on leading and lagging indicators when setting forward safety performance KPIs.

This enables SPT to develop the Annual Safety Plans taking account of trends and analysis and forward plans for the next financial year for individual departments. The plans identify improvement strategies designed to aid the departments to manage and improve safety performance.

These plans (attached at Appendix A and B) identify areas of focus and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance.

SPT remains committed to ensuring that it actively promotes and practices the highest standards of Health and Safety within all its operations and sites to ensure that staff, passengers and members of the public can deliver and access services safely.

APPENDICES

APPENDIX A

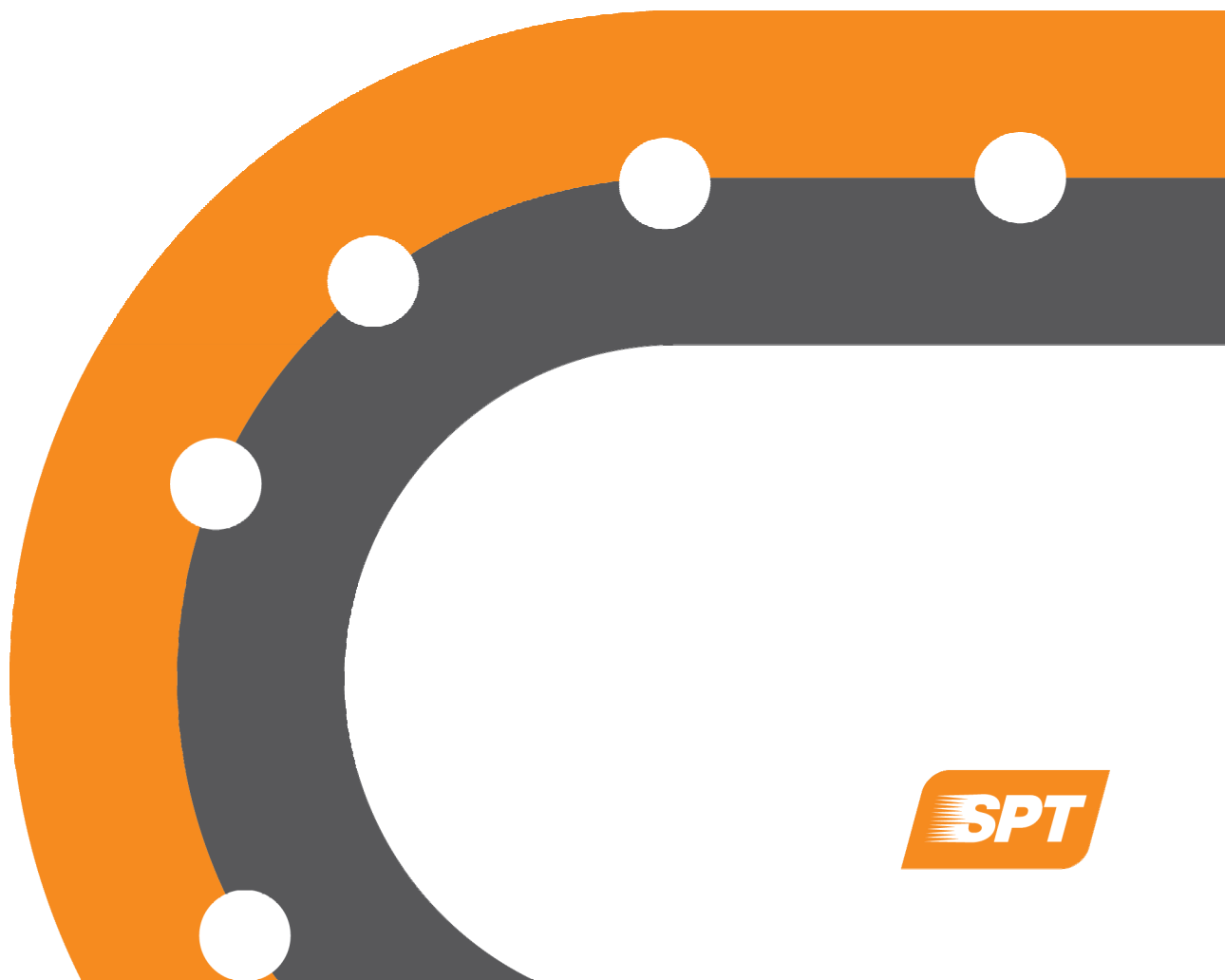
- SUBWAY SAFETY PLAN 2022-2023

APPENDIX B

- BUS STATION SAFETY PLAN 2022-2023



Strathclyde Partnership for Transport
SUBWAY SAFETY PLAN
2022 - 2023



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Issue Final

Written By Frank Kelly

Approved By Antony Smith

1. Introduction

1.1 Document Purpose

The purpose of this document is to set out the annual Safety Plan for SPT Subway for the period from 1st April 2022 to 31st March 2023. The plan describes the safety aims and objectives for the Subway along with an action plan for achieving the targeted performance.

1.2 Delivery of the Plan

Responsibility for the implementation and delivery of the plan rests with the Subway Management Team (SMT). The SPT Health and Safety Department will assist the Subway Management Team in achieving these aims through centralised reporting, monitoring and support.

The Subway Management Team will work collaboratively with stakeholders, the Subway Safety Committee and employees to cultivate a workplace that is both healthy and safe, achieves legislative compliance and encourages a positive safety culture through an engaged workforce.

1.3 Basis of the Plan

The plan for 2022/23 builds on achievements in previous years and this year adopts a broader range of indicators focusing on a mix of overall performance, high risk areas and specific areas where safety improvement is required, taking cognisance of the safety performance from the previous year and upcoming planned activities.

2. Safety performance and look ahead

Overall events recorded for last year (2021/22) have increased. This has been directly affected by the return of passengers to public transport, resulting in a significant increase in patronage for Subway against the previous year (2020/21) levels due to the restrictions imposed by management of the COVID-19 pandemic.

For passenger related events, when correlated against the increase in patronage, this demonstrates an increase in real terms. Contributing factors attributed to this increase are a continuation of the previously identified increases in anti-social behaviour events and unwanted or unexpected behaviour from passengers. This has been shown to be a common issue across all public transport systems and public facing industry sectors within the UK.

In relation to employee related events, the accident incidence rate recorded has increased. This can be attributed to a slight increase in events recorded in conjunction with a reduction in staffing numbers.

Contractor events increased over the financial year and the number of events recorded have been impacted by an increase in contractor activities. Reported accident events resulting in injury have decreased however we have observed an increase in near miss events presenting the potential for unsafe conditions to exist. The near misses have been identified and acted upon to ensure that they did not develop into more serious events.

Last year, the plan measured 23 Key Performance Indicators (KPIs) and 13 of these were achieved.

Incident rates for employee accidents, abusive behaviour and track incursions exceeded the target set and remain areas which require close monitoring.

There will be a social media and targeted station poster campaign to seek to bring improvement in relation to track incursion events. The majority of these events are in relation to retrieval of dropped property by passengers. The campaign will remind passengers to ask staff to retrieve dropped items using the SPT processes, as opposed to entering the track.

Expansion of provision and continued use of body cameras for all front facing staff will assist in driving the reduction of abusive behaviour, including sharing of recordings in assisting our partner, British Transport Police in pursuing prosecutions based on the footage captured.

SPT had 12 lost working days from one event in 2021/22 which resulted in the target being exceeded. However, it is worth noting that this target is aggressively set each year at zero as our target is to have no lost time days in relation to employee accidents.

Contractor activities associated with the new rolling stock and control system project will continue to be monitored and managed as the project moves into the in-system testing of new trains, signalling and control systems and tunnel installs during nightshift engineering hours for the Subway.

The focus will be on the safe management and performance of all activities being undertaken to eliminate harm to associated stakeholder groups that may be affected and to eliminate any service disruption that may also result from these activities. This will be achieved by ongoing inspection, monitoring and other safety assurance workstreams throughout the lifecycle of the project stages.

3. On-going management of Covid-19 impacts

The continuation of the challenges faced by SPT in relation to the COVID-19 pandemic has brought changes to the way SPT operates in all areas of the business to minimise the risk of spreading this disease to its employees, passengers, contractors and visitors.

SPT in line with Scottish Government and public health guidance, continued to review, develop and update our COVID-19 procedures, control measures, management strategies, and risk assessments for employees, passengers and premises.

SPT continue to track best practice and revise our management strategies and working practices as appropriate.

The Subway COVID-19 management arrangements and control measures were scrutinised by the following external regulatory bodies for suitability and effectiveness:

- Office of Road and Rail (ORR)
- Health and Safety Executive (HSE)

All inspections undertaken and all documented evidence provided to the relevant bodies were found to meet their requirements, resulting in no improvement or prohibition notices issued or any recommendations for additional measures to be introduced.

SPT will continue to liaise and engage with these regulatory bodies proactively to provide assurance that the risk associated with COVID-19 is being managed while providing our services.

4. Safety Aims & Objectives

The overarching objective for 2022/23 is to further embed health and safety as an integral part of management using the annual safety plan to target areas that need a greater focus to drive improvements in safety performance.

Aim 1:

Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.

- Achieve a lower accident incidence rate for our workforce and passengers
- Achieve a reduction in contractor accidents, incidents and near miss events when working on SPT premises
- Ensure that actions identified through the investigation of accidents, incidents, near misses, ill-health etc. are closed out within agreed timescales
- Reduce the risk of track incursions by passengers during operational hours
- Reduce the risk of platform train interface events, specifically passengers trapped in train doors
- Reduce the instance of antisocial behaviour events and abuse towards staff

Aim 2:

To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and to identify areas of weakness which need to be addressed.

- Monitor that audits and inspections are undertaken as scheduled
- Ensure that actions identified through audits and inspections are closed out within agreed timescales

Aim 3:

To create a culture of collaboration and consultation between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.

- Demonstrate commitment to collaboration with staff/union safety representatives by facilitating safety committee meetings as scheduled
- Demonstrate commitment by ensuring specific employees are consulted directly where appropriate
- Ensure that issues raised through consultation are closed out within agreed timeframes

Aim 4:

To have consistent and effective approach to undertaking investigations for identified accidents, incidents and near misses.

- Ensure process is followed in relation to required investigation stages and timescales, including agree type of investigation, containment phase and actions, report completion and close out of report outputs
- Ensure action owners and timescales for closure are detailed
- Monitor investigation outputs via tracker log and report on status against agreed timescales to closure in relevant

Aim 5:

Maintain and update the operators hazard log in line with new and emerging risks both from day to day operation activities and project related workstreams

- Ensure all hazards are adequately identified and assessed to ensure risks are suitably and sufficiently managed
- Evaluate changes impacting existing hazards or creating new hazards with relevant departments, to determine if there is a requirement for these to be added into the operator hazard log or recorded locally in risk assessments etc
- Ensure those hazards identified as required to be added to the operators hazard log are adequately assessed with the relevant information on risk scoring, control measures to be implemented and hazard owner fully detailed
- Ensure hazard log updates/additions are agreed and communicated as required. With these being published timeously to provide management of associated hazards and risks

Aim 6:

To work in collaboration with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers are minimised and without adverse impact on SPT activities.

- Demonstrate commitment to working in partnership with contractor by attendance of scheduled meetings and close out of issues raised, feedback on proposals within agreed timescales
- Reduce the likelihood of a service suspension through contractor activities
- Reduce the likelihood of damage or impairment of SPT assets from contractor activities

Aim 7:

To ensure robust management of change, by implementation of strategies and associated processes, without increase to unwanted or unplanned events that have the potential to impact our staff, passengers, contractors and other visitors or delivery of service provision.

- Ensure changes are identified and managed through the SPT Change Management process, including collation, submission, review and sign off of individual change forms
- Ensure all associated risks introduced by change are captured, managed and mitigated before introduction or implementation of the associated change
- Ensure that evidence is collated and retained to support the closure of each change
- Ensure change risks are incorporated into the SPT Operators hazard log where applicable

5. Action Plan

The aims described above require specific actions to progress improvement of the overall aim, or to enable the specific objectives to be met. Reporting on the safety plan will include reporting on specific KPIs and on the progress of the action plan. Timescales for achieving the actions described in the action plan have been included.

Aim 1		Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.		
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A1-001	Continuation of process to obtain employee numbers and patronage for each financial period	Production of incidence rate for employee and Member of Public (MOP) events	SMT	Per period
SP2022/23 A1-002	Continuation of process adopted for contractor events that are to be measured	Production of reports capturing all accident, incident and near miss events for contractor events in 2022/23	H&S	Per period
SP2022/23 A1-003	Continue and extend the campaign of targeting passengers accessing the track using PA announcements, poster campaign's and social media	Reduction of track incursion events during 2022/23	Operations	P6
Aim 2		To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and identifying areas of weakness which need to be addressed		
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A2-001	Hold workshop to determine audit schedule based on agreed key areas and activities	Outcome of workshop to be published and final audit planned issued	SMT	P4
SP2022/23 A2-002	Meeting with relevant departments following an audit to agree timescales for actions	Timescales recorded on audit reports and KPI reported on	H&S	Per period

Aim 3	To create a culture of collaboration and consultation between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A3-001	Continue to track items raised, timescales and resolution arising from employee issues	KPI to be reported on at management performance review meetings	H&S	Per period
SP2022/23 A3-002	Continue to hold safety committee meetings as per the agreed schedule	KPI to be reported on at management performance review meetings	SMT/H&S Safety Representatives	Continuous
SP2022/23 A3-003	Provide the ability for staff to raise safety concerns and issues with senior management	By tracking of issues raised and ensuring corrective actions are undertaken in a timely manner	SMT	Continuous
Aim 4	To have consistent and effective approach to undertaking investigations for identified accidents, incidents and near misses.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A4-001	Ensure events are investigated when identified as required	KPI for investigations undertaken to be reported on at management meetings	H&S	Per period
SP2022/23 A4-002	Ensure investigation process and steps are followed consistently	Review of investigations and periodic auditing	H&S	Continuous
SP2022/23 A4-003	Ensure tracking and monitoring of investigation report outputs to ensure timeous close out	Progress and status updates to be provided at management meetings	H&S	Per period

Aim 5	Maintain and update the operators hazard log in line with new and emerging risks both from day to day operation activities and project related workstreams			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A5-001	Ensure hazards/risks raised via the change management/SRAC process are evaluated for inclusion within the hazard log	Compliance with hazard log, change management and SRAC procedures via periodic audits	H&S	Continuous
SP2022/23 A5-002	Ensure hazard log is revised in line with input from departments prior activity creating the potential for the hazard to be realised, coming on line	Ongoing monitoring and review of changes to or new emerging risk	SMT/H&S	Continuous
SP2022/23 A5-003	Ensure changes/additions are communicated to relevant stakeholders' in advance of document update	Management team communication plans	SMT	Continuous
Aim 6	To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers is minimised and without adverse impact on SPT activities.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A6-001	Ensure any damage to property is appropriately investigated and actions tracked to closeout within with agreed timescales	Through SPT investigation tracker	SMT/H&S	Per period

Aim 7		To ensure robust management of change, by implementation of strategies and associated processes, without increase to unwanted or unplanned events that have the potential to impact our staff, passengers, contractors and other visitors or delivery of service provision.		
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2022/23 A7-001	Ensure the change management process is followed and that gate has been fully closed, before allowing progression on to the next gate	Review of form status and sign off by the Change Review Panel (CRP)	MT/SMT	Continuous
SP2022/23 A7-002	Ensure all changes are suitably identified and captured within change management forms	Review of change management forms at periodic Change Management Review Group meetings	MT/SMT	Continuous
SP2022/23 A7-003	Ensure required gate reviews are identified for all change management form submissions and requirements for each gate are clearly defined and agreed in advance	Review of change form progress throughout lifecycle	CRP group	Continuous
SP2022/23 A7-004	Ensure supporting documentation is submitted with each change management form before being presented to the change management for approval	Review of change form progress throughout lifecycle	SMT/ Change proposer	Per change submission
SP2022/23 A7-005	Ensure retention of change management evidence for individual change requests for auditing purposes	Process implemented and assured for record retention	MT	Continuous
SP2022/23 A7-006	Ensure change risks are fully captured in the Operators hazard log, where applicable	Process to be implemented and assured to	H&S/SMT	At each implementation phase

6. Safety Targets/Key Performance Indicators

Based on the aims and objectives above, the KPI's below will measure performance in 2022/23. The KPI's and the Action plan above will be reported on at Subway Management Meetings and the Safety Committee Meeting. Progress on KPI's will also be shared with employees each period through the Safety Brief.

	KPI	Target
Aim 1	Adverse Events	
	Incidence rate for Employee Accidents	5.5 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal or Physical abuse towards employees	1.08 events per 100,000 passengers
	Contractor Accidents	4*
	Contractor Incidents	3*
	Contractor Near Misses	12*
	Incidence Rate for Passenger Accidents	0.80 events per 100,000 passengers
	Passenger Door/ Platform Interface Accidents (trapped in train doors)	0.15 events per 100,000 passengers
	Passenger Track Incursions	0.22 events per 100,000
Aim 2	Audit and Inspection	
	Audits completed as per plan	100%
	Workplace Inspections undertaken	36
	Audit actions resolved and closed	100%
Aim 3	Consultation and Engagement	
	Safety Committee Meeting Held	13
	Actions raised resolved and closed	100%
Aim 4	Investigations	
	Investigations undertaken in line with process and required stages/steps	100%
	Investigation report outputs/actions added to tracker log for monitoring	100%
	Investigation report output and actions closed within agreed timescales	100%
Aim 5	Operators Hazard Log	
	Changes to existing or new emerging risks are evaluated for inclusion within operator hazard log	100%
	Updates to hazard log are completed in the correct timescales and in line with potential hazard realisation	100%
Aim 6	Management of Contractors	
	Damage to SPT property	3
	Contractor safety event which causes a service suspension	2
	Actions recorded on investigation tracker are closed out within agreed timescales	100%
Aim 7	Management of Change	
	Change review group meetings held	13
	Gate reviews and supporting documents identified before submission of forms to change management review group	100%

	Retention of supporting documentation at closure of change	100%
	Residual risks from changes captured in Operators hazard log before implementation of the change	100%

* The target set for contractor events are based on taking the reported totals for the previous financial year in conjunction with the anticipated contractor activities over the coming financial year. The desired outcome will always be to have zero reported contractor accident events, but a level of pragmatism has been applied when setting this KPI target.

With the aim to seek continuous improvement by realising ongoing reductions in these type of events as the work activities progress.

SPT is committed to ensuring a safe, clean and welcoming environment for all our passengers and staff. The Safety Plan and measurable targets is evidence of our continued commitment towards achieving this, each and every day of operation.

Signed:

Antony Smith
Director of Subway





Strathclyde Partnership for Transport
BUS STATION SAFETY PLAN
2022 - 2023



BUS STATION SAFETY PLAN 2022-2023

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Issue: Final

Written By: Frank Kelly

Approved By: Neil Wylie

BUS STATION SAFETY PLAN 2022-2023

1. Introduction

1.1 Document Purpose

The purpose of this document is to set out the annual Safety Plan for SPT Bus Stations for the period from 1st April 2022 to 31st March 2023. The plan describes the safety aims and objectives along with an action plan for achieving the targeted performance.

1.2 Delivery of the Plan

Responsibility for the implementation and delivery of the plan rests with the Bus Station Management Team. The SPT Health and Safety Department will assist the Bus Station Management Team in achieving these aims through centralised reporting, monitoring and support.

The Bus Station Management Team will work collaboratively with stakeholders, employees and their representatives to cultivate a workplace that is both healthy and safe, achieves legislative compliance and encourages a positive safety culture through an engaged workforce.

1.3 Basis of the Plan

The plan for 2022/23 builds on achievements in previous years and this year adopts a broader range of indicators focusing on a mix of overall performance, high risk areas and specific areas where safety improvement is required, taking cognisance of the safety performance from the previous year and planned activities.

2. Safety performance and look ahead

Overall events recorded last year increased across all stakeholder groupings. This has been directly affected by the return of passengers to public transport, resulting in a significant increase in patronage for bus station locations against last year levels due to the restrictions imposed by management of the COVID-19 pandemic.

For passenger related events, when correlated against the increase in patronage/footfall levels, this demonstrates an increase in real terms. Contributing factors attributed to this increase are a continuation of the previously identified increases in anti-social behaviour events and unwanted or unexpected behaviour from passengers. This has been shown to be a common issue across all public transport systems and public facing industry sectors within the UK.

In relation to employee related events, the accident events incidence rate recorded has increased. This can be attributed to a slight increase in events recorded in conjunction with a reduction in staffing numbers.

Contractor events increased significantly over the year and the number of events recorded increased from 15 events in 2020/21 to 25 events in 2021/22. The main contributory factor for this increase is events related to our Security Contractor, when dealing with anti-social behaviour, physical assault and verbal abuse issues from passengers and members of the public using our bus station facilities.

The annual safety plan for last year measured 18 Key Performance Indicators (KPIs) and 6 of these were achieved.

There was however insufficient data available on footfall to allow the incidence rate for a further 4 KPI to be measured and reported against from the overall KPI total.

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SPT had sixty lost working days from one event in 2021/22, which resulted in the target being exceeded. However, it is worth noting that this target is aggressively set each year at zero as our target is to have no lost time days in relation to employee accidents.

3. On-going management of Covid-19 impacts

The continuation of the challenges faced by SPT in relation to the COVID-19 pandemic has brought changes to the way SPT operates in all areas of the business to minimise the risk of spreading this disease to its employees, passengers, contractors and visitors.

SPT in line with Scottish Government and public health guidance, continued to review, develop and update our COVID procedures, control measures, management strategies, and risk assessments for employees, passengers and premises.

SPT continue to track best practice and revise our management strategies and working practices as appropriate.

The bus station COVID management arrangements and control measures were scrutinised by the following external regulatory bodies for suitability and effectiveness:

- Office of Road and Rail (ORR)
- Health and Safety Executive (HSE)

All inspections undertaken and all documented evidence provided to the relevant bodies were found to meet their requirements, resulting in no improvement or prohibition notices issued or any recommendations for additional measures to be introduced.

SPT will continue to liaise and engage with these regulatory bodies proactively to provide assurance that the risk associated with COVID-19 is being managed while providing our services.

4. Safety Aims & Objectives

The overarching objective for 2022/23 is to further embed health and safety as an integral part of management using the annual safety plan to target areas that need a greater focus to drive improvements in safety performance.

Aim 1:

Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.

- Achieve a lower accident incidence rate for our workforce and passengers
- Achieve a reduction in contractor accidents when working on SPT premises
- Ensure that actions identified through the investigation of accidents, incidents, near misses, ill-health etc. are closed out within agreed timescales
- Reduce the risk of incursion onto the operational area
- Reduce the instance of antisocial behaviour and abuse towards staff

Aim 2:

To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and to identify areas of weakness which need to be addressed.

- Monitor that audits and inspections are undertaken as scheduled

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- Ensure that actions identified through audits and inspections are closed out within agreed timescales

Aim 3:

To create a culture of collaboration between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.

- Demonstrate commitment to collaboration with staff by holding safety meetings as scheduled with the appointed union safety representative
- Ensure that issues raised through the meeting are closed out within agreed timeframes

Aim 4:

To have consistent and effective policies and procedures, compliant with legislation and industry best practices and ensuring any changes are adopted throughout bus station locations.

- Ensure policies are reviewed within agreed timescales taking cognisance of comments from key stakeholders
- Ensure revised procedures including any changes are adopted at departmental level

Aim 5:

To have suitable risk management strategies in place that identifies and mitigates risk supported by robust processes to include all key stakeholders and communicate outcomes.

- Risk assessments reviewed on time
- Evidence of involvement of employees in the review/creation of risk assessments
- Evidence of the communication of outcome of risk assessment

Aim 6:

To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers are minimised and without adverse impact on SPT activities.

- Demonstrate commitment to working in partnership with contractors by attendance of scheduled meetings and close out of issues raised, feedback on proposals within agreed timescales
- Reduce the likelihood of damage or impairment of SPT assets from contractor activities

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5. Action Plan

The aims described above require specific actions to progress improvement of the overall aim, or to enable the specific objectives to be met. Reporting on the safety plan will include reporting on specific KPIs and on the progress of the action plan. Timescales for achieving the actions described in the action plan have been included.

Aim 1		Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2022/23 A1-001		Continuation of process to obtain employee numbers and patronage for each financial period	Production of incidence rate for MOP and workforce	BSMT	Per period
SP2022/23 A1-002		Continuation of process adopted for contractor events that are to be measured	Production of incidence rates for contractor events in 2021/22	HS	Per period
SP2022/23 A1-003		Continue to track and monitor passengers accessing the operational area and use of PA announcements and social media to raise awareness	Reduction of incursion on operational area during 2020/21	BSMT	P6
Aim 2		To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and identifying areas of weakness which need to be addressed			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2022/23 A4-001		Meeting with management team following an audit to agree timescales for closure on items identified during audits	Timescales recorded on audit reports and KPI reported on	HS	Per period

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Aim 3		To create a culture of collaboration between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2022/23 A3-001		Continue to track items raised, timescales and resolution arising from the employee representative meeting	KPI can be reported on	HS	Per period
SP2022/23 A3-002		Provide the ability for staff to raise safety concerns and issues with senior management	By tracking of issues raised and ensuring corrective actions are undertaken in a timely manner	BSMT	Per period
Aim 4		To have consistent and effective policies and procedures, compliant with legislation and industry best practices and ensuring any changes are adopted throughout bus station locations.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2022/23 A4-001		Implement review process using the shared document function on SharePoint to ensure all comments are visible to all reviewers and collated centrally	Document review process happens through SharePoint	HS	P4
SP2022/23 A4-002		Agree process to demonstrate procedure implemented and any changes adopted at departmental level and these have been shared with employees	Process implemented and KPI can be counted	BSMT/HS	P6

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Aim 5		To have suitable risk management strategies in place that identifies and mitigates risk supported by robust processes to include all key stakeholders and communicate outcomes.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2022/23 A5-001		Continue to ensure staff are involved in the development and review of risk assessments	KPI can be measured	BSMT/HS	Per period
SP2022/23 A5-002		Reporting/collation of evidence that risk assessments are being shared with employees	KPI can be measured	BSMT/HS	Per period
Aim 6		To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers is minimised and without adverse impact on SPT activities.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2022/23 A6-001		Ensure any damage to property is appropriately investigated and actions tracked to closeout within with agreed timescales	Through SPT investigation tracker	BSMT/HS	Per period

6. Safety Targets/Key Performance Indicators

Based on the aims and objectives above, the KPI's below will measure performance in 2022/23. The KPI's and the Action plan above will be reported on at Bus Management Meetings and the employee representative meetings. Progress on KPI's will also be shared with employees each period through the Safety Brief.

	KPI	Target
Aim 1	Adverse Events	
	Incidence Rate Employee Accidents	2.9 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal/physical abuse towards staff	0.27 per 100,000 bus station users
	Contractor Accidents	7
	Contractor Incidents	12
	Contractor Near Misses	1
	Incidence Rate for Passenger Accidents	0.33 per 100,000 bus station users
	Incursion onto operational area	15.18 per 100,000 bus station users
	Bus on Bus/Bus on Infrastructure events	25

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	Slips, Trips and Falls within Bus Station	0.33 per 100,000 bus station users
Aim 2	Audit and Inspection	
	Audits completed as per plan	100%
	Workplace Inspections undertaken	72
	Audit actions resolved and closed	100%
Aim 3	Consultation and Engagement	
	Employee Representative Meetings	100%
	Actions raised closed within agreed timescales	100%
Aim 4	Procedure Review	
	Procedures reviewed as planned	100%
Aim 5	Risk Management	
	Risk Assessments reviewed within review date	100%
	Risk Assessments shared with employees	100%
Aim 6	Management of Contractors	
	Damage to SPT property	4
	Actions recorded on investigation tracker are closed out within agreed timescales	100%

SPT is committed to ensuring a safe, clean and welcoming environment for all our passengers and staff. The Safety Plan and measurable targets is evidence of our continued commitment towards achieving this, each and every day of operation

Signed:

Neil Wylie
Director of Finance & Corporate Support