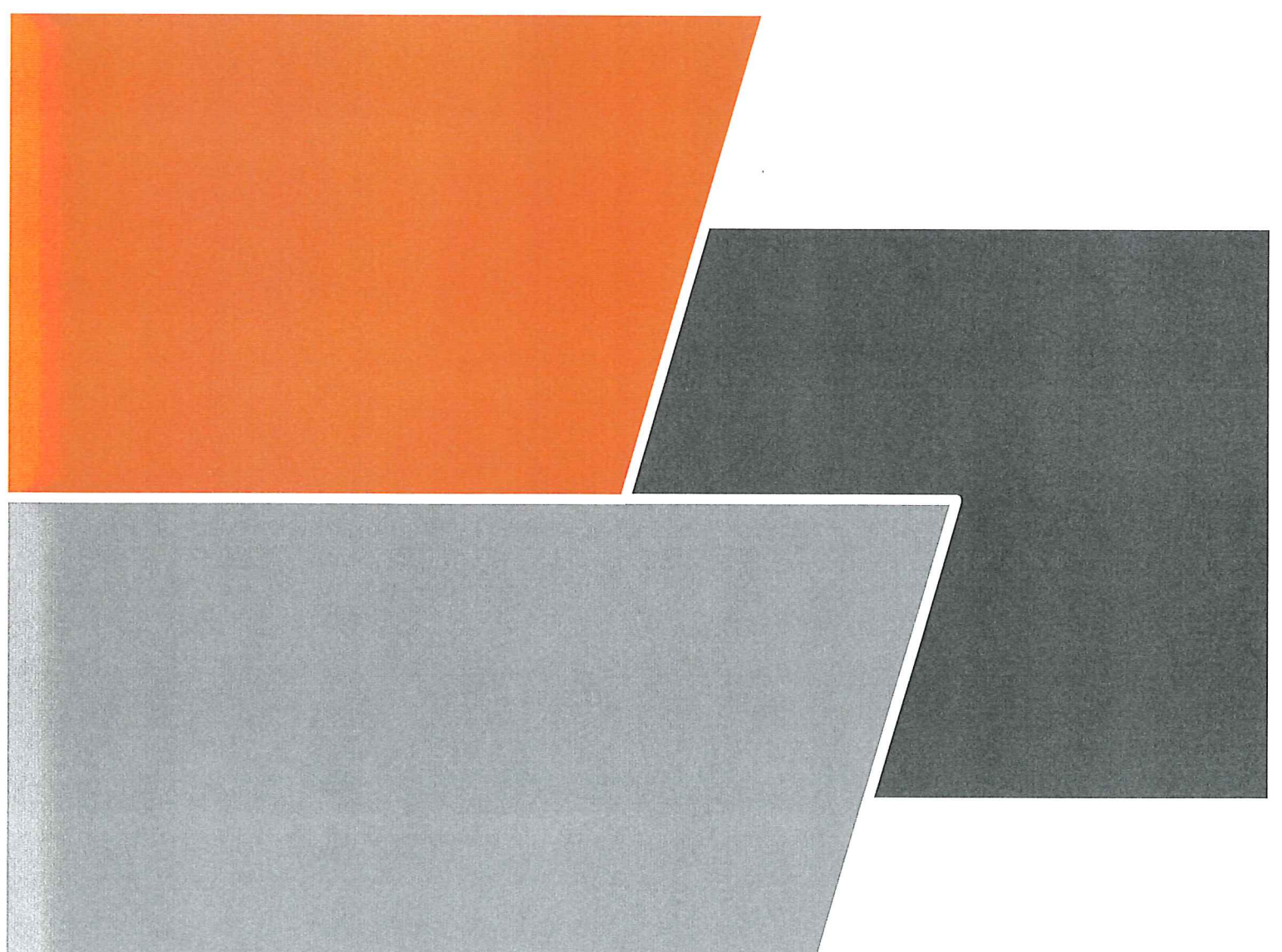


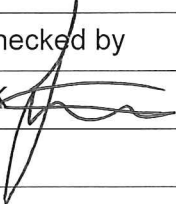
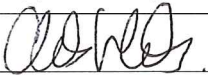


# ANNUAL SAFETY PERFORMANCE REPORT

**2017/18**





Document Control					
Version	Date	Comment	Prepared by	Checked by	Approved by
01		Draft	RP	FK 	



## CONTENTS

<b>1. INTRODUCTION &amp; CONTEXT .....</b>	<b>4</b>
1.1. Purpose of the Document .....	4
1.2. Scope of Coverage .....	4
1.3. Context and Overview of 2017/18 Activities .....	4
1.4. Overview of the Management of Safety .....	5
1.5. Measurement of Safety Performance.....	5
<b>2. SAFETY PERFORMANCE.....</b>	<b>6</b>
2.1. Overall Accidents .....	6
2.2. Employee Performance.....	7
2.3. Passenger & Members of Public Performance.....	8
2.4. Contractor Performance.....	9
<b>3. DETAILED OPERATIONAL ANALYSIS .....</b>	<b>10</b>
3.1. Subway .....	10
3.2. Bus .....	12
<b>4. CONCLUSIONS AND LOOK AHEAD .....</b>	<b>14</b>
4.1. Conclusions on Safety Performance for 2017/18 .....	14
4.2. Look Ahead and Target Setting for Year Ahead (2018/19).....	14
<b>APPENDICES .....</b>	<b>16</b>

## INTRODUCTION & CONTEXT

### Purpose of the Document

This Annual Safety Report sets out SPTs Health and Safety performance for the financial year 2017/18 (i.e. April 2017 to March 2018). The report compares this year's performance with previous years as part of seeking continuous improvement across all areas.

The report also includes reports on performance against the Key Performance Indicators and targets set out in the individual Bus Stations and Subway Annual Safety Plans for 2017/18.

### Scope of Coverage

The report details the overall Health & Safety performance of SPT, encompassing Corporate, Bus and Subway and the use of contractors within these areas.

### Context and Overview of 2017/18 Activities

SPT has undertaken a wide range of activities over the year within Corporate, Subway and Bus and this is further set out 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.

#### 1.3.1 Corporate

To ensure continuous improvement of corporate safety, the updating and implementation of safety related documentation and processes have been monitored and reviewed to ensure that the safety of staff, visitors and contractors is maintained to the highest standards at all times. As a result of personnel changes, a programme of refresher training was identified and provided to staff required to carry out specific duties such as fire coordinator, fire wardens and first aiders in 131 St Vincent Street office.

#### 1.3.2 Bus Stations

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

The business review undertaken at the end of the previous financial year resulted in a restructure of Bus Operations with changes in key personnel. An assessment of these changes was undertaken with respect to safety management and is continually monitored to ensure that safety standards are not adversely affected at any of the bus station facilities.

The competence assessment management process for regulating staff (those managing a significant number of bus movements in our bus stations) requires all regulating staff to be assessed every 6 months. This objective has been met during 2017/18 and has ensured continuous improvement in staff safety behaviour and performance.

#### 1.3.3 Subway

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

As part of the Subway Modernisation programme, SPT continues to work with the joint venture team of Ansaldo/Stadler which will 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 our Safety Verification Scheme as part of overall Authorisation and Certification under ROGS from ORR.

Subway Modernisation continued to present challenges in continuing to operate 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 and contractors for construction works within a live operational environment.

## **Overview of the Management of Safety**

SPT manages safety by applying a systematic and structured approach. This includes 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 Assessments.

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

- Annual Safety Performance to our Partnership Board Committee (this report);
- 4 weekly period health & 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;
- Change Management Review Panel meetings;
- Scheduled and ad hoc safety inspections and audits by the Health and Safety team;
- Daily safety inspections by staff across all operational areas within SPT;
- Safety workshops focusing on key risk areas; and
- Continual review of risks and mitigations through the Dynamic risk assessment process.

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

## **Measurement of Safety Performance**

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

The primary 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.

Targets have been set for key risks within the departmental annual safety plans as identified during the management review process. This resulted in the development of action plans for each target to reduce the risk.

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

Continual safety performance is monitored at various levels throughout all SPT departments including Corporate, Subway and Bus.

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 set safety Key Performance Indicators (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.

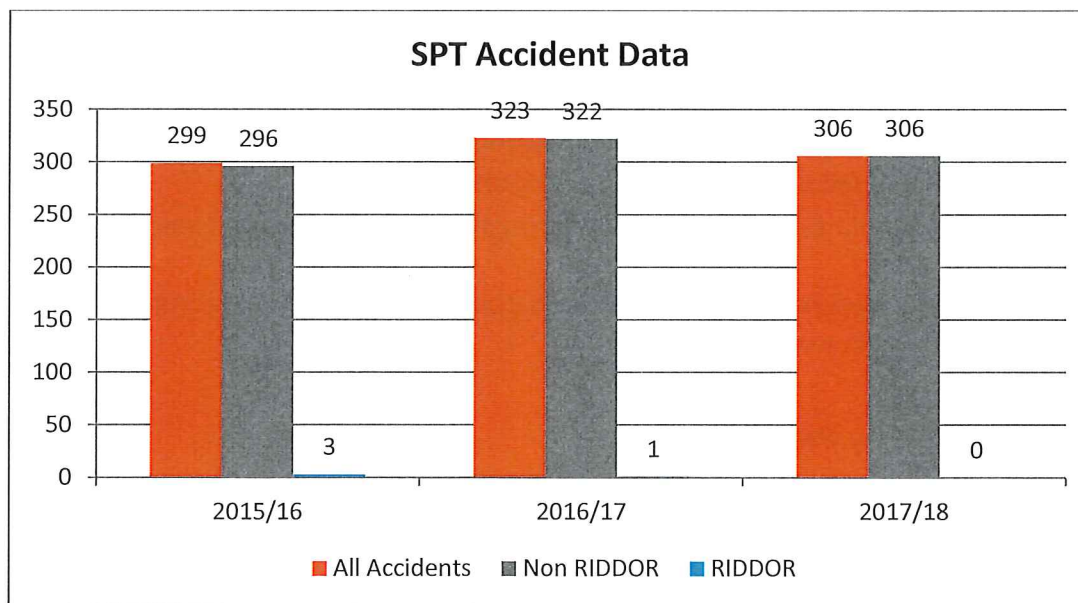
The key areas under analysis are; reportable and non-reportable events involving staff, passengers, contractors and infrastructure. Specific Key Performance Indicators will also be reported for each department.

This year's performance will be used to set targets for the 2018/19 Key Safety Performance Indicators contained within the relevant departments Annual Safety Plans. The plans are attached within the appendices: Appendix A - Subway Safety Plan and Appendix B - Bus Station Safety Plan.

## SAFETY PERFORMANCE

Accident statistics for the year 2017/18 events are detailed below.

### Overall Accidents



The reporting period identified an overall decrease against last year. This decrease could be attributed to a number of factors which are detailed within section 3 of this document.

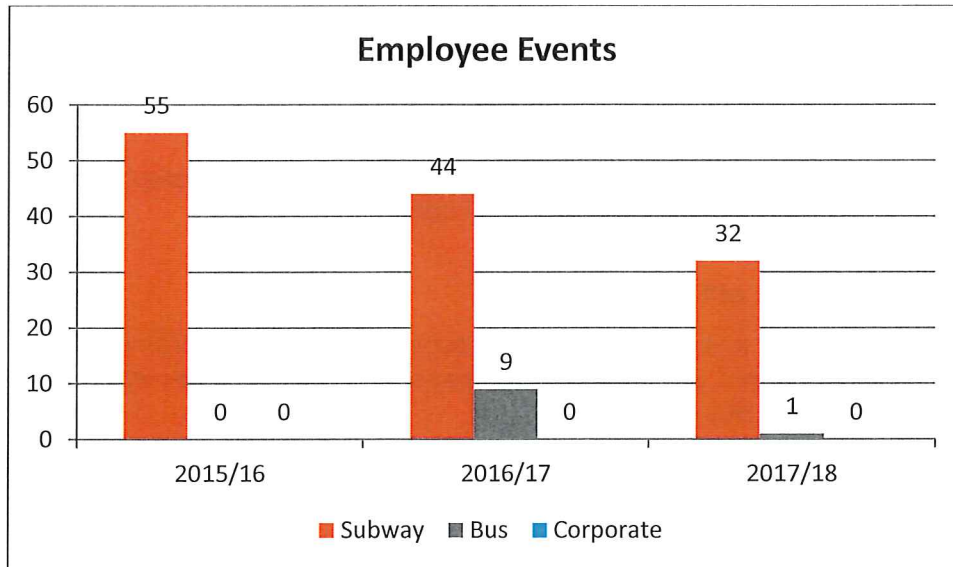
During this period the continued use of the online reporting portal within SPT's Axiom electronic system has resulted in more accurate reporting of events.

The ease and simplicity of recording events via Axiom has resulted in events being reported in a timeous manner. The performance of the reporting process will continue to remain under review to ensure that the system is capturing the appropriate events.

## Employee Performance

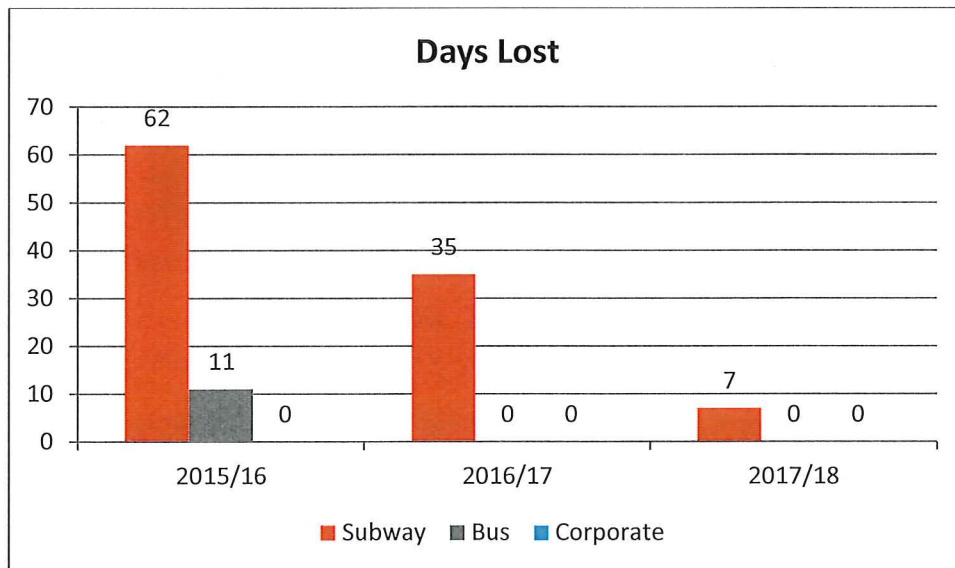
Statistics for employees across the SPT organisation are illustrated below. No RIDDOR Reportable events have been reported during this period for employees in conjunction with a decrease in overall employee lost time accidents.

### 2.2.1 All Accidents



The chart shows a significant decrease for the reporting period for employee accidents across SPT. There have been no accidents recorded at the Corporate Head Office.

### 2.2.2 Lost Time Accident Days



The reduction in employee accidents has contributed to the significant reduction in lost time days. Subway departments accounted for all 7 days of the total days lost, whilst Bus and Corporate recorded zero days lost. The lost time days recorded were related to 1 event (employee) compared to the previous year which recorded 6 events with a total of 35 days lost.



- SPT had an average of 498 employees over the year which equates to 109,560 work days or 931,260 available hours per annum. (Work days based on 498 employees working an average of 5 days per week over 44 weeks in the year).
- Days lost in 2017/18 equates to 0.0063% of working days available.

### Passenger & Members of Public Performance

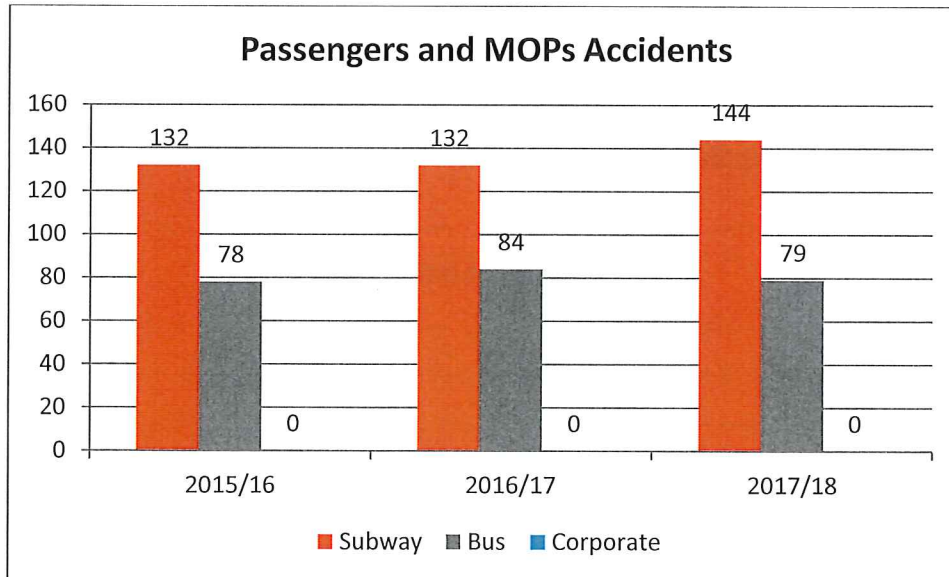
Statistics for Passenger & Members of Public across the SPT organisation for 2017/18 are compared to the previous two years. Within the period, there have been no events that required to be reported under the RIDDOR Regulations 2013.

This can be attributed to continuation of effective inspection regimes, defect reporting/rectification, passenger awareness campaigns and overall staff intervention.

### All Passenger and Member of Public Accidents

SPT has approximately 28 million passengers travelling through all premises annually. These passengers are split as follows: around 13 million passengers within Subway premises and around 15 million passengers within Bus premises.

When this is taken into context, the amount of events occurring has an accident frequency of 1 event per 125,000 passengers.



SPT’s continued drive to improve performance will be supported by looking to identify trends and improvements on current mitigation strategies including robust inspection regimes of all public areas within SPT premises by front line staff, coupled with strong reporting and prompt remedial actions where required. The chart shows that events in the 2017/18 reporting period in relation to Passenger/Members of Public accidents has seen a marginal increase with no specific trends identified.

- Subway Operations accidents marginally increased for the period with a decrease recorded for Bus Operations.





- The on-line Axiom reporting system has ensured better capture of events. This will continue to be reviewed and where specific trends or areas emerge, these will be addressed by implementing relevant actions plans. SPT also continues to raise staff safety awareness through an on-going process of refresher training and communication.
- There were no reported accidents over the reporting period for SPT staff at corporate sites including 131 St Vincent Street offices.

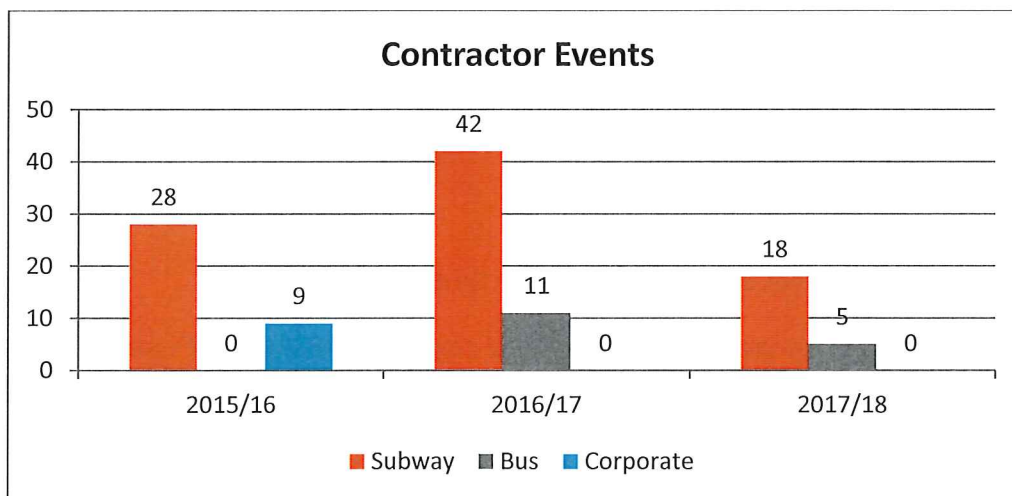
### Contractor Performance

SPT recognises it has duties in regards to the management of contractor safety while undertaking works and as such has developed procedures and process that control the operations of contractors while working on SPT premises.

For the reporting period 2017/18 there have been no RIDDOR reportable events relating to our employed contractors across all departments.

There has been a reduction in overall contractor activities in the second half of the reporting period which may reflect the overall reduction in events reported. The calculated accident frequency rate equates to 11.6 per 100000 hours worked against the current HSE statistics of 12.7 showing a lower accident rate than the national average.

### Contractor Non – RIDDOR Accidents \*



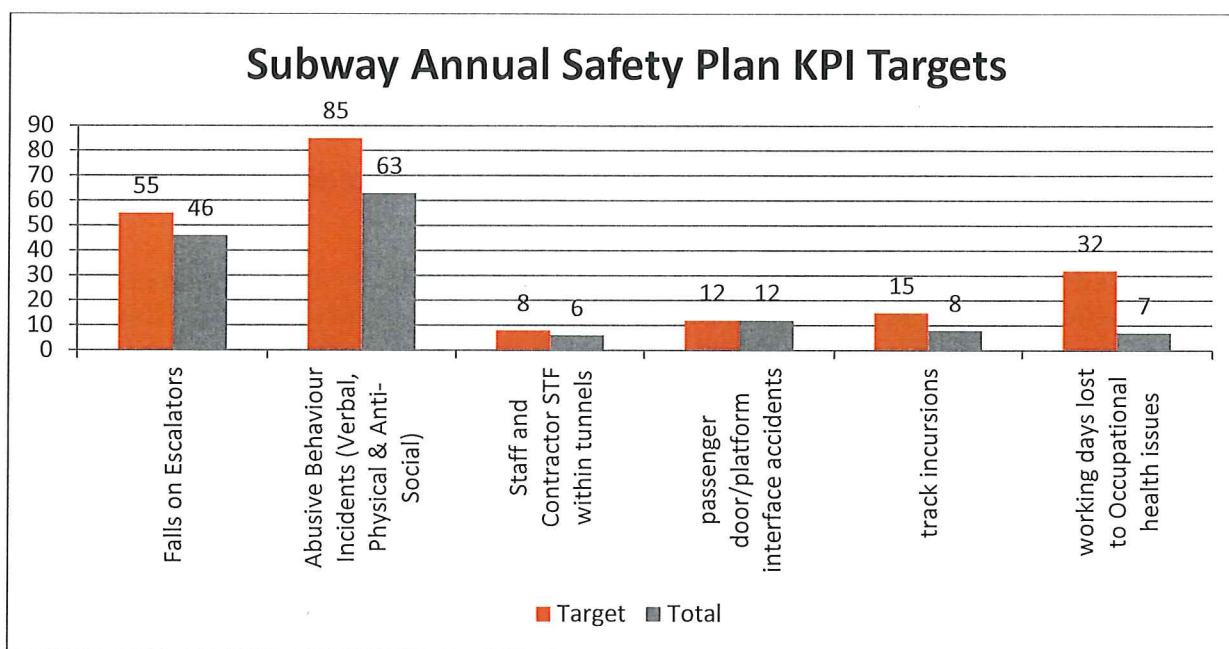
SPT will continue to record all events reported and challenge with the respective contractors to ensure that robust investigation identifying root causes are undertaken and that implementation of suitable and sufficient corrective actions and control measures are adopted to prevent reoccurrence.

\* Previously the contractor events relating to Mitie or Churchill were reported under Corporate as these contractors fell under the control of Customer Standards. This year the accidents have been reported under the department where they occurred which was either Subway or Bus.

## DETAILED OPERATIONAL ANALYSIS

### Subway

The annual subway safety plan 2017/18 set out 6 key aims and objectives for Subway which was supported by high level strategies and specific action plans. This section reports on these targets, with further information available within the plan.



#### 3.1.1 Falls on Escalators

Objective 1 - Reduce the number of passenger falls on escalators.

There was a reduction in escalator falls reported during 2017/18. The KPI set against last year's performance has been achieved. The strategies adopted were to increase passenger hazard awareness and maintain a safe environment within the stations. Improvements to public announcement messages and display board messages, improved signage and staff training which promoted early intervention with passengers has contributed to this reduction and showed a demonstrable improvement in safety performance surrounding escalator use.

### **3.1.2 Abusive Behaviour**

Objective 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. There has been a decrease in antisocial behaviour reports but an increase in verbal abuse towards staff 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, staff training and awareness.

Subway Operations have worked closely with British Transport Police (BTP) to target antisocial behaviour, particularly at football events and by increasing the number of BTP patrols. Regular review meetings have been held with BTP which have provided the opportunity to share information and develop strategies.

Given the nature of subway operations and necessary, frequent contact with members of the public, this is expected to remain an area of focus to ensure a safer passenger and working environment.

### **3.1.3 Staff and Contractor STF in Tunnels**

Objective 3 - Reduce the number of occurrences of slip, trip and fall accidents and incidents within the tunnel environment.

The strategies adopted to address slips, trips and falls within the tunnels prioritised contractor and staff hazard awareness, robust challenges to work methodologies and improvement in safe behaviours.

The PTS and Subway Induction courses were reviewed and updated to put additional emphasis on slips, trips and falls within the tunnels which has benefited both contractors and staff. In addition, staff toolbox talks have focused on safe working and movement within the tunnel environment.

### **3.1.4 Passenger Door/Platform Interface**

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

The target set for this year has been achieved. A Management Review earlier in the year identified the projected trend demonstrated the likelihood of an increase in this type of event. 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 been proven successful with only 3 recorded events in the last 6 months. This is an area which SPT will continue to focus on in the next financial year with the expectation of continued improvements to passenger safety.

### **3.1.5 Track Incursions**

Objective 5 - Prevent illegal incursion onto the track from station platforms by passengers during operational hours.

There has been a significant reduction in track incursions by passengers reported during this financial year. It was recognised that passengers did not understand the risk to themselves when they accessed the track during operational hours. The focus this year was on improving passenger hazard awareness which was 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.

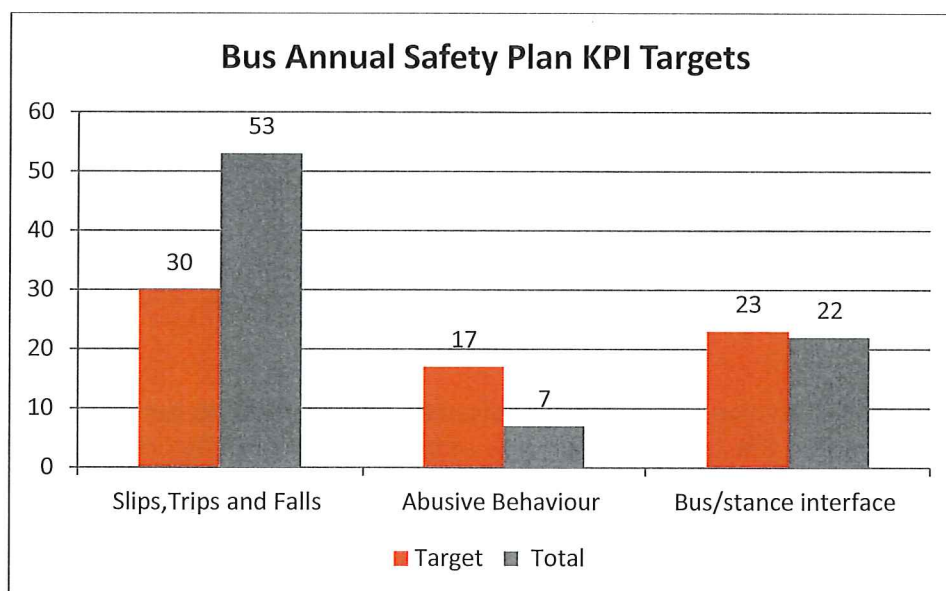
### 3.1.6 Working Days Lost

Objective 6 - Reduce the number of work days lost due to occupational health issues relating to workplace accidents.

The number of work days lost during this reporting period, have improved significantly with a total of 7 days lost against a target of 32 days. Contributing to the reduction in lost time days is an overall reduction in employee accidents and no RIDDOR reportable events in this financial year. The review of trends highlighted will continue to be monitored.

### Bus

The annual safety plan 2017/18 set out 3 key 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

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

The number of events reported this year has increased when compared against the previous year. 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. While these events have consistently appeared in accident figures throughout the year, there was a noticeable increase during period 5, 6 and 7 which covered 23 July to 14 October with 40% of the total events reported. There was an increase in bus departures during this period.

There was another spike in periods 10 and 13 which was over the winter months including the period of extreme weather at the end of February. There continues to be a robust inspection regime in place which addresses spillages and defects promptly.

The temporary mats which were in place at the main concourse entrance have been replaced and all concourse entrances now have permanent recessed matwells installed. This is expected to reduce slips, trips and falls as it has removed any potential trip hazard with temporary floor mats and will also help reduce wet floors as footwear is drier when entering the concourse.

There continues to be slips, trips and falls which have been caused by mobility issues, intoxication and passenger's inattention or behaviour.

The intended outcome for this aim was to improve safety performance surrounding slips, trips and falls. This will remain a target area for 2018/19.

### **3.2.2 Antisocial Behaviour**

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

There has been a reduction in antisocial behaviour and verbal abuse towards our operational, customer facing staff during this reporting period and the target set for this reporting period has been achieved.

The Bus Stations with the exception of Greenock all 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 or physical abuse through axiom.

SPT continues to have a Zero Tolerance approach towards unacceptable behaviours and this remains an area of focus within the Bus Stations.

### **3.2.3 Bus Stance/Interface**

Objective 3 - Reduce the risk of bus/stance interface accidents and incidents.

This target was met with 1 less event reported against the target set for 2017/18. The strategies adopted included, meeting with Bus Operators to discuss issues arising including passengers boarding and alighting from buses within the bus station. Bus station regulators competence is continually assessed to ensure they are able to intervene appropriately with passengers when loading and unloading luggage.

A cultural approach, coupled with regular inspection and prompt resolution of identified issues will continue to maintain the highest standards to provide a safe and secure environment within SPT premises for all staff, passengers, members of the public, visitors and contractors.

## **Conclusions and look ahead**

### **Conclusions on Safety Performance for 2017/18**

This year's performance shows a reduction on overall events recorded across the whole of SPT's operational areas and groups.

No accidents resulting in major injury or events that are required to be reported to the relevant regulatory enforcing authority in regards to the Reporting of Injuries, Diseases or Dangerous Occurrences Regulations 2013 (RIDDOR) were recorded during the year.

### **Employee Performance**

There has been a significant reduction of 38% in recorded events for SPT employees in the reporting period. This is a continuation of a downward trend for employee events across the previous two reporting periods. This has also contributed to a further significant decrease of 80% in lost time days relating to employee accidents in the reporting period.

### **Passenger & Members of Public Performance**

There has been a marginal increase of 3% in recorded passenger events during the year. This was as a result of a slight increase in recorded events for Subway premises and could be attributed to an increase in patronage in conjunction with customer behaviour.

Bus stations facilities have seen a decrease in recorded events of 6% during the year. Although there has been an overall decrease in events it has been identified that there has been a significant increase in the number of passenger slip, trips and falls.

This has resulted in management implementing additional control measures such as replacing the temporary mats deployed at the entrance doors to the concourse area with recessed matwell systems and a refresh of stance kerb highlighting measures and warning text.

The monitoring of this type of event will continue to evaluate the effectiveness of the additional measures.

### **Contractor Performance**

There has been a significant decrease of 67% in recorded events for contractors utilised by SPT. This reduction can be attributed to reduced contractor activities in the second half of the year associated with subway modernisation work-streams.

The calculated accident frequency rate for SPT events is lower than the current construction industry frequency rate.

### **Look Ahead and Target Setting for Year Ahead (2018/19)**

SPT has carried out an evaluation of the previous year's statistics including the KPI's set in the annual safety plan. This enables SPT to develop the annual safety plans for the next financial year for individual departments to manage and improve safety performance. These plans identify areas of focus and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance with the key areas summarised below:

### Subway Annual Safety KPI

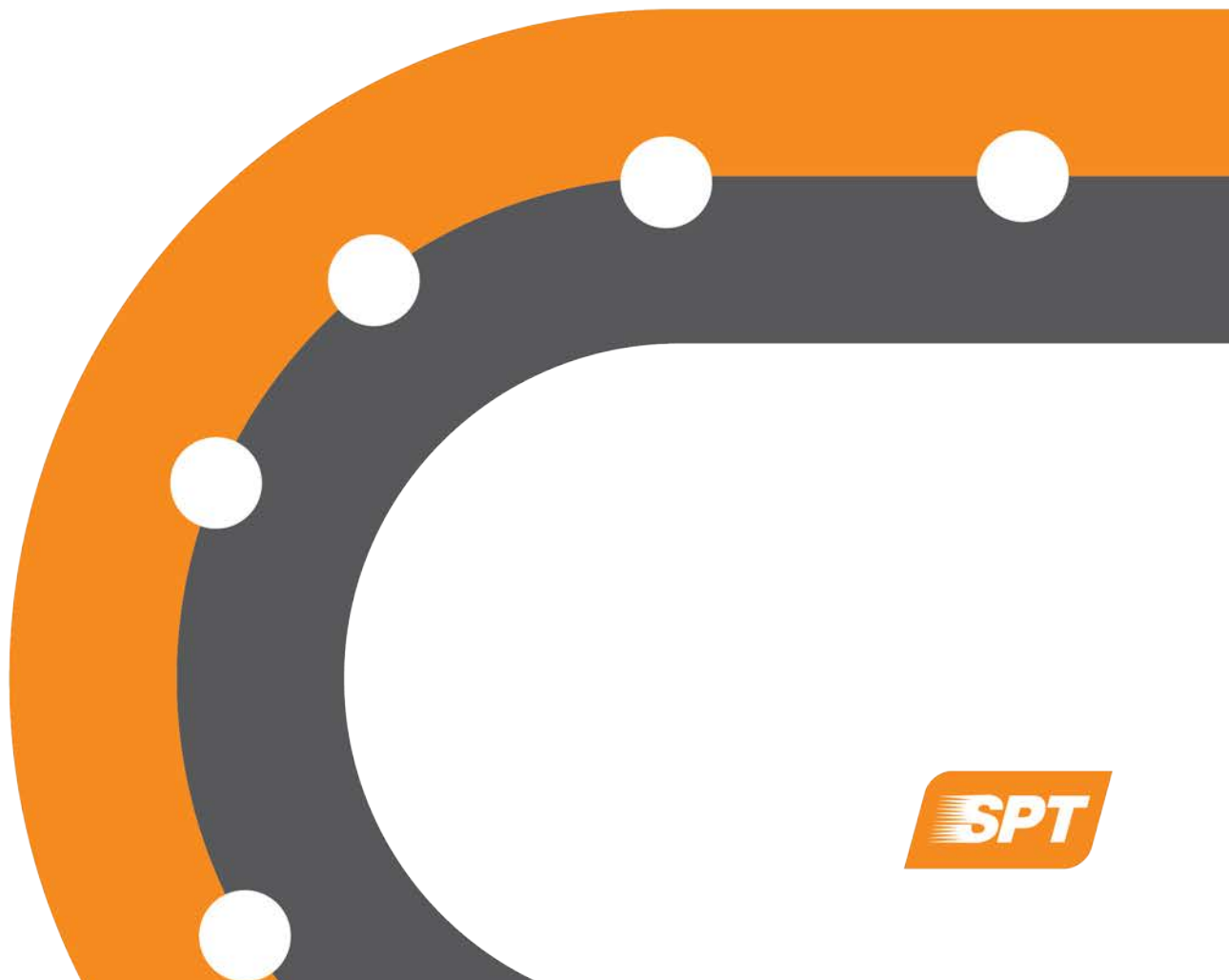
Aim	KPI	Average of Previous 3 Years Performance	Current Year Target
1	Falls on Escalators	58	50
2	Abusive Behaviour Incidents (Verbal, Physical & Anti-Social)	89	75
3	Staff and Contractor Accidents within Tunnels	11	9
4	Passenger Door/ Platform Interface Accidents	15	12
5	Track Incursions	17	10
6	Working Days Lost in relation to workplace accidents events	36	28
7	No. of Systems, Process and Procedures under review	Continuation of review process to ensure suitability and effectiveness	
8	Increase in Near Miss Reporting	Continued monitoring of NMR and analysis of impact to safety initiatives and staff engagement processes.	

### Bus Annual Safety KPI

Aim	KPI	Previous Year's Performance	Current Year Target
1	Slips, Trips and Falls at Bus Station facilities	53	50
2	Abusive Behaviour Incidents (Verbal, Physical & Anti-Social)	7	6
3	Bus / stance interface accidents/incidents	22	20
4	Trespass onto the Operational Area	Accurate recording of events to identify trends areas to implement additional control measures as required.	
5	Working Days Lost to workplace accidents	0	0
6	Bus on Bus and Bus on Infrastructure Accident/incidents	39	35
7	No. of Systems, Process and Procedures under review	Target end of 2018 for review of all SMS policies and procedures	



Strathclyde Partnership for Transport  
**SUBWAY SAFETY PLAN**  
2018 - 2019





# Subway Safety Plan 2018-19



## CONTENTS

1. INTRODUCTION	3
2. SAFETY PERFORMANCE REFLECTION & ANTICIPATION	5
3. SAFETY AIMS & OBJECTIVES	7
4. HIGH LEVEL STRATEGIES	7
5. ACTION PLAN	8
6. SAFETY TARGETS/ KPIS	12

**Issue** Final

**Written By** Frank Kelly

**Approved By** Charles Hoskins



## 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 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019. The plan describes the safety aims and objectives for the Subway along with specific strategies and action plan for achieving the targeted performance.

### 1.2 Delivery of the Plan

The Subway Management Team is responsible for ensuring the actions identified are monitored and completed. In doing so, the subway management team will work closely with stakeholders, the Subway Safety Committee and staff representatives to ensure the key messages are communicated and all related safety matters are dealt with in a timely manner to ensure SPT maintains its approach to continuous improvement in safety management. The SPT Health and Safety Department will assist the Subway Management Team and Safety Committee in achieving these aims through centralised reporting, monitoring and support, as necessary, in each area.

### 1.3 Basis of the Plan

The plan has been established based on a review of previous year's safety performance and taking cognisance of the year of activity ahead associated with planned Operational and Subway Modernisation improvements.

### 1.4 Previous Year's Summary

The financial year 2017/18 saw the continued delivery of day to day operations with an ageing fleet and increased patronage.

The Subway Modernisation programme is still on-going and as such there were differing operational and management challenges over and above the day to day/ 'static' business challenges. Modernisation continued to bring permanent change to the Subway system through further station refurbishments, on-going improvements to the tunnel environment including close out of the tunnel lining improvement works and a continuation of the re-rail improvement programme.

All of this presented challenges to possession management and managing construction works within a live operational environment.

The Rolling Stock and Control Systems aspect of Subway Modernisation has also progressed design for the new integrated system, including the new vehicles, facilities, equipment and signalling & control system.

With continued patronage increase, on-going construction work and change activity, it was encouraging that there was a decrease in recorded associated accident/incident events and minimum complaints received from passengers during this period.



## 1.5 Look Ahead

In the year ahead, change and improvement to the Subway system will continue as part of the Subway Modernisation and Operational Readiness programmes.

Station refurbishment and other building improvements works will continue with further refurbishment at stations and within the depot buildings planned in the coming year.

The new Rolling Stock and Control Systems project will continue with vehicle and signalling design stage close out, progression to manufacture and delivery of the initial fleet vehicles, construction of the new OCC building, construction of the manufacturer's facility and commencement of the installation and testing of wayside and station signalling and control equipment.

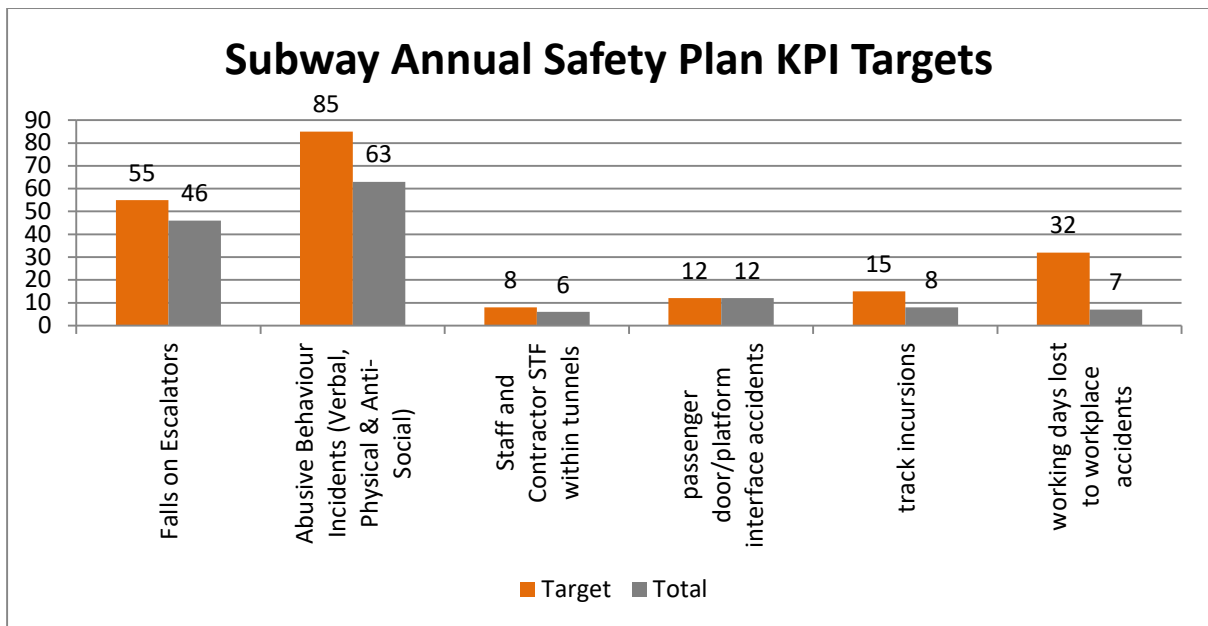
The operational readiness programme is on-going and the key outputs for this year will relate to depot reconfiguration and enhancements, system and people activities. As such, it will be another busy and challenging year, with a continuation of onsite activity throughout the Subway system and Broomloan Depot.

The focus on continual improvement of day to day operations and maintenance will also increase this year targeting: service reliability, availability and passenger retention & growth. The continuation of 'My Glasgow, My Subway' and the 'Customer Promise' initiatives will seek to increase patronage to the system and as such sustaining a safe and customer friendly environment is paramount.



## 2. Safety Performance Reflection & Anticipation

A detailed review of the safety performance for the year 2017/18 was undertaken in April 2018 with Subway Senior Management Team and SPT’s Health and Safety Manager. The result of this review identified decreasing trends overall with areas of limited change in some of the statistics, key areas are identified in the graph below.



Acknowledging trends in recent performance and the anticipated activities in the year ahead, has directed SPT Subways focus in the following areas:

### People on Trains & In Stations

The day to day operational key safety risk areas are associated with 2 trends observed from previous years:

- **Passengers & Public:** Accidents on escalators remain the most common accident type among passengers (i.e. slips, trips and falls)  
**Workforce:** Anti-social behaviour and verbal assaults remain a prevalent concern towards the safety of SPT’s operational, customer facing staff.

### Working in or about the System

Construction and maintenance activity in the system (particularly on track within the tunnels) has seen numbers of construction personnel decrease over the year with maintenance staff numbers remaining static. The year ahead will see new site works commencing and an increase in contractor staff on site, with routine and enhanced maintenance activity also on-going. Resultant temporary and permanent changes in the working environment and impacts to hazard awareness and mitigation management will be a key focus again in the year to come. Whilst the tunnel lining work was completed in early 2018, the sub-surface environment still has inherent constraints and hazards and it is important that there is an on-going focus to ensure a safe working environment for all staff, contractors, visitors and members of the public.



Key areas of focus will include:

- Workforce: Accident/incidents events including slips, trips and falls within the tunnel system (both for internal and agency maintenance staff and external contractors). There are two main contributing factors to this – awareness of the existing system hazards (external workforce) and maintaining focus and acknowledgement of the existing hazards observed within works methodology and execution (internal and external workforce)

### **Train Operations**

With respect to the train operations there remain 2 key train/platform interface risks:

- Passengers & Public: there was a decrease in reported events over the past year in the following types of Accidents and Incidents with a continuation of the following types:
  - trapping of clothing and person within doors
  - passenger slips in the gap between train door and platform

### **Trespass**

Whilst illegal access out-with operational hours is not identified as an area of concern, trespass onto the line within stations during operational hours remains a concern based on the evidence from last year:

- Passengers & Public: Incidents involving passengers stepping down onto track to retrieve lost property is slightly down and so far without any bodily harm being recorded. However, distraction (from portable devices), a lack of hazard awareness amongst our passengers and the effects of alcohol all are contributory factors in this incident type

### **Absence related to workplace accidents**

Accident and incident statistics from last year highlights a downward trend on absence rates from workplace accidents, though this remains a focus for SPT as a proactive employer:

- Workforce: Staff absence from work due to musculoskeletal has reduced. In an ever changing and busy work environment, the wellbeing of the workforce is a key consideration.

### **Change and Risk Management**

With the on-going and increasing levels of change being brought about by the Subway Modernisation programme, internal improvement activity and organisational change ensuring our processes are robust and keep abreast of the change to assets, technology, operations and people are a key focus and risk area:

- Process & Procedure: There is a continued requirement to ensure the SMS and Change Management processes are current, robust and procedures are adhered to consistently.

### **Proactive Health and Safety Culture**

Whilst improvement continues within the overall safety culture within Subway, there is a need to continue the development of this through strengthening our proactive activities.

- **Near Miss reporting:** Continue to encourage near miss reporting by all staff and ensure that the information submitted is actioned and that feedback is provided to demonstrate the effectiveness of the process.



- **Initiatives:** Develop the use of health and safety related initiatives to increase staff awareness and engagement.

### 3. Safety Aims & Objectives

Acknowledging the assessment of past and anticipated safety performance, the following aims and objectives have been set for the 2018/19 plan:

1. Reduce the number of passenger accidents within stations in particular, accidents relating to escalators
2. Reduce the number of incidents of anti-social behaviour and abuse
3. Reduce the number of occurrences of accidents and incidents within the tunnel environment
4. Reduce the risk of train/platform interface accidents and incidents
5. Prevent illegal incursion onto the track from station platforms by passengers during operational hours
6. Reduce the number of work days lost due to workplace accidents for employees
7. Continually improve process and procedures to maintain safety and proactively manage risk
8. Nurture a proactive safety culture through increasing and improving near miss reporting to better inform safety management, planning and engagement activity.

### 4. High Level Strategies

In order to achieve the aims and objective as set, the following high level strategies have been identified.

<b>Aim</b>	<b>High Level Strategy</b>
<b>1</b>	Increase Passenger Hazard Awareness, Maintain a Safe Environment
<b>2</b>	Proactive Communications, Staff Training & Awareness
<b>3</b>	Increase Contractor Hazard Awareness, Robustly challenge works methodologies, improve behavioural safety
<b>4</b>	Increase Passenger & Staff Hazard Awareness
<b>5</b>	Increase Passenger Hazard Awareness
<b>6</b>	Targeted Welfare Campaigns, Staff & Manager Awareness & Management Training
<b>7</b>	Fit for Purpose Reviews, Gap Analysis, Audit, Operational Readiness Programme
<b>8</b>	Increase and improve on Near Miss Reporting and Proactive Interventions.



## 5. Action Plan

To deliver on the strategies identified the following action plan has been agreed. All actions to be achieved throughout 2018-19 reporting year. Progress on action plans will be monitored throughout the year as part of the periodic reporting process.

<b>Aim 1</b>	<b><i>Reduce the number of passenger accidents within stations</i></b>		
<b>Strategy</b>	Increase Passenger Hazard Awareness, Maintain a Safe Environment		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A1-001	Proactive communication campaign.  Staff training & intervention.  Continue to display board messages and On-board and Station PA announcements.	Weekly recording of accident stats  Subway Performance Periodic Review  Monitoring by H&S Quarterly	D Christie F Kelly
<b>Outcome</b>	Improve safety performance at stations including escalator use		

<b>Aim 2</b>	<b><i>Reduce the number of incidents of anti-social behaviour and abuse</i></b>		
<b>Strategy</b>	Proactive Communications, Staff Training & Awareness		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A2-001	Poster campaigns in prominent positions within stations.  "Zero Tolerance" approach to unacceptable behaviours.	Weekly recording of accident stats.  Subway Performance Periodic Review	D Christie
SP2018/19-A2-002	Promote staff reporting of incidents and near miss events  Conflict resolution training/refresher provided for staff  Continue development of staff competency of report completion to ensure consistency and robustness of incident reports	Safety rep feedback and staff briefings and training  Sample checking and audit of completed forms	D Christie F Kelly
SP2018/19-A2-003	Work in collaboration with BTP to target antisocial behaviour	Review meetings with BTP  Specific feedback on	D Christie



	Improved presence (number and timing) of British Transport police within the system and targeted campaigns for football events	football and larger events through BTP monitoring across Subway.	
<b>Outcome</b>	Safer passenger and working environment		

<b>Aim 3</b>	<b><i>Reduce the number of occurrences of accidents and incidents within the tunnel environment</i></b>		
<b>Strategy</b>	Increase Contractor Hazard Awareness, Robustly challenge works methodologies, improve behavioural safety		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A3-001	Continue to ensure slip, trips and falls hazards within system are emphasised during PTS training.	Training feedback Weekly recording of accident stats. Subway Performance Periodic Review	A Cuke
SP2018/19-A3-002	Overhaul the safety communications to deliver a more proactive and appropriate safety communication and awareness programme of activity to share knowledge between SPT teams and contractors	Subway Performance Periodic Review	F Kelly A Cuke S McMillan
SP2018/19-A3-003	Continue to challenge contractor works method statements and risk assessments and share feedback	Weekly recording of accident stats. Subway Performance Periodic Review	S McMillan F Kelly A Cuke D Christie
SP2018/19-A3-004	Continue to review and re-brief work instructions and risk assessments for in tunnel maintenance activity	Weekly recording of accident stats. Subway Performance Periodic Review	A Cuke
SP2018/19-A3-005	Improve supplier / contractor management processes and contract award and management approaches	Weekly recording of contractor accidents / incidents and near misses Health and Safety audits	S McMillan F Kelly A Cuke D Christie
<b>Outcome</b>	Safer working environment		





<b>Aim 4</b>	<b><i>Reduce the number of train/platform interface accidents and incidents</i></b>		
<b>Strategy</b>	Increase Passenger & Staff Hazard Awareness		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A4-001	<p>Monitor effectiveness of train dispatch procedures and associated risk assessments.</p> <p>Staff refresher training/briefing.</p> <p>Continue development of staff competency of report completion to ensure consistency and robustness of incident reports</p> <p>Station and on board PA announcements</p> <p>Improved signage on Trains</p>	<p>Monitoring of actions arising from review to ensure closed off</p> <p>Evidence of supervision of work carried out to ensure adherence to procedures</p> <p>Weekly recording of accident statistics.</p> <p>Subway Performance Periodic Review</p> <p>Audit of staff refresher training content and attendance</p>	D Christie
SP2018/19-A4-002	Use of additional platform stewards at special events.	Review of performance and lessons learned post events	D Christie
<b>Outcome</b>	Safer passenger environment		

<b>Aim 5</b>	<b><i>Reduce the number of incidents of illegal incursion onto the track from station platforms by passengers during operational hours</i></b>		
<b>Strategy</b>	Increase Passenger Hazard Awareness		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A5-001	<p>Staff awareness and intervention.</p> <p>Social media campaign</p>	<p>Weekly recording of accident stats.</p> <p>Subway Performance Periodic Review</p>	D Christie
SP2018/19-A5-001	<p>Continue refresh of live rail stencilling.</p> <p>Social media campaigns</p>	<p>Weekly recording of accident stats.</p> <p>Subway Performance Periodic Review</p>	D Christie A Cuke



<b>Outcome</b>	Safer passenger environment		
<b>Aim 6</b>	<b><i>Reduce the number of work days lost due to workplace accidents</i></b>		
<b>Strategy</b>	Targeted People Management Campaigns, Staff & Manager Awareness & Management Training,		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-6-001	Review of trends and cases with Occupational Health provider to develop joint action plan  Improve near miss reporting process and follow on actions	Periodic review with OH provider  Monitor and review of joint action plan  Monitoring of actions arising from review to ensure closed off	A Cuke D Christie S McMillan F Kelly
<b>Outcome</b>	Healthier working environment, improved wellbeing		

<b>Aim 7</b>	<b><i>Continually improve process and procedures to maintain safety</i></b>		
<b>Strategy</b>	Fit for Purpose Reviews, Gap Analysis, Audit, Operational Readiness Programme		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A7-001	Continued review and update of all SMS/QMS and Operational procedures as part of Subway Operational Readiness programme.  Communicate changes to procedures to staff	Monitoring of actions arising from review to ensure closed off  Evidence of supervision of work carried out to ensure adherence to operational procedures  Subway Performance Periodic Review	A Cuke D Christie F Kelly
<b>Outcome</b>	Better and more robust systems to ensure safety for all		



<b>Aim 8</b>			
<b>Improvement of safety culture</b>			
<b>Strategy</b>	Improvement of near miss reporting process and introduction of safety initiatives/engagement programmes.		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2018/19-A8-001	<p>Improve near miss reporting process and follow on actions</p> <p>Introduction of safety initiative programmes including staff engagement processes</p>	<p>Weekly recording monitoring of near miss reports</p> <p>Monitoring of actions arising from reports to ensure close out and feedback</p> <p>Monitoring of initiative effectiveness and inputs from staff engagement processes.</p>	<p>A Cuke D Christie S McMillan F Kelly</p>
<b>Outcome</b>			
Improved safety culture, communication and staff engagement			

## 6. Safety Targets/ KPIs

Subway Safety Performance overall will be monitored and reported on a Period basis to the Safety Committee and Management Groups against established Key Performance Indicators (KPIs). Based on the aims and objectives set and an average of the last 3 years performance figures, the success of the action plan will be measured against the following KPIs:

<b>Aim</b>	<b>KPI</b>	<b>Average of Previous 3 Years Performance</b>	<b>Current Year Target</b>
1	Falls on Escalators	58	50
2	Abusive Behaviour Incidents (Verbal, Physical & Anti-Social)	89	75
3	Staff and Contractor Accidents within Tunnels	11	9
4	Passenger Door/ Platform Interface Accidents	15	12
5	Track Incursions	17	10
6	Working Days Lost in relation to workplace accidents events	36	28
7	No. of Systems, Process and Procedures under review	Continuation of review process to ensure suitability and effectiveness	
8	Increase in Near Miss Reporting	Continued monitoring of NRM and analysis of impact to safety initiatives and staff engagement processes.	

Technical safety performance of Subway assets operationally will also be monitored via safety metrics.



This is undertaken in compliance with Engineering Safety Management Procedure OP/Q/031 Control of High Risk Technical Incidents which defines all safety-related defects, reporting categories and subsequent requirements for testing and corrective action.

The target for safety related defects relating to all RIDDOR reportable events for 2018/19 is zero.

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

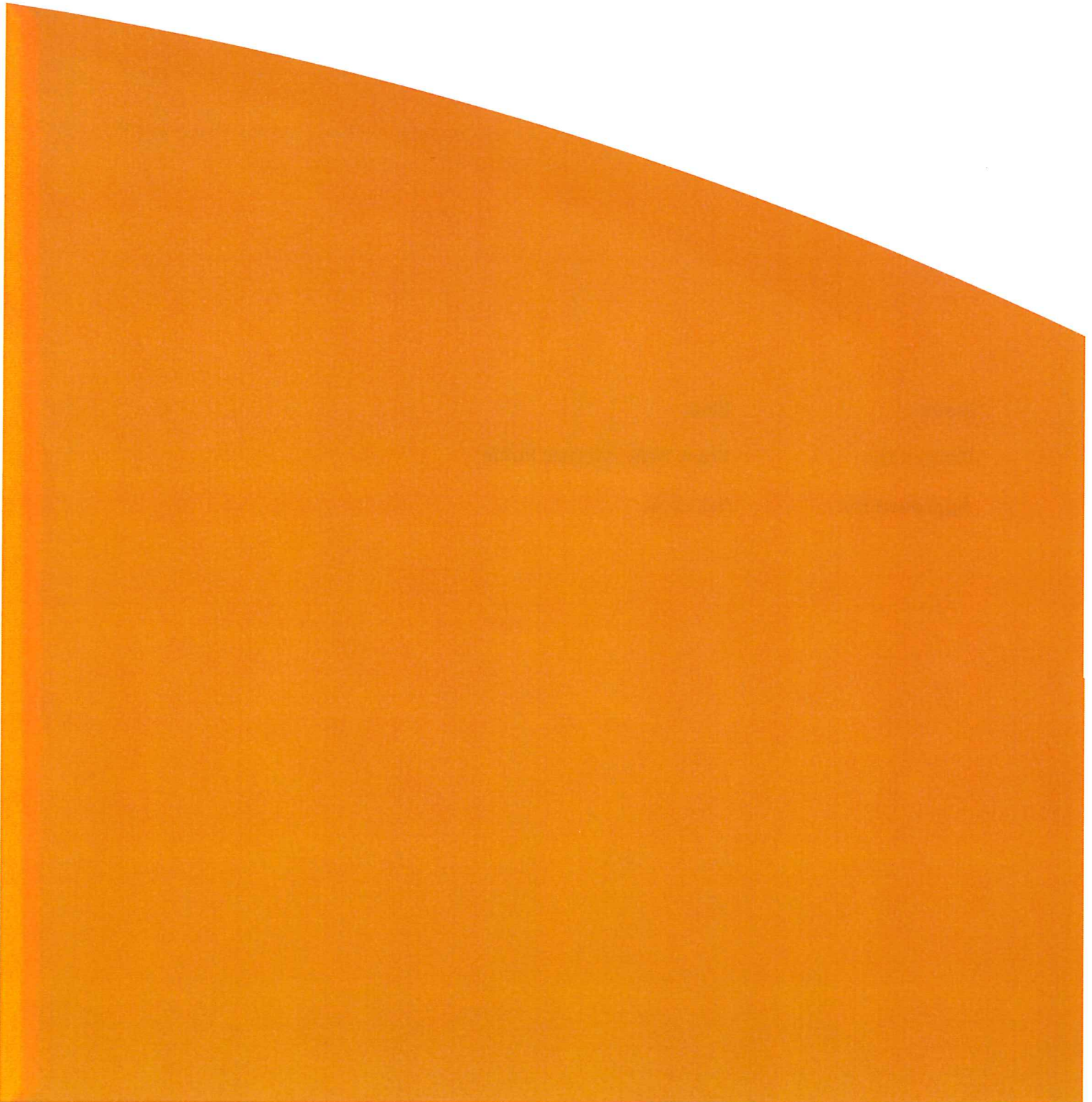
Signed:

Charles Hoskins  
Senior Director





**Strathclyde Partnership for Transport**  
**BUS STATION SAFETY PLAN**  
**2018 -2019**





# Bus Station Safety Plan 2018 2019

## CONTENTS

Introduction.....	3
Safety Performance Reflection & Anticipation.....	4
Safety Aims & Objectives.....	6
High Level Strategies.....	6
Action Plan .....	7
Safety Targets/ KPIs.....	9

**Issue:** Final

**Written By:** Frank Kelly, Michael Ferrie.

**Approved By:** Neil Wylie

## 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 2018 to 31st March 2019. The plan describes the safety aims and objectives for the Bus stations along with specific strategies and action plan for achieving the targeted performance.

### 1.2 Delivery of the Plan

The Bus Station Management Team is responsible for ensuring the actions identified are monitored and completed. In doing so, the Bus Station Management Team will work closely with staff representatives to ensure the key messages are communicated and all related safety matters are dealt with in a timely manner to ensure we maintain our approach to continuous improvement in safety management. The SPT Safety Department will assist the Bus Station Management Team and staff representatives in achieving these aims through centralised reporting, monitoring and support, as necessary, in each area.

### 1.3 Basis of the Plan

The plan has been established based on a review of previous year's safety performance and taking cognisance of the year of activity ahead associated with planned Operational improvements.

### 1.4 Previous Year's Summary

The day to day operation of the bus station facilities continues to provide a clean and safe environment for both staff, members of the public and passengers when using our amenities. The Competence Assessment for Regulating staff has ensured continuous improvement in staff safety behaviour and performance.

Upgrade of the CCTV and Bus Station facilities has resulted in an increased number of construction work being undertaken, which has also seen an increase in the number of contractors on site. Continued auditing of contractors and site visits have ensured safe working practices with no contractor accidents being reported.

BBS has been accredited with the Safe Bus Station Award which will allow SPT to demonstrate how they are working with partners to reduce crime and play a greater role in safeguarding vulnerable people who might be at stations. Having an accredited station provides reassurance to both passengers and staff that the station is a safe and secure environment

# Bus Station Safety Plan 2018-19

## 1.5 Look Ahead

In the year ahead, change and improvement to Buchanan Bus Station will continue as part of the overall upgrade of the station facilities including improvement of the building services infrastructure. This will also include the implementation of improvements to the power loss contingency plan.

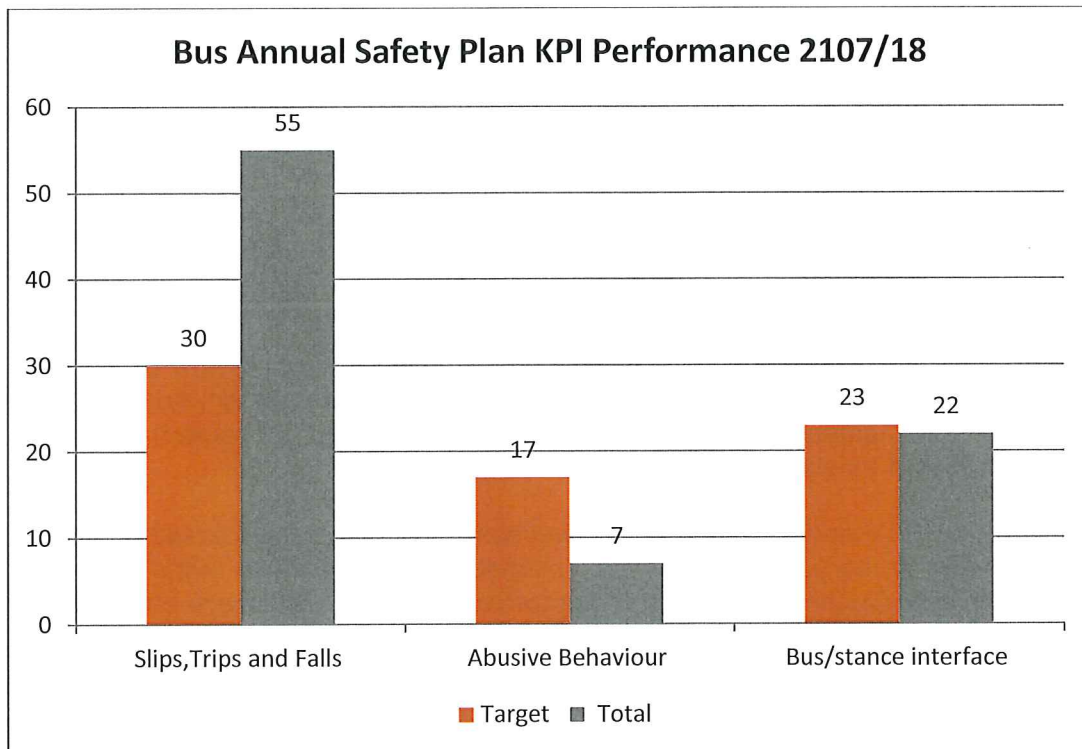
The focus on continual improvement of day to day operations and improved customer facilities, will seek to increase Bus Station patronage to the system and as such maintaining a safe and customer friendly environment is paramount.

## Safety Performance Reflection & Anticipation

A detailed review of the safety performance for the year 2017/18 was undertaken in March 2018 with Bus Station Management Team and SPT's Health and Safety Manager.

In terms of context we have had in excess of 15 million patrons within our bus station facilities over the reporting period and as such our incident rates are extremely low, with approximately 1 event for every 102,000 interfaces.

The result of this review identified increasing trends and areas of limited change in some of the statistics, with key areas identified in the graph below.







## **Bus Station Safety Plan 2018-19**

Acknowledging trends in recent performance and the anticipated activities in the year ahead, has directed our focus in the following areas:

### **People in Stations**

- Passengers & Public: Accidents slips, trip and falls remain the most common accident type among our passengers (S/T/F). There has been a significant increase in these types of event particularly in the concourse area and during periods 5,6 and 7. This could be attributed a significant increase in departures during these periods and to tripping over the mats placed at the entrance and the import of wet surfaces through footwear. In context in relation to footfall, this equates to approximately 1 S/T/F events for every 270,000 interfaces.
- There has been decrease in events relating to strike against incident.
- Workforce: Anti-social behaviour and assaults have seen a significant decrease but will remain a prevalent concern towards the safety of our operational, customer facing staff.

### **Bus Accidents/Incidents**

- Accidents and incidents in relation to bus on bus have increased slightly from the previous year and bus on infrastructure collisions have significantly increased from the previous year. There has been an increase in the number of new drivers to the Bus Stations, particularly from First Group. SPT will continue to meet regularly to discuss improvements which could potentially reduce these types of events further.
- There have been 6 reports regarding near miss events with no particular pattern being identified. SPT will continue to encourage the reporting of these types of events.

### **Trespass onto Operational Areas**

- Trespass onto the operational area continues to be an issue and reporting by staff has increased. Evidence gathered has indicated that regulating staff have intervened and prevented any resultant accidents due to this behaviour. The main reason for this being, using the Operational area as a short cut to other areas of the Bus Station or trying to catch a Bus which has left the stance is a concern. A lack of hazard awareness amongst our passengers and the effects of alcohol are contributory factors in this incident type.

### **Employee Lost Time Accidents**

No lost time accidents were reported during the last year

### **Change and Risk Management**

With the on-going and increasing levels of change being brought about by the Bus Station restructure programme, internal improvement activity and organisational change ensuring our processes are robust and keep abreast of the change to our assets, technology, operations and people are a key focus and risk area:

- Process & Procedure: There is a current challenge to ensure our Safety Management arrangements are kept up to date, robust and are followed.



## Bus Station Safety Plan 2018-19

### Safety Aims & Objectives

Acknowledging the assessment of past and anticipated safety performance, the following aims and objectives have been set for the 2018/19 plan:

1. Reduce the number of passenger accidents and incidents within stations in particular, accidents relating to slips, trips and falls;
2. Reduce the number of incidents of anti-social behaviour and abuse;
3. Reduce the risk of bus/stance interface accidents and incidents;
4. Prevent illegal incursion onto the operational areas;
5. Maintain zero accidents in the workplace for staff.
6. Continually improve process and procedures to maintain safety and proactively manage risk.

### High Level Strategies

In order to achieve the aims and objectives as set, the following high level strategies have been identified.

Aim	High Level Strategy
1	Increase Passenger Hazard Awareness. Continue to maintain a Safe Environment
2	Proactive Communications, Staff Training & Awareness Poster campaigns
3	Continue proactive consultation with Bus Operators. Continue Regulator Competence Assessment programme including Training
4	Increase Passenger & Staff Hazard Awareness. Review signage
5	Targeted Welfare Campaigns, Staff & Manager Awareness & Management Training
6	Fit for Purpose Reviews, Gap Analysis, Audit, Operational Readiness Programme

# Bus Station Safety Plan 2018-19



## Action Plan

To deliver on the strategies identified the following action plan has been agreed. All actions to be achieved throughout the reporting year 2018-19. Progress on action plans will be monitored throughout the year as part of the periodic reporting process.

<b>Aim 1</b>	<b><i>Reduce the number of passenger accidents within stations</i></b>		
<b>Strategy</b>	Increase Passenger Hazard Awareness, Maintain a Safe Environment		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
	Improved signage	Weekly recording of accident stats	M Ferrie N Jenkins F Kelly
	Proactive communication campaign	Bus Performance Periodic Review	
	Staff training & intervention	Quarterly Audit by H&S	
	Increase PA announcements		
<b>Outcome</b>	Improve safety performance surrounding slip, trips and falls		

<b>Aim 2</b>	<b><i>Reduce the number of incidents of anti-social behaviour and abuse</i></b>		
<b>Strategy</b>	Proactive Communications, Staff Training & Awareness		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
	Poster campaigns in prominent positions within stations	Weekly recording of accident stats.	M Ferrie N Jenkins
	“Zero Tolerance” approach to unacceptable behaviours	Bus Performance Periodic Review	
	CCTV Improvements	Upgrade of CCTV system	
	Promote staff reporting of incidents and near miss events	Staff feedback and staff briefings and training	M Ferrie N Jenkins F Kelly
	Conflict resolution training/refresher provided for staff	Sample checking and audit of completed forms	
	Develop staff competency of report completion to ensure consistency and robustness of incident reports		
<b>Outcome</b>	Safer passenger and working environment		

## Bus Station Safety Plan 2018-19

Aim 3		Reduce the risk of bus/stance interface accidents and incidents	
Strategy		Continue regular consultation meetings with Bus Operators Competence Assessment programme for staff	
Action Ref:	Action Description	How this will be measured	Owner
	Continue to consult and meet with Bus Operators on a regular basis	Review of accidents with operators during regular meetings	M Ferrie N Jenkins
	Increase Bus driver awareness of Bus Station Rules by insuring copies of Driver guidance booklet is distributed and available to Operators	Management periodic reviews of accident statistics.	
	Refresh Line Marking at all facilities.		
	Continue to monitor and record accident/incident events		M Ferrie N Jenkins F Kelly
	Monitor and Audit competence management system for staff		
Outcome		Reduction in Accident/Incident events	

Aim 4		Prevent unauthorised incursion onto the operational areas	
Strategy		Increase Passenger & Staff Hazard Awareness	
Action Ref:	Action Description	How this will be measured	Owner
	Increased PA announcements	Record incidents and conduct periodic reviews of totals.	M Ferrie N Jenkins F Kelly
	Review signage	Audit the competence management system	
	Monitor and Audit competence management of staff		
	Continually review to identify infrastructure improvements		
Outcome		Safer passenger environment	

## Bus Station Safety Plan 2018-19

<b>Aim 5</b>	<b>Reduce the number of work days lost due to Workplace accidents</b>		
<b>Strategy</b>	Targeted Welfare Campaigns, Staff & Manager Awareness & Management Training		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
	Review of any employee accident trends to develop joint action plan  Continue to develop safety culture within the organisation	Monitor and review of joint action plan	M Ferrie N Jenkins F Kelly
<b>Outcome</b>	Healthier working environment, improved wellbeing		

<b>Aim 7</b>	<b>Continually improve process and procedures to maintain safety</b>		
<b>Strategy</b>	Fit for Purpose Reviews, Gap Analysis, Audit, Operational Readiness Programme		
<b>Action Ref:</b>	<b>Action Description</b>	<b>How this will be measured</b>	<b>Owner</b>
SP2017/18-A7-001	Systematic review and update of all Safety Management System and Operational procedures.  Communicate changes to procedures to staff	Monitoring of actions arising from review to ensure closed off  Evidence of supervision of work carried out to ensure adherence to operational procedures  Bus Performance Periodic Review	M Ferrie N Jenkins F Kelly
<b>Outcome</b>	Better and more robust systems to ensure safety for all		

### Safety Targets/ KPIs


Bus Station Safety Performance overall will be monitored and reported on a Period basis to the Bus Management Team against established Key Performance Indicators (KPIs). Based on the aims and objectives set and the previous years' performance, the success of the action plan will be measured against the following KPIs:

Aim	KPI	Previous Year's Performance	Current Year Target
1	Slips, Trips and Falls at Bus Station facilities	53	50
2	Abusive Behaviour Incidents (Verbal, Physical & Anti-Social)	7	6
3	Bus / stance interface accidents/incidents	22	20
4	Trespass onto the Operational Area	Accurate recording of events to identify trends areas to implement additional control measures as required.	
5	Working Days Lost to workplace accidents	0	0
6	Bus on Bus and Bus on Infrastructure Accident/incidents	39	35
7	No. of Systems, Process and Procedures under review	Target end of 2018 for review of all SMS policies and procedures	



## Bus Station Safety Plan 2018-19

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 & HR