



Annual Safety Performance Report 2020/2021

Committee Personnel

Date of meeting 5 November 2021

Date of report 7 October 2021

Report by Acting Chief Executive

1. Object of report

To update the Committee on SPT's Annual Safety Performance report for 2020/2021. 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 Report details SPT's Health and Safety performance for the financial year 2020/2021.

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 2020/2021.

3. Conclusions

The Annual Safety Performance report for 2020/2021 provides an overview of specific areas of Health & Safety related activities within Corporate, Subway and Bus.

In preparation for 2021/2022, SPT carried out an evaluation of the previous year's statistics including the KPI's described in the annual safety plan 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 2020/2021.

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>

Name **Antony Smith**
Title **Director of Subway**

Name **Valerie Davidson**
Title **Acting Chief Executive**

For further information, please contact *Valerie Davidson, Acting Chief Executive* on 0141 333 3298.

APPENDIX 1



**ANNUAL SAFETY
PERFORMANCE REPORT**

2020/2021





Document Control					
Version	Date	Comment	Prepared by	Checked by	Approved by
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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 2020/2021 (i.e. April 2020 to March 2021). 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 2020/21.

1.3 Context and Overview of 2020/2021 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 in line with Scottish Government legislation and guidance. This led to the following changes to working arrangements for staff.

- SPT applied a work from home instruction for all relevant staff. SPT continued to provide public transport for key workers and 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 reviewed in accordance with government guidance changes and at a minimum of every 4 weeks.
- Physical control measures such as signage, physical distancing measures and provision of PPE, face coverings, gloves and hand washing/santiser were implemented 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 undertake the following 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.
- Regular fogging of office areas on an on-going basis in addition to the facility to fog areas if positive COVID cases have 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.
- Regular 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.
- Installation of Ultra Violet handrail sanitisation units on all of the escalators/travellators within Subway stations.

SPT provided a range of cleaning products and wipes in all staff areas to allow the enhanced contactor cleaning regimes to be supplemented as follows:

- Providing the means for staff to clean and wipe down workstation equipment and surfaces before and after use.
- Providing the means for staff to clean frequently used touch points such as door handles, printer machine control panels and toilet/wash hand basin fixtures.
- Providing the means for staff to clean all company vehicles interface points, including door handles, steering wheels and driving control levers/buttons before and after use.

To assist with passenger social distancing a range of public information signage and physical distancing markings were implemented across Subway stations, trains and bus stations. Sanitiser stations were installed on Subway station concourses and bus station concourse to assist passengers in maintaining hand hygiene.

SPT has been inspected and worked collaboratively with a number of external regulatory bodies including Public Health Scotland who have been satisfied with the arrangements in place, with no corrective actions identified or required.

- **Subway**

This year, passenger service was maintained to allow travel for key workers and essential journeys throughout the pandemic with considerable efforts by operations, engineering and maintenance teams to ensure safe operational and working environments while maintaining the existing fleet of rolling stock.

As part of the Subway Modernisation programme, SPT continued to work with the joint venture (AnSTA) to ensure safe delivery of the new stabling shed extension, train testing, signalling, cabling and other associated systems.

This will bring about considerable change to the Subway, all of which is governed through the Safety Verification Scheme as part of the overall Authorisation and Certification under ROGS¹ from the ORR².

The installation of the new signalling systems, cabling, and associated equipment continues over the next financial year. This will be managed and monitored to ensure this is undertaken safely and without disruption to service provision.

- **Corporate**

To ensure continuous improvement of corporate safety, a review of safety related documentation and processes has been undertaken to ensure that the safety of staff,

¹ Rail and Other Guided Systems Regulations 2006 (ROGS)

² Office of Road and Rail: enforcing authority for Subway (ORR)

visitors and contractors is maintained to the highest standards at all times, including specific detail in response to the management of the COVID pandemic.

As part of the internal safety assurance and management process, a selection of audits was undertaken and these included statutory inspection and maintenance requirements that ensured compliance and identified opportunities for continuous improvement. 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 has been closed for large periods to the majority of employees throughout the pandemic. During this period of time, statutory inspections and maintenance activities for legionella and fire have continued to be carried out as per the required legislative frequencies and requirements.

- **Bus Stations**

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

To address slips, trips and falls risk on the concourse area at Buchanan Bus Station, an anti-slip coating has been applied to the floor surface which is expected to drive a reduction in these types of adverse events.

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, Safety Plans, Operational Procedures, Rules and Regulations and Risk Management. In addition, the following inspections are 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
- Continual review of risks and mitigations 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.

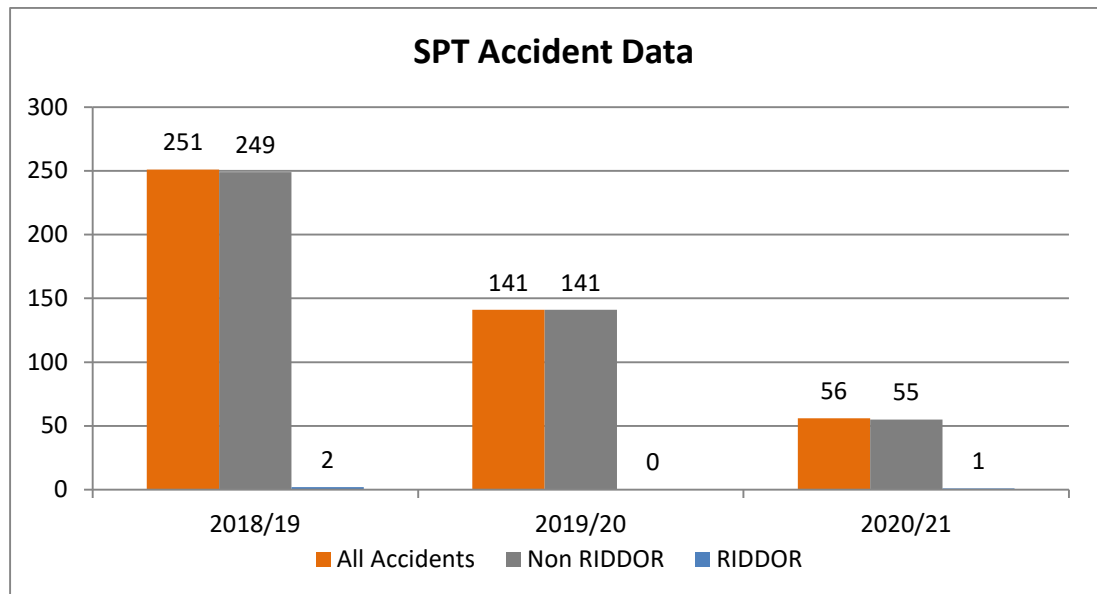
The key areas under analysis are reportable and non-reportable events involving staff, passengers, contractors and infrastructure. Specific Key Performance Indicators are reported for each department.

The 2020/21 performance has been used to influence targets for the 2021/22 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 2020/21 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 identified a continuing decreasing trend in all accidents. This decrease can be attributed to a number of factors, which are detailed within section 3 of this document.

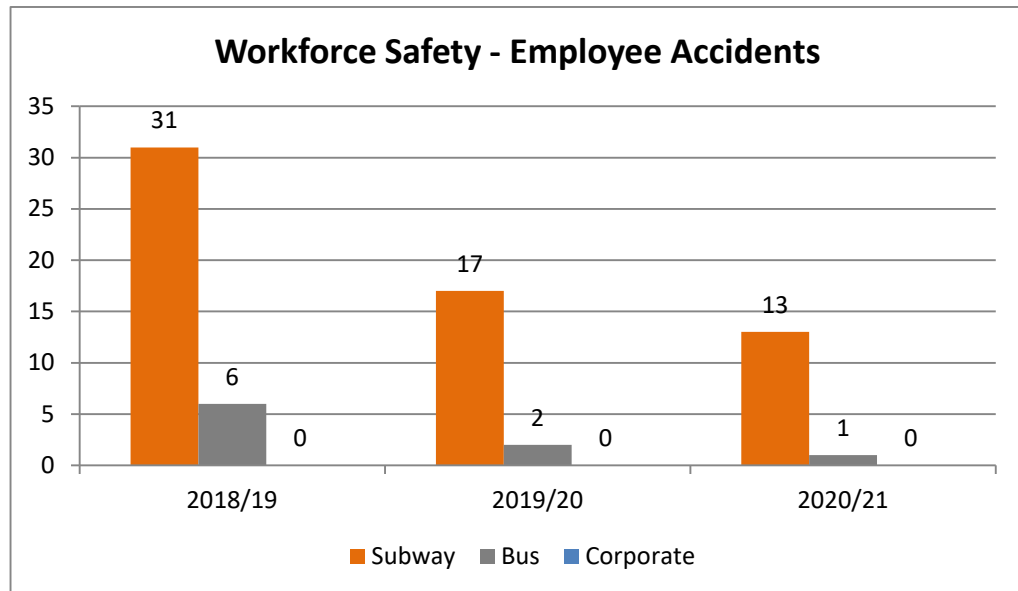
During 2020/21 1 RIDDOR³ Reportable event was recorded for employees. This was an increase from 0 employee related event reported in the previous financial year period.

³ RIDDOR, 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

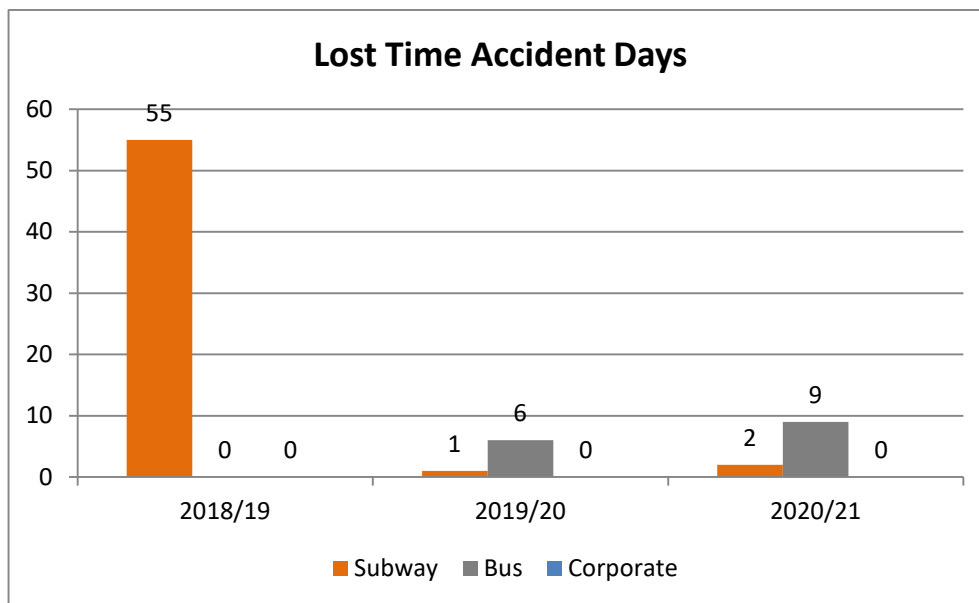


The chart demonstrates a continuing downward trend for the reporting period for employee accidents within both Bus and Subway, notwithstanding that the statistics report on a period of significant disruption due to the pandemic.

Eleven (11) out of Fourteen (14) accidents (78%) of all employee accidents across SPT were strike against/struck by events which caused minor injury, with one resulting in a lost time event at Bus where an employee's fingers were trapped in a door. The remaining events are as follows - one (1) event related to an employee being scalded by tap water. Two (2) events related to employees receiving a musculoskeletal injury.

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 2020/21 have increased to 11 compared to 7 days for the previous reporting period. These days relate to two (2) lost time events, one each for Bus and for Subway.

2.3 Passenger & Members of Public Performance

Statistics relating to Passenger & Members of Public events across the organisation for 2020/21 are compared with the previous two years' performance. Within the reporting period, there has been one (1) event, which required to be notified to the regulatory bodies under the RIDDOR Regulations 2013. This report related to a passenger falling onto the track and being struck by a train at Kinning Park Subway Station.

The success of the safety performance can be attributed to the continuation of effective inspection regimes, defect reporting/rectification, passenger awareness campaigns and overall staff intervention. Another influencing factor to be noted towards the overall safety performance for passengers is the improvements made to these locations as part of the refurbishment works across SPT premises in Subway and bus stations.

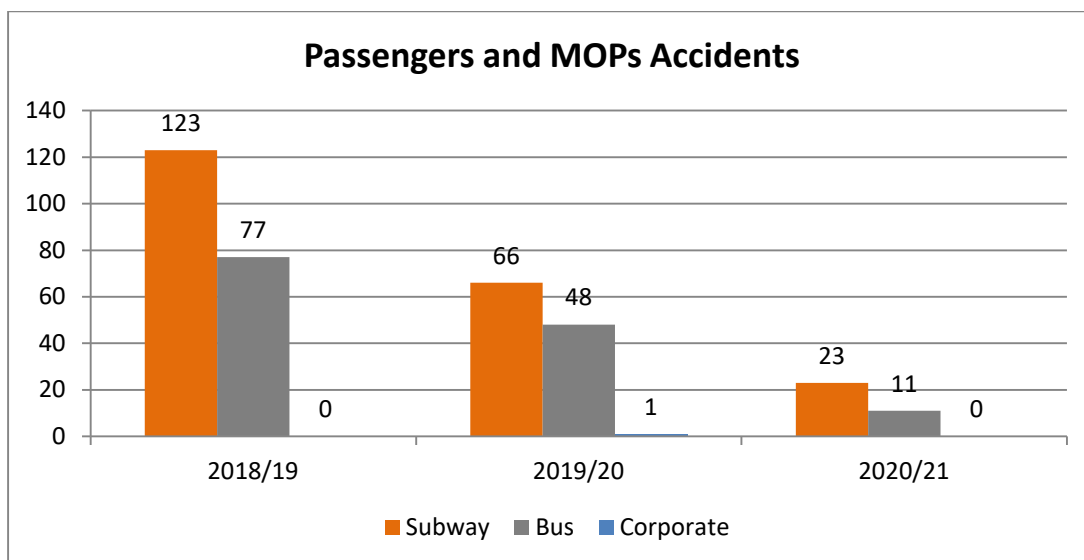
All Passenger and Member of Public Accidents

SPT had significantly reduced patronage of passengers travelling through all premises due to the COVID pandemic this has led to difficulty in comparing performance with previous years. During the reporting period, 34 accidents were recorded.

It should be noted that the reduction in the recorded number of events under this section, are not in direct correlation with the reduction in patronage levels during the COVID pandemic.

On review of the event types it has been identified that we have realised a marked increase in the number of anti-social related reports submitted which is consistent with reports from other frontline facing or key worker industries, including other transport providers. This has presented emerging challenges for SPT in relation to the management of these events.

We have continued to work collaboratively with our emergency services partners in Police Scotland and British Transport Police to seek to obtain prosecution of the individuals involved wherever 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 a year on year decrease of accidents involving Passengers and Members of the Public however, the reduction in patronage due to COVID have to be considered when determining the level of improvement.

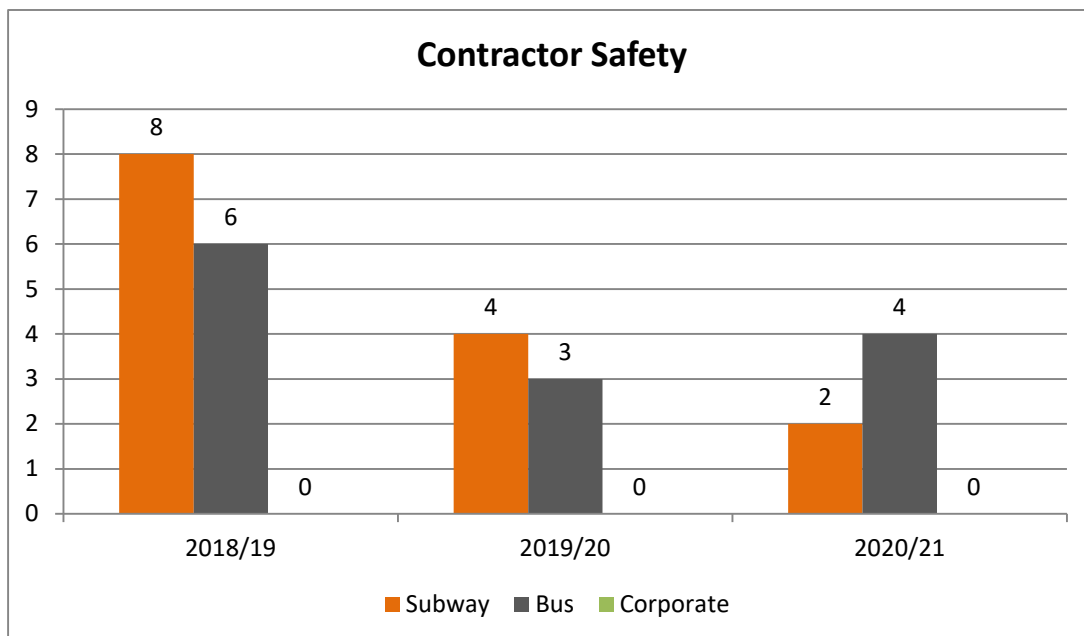
2.4 Contractor Performance

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, 2020/21 there were no RIDDOR reportable events relating to contractors across all departments.

Contractor activities have been impacted during this period due to the COVID pandemic with contractor activity stopping for a period during lockdown in line with government guidance. Contractor accidents within bus stations have increased through slips, trips and falls events or assaults 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 or 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 is 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 2020/21 set out 6 key Health and Safety aims and objectives for Subway, 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	5.01 per 100 employees	4.40
	Working days lost due to workplace accidents	0	2
	Verbal or Physical abuse towards employees	0.35 events per 100,000 passengers	1.05
	Contractor Accidents	10	2
	Incidence Rate for Passenger Accidents	0.46 events per 100,000 passengers	0.92
	Passenger Door/ Platform Interface Accidents (trapped in train doors)	0.08 events per 100,000 passengers	0.24

	Passenger Track Incursions	0.09 events per 100,000 passengers	0.24
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	83%
	Workplace Inspections undertaken	56	52
	Audit actions resolved and closed	100%	70.3%
Aim 3	Consultation and Engagement		
	Safety Committee Meeting Held	13	10
	Actions raised resolved and closed	100%	79%
Aim 4	Procedure Review		
	Procedures reviewed as planned	100%	94%
	Rulebook Modules updated and agreed.	10	9 completed 1 draft
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	7	1
	Contractor safety event which causes a service suspension	4	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	91%
	Contractor HSE meetings attended by SPT	13	12

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 events in 2020/21 reduced against the previous year's performance and was less than the target set. This reduction is a continuing trend and was achieved even though there was no reduction in frontline employees and despite the significant changes to the workplace and environment during COVID.

There was a reduction in passenger accident numbers during 2020/21. An incidence rate was used to enable comparison against the previous year's data and the incidence rate was higher than the previous year.

Platform train interface events such as trapped in train doors and track incursions also reported incidence rates higher than targeted although actual numbers were reduced from the previous year.

There was a significant increase in verbal and physical abuse towards employees during 2020/21. This increase is consistent with industry and other key worker or public facing industries operating throughout the pandemic.

In addition to the Body cameras already issued, station staff were provided with wrist band personal alarms and SPT social media accounts emphasised the expectation of respecting our staff.

Subway Operations continue to work closely with British Transport Police (BTP) to target antisocial behaviour, particularly at football events and by targeted BTP 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 or verbal or physical abuse and encourages staff to report all instances of verbal or physical abuse and antisocial behaviour. Support from Police Scotland or BTP is requested as circumstances necessitate prior to mainline train testing

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.

Due to the restrictions of COVID there were fewer audits undertaken than would normally be expected. There was a reduced number of audits set out to be undertaken, these were completed remotely and whilst they proved challenging 83% were completed.

Work place inspections were also undertaken and at the start of the COVID restrictions, a few were missed due to staff absence. The inspections thereafter were all completed on time.

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.

COVID restrictions, social distancing and staff isolating resulted in some Safety Committee meetings being cancelled or rescheduled. Due to COVID restrictions, the safety committee meetings were held via conference call from March 2020. 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 one procedure remaining under review which is waiting on information from the modernisation programme.

As part of the modernisation programme and in anticipation of the introduction of new rolling stock, the SPT Subway rulebook which sets out the rules for safe working for both operational hours and engineering hours has been undergoing a review, update

and conversion to operating procedures in a modular format in line with industry best practice. This work has progressed 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 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 a reduction in Contractor events during the financial year which is likely due to restricted work activities during the COVID pandemic.

Scheduled contractor meetings between SPT, AnSTA and their sub-contractors transitioned from a face to face meeting to remote meetings during the pandemic with only one meeting missed. A process for AnSTA to report on contractor accidents and investigations from the project was established and progress was made on ensuring action arising were closed.

3.2 Bus

The annual safety plan 2020/21 set out 5 key Health and Safety aims and objectives for Bus, 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	2.63 per 100 employees	1.38
	Working days lost due to workplace accidents	0	9
	Verbal/physical abuse towards staff	0.03 per 100,000 bus station users	0.29
	Contractor Accidents	2	6
	Incidence Rate for Passenger Accidents	0.46 per 100,000 bus station users	0.35
	Incursion onto operational area	8.77 per 100,000 bus station users	15.98
	Bus on Bus/Bus on Infrastructure events	37	28
	Slips, Trips and Falls within Bus Station	0.21 per 100,000 bus station users	0.35

Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	83%
	Workplace Inspections undertaken	72	68
	Audit actions resolved and closed	100%	70.3%
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%	96%
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%

Aim 1:

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

Employee accidents reduced during this financial year and was less 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 significantly increased 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.

As per last year's report, slips, trips and falls continue to be the largest cause of accidents within the bus stations and the target for this year has not been achieved. Despite a significant 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.

At the end of the financial year anti slip coating was applied to the concourse. It is anticipated that this will result in a reduction slips, trips and falls events on the concourse over the next financial year.

The intended outcome for this aim was to reduce the number of slips, trips and falls within bus stations and this will remain a target area for 2021/22.

Bus on Bus/Infrastructure events decreased during the financial year and the target was achieved.

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.

Due to the restrictions of COVID there were fewer audits undertaken than would normally be expected. There was a reduced number of audits set out to be undertaken, these were completed remotely and whilst they proved challenging 83% were completed.

Work place inspections were also undertaken and at the start of the COVID restrictions, a few were missed due to other staff availability and supervisors being deployed to cover for absence. The inspections thereafter were all completed on time.

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 COVID pandemic as much as staffing availability allowed. Two of the four meetings were held and all action 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 one procedure remaining under review which is waiting on information from the Subway modernisation programme.

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

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 so both targets were achieved.

4. Look Ahead

Look Ahead for the year ahead (2021/22)

SPT has carried out an evaluation of the previous year's statistics including the KPI's described in the annual safety plan for Bus and Subway. This historical data in conjunction with the anticipated impact of reduction of patronage due to the current COVID-19 pandemic has been considered and as such the departmental safety plans will focus more on leading indicators as opposed to previous lagging indicators relating to previous year statistical data.

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

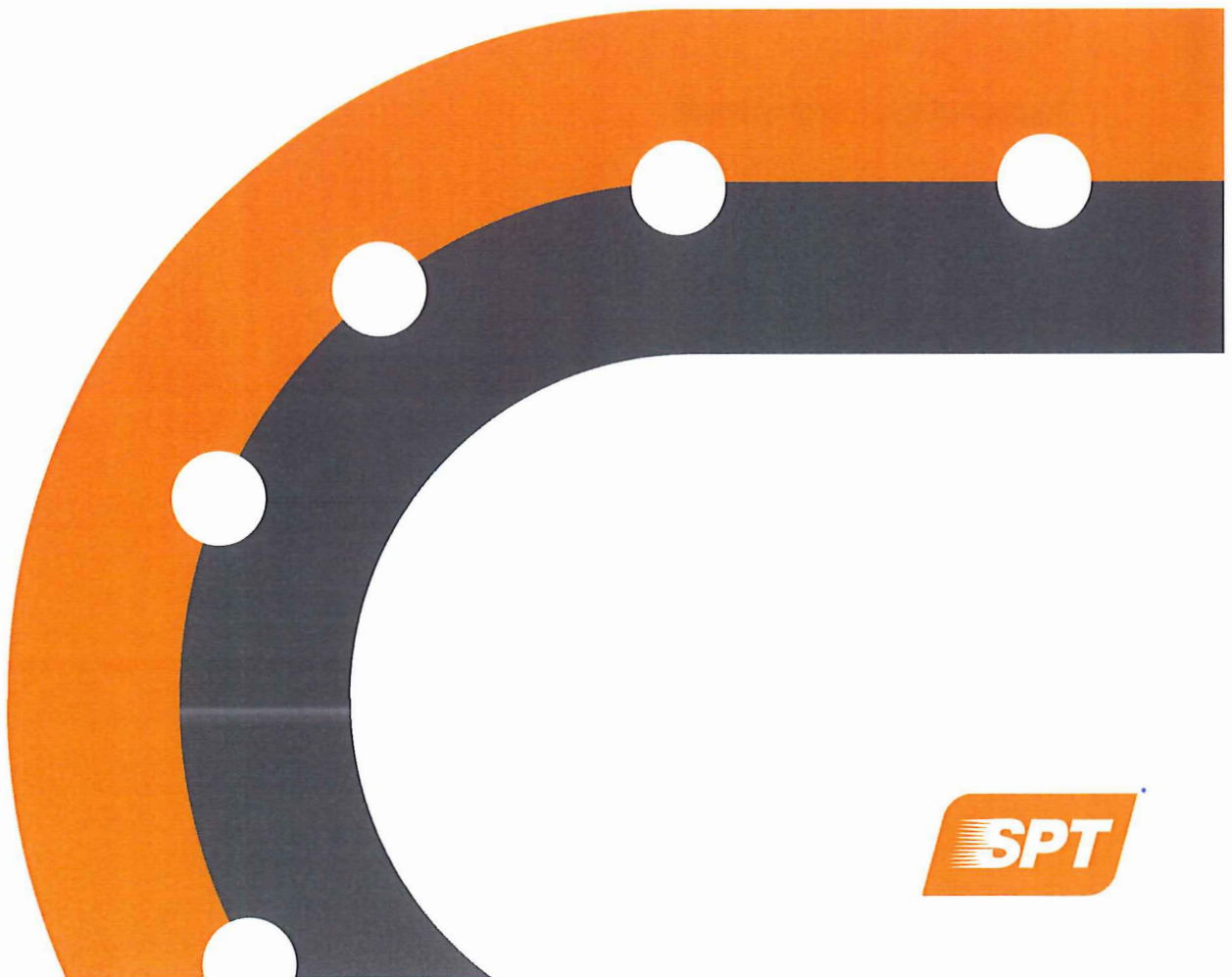
- SUBWAY SAFETY PLAN 2021-2022

APPENDIX B

- BUS STATION SAFETY PLAN 2021-2022



Strathclyde Partnership for Transport
SUBWAY SAFETY PLAN
2021 - 2022



Subway Safety Plan 2021-22



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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 2021 to 31st March 2022. 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 2021/22 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 for last year have reduced by 49%. This has been directly affected by the significant reduction in patronage experienced due to the COVID-19 pandemic.

For passenger related events, when correlated against the reduction in patronage levels, this demonstrates an increase in real terms. Contributing factors attributed to this increase are an increase in anti-social behaviour events and unwanted or unexpected behaviour from passengers as a result of the general societal pressures and stressors associated with dealing with the changes to normal day to day life and compliance with the governmental restrictions and guidance for management of the pandemic.

In relation to employee related events, we have experienced an overall reduction of 46%. This is a demonstrable improvement in the figures as even in relation to restrictions in place during the pandemic our staff figures have not significantly reduced or been directly impacted.

Contractor events reduced by 66%. The number of events recorded have been impacted by a reduction in contractor activities in the first quarter of the financial year due to restrictions for construction activities on SPT premises in the early stages of the pandemic. However, the levels of activities did increase steadily back to similar pre-COVID figures.

The plan, last year measured 20 KPI's and 12 of these were achieved.

Passenger incident rate, abusive behaviour, trapped in train door events and track incursions exceeded the target set and remain areas which require close monitoring. Expansion of provision and continued use of body cameras for all front facing staff will assist in the driving reduction of



abusive behaviour, including sharing of recordings in assisting our partners BTP in pursuing prosecutions based on the footage captured.

SPT did have lost working days from an event in 2020/21, with this one event resulting in 2 lost time days being recorded. Which resulted in the target being exceeded, however it is worth noting that this target is aggressively set each year as our target is to not have any lost time days in relation to employee accidents.

2.1 On-going management of Covid-19 impacts

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. To this end, SPT in line with government and industry guidance introduced and developed our COVID procedures, control measures, management strategies, and risk assessments for employees, passengers, office spaces and use of company vehicles. Dynamic changes to working practices were made, and altered appropriately, during the evolution of the pandemic. As Government and industry advice changed throughout the pandemic period, SPT sought to adopt best practice and continued to review and revise risk assessments and working practices as appropriate.

The Subway 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)
- Glasgow City Council Environmental Department on behalf of Public Health Scotland.

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.

3. Safety Aims & Objectives

The overarching objective for 2021/22 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 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 by holding 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 policies and procedures, compliant with legislation and informed by industry best practices and ensuring any changes are adopted throughout Subway.

- Ensure policies and procedures are reviewed within agreed timescales with the active participation of key stakeholders
- Ensure revised policies/procedures changes are communicated to employees and adopted at departmental level
- Measure progress on implementation of new operational procedures being introduced to replace the current Subway Rules and Regulations

Aim 5:

Maintain and identify opportunities for improvement to our risk management strategies, 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 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.

4. 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 Subway premises to provide a safe and healthy environment for employees, members of the public and contractors.				
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2021/22 A1-001	Continuation of process to obtain employee numbers and patronage for each financial period	Production of incidence rate for MOP and workforce	SMT	Per period
SP2021/22 A1-002	Continuation of process adopted for contractor events that are to be measured	Production of incidence rates for contractor events in 2021/22	H&S	Per period
SP2021/22 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 2020/21	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
SP2021/22 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
SP2021/22 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
SP2021/22 A3-001	Continue to track items raised, timescales and resolution arising from employee issues	KPI can be reported on	H&S	Per period
SP2021/22 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
SP2021/22 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 policies and procedures, compliant with legislation and informed by industry best practices and ensuring any changes are adopted throughout Subway.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2021/22 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 and measured through SharePoint	H&S	P3
SP2021/22 A4-002	Agree process to demonstrate procedure implemented and any	Process implemented and	SMT	P6



	changes adopted at departmental level and these have been shared with employees	KPI can be counted		
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
SP2021/22 A5-001	Continue to ensure staff are involved in the development and review of risk assessments	KPI can be measured	SMT	Continuous
SP2021/22 A5-002	Reporting/collation of evidence that risk assessments are being shared with employees	KPI can be measured	SMT	Continuous
SP2021/22 A5-003	Continue measurement of performance against trackers/plans	KPI can be measured	SMT	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
SP2021/22 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
SP2021/22 A7-001	Ensure the change management process is followed and that gate have 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
SP2021/22 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



SP2021/22 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
SP2021/22 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
SP2021/22 A7-005	Ensure retention of change management evidence for individual change requests for auditing purposes.	Process implemented and assured for record retention	MT	Continuous
SP2021/22 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

5. Safety Targets/KPIs

Based on the aims and objectives above, the KPI's below will measure performance in 2020/21. 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	4.18 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal or Physical abuse towards employees	0.99 events per 100,000 passengers
	Contractor Accidents	2 *
	Incidence Rate for Passenger Accidents	0.87 events per 100,000 passengers
	Passenger Door/ Platform Interface Accidents (trapped in train doors)	0.22 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	Procedure Review	
	Procedures reviewed as planned	100%
	Rulebook Modules agreed and implemented.	10
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	5
	Contractor safety event which causes a service suspension	3
	Actions recorded on investigation tracker are closed out within agreed timescales	100%
	Contractor HSE meetings attended by SPT	13
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 accidents is based on taking the reported totals for the previous financial year in conjunction with the anticipated increase in 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

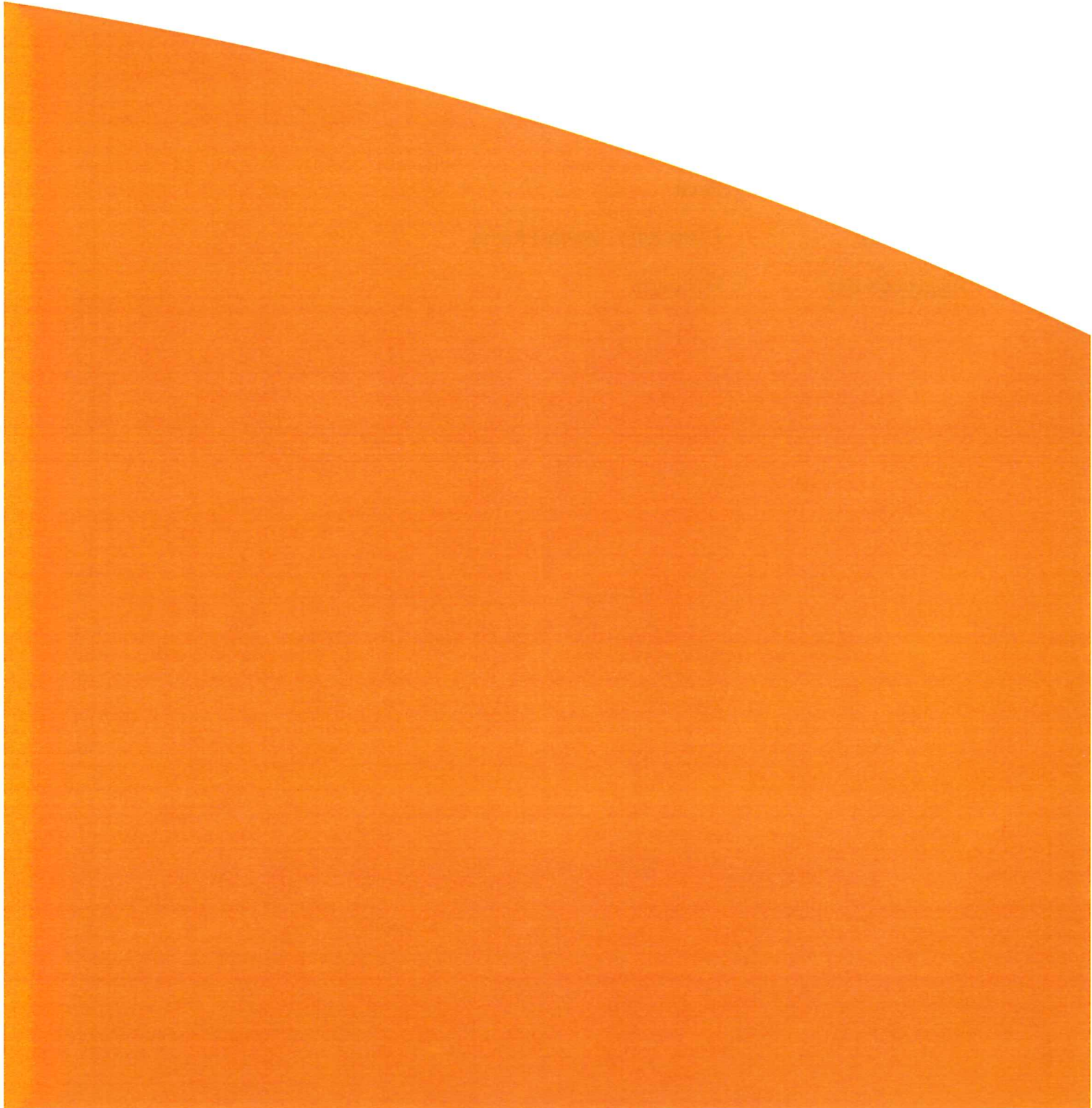
Signed:

Antony Smith
Director of Subway





Strathclyde Partnership for Transport
BUS STATION SAFETY PLAN
2021 - 2022





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Issue: Final

Written By: Frank Kelly, Michael Ferrie.

Approved By: Neil Wylie

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 2021 to 31st March 2022. 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 2021/22 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 Reflection & Anticipation

Overall events recorded last year decreased by 33%. This has been directly affected by the significant reduction in patronage experienced due to the COVID-19 pandemic.

For passenger related events, when correlated against the reduction in patronage levels, this demonstrates an increase in real terms. Contributing factors attributed to this increase are an increase in anti-social behaviour events and unwanted or unexpected behaviour from passengers as a result of the general societal pressures and stressors associated with dealing with the changes to normal day to day life and compliance with the governmental restrictions and guidance for management of the pandemic.

In relation to employee related events, we have experienced an overall reduction of 47.5%. This is a demonstrable improvement in the figures as even in relation to restrictions in place during the pandemic our staff figures have not significantly reduced or been directly impacted.

Contractor events increased significantly in the year by 250%. The number of events recorded increased from 6 events in 2019/20 to 15 events in 2020/21.

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 plan last year measured 18 KPI's and 9 of these were achieved. Slips, trips and falls, abusive behaviour, contractor accidents and incursion on to station operational areas events exceeded the target set and remain areas which require close monitoring.

SPT did have lost working days from an event in 2020/21, with this one event resulting in 9 lost time days being recorded. This resulted in the target being exceeded, however it is worth noting that this target is aggressively set each year as our target is to not have any lost time days in relation to employee accidents.

2.1 On-going management of Covid-19 impacts

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. To this end, SPT in line with government and industry guidance introduced and developed our COVID procedures, control measures, management strategies, and risk assessments for employees, passengers, office spaces and use of company vehicles. Dynamic changes to working practices were made, and altered appropriately, during the evolution of the pandemic. As Government and industry advice changed throughout the pandemic period, SPT sought to adopt best practice and continued to review and revise risk assessments and working practices as appropriate.

3. Safety Aims & Objectives

The overarching objective for 2021/22 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
- 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

4. 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. Bus Stations to provide a safe and healthy environment for employees, members of the public and contractors.				
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2021/22 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
SP2021/22 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

Bus Station Safety Plan 2021-2022



SP2021/22 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
SP2021/22 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
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
SP2021/22 A3-001	Continue to track items raised, timescales and resolution arising from the employee representative meeting	KPI can be reported on	HS	Per period
SP2021/22 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
SP2021/22 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
SP2021/22 A4-002	Agree process to demonstrate procedure implemented and any changes adopted at	Process implemented and KPI can be counted	BSMT/HS	P6

	departmental level and these have been shared with employees.			
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
SP2021/22 A5-001	Continue to ensure staff are involved in the development and review of risk assessments	KPI can be measured	BSMT/HS	Per period
SP2021/22 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
SP2021/22 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

5. Safety Targets/KPIs

Based on the aims and objectives above, the KPI's below will measure performance in 2021/22. 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	1.31 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	4
	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
	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