



Annual Safety Performance Report 2022/2023

Date of meeting 3 November 2023

Date of report 4 October 2023

Report by Chief Executive

1. Object of report

To update the Committee on SPT's Annual Safety Performance report for 2022/2023. The report is attached at Appendix 1.

2. Background to report

Providing a safe and secure environment for SPT customers and staff is of paramount importance and SPT monitors these matters closely. The Annual Safety Performance Report details SPT's Health and Safety performance for the financial year 2022/2023.

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

The report details the overall Health & Safety performance of SPT and includes information against the Key Performance Indicators (KPI's) and targets set out in the individual Bus Stations and Subway Annual Safety Plans for 2022/2023.

3. Conclusions

The Annual Safety Performance report for 2022/2023 provides an overview of specific areas of Health & Safety related activities within Corporate, Subway and Bus.

In preparation for 2023/2024, SPT carried out an evaluation of the previous year's statistics including the KPI's described in the Annual Safety Plans for Bus and Subway. This enables SPT to develop the annual safety plans taking account of trends and analysis for the next financial year for individual departments. The plans identify improvement strategies designed to aid the departments to manage and improve safety performance, identify areas of focus and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance. The Annual Safety Plans for Subway and Bus Stations for 2023/2024 are attached as appendices to the Annual Safety Performance report.

4. Committee action

The Committee is recommended to note the content of the Annual Safety Performance report for 2022/2023.

5. Consequences

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

Name	Neil Wylie	Name	Valerie Davidson
Title	Director of Finance & Corporate Support	Title	Chief Executive

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APPENDIX 1



**ANNUAL SAFETY
PERFORMANCE REPORT**

2022/2023



Document Control					
Version	Date	Comment	Prepared by	Checked by	Approved by
0.1	30/05/2023	Draft	GC/LR	FK	-
0.2	31/07/2023	Draft updated with AS comments	GC	FK	-
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1. INTRODUCTION & CONTEXT

1.1 Purpose of the Document

This Annual Safety Performance Report details SPT's Health and Safety performance for the financial year 2022/2023 (i.e. 1 April 2022 to 31 March 2023). The report compares this year's performance with previous years to identify trends and areas for continuous improvement across all areas.

1.2 Scope of Coverage

The report details the overall Health and Safety performance of SPT and includes information against the Key Performance Indicators (KPI's) and targets set out in the individual Bus Station and Subway Annual Safety Plans for 2022/2023.

1.3 Context and Overview of 2022/2023 Activities

SPT activities have been recovering from COVID-19 restrictions over the year within Corporate, Subway and Bus, which are detailed in the SPT Annual report.

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

- **COVID-19 Impacts and Measures**

As part of the recovery of our transport services from COVID-19 restrictions in place over the previous financial years, SPT has continued to review and update its safety management arrangements in line with Government guidance. This included maintaining COVID-19 risk assessments that have been amended to capture the current guidance and best practice while continuing to provide safe access to travel across both our subway system and bus station facilities.

As Government restrictions have eased, SPT continue to operate a hybrid working system for all relevant staff, a range of cleaning products and wipes have been provided in all staff areas to enable staff to clean their own workstations and areas and any shared equipment and the retention of a cleaning contractor to provide safe, hygienic workspaces for all staff and passengers.

- **Subway**

This year, passenger service continued to recover from COVID-19 restrictions with patronage almost at pre-COVID-19 levels with around 11.9 million passengers through the system in 2022/2023. Our Operations, Engineering and Maintenance teams continued to work hard to ensure safe operational and working environments while maintaining the existing fleet of rolling stock and station premises.

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

Instances of antisocial behaviour and verbal abuse towards staff continued to rise, despite roll out of messaging in stations and social media campaigns raising awareness of zero tolerance towards these types of unacceptable behaviours. Due to the significant increase in patronage however, the comparable incidence rate of these events per 100,000 passengers has shown a decrease against the previous year.

As with last year, the majority of this antisocial behaviour resulted from interactions with passengers either attempting to evade paying for their journey or who were deemed unfit for travel due to being intoxicated. The demographic of those involved

varied, ranging from singular persons/small groups to larger groups of passengers when travelling within the system.

SPT was also committed to highlighting mental and physical health campaigns with charities and partners to assist staff and passengers alike, with the distribution of advertisements from the Samaritans “Small Talk Saves Lives” campaign and British Transport Police’s “Railway Guardian” app, the latter being included on the vinyl wrapping of an active Subway train.

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

As train testing commenced with SPT’s recently implemented procedures for possession control, traction isolation process and live line possession, significant steps in the modernisation programme have taken place safely without any significant incidents occurring.

- **Bus Stations**

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

Patronage of bus stations increased as restrictions were eased. As patronage increased, bus operators using the station premises for passenger drop off and pick up, also increased services and frequencies of buses. This resulted in more interaction between staff and passengers and greater footfall.

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

A noticeable increase in antisocial behaviour and verbal abuse towards staff and contractors has continued to occur despite roll out of messaging in stations and social media campaigns raising awareness of zero tolerance towards these types of unwanted behaviours.

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

As part of the internal audit programme, audits were undertaken against statutory inspection and maintenance requirements that identified opportunities for improvement.

Hybrid working remains in place while we gradually return to standard practices and SPT continue to follow COVID-19 guidance.

1.4 Overview of the Management of Safety

SPT manages safety by applying a systematic and structured approach through its Safety Management System. This includes developing, reviewing and implementing relevant documentation such as Health and Safety Policies, Annual Safety Plans, Operational Procedures, Rulebooks and Risk Assessments.

Throughout the year, inspections were undertaken to interrogate the effectiveness of our safety arrangements including but not limited to:

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

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

- Annual Safety Performance to our Personnel 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
- 4 weekly change management review panel meetings
- Quarterly bus health and safety representative meetings

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

SPT acknowledges and actively supports 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 briefs
- 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

SPT's commitment to safety is demonstrated by senior management through committed performance reviews, which are a requirement of the safety management arrangements.

The purpose of measuring health and safety performance is to track the progress and status of strategies, processes, and activities used by SPT to control risks and improve health and safety performance and culture. This ensures that health and safety is given priority and that obligations under legislation are met.

To reduce risk levels and improve safety performance, action plans are developed for each target identified in departmental annual safety plans, which are set during the management review process. The effectiveness of these plans is assessed through a focused approach.

Safety performance is monitored throughout all SPT departments using various methods, including:

- comparisons of reported events against previous statistical data;
- continual monitoring of Key Safety Performance Indicators;
- analysis of accident data; and
- review of safety-related documents and processes.

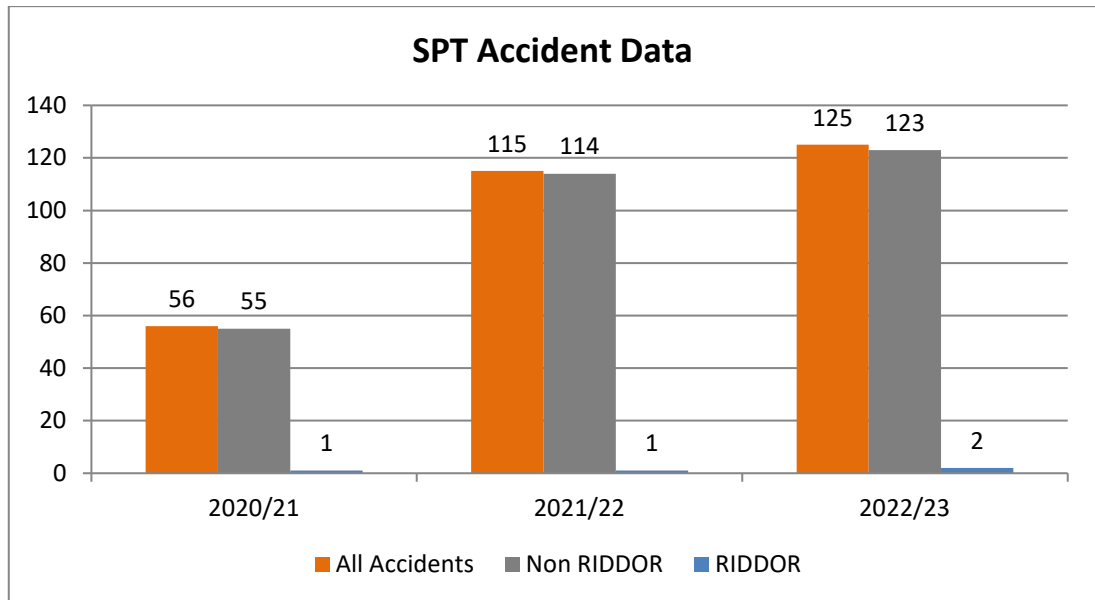
Key Performance Indicators are reported for each department and specific areas of analysis include reportable and non-reportable events involving staff, passengers, contractors and infrastructure.

The 2022/2023 performance data has been used to inform the 2023/2024 Key Safety Performance Indicators included in the Subway and Bus Station Annual Safety Plans (Appendices 1 and 2).

2. SAFETY PERFORMANCE

Details of accident statistics for the year 2022/2023 are broken down into the following groups: Employee, Member of the Public and Contractors. Specifics for each group are included below.

2.1 All Accidents



The reporting period saw an increase in accidents across SPT. Employee accidents decreased by one overall and whilst passenger accidents have increased, the significant rise in patronage means the incidence rate per 100,000 passengers has decreased and is considerably less than the target.

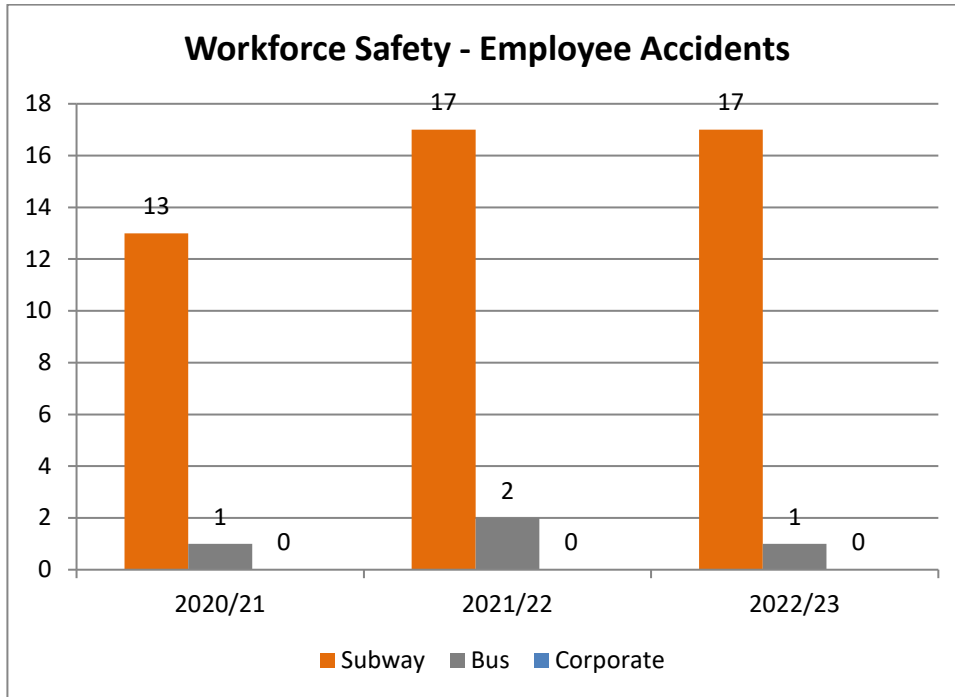
During 2022/2023, two RIDDOR¹ Reportable events were recorded for employees. These related to a slip on oil in the pit area at Broomloan Depot by a member of staff that resulted in a shoulder injury. The other related to a pulled muscle whilst installing seating in a train, also in Broomloan Depot. Each event resulted in an over 7-day absence from work as a consequence. The over 7 days absence was the specific criteria within the RIDDOR regulation that required this to be reported to the Office of Rail and Road (ORR) regulatory body.

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

2.2 Employee Performance

Employee Health and Safety Accidents across the SPT organisation are illustrated below.

All Employee Accidents

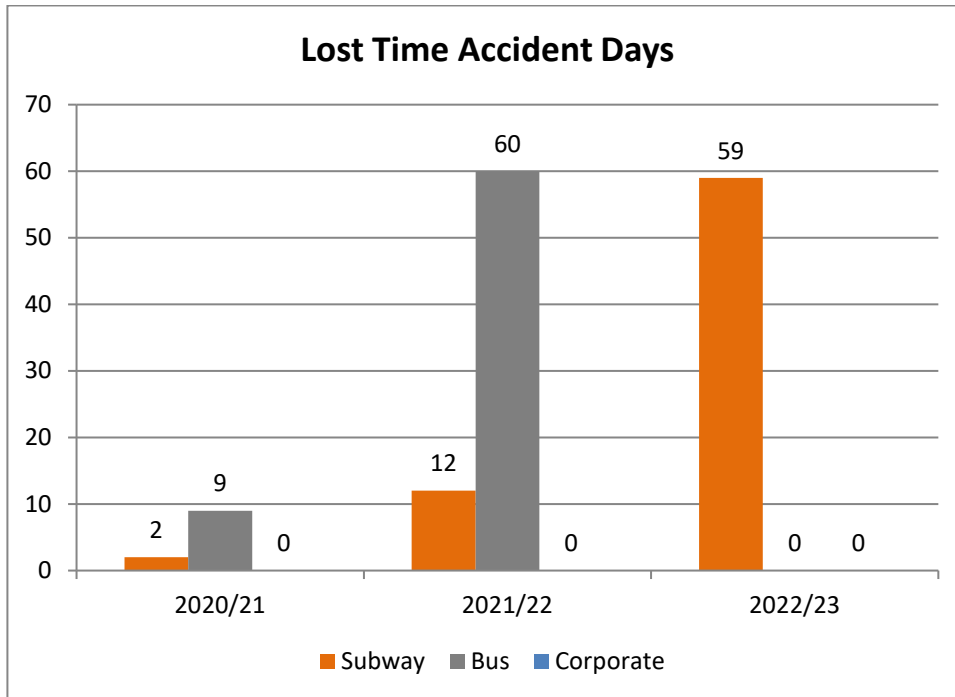


The number of employee accidents throughout SPT have remained almost consistent, however with an increase in employee head count, this has decreased the overall ratio of employee accidents.

- Six accidents were strike against/struck by events.
- Three manual handling events.
- Three slip, trip fall from same level events.
- One falling items from height event.
- One trapped in train doors event.
- One unsafe equipment event.
- One physical abuse from member of public towards employee resulting in minor injury to employee.
- One employee reported irritation to their eye by dust/dirt.

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

Lost Time Accident Days



Lost time days in 2022/2023 has decreased from last financial year.

59 lost times days relate to two events at Subway, one event totalling 32 days, second event totalling 27 days. These related to pulled muscle whilst carrying out a maintenance activity and a slip within the Broomloan depot workshop.

No lost time events were reported for bus or corporate.

- SPT had an average of 471 employees in 2022/2023 which equates to 103,620 work days²
- Days lost in 2022/2023 equates to 0.06 % of working days available.

2.3 Passenger and Members of Public Performance

Statistics relating to Passenger and Members of Public events across the organisation for 2022/2023 are compared with the previous two years' performance. Accidents have decreased in Subway but increased within Bus compared to the previous year. However with a significantly increased patronage number, the incidence rate per 100,000 passengers has remained below the incidence rate target for the year.

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

2.4 All Passenger and Member of Public Accidents

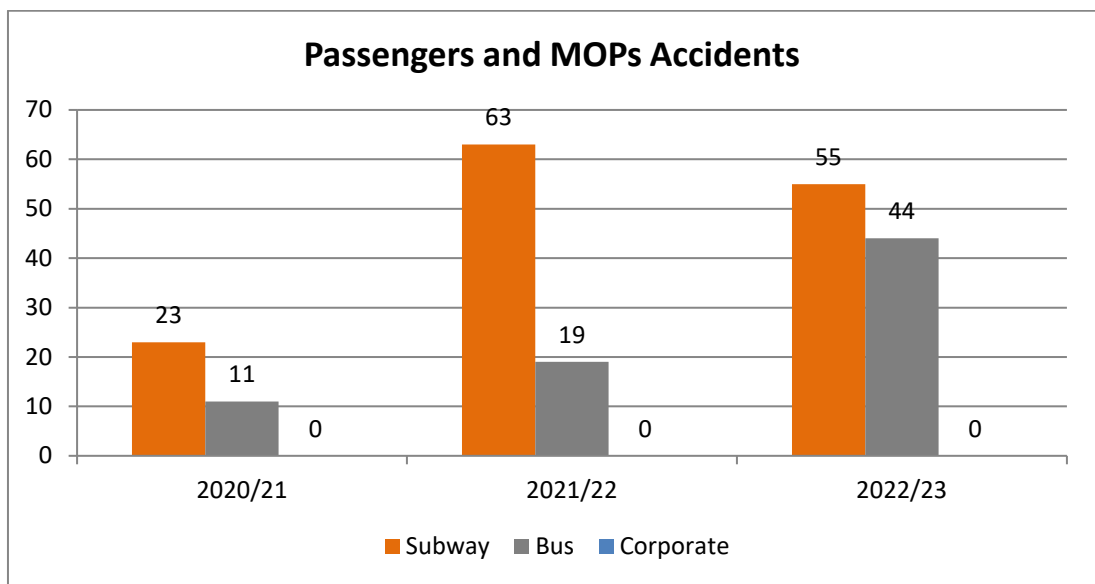
SPT has seen a significant return of passengers travelling through all premises as we recover from the COVID-19 pandemic. Whilst accident numbers against previous years has been skewed due to the reduction in patronage as the figures are not comparable, the previous year has shown more of a stabilisation. During the reporting

² Work days based on 471 employees working an average of 5 days per week over 44 weeks in the year.

period, 99 accidents were recorded which is higher than 2021/2022 financial year but with a significantly increased patronage and therefore an improvement in the incidence rate compared against the previous year.

For the third consecutive year there is an increase in the number of anti-social related reports submitted, although there is a reduction in incidence rate of this event in this financial reporting year due to the significant increase in patronage.

We have continued to work collaboratively with our emergency services partners in Police Scotland and British Transport Police (BTP) who attend site and assist with an incident and then seek to obtain prosecution of the individuals involved wherever necessary and possible. This has been assisted with the provision of bodycams for front line public facing staff and where footage has been captured, this is provided to our partners to assist their efforts in identifying and apprehending those involved where possible.



SPT continues to remain committed in the drive to improve standards and performance to provide a safe environment for passengers. Whilst the chart above shows a real number increase in the number of events, the recovery of patronage figures to pre COVID-19 levels has resulted in improvement by producing a decrease to the incidence rate for passenger events.

2.5 Contractor Performance

SPT recognises its duties with regard to the management of contractors, including their health and safety performance, when undertaking works within SPT premises and sites. As such, SPT 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, 2022/2023 there were no RIDDOR reportable events relating to contractors across all departments.

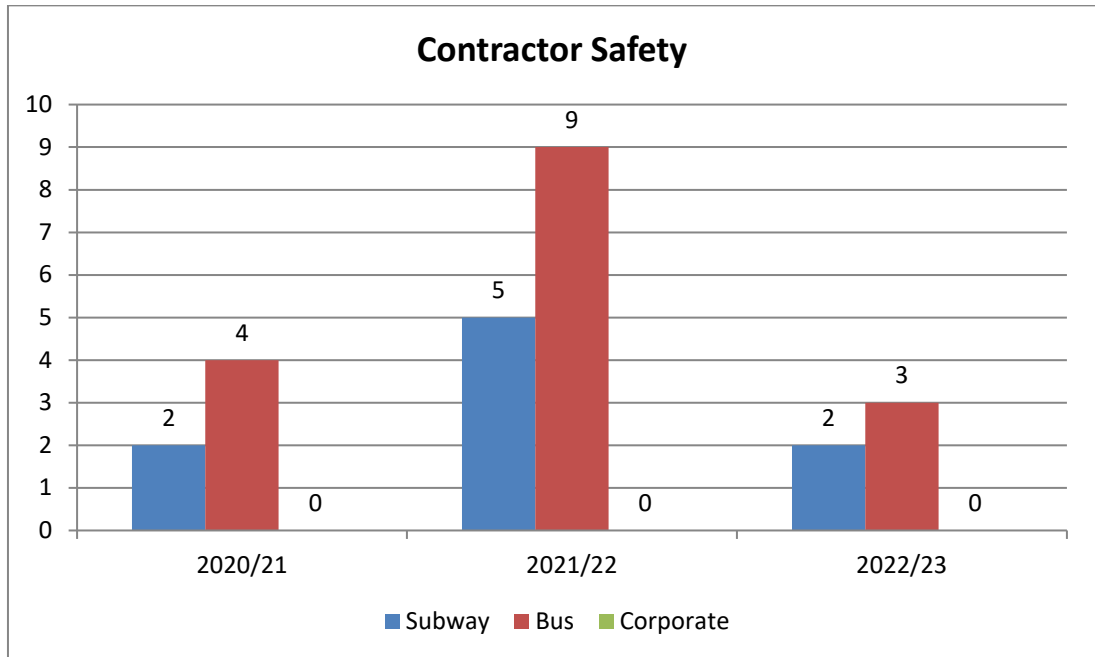
Reports in Contractor events have increased and for the second year running, the majority being in relation to verbal and physical abuse events on our security contractor at bus stations from passengers and members of the public.

British Transport Police and Police Scotland continue to work with SPT in trying to prevent such events. SPT staff and contractors are trained in conflict management

and are equipped with aids such as radios, body worn CCTV and proactive monitoring of CCTV throughout all SPT premises.

The Subway Modernisation project engages a large number of construction contractors, therefore SPT has robust procedures in place to ensure compliance with all duties defined within the Construction (Design and Management) Regulations 2015 (CDM).

Contractor Non-RIDDOR Accidents



SPT will continue to record all reported contractor events and work alongside the relevant contractor to ensure relevant robust investigations are carried out, thus identifying the root cause and allowing suitable and sufficient measures to be implemented to prevent reoccurrence.

Regular meetings are held between SPT and our appointed contractor's health and safety departments to ensure that together we maintain the highest standards of health and safety for all who may be affected by the works carried out on SPT premises.

3. DETAILED OPERATIONAL ANALYSIS

3.1 Subway

The Annual Subway Safety Plan 2022/2023 set out seven key Health and Safety aims and objectives which were supported by high level strategies and specific action plans. Performance against these targets is detailed below.

Aim 1	Adverse Events	Target	Actual
	Incidence rate for Employee Accidents	5.5 per 100 employees	5.84
	Working days lost due to workplace accidents	0	59 (2 Events)
	Verbal or Physical abuse towards employees	1.08 events per 100,000 passengers	0.86
	Contractor Accidents	4	2
	Contractor Incidents	3	15
	Contractor Near Miss	12	19
	Incidence Rate for Passenger Accidents	0.80 events per 100,000 passengers	0.46
	Passenger Door/Platform Interface Accidents (trapped in train doors)	0.15 events per 100,000 passengers	0.13
	Passenger Track Incursions	0.22 events per 100,000	0.17
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	60%
	Workplace Inspections undertaken	56	56
	Audit actions resolved and closed	100%	82.6%
Aim 3	Consultation and Engagement		
	Safety Committee Meetings Held	13	12
	Actions raised resolved and closed	100%	86%
Aim 4	Investigations		
	Investigations undertaken in line with process and required stages/steps	100%	100%
	Investigation report output/actions added to tracker log for monitoring	100%	100%
	Investigations actions/output closed within agreed timeframes	100%	81.82%
Aim 5	Operators Hazard Log		
	Changes to existing or new emerging risks are evaluated for inclusion within operator hazard log	100%	100%
	Updates to Hazard log are completed in the correct timescales and in line with potential hazard realisation	100%	100%

Aim 6	Management of Contractors		
	Damage to SPT property	5	0
	Contractor safety event which causes a service suspension	3	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	82.6%
Aim 7	Management of Contractors		
	Change review group meetings held	13	13
	Gate reviews and supporting documents identified before submission of forms to change management review group	100%	100%
	Retention of supporting documentation at closure of change	100%	100%
	Residual risks from changes captured in Operators hazard log before implementation of the change	100%	100%

Aim 1:

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

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

Aim 2:

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

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

Aim 3:

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

- Demonstrate commitment to collaboration with staff/union safety representatives by facilitating safety committee meetings as scheduled

- Demonstrate commitment by ensuring specific employees are consulted directly where appropriate
- Ensure that issues raised through consultation are closed out within agreed timeframes

Aim 4:

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

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

Aim 5:

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

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

Aim 6:

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

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

Aim 7:

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

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

3.2 Bus

The Annual Bus Station Safety Plan 2022/2023 set out five key Health and Safety aims and objectives which was supported by high-level strategies and specific action plans. Performance against these targets is detailed below.

	KPI	Target	Actual
Aim 1	Adverse Events		
	Incidence Rate Employee Accidents	2.9 per 100 employees	1.48
	Working days lost due to workplace accidents	0	0
	Verbal/physical abuse towards staff	0.27 per 100,000 bus station users	0.1
	Contractor Accidents	7	3
	Passenger Accidents	0.33 per 100,000 bus station users	0.2
	Incursion onto operational area	15.18 per 100,000 bus station users	7.95
	Bus on Bus/Bus on Infrastructure events	25	25
	Slips, Trips and Falls within Bus Station	0.33 per 100,000 bus station users	0.16
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	75%
	Workplace Inspections undertaken	72	72
	Audit actions resolved and closed	100%	30%*
Aim 3	Consultation and Engagement		
	Employee Representative Meetings	4	4
	Actions raised closed within agreed timescales	100%	100%
Aim 4	Procedure Review		
	Procedures reviewed as planned	100%	100%
Aim 5	Risk Management		
	Risk Assessments reviewed within review date	100%	100%
	Risk Assessments shared with employees	100%	100%
Aim 6	Management of Contractors		
	Damage to SPT property	4	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	100%

* Completion of an audit in P13 has impacted Aim 2 audit actions resolved and closed KPI due to limitation on time before financial period close to action audit recommendations and actions.

Aim 1:

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

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

Aim 2:

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

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

Aim 3:

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

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

Aim 4:

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

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

Aim 5:

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

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

Aim 6:

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

- Demonstrate commitment to working in partnership with contractors by attendance at 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. Look Ahead for 2023/2024

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

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

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

There will be an increase in contractor workstreams in relation to the Subway Modernisation project involving significant works being undertaken with the tunnel environment. SPT will continue to work in partnership with our contractors to ensure that these works are managed and delivered safely, while minimising any disruption to our day to day operation and services.

The financial year will also see the introduction of new trains to the subway system. SPT will ensure that the introduction of these vehicles will happen on completion of all necessary testing, assessment and verification. Only after these robust checks and sign offs have been satisfactorily demonstrated will the vehicles enter passenger service.

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

APPENDICES

APPENDIX 1

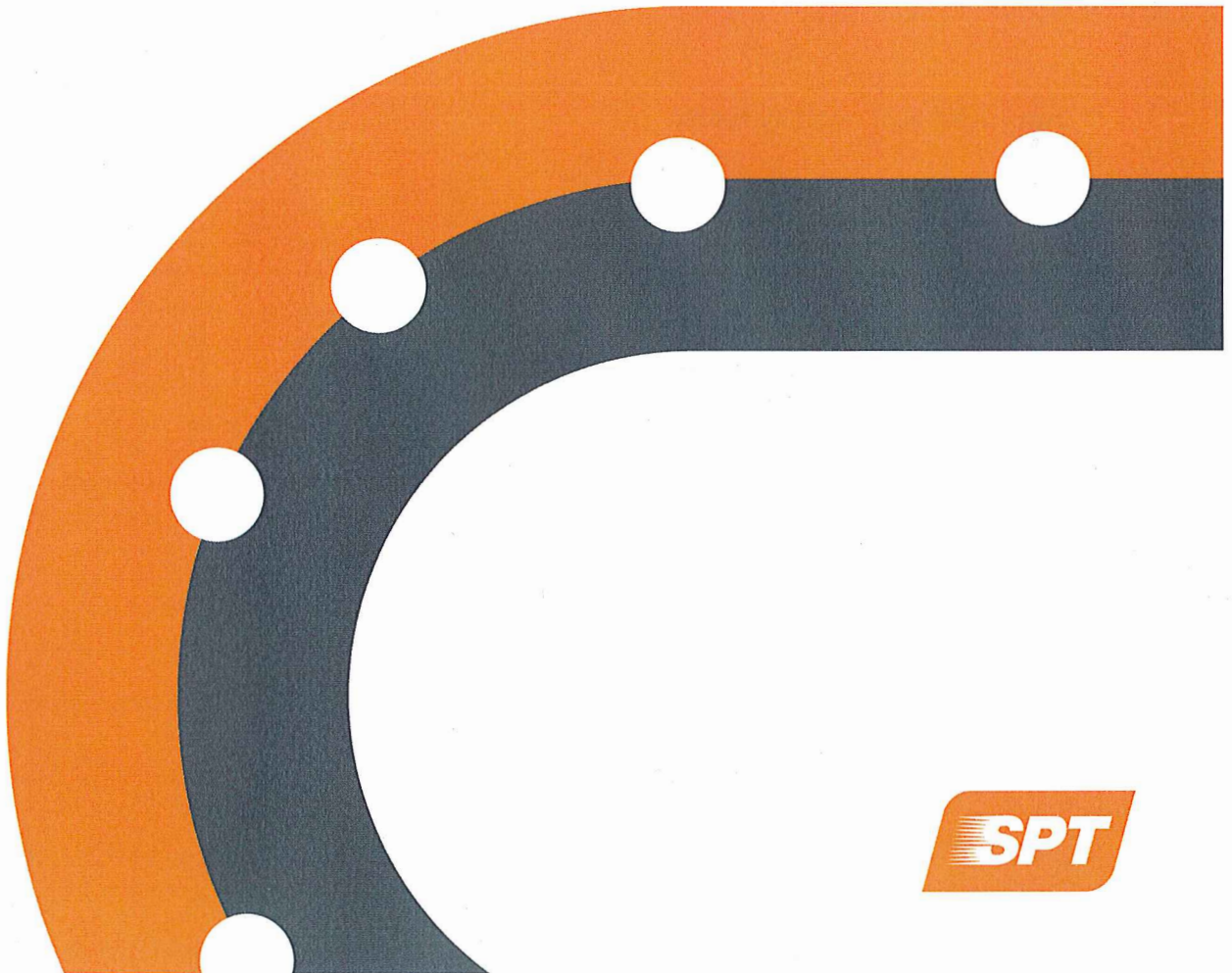
- SUBWAY SAFETY PLAN 2023-2024

APPENDIX 2

- BUS STATION SAFETY PLAN 2023-2024



Strathclyde Partnership for Transport
SUBWAY SAFETY PLAN
2023 - 2024



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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 1 April 2023 to 31 March 2024. The plan describes the safety aims and objectives for the Subway along with an action plan for achieving the targeted performance.

1.2 Delivery of the Plan

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

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

1.3 Basis of the Plan

The plan for 2023/2024 builds on achievements and results in previous years and for this year adopts a range of indicators focusing on a mix of overall performance, high risk areas and specific areas where safety improvement is required, taking cognisance of the safety performance from the previous year and upcoming planned activities.

2. Safety performance and look ahead

Overall events recorded for last year (2022/2023) have increased. This has been directly affected by the return of passengers to public transport, resulting in a significant increase in patronage for Subway against the previous year (2021/2022) levels due to the restrictions imposed by management of the COVID-19 pandemic.

For passenger related events, while there has been an increase in actual events, when correlated against patronage it demonstrated a decrease per 100,000 passengers. Contributing factors attributed to the increase in events is the continuation of previously identified increases in anti-social behaviour, verbal abuse and unwanted or unexpected behaviour from passengers. This has been shown to be a common issue across all public transport systems and public facing industry sectors within the UK.

In relation to employee related events, the accident incidence rate recorded has decreased. This can be attributed to the number of accidents remaining the same as 2021/2022 with a higher average staff head count throughout the year.

Contractor events increased over the financial year and the number of events recorded have been impacted by an increase in contractor activities. Reported accident events resulting in injury have decreased again, however we have observed an increase in incidents and near miss events as a result of unsafe acts. The near misses have been identified and acted upon to ensure that they did not develop into more serious events.

SPT had 59 lost working days involving only two incidents in 2022/2023 which resulted in the target being exceeded. However, it is worth noting that this target is aggressively set each year at zero as our target is to have no lost time days in relation to employee accidents.

Incident rates for employee accidents and contractor incidents exceeded the target set and remain areas which require close monitoring by respective department management teams.

Last year, the plan measured 26 Key Performance Indicators (KPIs) and 16 of these were achieved.

Throughout the period of the Subway Safety Plan, Subway Operations Management will enact a "Security Minded Communications" plan which includes social media messaging, in station literature and posters, as well as updated public address audible messaging. Messaging will highlight the presence in the network of both the British Transport Police and contracted security personnel, as well as their responses to instances of unsavoury or antisocial behaviour, adopting SPT's "zero tolerance" approach.

Scoping activity is underway in order to improve the capability of the body cameras employed by Operations Staff and it is hoped that more upgraded units will drive a reduction in abusive and anti-social behaviour. Footage will continue to be shared with security partners, with prosecutions sought for repeat offenders and where else appropriate.

Contractor activities associated with the new rolling stock and control system project will continue to be monitored and managed as the project moves into a period of intensive installation works within the tunnels during nightshift engineering hours for the Subway. This period will see new signalling and communications equipment and cabling installed throughout the system as well as preparations for future platform screen door installations. A number of Sunday closures will be utilised for the long duration activities. This work will happen alongside the in-system testing of new trains, signalling and control systems in readiness for the introduction of new rolling stock which will be brought into passenger use for the first time. Following the introduction of the new trains, installation works will then continue to prepare for the introduction of the new signalling, communications systems and platform screen doors.

3. On-going management of COVID-19 impacts

As part of the recovery of our transport services from COVID restrictions in place over previous financial years, SPT has continued to review and update its safety management arrangements in line with governmental guidance. This included maintaining COVID risk assessments that have been amended to capture the current guidance and best practice while continuing to provide safe access to travel across our subway system and depot locations.

As Government restrictions have eased, SPT continue to operate a hybrid working system for all staff where possible, a range of cleaning products and wipes have been provided in all staff areas to enable staff to clean their own workstations, areas, shared equipment and the retention of our cleaning contractor to provide safe, hygienic workspaces for all staff and passengers.

SPT will continue to monitor the latest Government guidance on COVID-19 and review associated risk assessments at quarterly intervals as far as is deemed reasonable.

4. Safety Aims & Objectives

The overarching objective for 2023/2024 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.

There has been a reduction in objectives and associated aims by 2 on last years plan. This is due to the fact that the topics of the removed items has been closely monitored over the last financial year and it has been demonstrated that they are being managed robustly.

Aim 1:

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

SUBWAY SAFETY PLAN 2023-2024

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

Aim 2:

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

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

Aim 3:

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

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

Aim 4:

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

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

Aim 5:

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

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

5. Action Plan

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

Aim 1	Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2023/24 A1-001	Continuation of process to obtain employee numbers and patronage for each financial period	Production of incidence rate for employee and Member of Public (MOP) events	SMT	Per period
SP2023/24 A1-002	Continuation of process adopted for contractor events that are to be measured	Production of reports capturing all accident, incident and near miss events for contractor events in 2023/2024	H&S	Per period
SP2023/24 A1-003	Continue and extend the campaign of targeting passengers accessing the track using PA announcements, poster campaign's and social media	Reduction of track incursion events during 2023/2024	Operations	Per Period
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
SP2023/24 A2-001	Audit plan for the financial year to be devised and implemented	Audit plan to be issued to Safety Reps and Management Team	H&S	P2
SP2023/24 A2-002	Meeting with relevant departments following an audit to agree timescales for actions	Timescales recorded on audit reports and KPI reported on	H&S	Per period
Aim 3	To create a culture of collaboration and consultation between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale

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SP2023/24 A3-001	Continue to track items raised, timescales and resolution arising from employee issues	KPI to be reported on at management performance review meetings	H&S	Per period
SP2023/24 A3-002	Continue to hold safety committee meetings as per the agreed schedule	KPI to be reported on at management performance review meetings	SMT/H&S Safety Representatives	Continuous
SP2023/24 A3-003	Provide the ability for staff to raise safety concerns and issues with senior management	By tracking of issues raised and ensuring corrective actions are undertaken in a timely manner	SMT	Continuous
SP2023/24 A3-003	Continue to issue periodic safety briefs with all staff	KPI to be reported on at management performance review meetings	H&S	Per Period
Aim 4	To have consistent and effective approach to undertaking investigations for identified accidents, incidents and near misses.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2023/24 A4-001	Ensure events are investigated when identified as required	KPI for investigations undertaken to be reported on at management meetings	H&S	Per period
SP2023/24 A4-002	Ensure investigation process and steps are followed consistently	Review of investigations and periodic auditing	H&S	Continuous
SP2023/24 A4-003	Ensure tracking and monitoring of investigation report outputs to ensure timeous close out	Progress and status updates to be provided at management meetings	H&S	Per period
Aim 5	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
SP2023/24 A5-001	Ensure any damage to property is appropriately investigated and actions tracked to closeout within with agreed timescales	Through SPT investigation tracker	SMT/H&S	Per period

6. Safety Targets/Key Performance Indicators

Based on the aims and objectives above, the KPI's below will measure performance in 2023/2024. The KPI's and the Action plan above will be reported on at Subway Management Meetings and the Safety Committee Meeting.

	KPI	Target
Aim 1	Adverse Events	
	Incidence rate for Employee Accidents	5.5 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal or Physical abuse towards employees	0.9 events per 100,000 passengers
	Contractor Accidents	2
	Contractor Incidents	3
	Contractor Near Misses	12
	Incidence Rate for Passenger Accidents	0.7 events per 100,000 passengers
	Passenger Door/ Platform Interface Accidents (trapped in train doors)	0.12 events per 100,000 passengers
	Passenger Track Incursions	0.20 events per 100,000
Aim 2	Audit and Inspection	
	Audits completed as per plan	100%
	Workplace Inspections undertaken	56
	Audit actions resolved and closed	100%
Aim 3	Consultation and Engagement	
	Safety Committee Meeting Held	13
	Actions raised resolved and closed	100%
	Safety Briefs Issued	13
Aim 4	Investigations	
	Investigations undertaken in line with process and required stages/steps	100%
	Investigation report outputs/actions added to tracker log for monitoring	100%
	Investigation report output and actions closed within agreed timescales	100%
Aim 5	Management of Contractors	
	Damage to SPT property	3
	Contractor safety event which causes a service suspension	2
	Actions recorded on investigation tracker are closed out within agreed timescales	100%

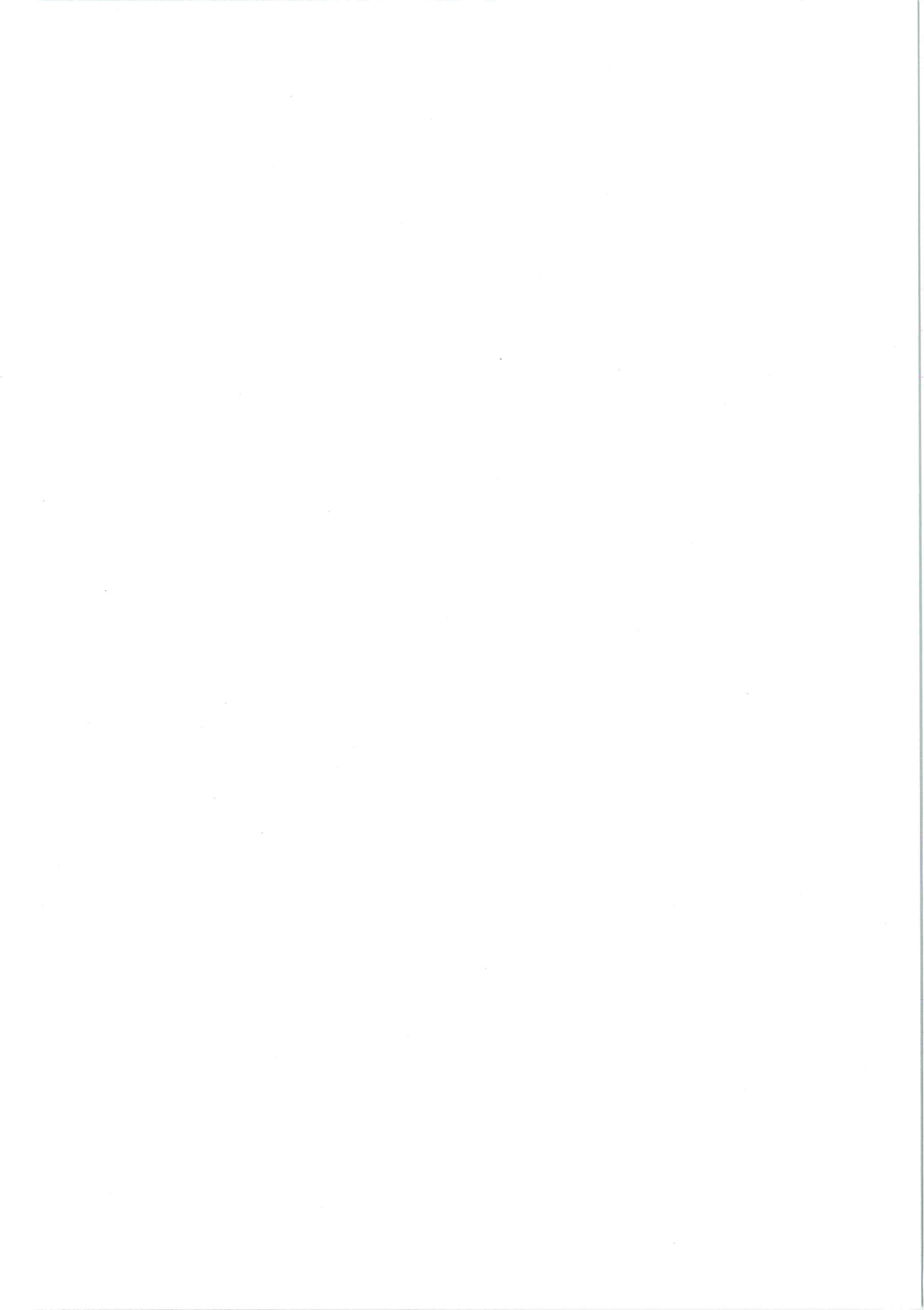
SPT is committed to ensuring a safe, clean and welcoming environment for all our passengers and staff. The Safety Plan and measurable targets is evidence of our continued commitment towards achieving this, each and every day of operation.

Signed:



Antony Smith
Director of Subway







Strathclyde Partnership for Transport
BUS STATION SAFETY PLAN
2023-2024



BUS STATION SAFETY PLAN 2023-2024

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Issue: Final

Written By: Frank Kelly

Approved By: Neil Wylie

BUS STATION SAFETY PLAN 2023-2024

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 1 April 2023 to 31 March 2024. 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 2023/2024 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

Passenger numbers continue to increase towards pre-Covid levels. As with last year, incidents of antisocial behaviour and verbal abuse continue to be challenging. We will continue to raise awareness of this and work with Police Scotland, British Transport Police and other partnership organisations to address these issues.

In August 2023, there will be cycling world championships being undertaken in Scotland which is likely to have an impact on bus station footfall and visitors to the City. The bus station will be staffed appropriately for this event to ensure the safety and security of bus station users.

In Buchanan Bus Station (BBS), the replacement of the current public toilet entry system will be investigated and should the decision be made to replace this, contractors will be undertaking works in the concourse area of BBS. This will be planned in line with SPT's Health and Safety policies.

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

As patronage increased, bus operators using the station premises for passenger drop off and pick up also increased resulting in further interaction between staff and passengers and a greater footfall. This increase in footfall within the bus station premises brought significant challenges for staff in managing unwanted behaviours. A noticeable increase in the reported numbers of antisocial behaviour and verbal abuse towards staff and contractors has continued to occur despite roll out of messaging in stations and social media campaigns raising awareness of zero tolerance in regards to this type of unwanted

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behaviour. This has been shown to be a common issue across all public transport systems and public facing industry sectors within the UK.

In relation to employee related events, the accident events incidence rate recorded has significantly decreased. This can be attributed to there being only one employee accident throughout the financial year of 2022/2023.

Contractor events increased significantly over the year and the number of events recorded increased from 25 events in 2021/2022 to 41 events in 2022/2023. The main contributory factor for this increase is events related to our Security Contractor, when dealing with anti-social behaviour, physical assault and verbal abuse issues, however a reduction of two thirds in contractor accidents was achieved compared to the previous financial year.

The annual safety plan for last year measured twenty-one Key Performance Indicators (KPIs) and 16 of these were achieved.

The availability of reliable data on footfall now being available has allowed the incidence rate for four KPI's to be accurately measured and reported against from the overall KPI total and in comparison to last year.

For the second year in a row SPT reported zero lost time incidents in relation to employee accidents.

3. On-going management of Covid-19 impacts

As part of the recovery of our transport services from Covid restrictions in place over the previous financial years, SPT has continued to review and update its safety management arrangements in line with governmental guidance. This included maintaining Covid risk assessments that have been amended to capture the current guidance and best practice while continuing to provide safe access to travel across both our subway system and bus station facilities.

As Government restrictions have eased, SPT continue to operate a hybrid working system for all relevant staff, a range of cleaning products and wipes have been provided in all staff areas to enable staff to clean their own workstations and areas and any shared equipment and the retention of a cleaning contractor to provide safe, hygienic workspaces for all staff and passengers.

SPT will continue to monitor the latest Government guidance on Covid-19 and review associated risk assessments at quarterly intervals as far as is deemed reasonable.

4. Safety Aims & Objectives

The overarching objective for 2023/2024 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

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- Reduce the instance of antisocial behaviour and abuse towards staff

Aim 2:

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

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

Aim 3:

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

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

Aim 4:

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

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

Aim 5:

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

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

Aim 6:

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

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

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5. Action Plan

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

Aim 1		Reduce the frequency and severity of harm caused by accidents to our workforce, passengers and contractors within all SPT environments.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2023/24 A1-001		Continuation of process to obtain employee numbers and patronage for each financial period	Production of incidence rate for MOP and workforce	BSMT	Per period
SP2023/24 A1-002		Continuation of process adopted for contractor events that are to be measured	Production of incidence rates for contractor events in 2023/24	HS	Per period
SP2023/24 A1-003		Continue to track and monitor passengers accessing the operational area and use of PA announcements and social media to raise awareness	Reduction of incursion on operational area during 2023/24	BSMT	P6
Aim 2		To have effective audit and assurance processes to evaluate the efficiency, effectiveness and reliability of safety management systems and identifying areas of weakness which need to be addressed			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2023/24 A4-001		Meeting with management team following an audit to agree timescales for closure on items identified during audits	Timescales recorded on audit reports and KPI reported on	HS	Per period

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Aim 3		To create a culture of collaboration between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2023/24 A3-001		Continue to track items raised, timescales and resolution arising from the employee representative meeting	KPI can be reported on	HS	Per period
SP2023/24 A3-002		Provide the ability for staff to raise safety concerns and issues with senior management	By tracking of issues raised and ensuring corrective actions are undertaken in a timely manner	BSMT	Per period
Aim 4		To have consistent and effective policies and procedures, compliant with legislation and industry best practices and ensuring any changes are adopted throughout bus station locations.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2023/24 A4-001		Implement review process using the shared document function on SharePoint to ensure all comments are visible to all reviewers and collated centrally	Document review process happens through SharePoint	HS	P4
SP2023/24 A4-002		Agree process to demonstrate procedure implemented and any changes adopted at departmental level and these have been shared with employees	Process implemented and KPI can be counted	BSMT/HS	P6

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Aim 5		To have suitable risk management strategies in place that identifies and mitigates risk supported by robust processes to include all key stakeholders and communicate outcomes.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2023/24 A5-001		Continue to ensure staff are involved in the development and review of risk assessments	KPI can be measured	BSMT/HS	Per period
SP2023/24 A5-002		Reporting/collation of evidence that risk assessments are being shared with employees	KPI can be measured	BSMT/HS	Per period
Aim 6		To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely, injuries to workers is minimised and without adverse impact on SPT activities.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2023/24 A6-001		Ensure any damage to property is appropriately investigated and actions tracked to closeout within with agreed timescales	Through SPT investigation tracker	BSMT/HS	Per period

6. Safety Targets/Key Performance Indicators

Based on the aims and objectives above, the KPI's below will measure performance in 2023/2024. The KPI's and the Action Plan above will be reported on at Bus Management Meetings and the employee representative meetings. Progress on KPI's will also be shared with employees each period through the Safety Brief.

	KPI	Target
Aim 1	Adverse Events	
	Incidence Rate Employee Accidents	1.48 per 100 employees
	Working days lost due to workplace accidents	0
	Verbal/physical abuse towards staff	0.22 per 100,000 bus station users
	Contractor Accidents	5
	Contractor Incidents	12
	Contractor Near Misses	1
	Incidence Rate for Passenger Accidents	0.30 per 100,000 bus station users
	Incursion onto operational area	28 per 100,000 bus station users
	Bus on Bus/Bus on Infrastructure events	25

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	Slips, Trips and Falls within Bus Station	0.15 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	3
	Actions recorded on investigation tracker are closed out within agreed timescales	100%

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

Signed:

Neil Wylie
Director of Finance & Corporate Support