



Annual Safety Performance Report 2019/2020

Committee Personnel

Date of meeting 21 August 2020

Date of report 30 July 2020

Report by Assistant Chief Executive

1. Object of report

To update the Committee on SPT’s Annual Safety Performance report for 2019/2020. 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 2019/2020.

The report compares this year’s performance with previous years to identify 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 2019/2020.

3. Conclusions

The Annual Safety Performance report for 2019/2020 provides an overview of specific areas of Health & Safety related activities within Corporate, Subway and Bus.

Looking ahead to 2020/2021, 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 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 2019/2020.

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>

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**ANNUAL SAFETY
PERFORMANCE REPORT**

2019/2020





Document Control					
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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 2019/20 i.e. April 2019 to March 2020. The report compares this year's performance with previous years to identify trends which assist developing 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 2019/20.

1.3. Context and Overview of 2019/2020 Activities

SPT has undertaken a wide range of activities over the year within Corporate, Subway and Bus, which are detailed in the SPT Annual report: <http://www.spt.co.uk/corporate/about/annualreport/>.

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

- Subway

This year continued to see the delivery of a high level of availability and reliability for Subway passengers through considerable efforts by operations and engineering/maintenance teams to ensure a safe station and infrastructure environment and in maintaining the existing fleet of rolling stock.

As part of the Subway Modernisation programme, SPT continues to work with the joint venture team of Hitachi Rail STS/Stadler to ensure safe delivery of the new trains, signalling 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.

Subway Modernisation activities continued to present challenges in the daily tasks of operating a safe environment for staff, members of the public, and contractors. This included track access, possession control and managing the day-to-day interface between SPT, contractors and members of the public during construction works within a live operational environment. The installation of the new signalling systems and associated equipment has commenced within stations and will continue over the next financial year and will be managed to ensure this is undertaken without disruption to service provision.

SPT Projects department in conjunction with the Subway senior management team has formed a new transformation team to drive all readiness activities needed to allow SPT to accept and operate the new assets provided and part of the new rolling stock and control systems contract.

¹ Rail and Other Guided Systems Regulations 2006

² Office of Road and Rail: enforcing authority for Subway

All station refurbishments works have now been completed which enhance customer experience and improvements to safety and security performance throughout the system. Refurbishment to the Stations include improved lighting which also takes account of SPT's carbon footprint, upgrade to escalators, tactile tiles and improved way-finding measures, provision of passenger lifts at St Enoch and Govan stations for persons of reduced mobility, improved signage, upgrade of fire protection and alarm systems and PAVA communication systems, sumps and pumps replacement and CCTV upgrade to allow increased security and passenger safety.

- 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, visitors and contractors is maintained to the highest standards at all times.

As part of the internal safety assurance and management process, audits were undertaken against the agreed programme and included statutory inspection and maintenance requirements that ensured compliance and identified opportunities for continuous improvement.

SPT's Health and Safety department also constructed and introduced a new SharePoint document management system to centralise all safety documentation which allows all staff to instantly access these documents via the organisations intranet system available on all SPT desktops, laptops and tablet devices.

- Bus Stations

SPT continued to provide a clean, safe and attractive environment for members of the public, passengers and staff when using Bus Station Facilities.

Refurbishment works to Buchanan Bus Station are now complete and have delivered improvements in safety and security for passengers, with the relocation of the luggage storage facility and the upgrade of public toilets enhancing the overall customer experience. In addition, the works delivered improved facilities for employees.

SPT worked closely with onsite contractors undertaking the refurbishment to ensure safety standards were maintained and there was minimal disruption to both employees and passengers. This was demonstrated with no reportable accidents recorded during the works.

Maintaining a high level of health and safety performance during the work was a key focus for the bus station management team and there was a continuation of safety related training sessions provided for employees, which resulted in increased awareness and performance.

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 Committee (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 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 safety KPI's;
- 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.

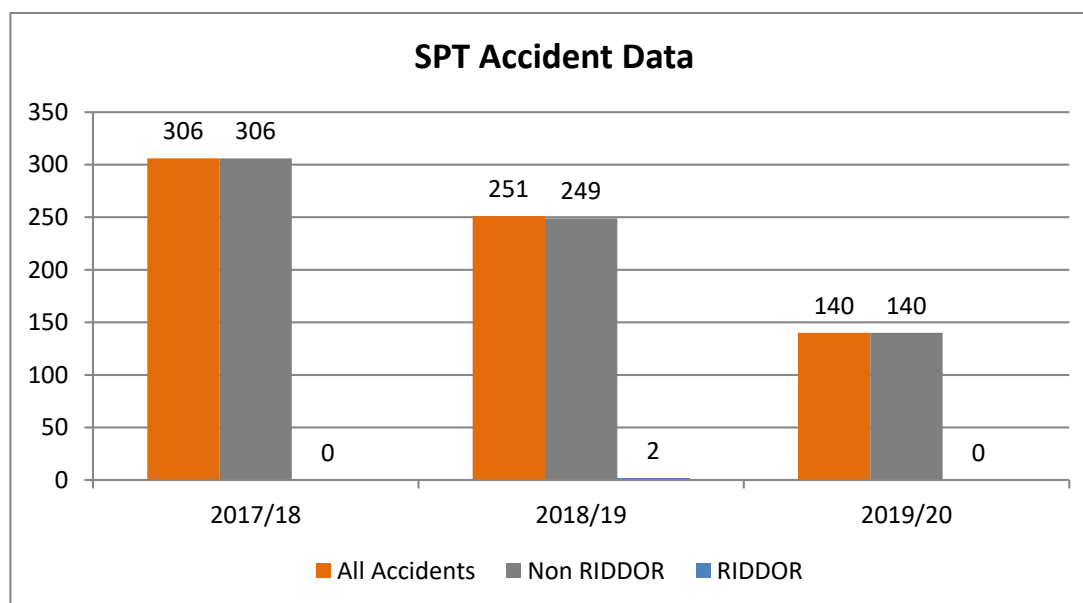
The key areas under analysis are reportable and non-reportable events involving staff, passengers, contractors and infrastructure. Specific Key Performance Indicators are reported for each department.

The 2019/20 performance has been used to influence targets for the 2020/21 Key Safety Performance Indicators contained within the relevant departments Annual Safety Plans. Safety Plans contained with Appendix "A" of document.

2. SAFETY PERFORMANCE

Details of accident statistics for the year 2019/20 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.

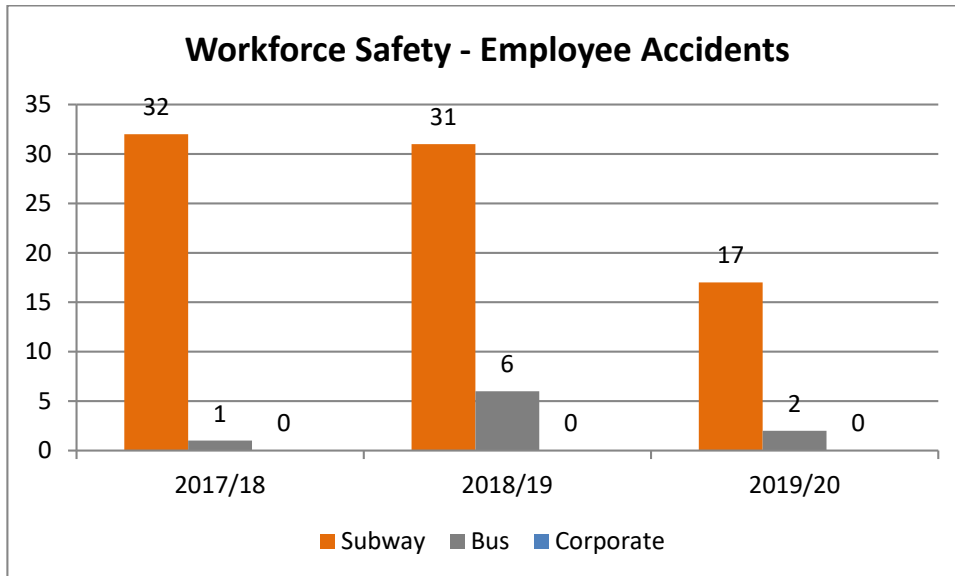
During 2019/2020 no RIDDOR³ Reportable events were recorded for employees, members of the public, passengers or visitors. This was a decrease from 2 employee related events reported in the previous financial year period.

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



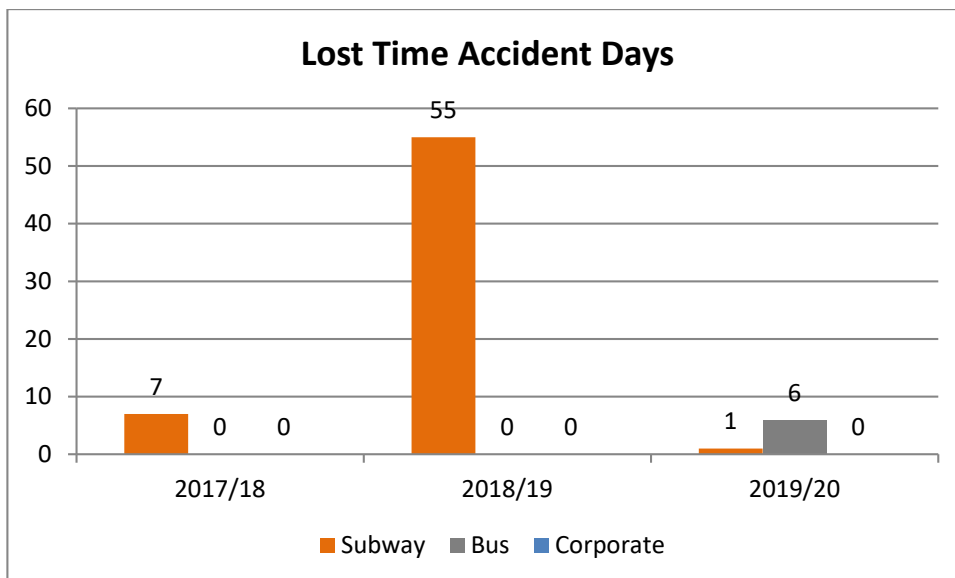
The chart demonstrates a continuing downward trend for the reporting period for employee accidents within both Bus and Subway.

Thirteen (13) out of nineteen (19) accidents (68%) of all employee accidents across SPT were strike against/struck by events, all resulting in minor injury.

The remaining events are as follows - one (1) event related to an employee tripping over a kerb. Two (2) events related to employees lifting items resulting in a musculoskeletal injury. Two (2) events related to employees falling from chairs which were defective and one (1) event related to an employee who fell when trying to step up from the track to the platform.

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 2019/20 have significantly decreased to 7 compared to 55 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 2019/20 are compared with the previous two years' performance. Within the reporting period, there have been no events, which required to be notified to the regulatory bodies under the RIDDOR Regulations 2013.

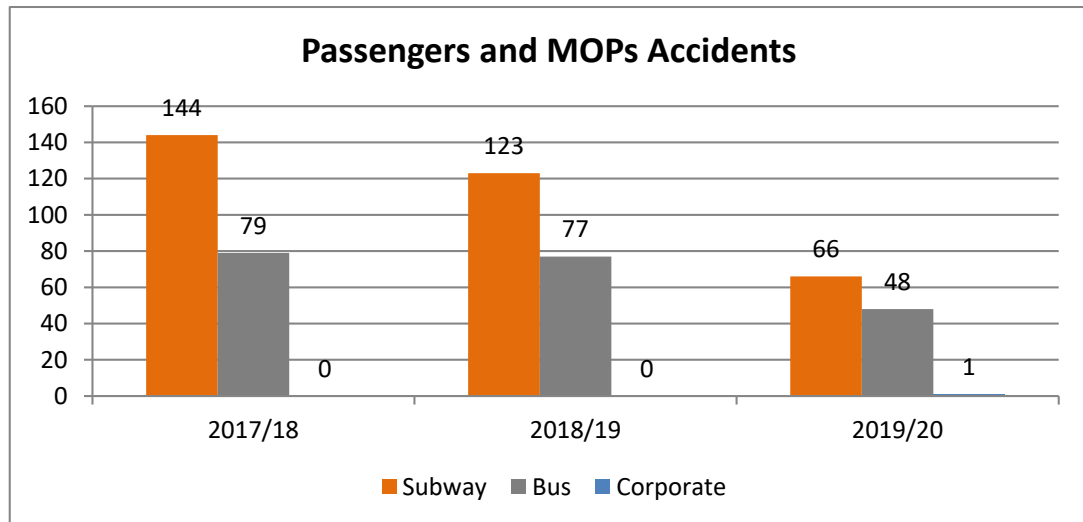
The success of the safety performance can be attributed to the continuation of effective inspection regimes, defect reporting/rectification, passenger awareness campaigns and overall staff intervention. Another influencing factor to be noted towards the overall safety performance for passengers is the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

2.4 All Passenger and Member of Public Accidents

SPT had approximately 28 million passengers travelling through all premises during the reporting period with 114 accidents reported.

The passenger footfall is split as follows: approximately 13 million passengers within Subway premises accounting for 66 accidents; and 15 million passengers within Bus premises with 48 accidents reported.

When this is taken into context, the amount of accident events recorded has an accident frequency of 1 event for every 245,614 passengers.



SPT’s continued drive to improve performance is supported by staff awareness and actions and 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 compared to the previous year. Specifically:

- Accidents recorded for both Subway & Bus Operations decreased in the reporting period; and
- There was one (1) reported accident at 131 St Vincent Street offices relating to a slip, trip and fall event on the external stairs due to inclement weather conditions.

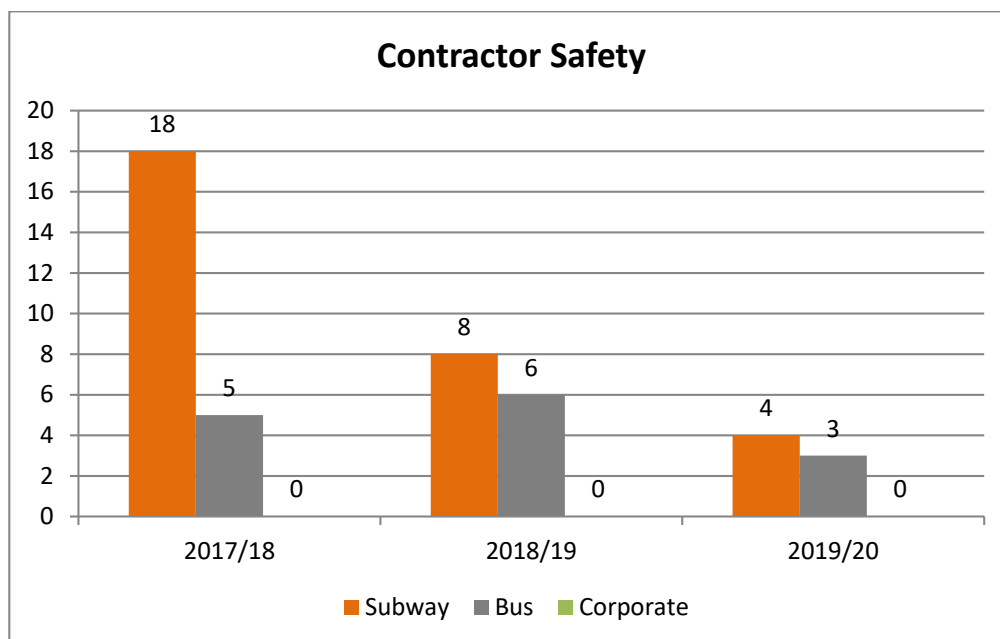
2.5 Contractor Performance

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, 2019/20 there was no RIDDOR reportable events relating to contractors across all departments.

Contractor activities have increased during this period with the final works to complete the Subway station modernisation project and refurbishment works being undertaken at Buchanan Bus Station. Significantly, this increased activity has had been undertaken without an adverse impact on the number of reported events or disruption to the services provided by SPT.

Contractor Non – RIDDOR Accidents

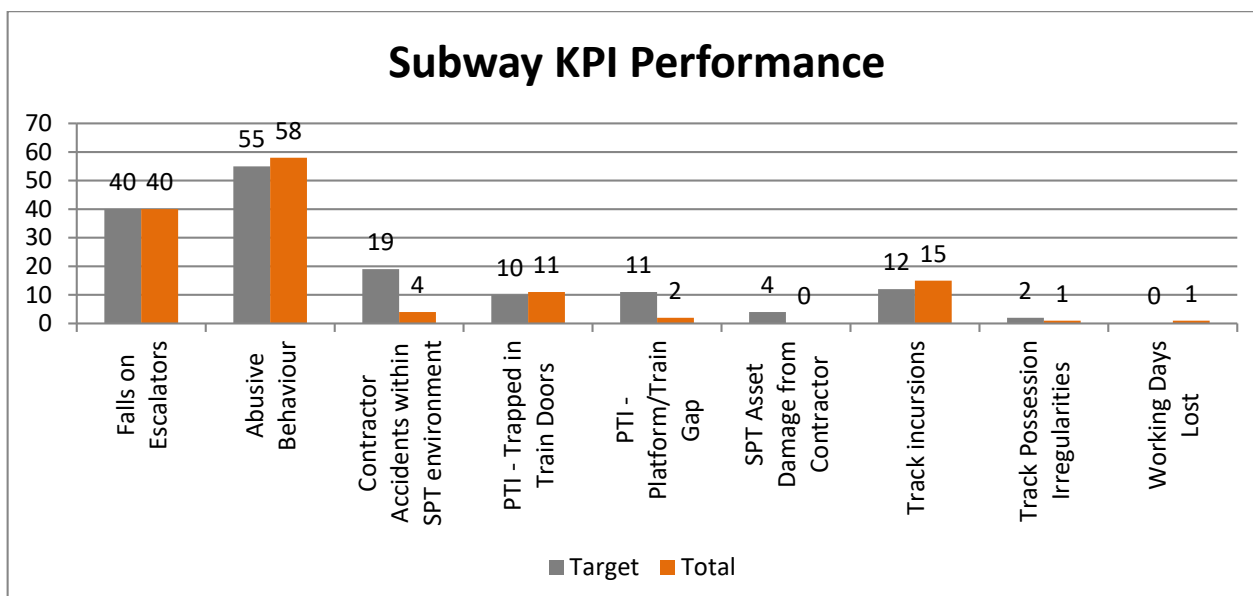


SPT will continue to record all events reported and challenge the respective contractors to ensure that robust investigations to identify root causes is undertaken and that the implementation of suitable and sufficient corrective actions and control measures are adopted to prevent reoccurrence. Health 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 2019/20 set out 8 key Health and Safety aims and objectives for Subway, which was supported by high level strategies, and specific action plans. Performance against these targets is detailed below, with further information available within the plan.



3.1.1 Falls on Escalators

Aim 1 - Reduce the number of passenger accidents in Stations, specifically falls on escalators.

There has been an overall reduction in number of the public accidents during 2019/20. The KPI set against last year's performance has been achieved and there has been a downward trend in this type of event over the past three years. The strategies adopted were:

- To increase passenger hazard awareness
- Maintain a safe environment within the stations.
- Improvements to public announcement messages and display board messages and improved signage
- Staff training which promoted early intervention with passengers

All of these strategies have contributed to reducing the number of accidents and led to a demonstrable improvement in safety performance surrounding escalator use.

3.1.2 Abusive Behaviour

Aim 2 - Reduce the number of incidents of anti-social behaviour and abuse.

There has been a reduction in reports of anti-social behaviour and abuse towards employees in this reporting year although the target set has not been met, which demonstrates this is an area that requires continued focus. The strategies for improving antisocial behaviour and reducing verbal/physical abuse towards staff focused on proactive communications, introduction of body cams for all public facing staff, staff training and awareness.

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.

Body cameras issued to SPT station staff and drivers has proven effective in de-escalating difficult situations and assisting BTP in actively pursuing offenders.

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.

3.1.3 Staff and Contractor Accidents

Aim 3 - Reduce the number of contractor accidents within all SPT environments.

There has been a planned increase in contractor activities relating to the new rolling stock and control system works with SPT environments, supported by SPT maintenance employees. This KPI target was achieved with a significant reduction in contractor accidents reported within the reporting period.

This will remain an area of focus for SPT, as these activities relating to the new rolling stock and control system works will continue in the upcoming financial year reporting period.

3.1.4 Passenger Door/Platform Interface

Aim 4 - Reduce the risk of train/platform interface accidents and incidents.

The target was measured against two separate criteria this year. Events occurring relating to passengers slips in the gap between train and platform at door areas has been achieved with a significant reduction in events occurring over the reporting year. Early intervention through specific public announcements by drivers, reminding passengers to mind the gap when alighting and improved signage within the trains and stations has proven successful in reducing these events.

Events occurring where a passenger is trapped between train doors when boarding or alighting exceeded the target set. Analysis of these events, indicate customer behaviour is a major contributory factor. This is an area which SPT will continue to focus on in the next financial year with the aim of reducing the current levels and demonstrating improvements to passenger safety.

3.1.5 SPT Asset Damage from contractor activities

Aim 5 – reduce the number of occurrences resulting in damage/impairment of SPT assets from external contractor's work activities resulting in service disruption.

With increased contractor activities, there was an increase in reports of minor damage or impairment to SPT assets, however none of these resulted in service disruption and this KPI was achieved.

3.1.6 Track Incursions

Aim 6 - Prevent illegal incursion onto the track from station platforms by passengers during operational hours.

Track incursions by passengers reported during this financial year has exceeded the target set. It is recognised that a small minority of passengers do not understand the risk to themselves when they access the track during operational hours, with the majority of these events relating to the retrieval of dropped property. This will remain a continued focus for SPT on improving passenger hazard awareness, supported by staff intervention and increased BTP presence. The hazard warnings on

the third rail have been refreshed to make them more visible to people standing on the platform.

3.1.7 Track Possession Irregularities

Aim 7 – prevent the potential for track possession irregularities during work activities.

This KPI target has been achieved, with one report of track possession irregularity recorded in the reporting year. An investigation into the event was undertaken, resulting in a number of remedial actions being implemented.

3.1.8 Working Days Lost

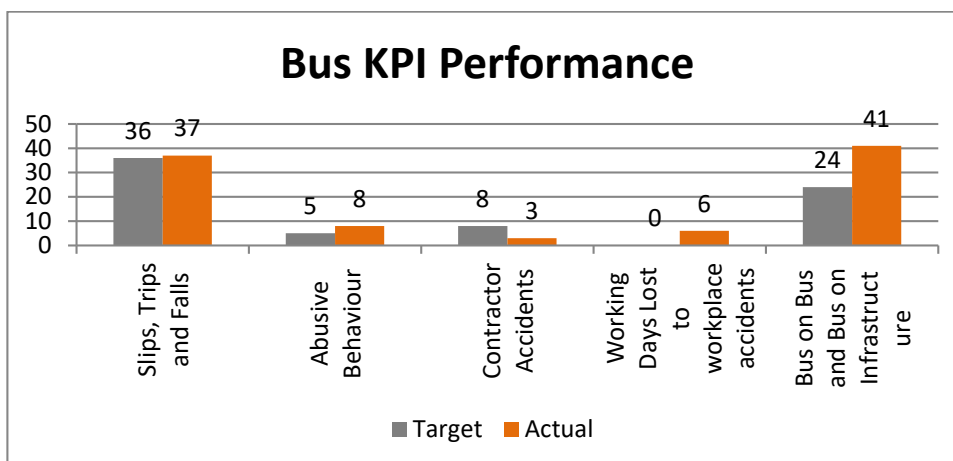
Aim 8 - Reduce the number of work days lost due to occupational health issues relating to workplace accidents.

One workday was lost during this reporting period. This is a significant reduction from the previous year which recorded 55 days. This was from 1 event, which related to a minor musculoskeletal injury.

The review of emerging trends will continue to be monitored, with staff absence managed through the departmental absence management meetings.

3.2 Bus

The annual safety plan 2019/20 set out 5 key Health and Safety aims and objectives for Bus, which was supported by high-level strategies, and specific action plans. This section reports on these targets.



3.2.1 Slips, Trips and Falls

Aim 1 - Reduce the number of passenger accidents and incidents within stations in particular, accidents relating to slips, trips and falls.

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. However, the total number of accidents recorded has decreased significantly from the previous year.

Analysis of these events identified customer behaviour as the significant contributing factor in STF events within bus stations, with the principle cause relating to mobility issues, intoxication and passenger's inattention or behaviour. No pattern was identified in relation to defects with SPT bus infrastructure or surfaces.

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 2020/21.

3.2.2 Antisocial Behaviour

Aim 2 - Reduce the number of incidents of anti-social behaviour and abuse.

Reports of antisocial behaviour and verbal abuse towards our operational, customer facing staff has increased during this reporting period compared to the previous year and the KPI set has been achieved. SPT continues to have a zero tolerance approach towards unacceptable behaviours and this remains an area of focus within the Bus Stations.

All staffed Bus Stations have security guards on site and their quick intervention supports SPT staff when dealing with this type of behaviour. Staff have been actively encouraged to report instances of verbal abuse or physical assault through the in house reporting tool, Axiom. With prompt reporting and sharing of information by staff relevant to the event to Police Scotland, this partnership has resulted in the police apprehending a number of the individuals involved.

3.2.3 Contractor Accidents

Aim 3 - Reduce the number of contractor events.

This target was achieved with a reduction on the events recorded in the previous reporting year.

Staff management of activities coupled with intervention and regular inspection, drove improvement of performance resulting in maintaining high standards of safety during the work activities. This resulted in providing a safe and secure environment for all staff, passengers, members of the public, visitors and contractors.

3.2.4 Working Days Lost

Aim 4 - Reduce the number of work days lost due to Workplace accidents.

Although there was a decrease in employee accidents during this reporting period, 6 working days were lost. This is the first increase in days lost for bus station staff over the previous three reporting periods and related to one employee event.

4 Look ahead for 2020/21

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) identify areas of focus and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance.

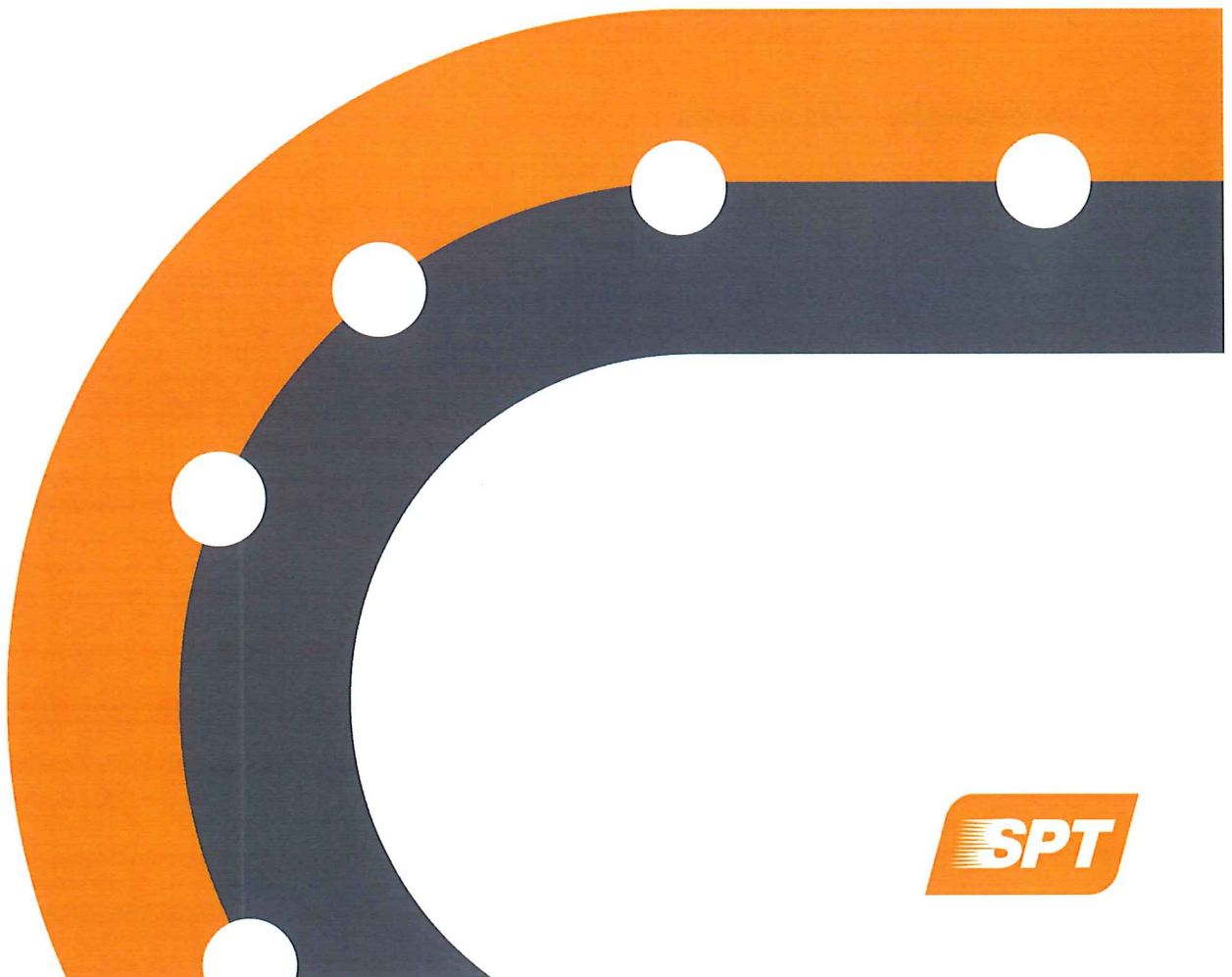
SPT remains committed to ensuring that it actively promotes and practices the highest standards of Health and Safety within all its operations and sites to ensure that staff, passengers, and members of the public can deliver and access services safely.

5 APPENDIX A

- SUBWAY SAFETY PLAN 2020-2021
- BUS STATION SAFETY PLAN 2020-2021



Strathclyde Partnership for Transport
SUBWAY SAFETY PLAN
2020 - 2021



Subway Safety Plan 2020-21



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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 2020 to 31st March 2021. 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. 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 2020/21 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 reduced by 7.54%. There has been an increase in events which did not result in injury and a decrease in events which did cause injury. This means that where an unplanned, unwanted event occurred, the severity of these events is less than in previous years.

The plan, last year measured 9 KPI's and 5 of these were achieved. Abusive behaviour, trapped in train door events and track incursions exceeded the target set and remain areas which require close monitoring. The introduction of body cameras for all front facing staff will assist in the reduction of abusive behaviour, including an increase in the impact of the recordings in assisting our partners BTP in pursuing prosecutions based on the footage captured.

SPT did have lost working days from an event in 2019/20 which resulted in the target being exceeded, however it is worth noting that the number of days lost was significantly less than the 55 days lost the previous financial year.

Contractor accidents reduced by half although, overall the number of events recorded increased. There were 8 reports of damage to SPT assets by contractors, none causing a disruption to service.

The Mind the Gap campaign has proved successful with only 2 events recorded against falls between platform and train gap compared with 13 the previous year.



2.1 Management of Covid-19

The current COVID-19 pandemic has fundamentally shifted 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 quickly introduced COVID procedures, physical distancing, and risk assessments for employees, passengers, office spaces and use of company vehicles. Dynamic changes to working practices have been made, and altered appropriately, during the evolution of the pandemic. As Government and industry advice changes throughout the pandemic period, SPT will adopt best practice and continue to review and revise risk assessments and working practices as appropriate.

3. Safety Aims & Objectives

The overarching objective for 2020/21 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 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 identifying 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 updates to Subway Rules and Regulations

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
- Ensuring the management and resolution of risks associated with new projects, new works or changes in the workplace are fully considered and tracked to resolution

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.

- 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

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 environments.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2020/21 A1-001	Develop and implement process to obtain employee numbers and patronage for each financial period	Production of incidence rate for MOP and workforce	SMT	P6
SP2020/21 A1-002	Design and agree a process for contractor events that are to be measured	Enable incidence rates for contractor events in 2021/22	HS	P9



SP2020/21 A1-003	Continue and extend the campaign of targeting passengers accessing the track and trapped in train doors using PA announcements, poster campaign's and social media	Reduction of track incursion events during 2020/21	Operations	P8
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
SP2020/21 A2-001	Hold workshop to determine audit schedule based on agreed key areas and activities. Consider if combining HS and Quality audits is appropriate and efficient	Outcome of workshop to be published and final audit planned issued.	SMT	P6
SP2020/21 A2-002	Meeting with relevant departments following an audit to agree timescales for actions	Timescales recorded on audit reports and KPI reported on	HS	P6
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
SP2020/21 A3-001	Create a process to track items raised, timescales and resolution arising from employee issues	KPI can be reported on	HS	P5
SP2020/21 A3-002	Agree safety committee constitution	Safety Committee minutes records agreed constitution and the final document is uploaded to SharePoint	SMT	P5
SP2020/21 A3-003	Workshop to define the scope of an employee survey and create survey	Scope and survey created	SMT	P10
SP2020/21 A3-004	Develop a robust and efficient process in place to model 'you said, we did' based on the results from the survey and agree feedback mechanisms	Processes documented and agreed by SMT	HS	P10

SP2020/21 A3-005	Issue survey	Survey issued to all staff and results are collated and shared with staff.	HS	P12
SP2020/21 A3-006	Address issues identified in survey	Action plan developed to address areas for improvement	HS	P12
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
SP2020/21 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	P7
SP2020/21 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	SMT	P7
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
SP2020/21 A5-001	Agree and implement a process to ensure staff are involved in the development and review of risk assessments	KPI can be measured	SMT	P6
SP2020/21 A5-002	Agree process for reporting on evidence of risk assessments are shared with employees	KPI can be measured	SMT	P6
SP2020/21 A5-003	Agree process and implement measurement of performance against trackers/plans	KPI can be measured	SMT	P6
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
SP2020/21 A6-001	Ensure any damage to property is appropriately	Through SPT investigation tracker	SMT/HS	P6



	investigated and actions tracked to closeout within with agreed timescales			
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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	5.01 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal or Physical abuse towards employees	0.35 events per 100,000 passengers
	Contractor Accidents	10
	Incidence Rate for Passenger Accidents	0.46 events per 100,000 passengers
	Passenger Door/ Platform Interface Accidents (trapped in train doors)	0.08 events per 100,000 passengers
	Passenger Track Incursions	0.09 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 updated and agreed.	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	7
	Contractor safety event which causes a service suspension	4
	Actions recorded on investigation tracker are closed out within agreed timescales	100%
	Contractor HSE meetings attended by SPT	13



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:

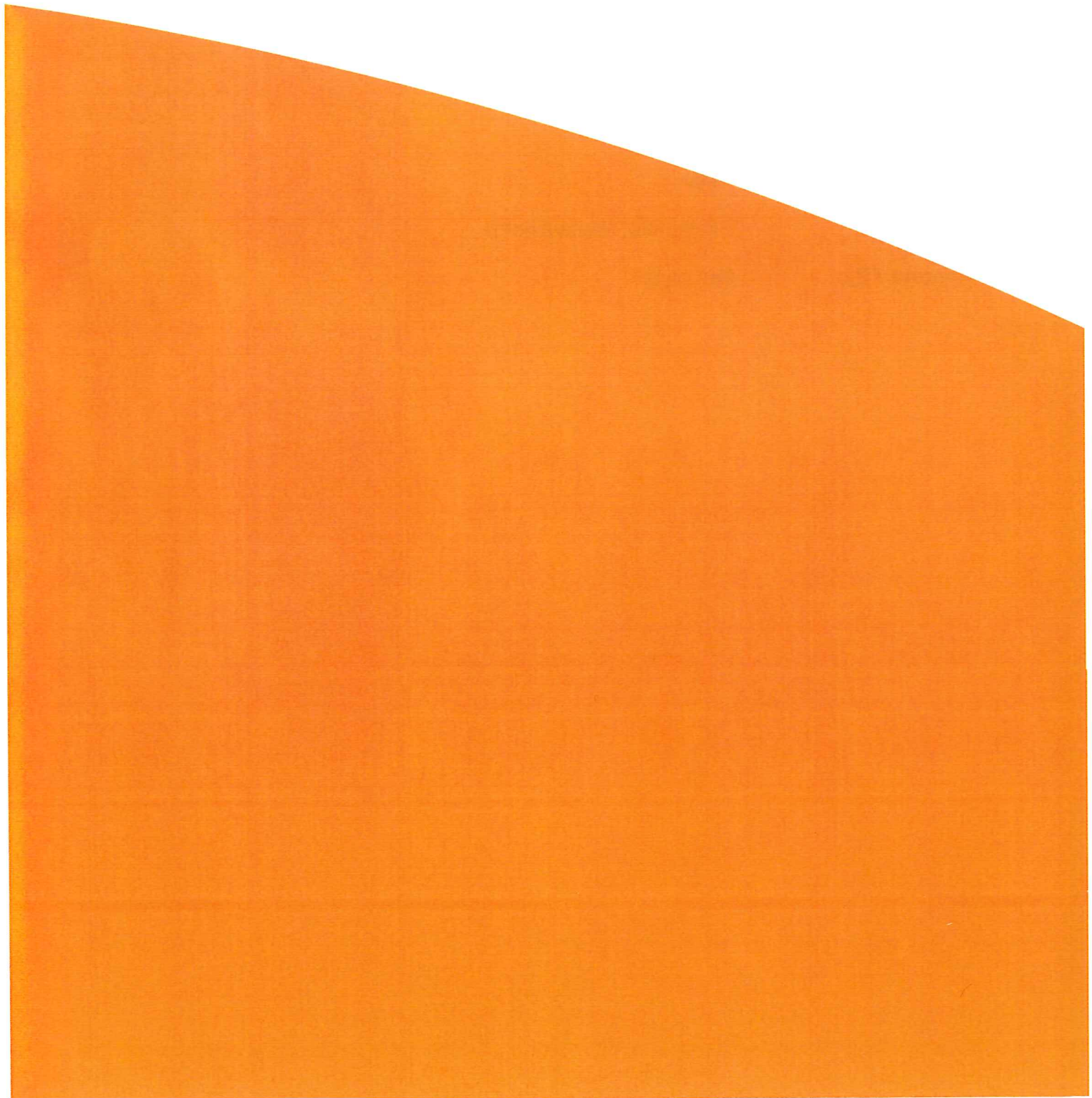
A handwritten signature in black ink, appearing to read 'Anthony Smith', written over a horizontal line.

Anthony Smith
Director of Subway





Strathclyde Partnership for Transport
BUS STATION SAFETY PLAN
2020 - 2021





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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 2020 to 31st March 2021. 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 2020/21 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 increased by 23%. There has been an increase in events which did not result in injury and a decrease in events which did cause injury. This means that where an unplanned, unwanted event occurred, the severity of these events is less than in previous years.

The plan, last year measured 5 KPI's and 1 of these was achieved. Slips, trips and falls, abusive behaviour and bus on bus/infrastructure events exceeded the target set and remain areas which require close monitoring. 6 working days were lost which did exceed the target set and was an increase on the previous year which recorded no lost days.

Employee events recorded reduced compared to the previous year.
Contractor events reduced despite increased contractor activity around Bus Stations.

The current COVID-19 pandemic has fundamentally shifted 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 quickly introduced COVID procedures, physical distancing, and risk assessments for employees, passengers, office spaces and use of company vehicles. Dynamic changes to working practices have been made, and altered appropriately, during the evolution of the pandemic. As Government and industry advice changes throughout the pandemic period, SPT will adopt best practice and continue to review and revise risk assessments and working practices as appropriate.

3. Safety Aims & Objectives

The overarching objective for 2020/21 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 identifying 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 committee meetings as scheduled
- 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 is 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 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 environments.				
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2020/21 A1-001	Develop process to obtain employee numbers and patronage for each financial period	Production of incidence rate for MOP and workforce	HS	P6
SP2020/21 A1-002	Design and agree how contractor events are to be measured		HS	P9
SP2020/21 A1-003	Design and implement a campaign targeting passengers accessing the operational area using PA announcements and social media	Reduction of incursion on operational area during 2020/21	BSMT	P7
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
SP2020/21 A4-001	Workshop to design process for agreeing timescales on items identified during audits	Timescales recorded on audit reports and KPI reported on	HS	P6
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
SP2020/21 A3-001	Create a process to track items raised, timescales and resolution arising from the employee representative meeting	KPI can be reported on	HS	P5



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
SP2020/21 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	P7
SP2020/21 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	P7
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
SP2020/21 A5-001	Agree and implement a process to ensure staff are involved in the development and review of risk assessments	KPI can be measured	BSMT/HS	P6
SP2020/21 A5-002	Agree process for reporting on evidence of risk assessments are shared with employees	KPI can be measured	BSMT/HS	P6
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
SP2020/21 A6-001	Agree how working in partnership can be measured and how the data will be provided	KPI can be measured	BSMT/HS	P6
SP2020/21 A6-002	Ensure any damage to property is appropriately investigated and actions tracked to closeout within with agreed timescales	Through SPT investigation tracker	BSMT/HS	P6

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 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	2.63 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal/physical abuse towards staff	0.03 per 100,000 bus station users
	Contractor Accidents	2
	Incidence Rate for Passenger Accidents	0.46 per 100,000 bus station users
	Incursion onto operational area	8.77 per 100,000 bus station users
	Bus on Bus/Bus on Infrastructure events	37
	Slips, Trips and Falls within Bus Station	0.21 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	2
	Actions recorded on investigation tracker are closed out within agreed timescales	100%



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Signed:

A handwritten signature in black ink, which appears to read 'Neil Wylie', is positioned to the right of the 'Signed:' label.

Neil Wylie
Director of Finance and Procurement