

Annual Safety Performance Report 2024/2025

Date of meeting 7 November 2025

Date of report 21 October 2025

Report by Chief Executive

1. Object of report

To update the Committee on SPT's Annual Health and Safety Performance report for 2024/2025. 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 Health and Safety Performance Report details SPT's Health and Safety performance for the financial year 2024/2025.

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 2024/2025.

3. Conclusion

The Annual Health and Safety Performance report for 2024/2025 provides an overview of specific areas of Health & Safety related activities within Corporate, Subway and Bus.

In preparation for 2025/2026, 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 and considered forward plans for these locations for the upcoming financial year. This enables SPT to develop the Annual Safety Plans taking account of trends and analysis for the next financial year for individual departments. The plans identify improvement strategies designed to aid the departments to manage and improve safety performance, identify areas of focus, and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance.

4. Committee action

The Committee is recommended to note the content of the Annual Safety Performance report 2024/2025.

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 Richard Robinson
Title **Director of Transport Operations**

Name Valerie Davidson
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Strathclyde Partnership
for Transport

Annual Safety Performance Report 2024-2025

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1 Introduction & Context



1.1 Purpose of the Document

This Annual Safety Performance Report details SPT's Health and Safety (H&S) performance for the financial year 2024/2025 (i.e. 1 April 2024 to 31 March 2025). 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 (KPIs) and targets set out in the individual Bus Stations and Subway Annual Safety Plans for 2024/2025 contained within the Appendices.

1.3 Context and Overview of 2024/2025 Activities

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

Subway

Patronage within the Subway in 2024/2025 reduced slightly compared to 2023/2024, with approximately 400,000 less journeys being recorded, equating to a reduction of 3%. Subway employees across all departments continued their support in creating and maintaining a safe operation and working environment.

The highest contributor of employee events remains as verbal abuse from members of the public (MOPs) towards employees, which accounts for 76% of total events encountered by SPT employees across Bus Stations and Subway operations.

Similarly, antisocial behaviour (ASB) continues to be the highest reported members of the public events accounting for 62% of events in this category.

Security and Policing methods continued to be reviewed and adapted to address areas identified as causes of ASB and employee abuse. Methods such as tannoy messages in stations, social media campaigns and staff training have continued with the aim of combating these types of events.

SPT continued to work in conjunction with our joint venture partners as part of the Subway Modernisation project. This included the safe testing of trains, installation of the signalling system and other related equipment. Together we reached a significant milestone, with all of our old fleet being replaced with new trains. This has been achieved without any significant health and safety issues occurring.

There was a highly successful visit facilitated for the Office of Rail and Road (ORR) Board of Directors to Broomloan depot. The ORR is the railway industries regulatory body in the UK and as such is SPT's regulatory authority for the Subway.

The visit consisted of various presentations provided on topics such as progress of the Subway Modernisation project, how the modernisation fits in with the wider transport network including the Regional Transport Strategy and Clyde Metro proposals. The visit also included the Board having the opportunity to view side-by-side, a legacy and new train in the depot workshop pit road area.

Meetings were also held with Transport for London (TfL) Health and Safety and Assurance team members to discuss the formation of a collaborative working group forum to share experience, knowledge, and best practice between the two organisations in various health and safety related topics with both parties keen to continue collaboration and extending the invitation to the group out to other transport organisations in the country.

Bus Stations

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

The largest challenge faced by bus station staff continues to be dealing with antisocial behaviour and events of abuse towards bus station staff and security contracted staff. SPT takes a zero-tolerance approach towards abuse of staff and is actively working with our security contractors and Police Scotland to reduce such instances.

In 2024/2025, Buchanan Bus Station witnessed the completion of fit outs of two retail units for major chains Costa and Subway. Along with the upgrade of the bus station roof, these works were completed with no major incidents or events being reported with this smooth execution reflecting the team's commitment to maintaining high standards and ensuring a safe, seamless experience for all.

Corporate

To ensure continuous improvement of corporate safety, the updating and implementation of safety related documentation and processes has been monitored and reviewed to ensure that the safety of staff, visitors, customers, and contractors is maintained to the highest standards at all times.

Hybrid working has remained in place whilst under continual review, with a minimum of 60/40 office/home basis. SPT updated the hybrid working operational guidance and risk assessment within the 2024/2025 financial year and communicated this out to all relevant staff.



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 periods, including review of all additional documents produced through the dynamic risk assessment process and continual review of the SPT health and safety hazard logs.

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

- Annual Safety Performance update to the 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 Station 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 performance reviews, which are a requirement of the safety management arrangements.

The purpose of measuring health and safety performance is to provide information on the progress and current status of the strategies, processes and activities used by SPT to control risks and implement improvements to health and safety performance and culture where required. This gives SPT assurance that health and safety has been given suitable priority and that the obligations imposed under legislation have been met.

During the management review of safety performance, KPIs were reviewed, identified and updated in accordance with key areas of risk for departments. This resulted in the development of action plans for each target to reduce risk levels and ensure continual improvement of safety performance.

A focused approach is used to identify whether targets, which have been established, and actions implemented have resulted in an improvement, or not, in safety performance.

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

- comparisons of reported events against previous statistical data;
- continual monitoring of Key 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 2024/2025 performance data has been used to inform the 2025/2026 Key Performance Indicators included in the Subway and Bus Stations Annual Safety Plans.





2 Safety Performance



Details of accident statistics for the year 2024/2025 are broken down into the following groups: Employee, Members of the Public, Contractors & Operators. Specifics for each group are included below.

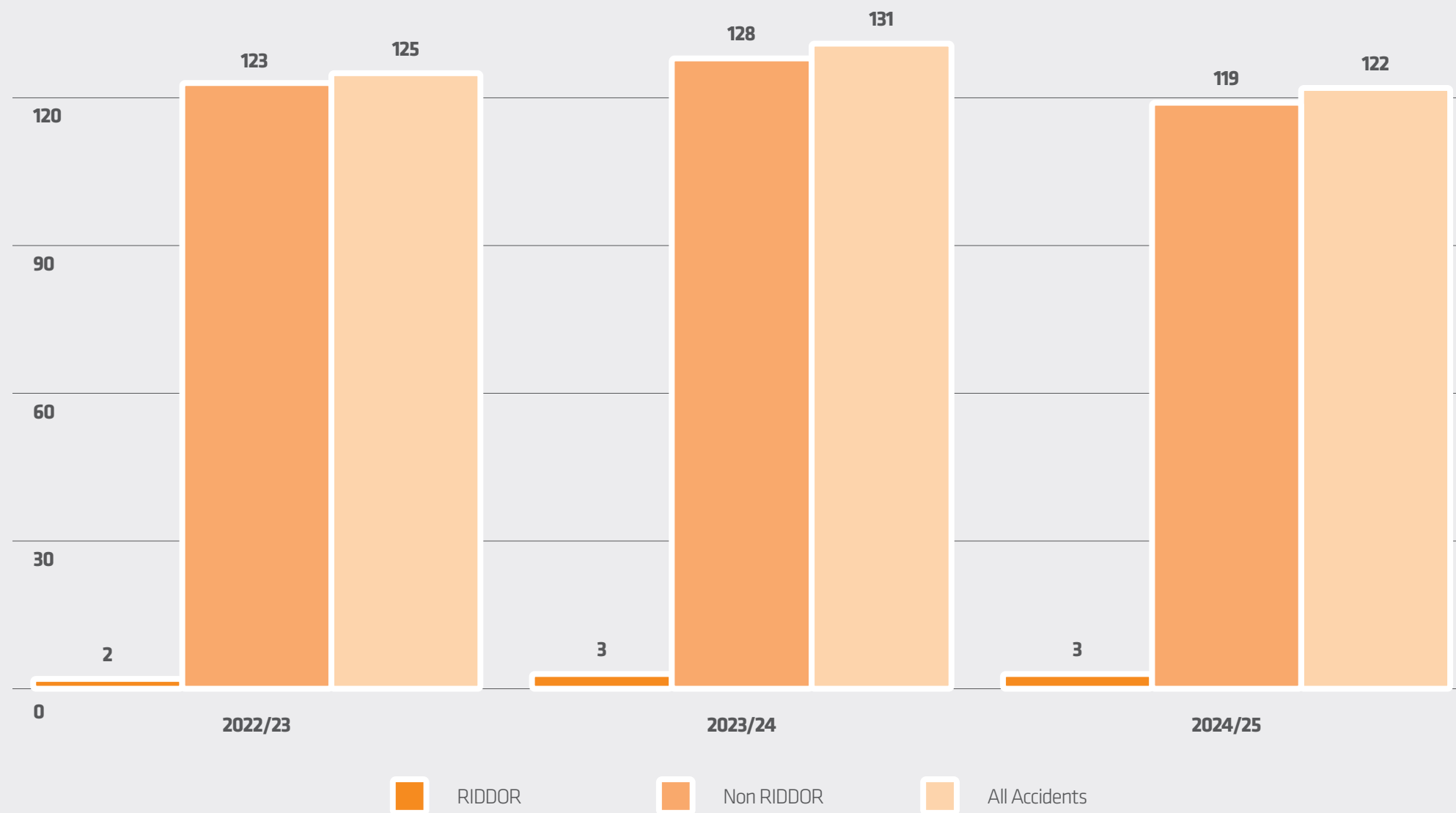
2.1 All Accidents

The reporting period saw a decrease in accidents across SPT by 6.9%. The decrease arose from a 28% reduction in member of the public accidents whilst contractor, bus service operators and SPT employees reported accidents all increased.

Member of the public accidents reduced by 14 at Subway and reduced by 15 in Bus stations. This decrease in passenger accidents was realised despite a 4.6% increase in patronage across Bus station and Subway operations resulting in an improvement in the incidence rate per 100,000 passengers.

Contractor accidents have increased by seven and bus service operators accidents increased by two. Employee accidents increased by eleven overall.

During 2024/2025, four RIDDOR¹ reports were submitted to the ORR for employee accidents within Subway. Three of these RIDDORs were in relation to accidents occurring within the 2024/2025 financial year and one report relating to an accident that occurred on the last day of financial year 2023/2024. All events resulted in over 7-day absences from work and consequently, they were subject to the specific requirements within RIDDOR and were required to be reported to the ORR. The events related to a staff assault at a Subway station by a member of the public (event from 2023/2024 as indicated in **Fig. 1**), a misplaced step resulting in a knee injury in the depot, a train driver closing a door on their hand and a slip on liquids within the depot resulting in a back injury.

Fig. 1 SPT Accident Data

2.2 Employee Performance

Employee Health and Safety accidents across SPT are illustrated below.

All Employee Accidents

The number of employee accidents throughout SPT has increased by 79% in 2024/2025 despite 0.63% reduction in average employee head count within Bus stations and Subway operational activities.

- Seven strike against/struck by accidents where staff members collided with equipment or infrastructure. These events resulted in minor injury or consequence for the staff involved.
- Six slip, trip, fall accidents occurring on the same level.
- Five minor cut injuries to fingers.
- Two physical assaults by members of the public resulting in injury.
- One musculoskeletal back injury whilst driving a train.
- One slip accident occurring on stairs.
- One back injury from a broken chair.
- One accident resulting in broken fingers from a staff member closing a train door on their hand.
- One injured hand from attempting to move a stiff door on an automated ticket machine.

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 2024/2025 have increased from last financial year.

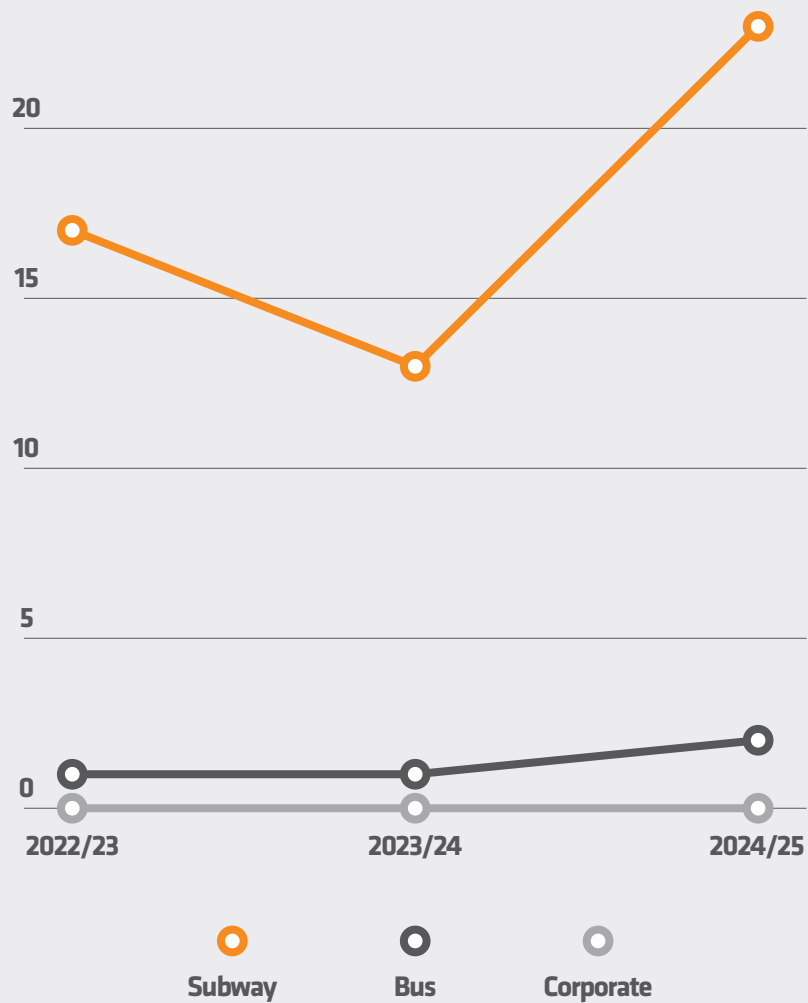
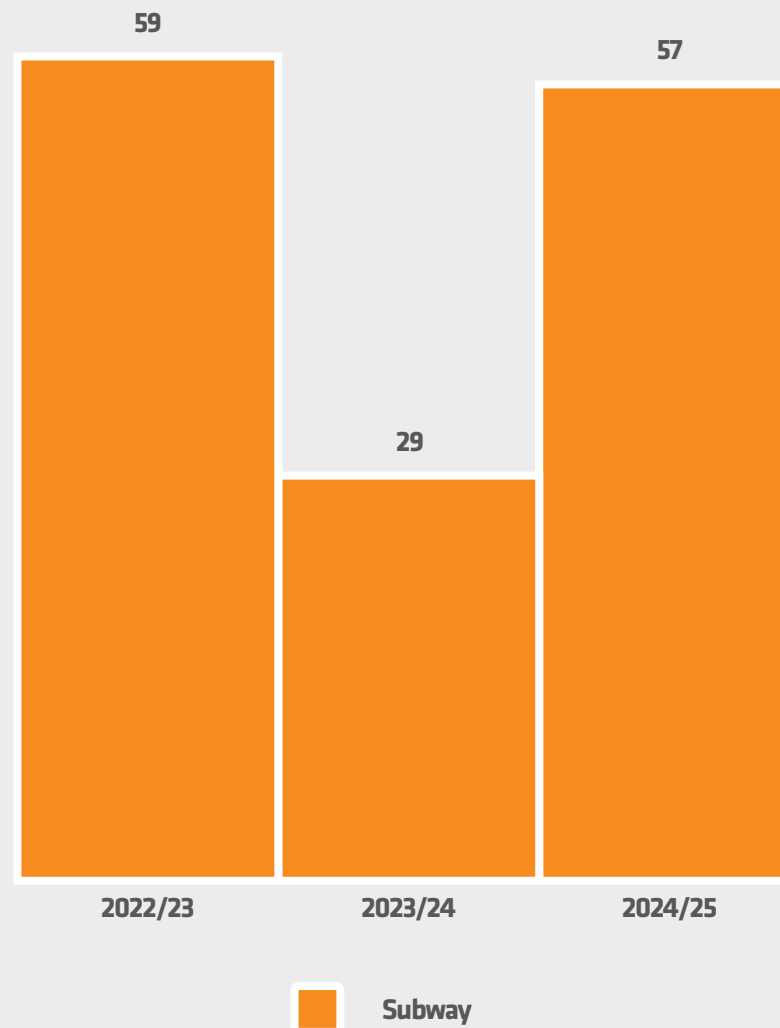
A total of 57 lost time days relating to three events at Subway. Two events occurring within financial year 2024/2025 and one event occurring on the last day of financial year 2023/2024. The 2023/2024 event was recorded under the previous report's accident statistical figures, only the associated lost time accident days totals have been included in the current report.

- 31 lost days following a physical assault on a staff member at a Subway station on the final day of financial year 2023/2024.
- 14 lost days following a misplaced step on stairs within Broomloan depot.
- 12 lost days following a staff member closing a train door on their hand resulting in broken fingers.

Further lost time days will be recorded within financial year 2025/2026 for an employee accident occurring at the end of financial year 2024/2025, related to an employee slipping on liquids during a train cleaning operation, once the employee has returned to work.

No lost time events were reported for Bus stations or Corporate.

- SPT had an average of 492 employees in 2024/2025 which equates to 108,300 workdays².
- Days lost in 2024/2025 equates to 0.05% of working days available, up from 0.03% in 2023/2024.

Fig. 2 Workforce Safety - Employee Accidents**Fig. 3** Lost Time Accident Days

2.3 Passenger and Members of the Public Performance

Statistics relating to passenger and members of the public events across the organisation for 2024/2025 are compared with the previous two years' performance. Accidents have decreased in both Subway and Bus stations compared to the previous two years.

Effective inspection regimes, defect reporting/rectification processes, passenger awareness campaigns and overall staff intervention continue across SPT premises to support accident reduction.

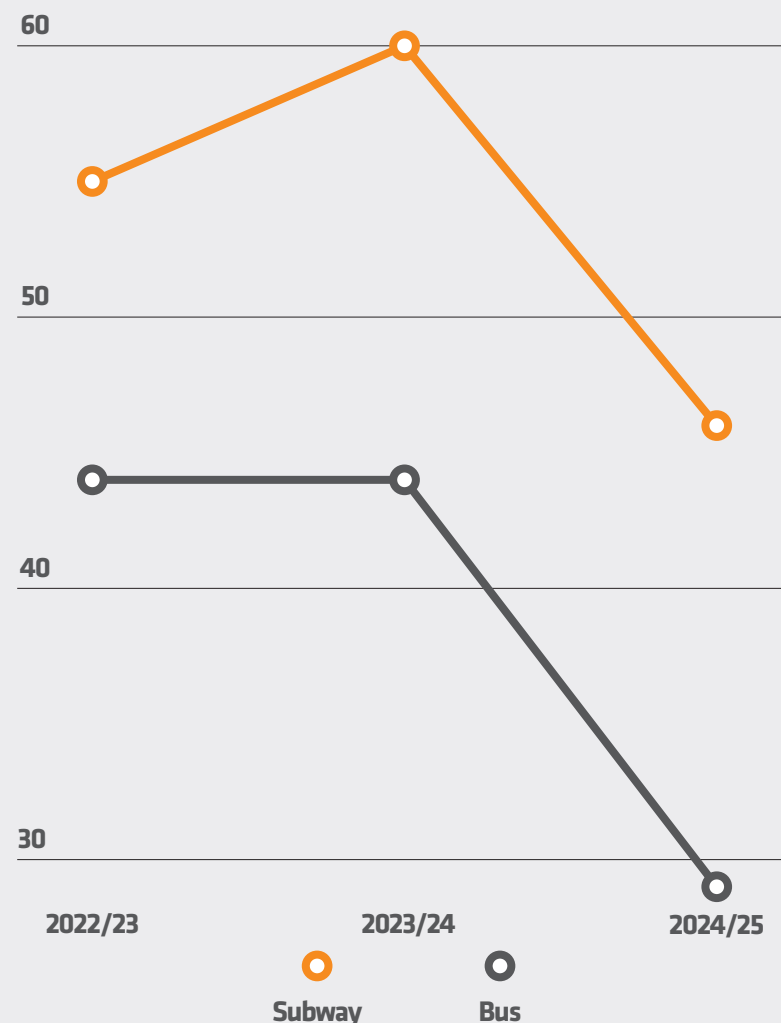
2.4 All Passenger and Member of the Public Accidents

In the financial year 2024/2025, SPT has seen continued growth in service users in Bus stations (+9.17%) and a slight drop in patronage within Subway stations (-3.02%), resulting in an overall increase in service users of 4.6%. Following the stabilisation of patronage figures post-COVID in 2022/2023, the previous two years comparison now provides a more accurate representation of safety performance per 100,000 passengers. During the reporting period, 75 accidents were recorded which is lower than both the 2022/2023 and 2023/2024 financial years despite increased overall patronage which means the overall incidence rate has further reduced compared against the previous two years.

The number of anti-social related reports submitted across the SPT estate, however, continued to rise in 2024/2025 as have events of verbal/physical abuse towards SPT staff members by passengers, although a potential cause for this may be the targeted campaigns to highlight and report these events internally, which may have been under reported in previous years.

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

Fig. 4 Passenger and MOP accidents



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 contracted partners.

For the reporting period, 2024/2025 there were no RIDDOR reportable events relating to contractors across all departments.

Reports for contractor events have increased and continue to be driven primarily by instances of verbal and physical abuse towards our security contractors from members of the public.

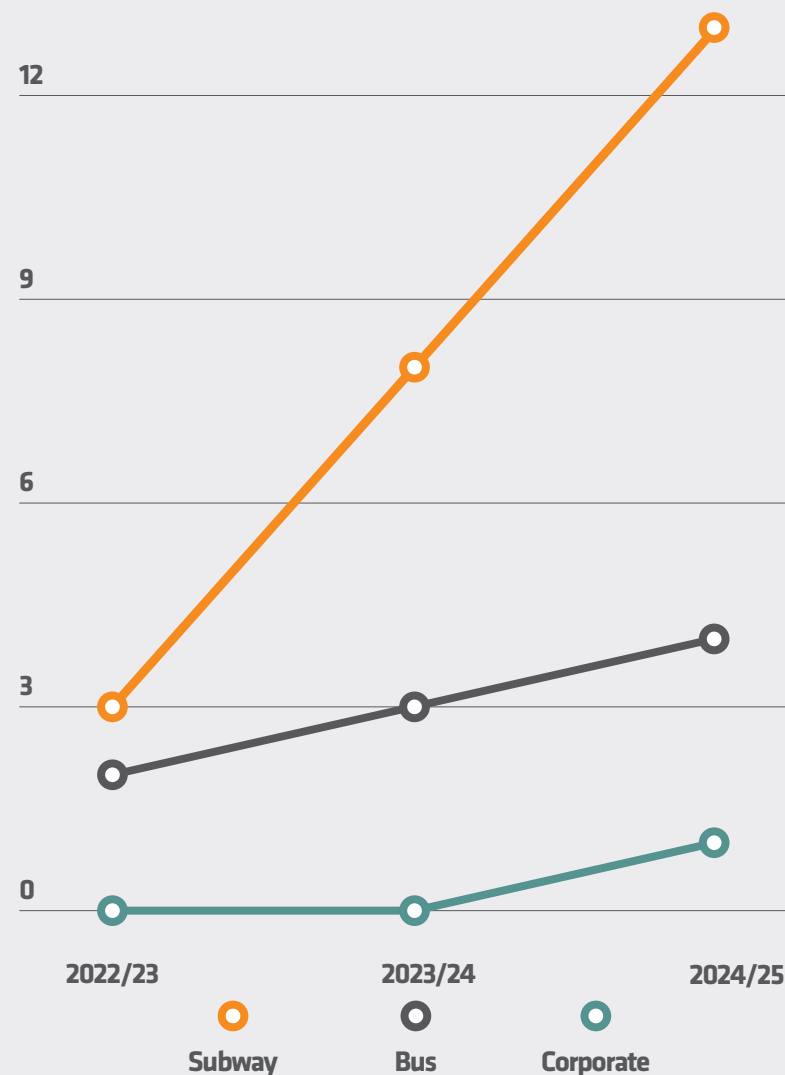
British Transport Police and Police Scotland continue to work with SPT in trying to prevent such events. SPT staff and contractors are trained in conflict management and are equipped with aids such as radios, body worn CCTV and proactive monitoring of CCTV throughout all SPT premises.

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).

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 additional suitable and sufficient measures to be implemented to prevent reoccurrence where required.

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.

Fig. 5 Contractor Safety



3 Detailed Operational Analysis



3.1 Subway

The Annual Subway Safety Plan 2024/2025 set out five 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.

		KPI	Actual (YTD)
Aim 1	Adverse Events		
	Incidence rate for Employee Accidents	≤3.5 per 100 employees	7.76
	Working days lost due to workplace accidents	0	57
	Verbal or Physical abuse towards employees	≤0.8 events per 100,000 passengers	0.93
	Contractor Accidents	≤2	4
	Contractor Incidents	≤10	14
	Contractor Near Misses	≤20	28
	Incidence Rate for Passenger Accidents	≤0.6 events per 100,000 passengers	0.35
	Passenger Door/Platform Interface Accidents (trapped in train doors)	≤0.1 events per 100,000 passengers	0.01
	Passenger Track Incursions	≤0.15 events per 100,000	0.06
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	100%
	Workplace Inspections undertaken	56	76
	Audit actions resolved and closed	100%	86%

		KPI	Actual (YTD)
Aim 3	Consultation and Engagement		
	Safety Committee Meetings Held	13	13
	Actions raised, resolved and closed	100%	96%
	Safety Briefs Issued	13	13
Aim 4	Investigations		
	Investigations undertaken in line with process and required stages/steps	100%	100%
	Investigation report outputs/actions added to tracker log for monitoring	100%	100%
	Investigation report output and actions closed within agreed timescales	100%	100%
	Quarterly reviews of trends within investigations outputs	100%	100%
Aim 5	Management of Contractors		
	Damage to SPT property	3	2
	Contractor safety event which causes a service suspension	2	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	90%
	Identified common factors investigated	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.
- 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.
- Ensure effectiveness of arising actions to drive continuous improvement.
- Undertake quarterly reviews of investigation & audit outputs.

Aim 5:

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

- Demonstrate commitment to working in partnership with contractor 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.
- Investigate common failures to prevent reoccurrence.



3.2 Bus Stations

The Annual Bus Stations Safety Plan 2024/2025 set out six 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	Actual (YTD)
Aim 1	Adverse Events		
	Incidence Rate Employee Accidents	≤1.46 per 100 employees	2.98
	Working days lost due to workplace accidents	0	0
	Verbal/physical abuse towards staff	≤0.1 per 100,000 bus station users	0.12
	Contractor Accidents	≤4	13
	Contractor Incidents (Excluding Verbal/Physical)	≤4	2
	Contractor Incidents (Including Verbal/Physical)	≤65	90
	Contractor Near Misses	≤1	5
	Incidence Rate for Passenger Accidents	≤0.18 per 100,000 bus station users	0.12
	Incursion onto operational area	≤24 per 100,000 bus station users	14.73
	Bus on Bus/Bus on Infrastructure events	≤25	60
	Slips, Trips and Falls Accidents within Bus Stations	≤0.15 per 100,000 bus station users	0.11

		KPI	Actual (YTD)
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	100%
	Workplace Inspections undertaken	72	67
	Audit actions resolved and closed	100%	100%
Aim 3	Consultation and Engagement		
	Employee Representative Meetings	100%	100%
	Actions raised closed within agreed timescales	100%	100%
Aim 4	Procedure Review		
	Procedures reviewed as planned	100%	100%
Aim 5	Risk Management		
	Risk Assessments reviewed within review date	100%	100%
	Risk Assessments shared with employees	100%	100%
Aim 6	Management of Contractors		
	Damage to SPT property	≤2	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	100%

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 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 2025/2026



SPT has carried out an evaluation of the previous year's statistics including the KPIs described in the Annual Safety Plans for Bus Stations and Subway. This historical data in conjunction with future 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 identify areas of focus and describe the safety aims and objectives along with specific strategies and action plans for achieving the targeted performance.

Subway Operations Management continue to play a pivotal role in the delivery of a coordinated crime and anti-social behaviour reduction plan, working closely with British Transport Police and a specialist security contractor. This partnership aims to enhance safety across the network through improved surveillance, incident response, and deterrence.

A key focus is the phased introduction of INTRAX, a new user-friendly reporting tool, set for full implementation by early 2026 which will replace Axiom. INTRAX will support real-time reporting of incidents including health and safety concerns, crime, ASB, and operational disruptions enabling quicker responses and improved data collection for targeted interventions.

Subway Operations Management will also prioritise clear communications with staff and customers to ensure awareness of hazards related to the installation of Platform Screen Doors (PSDs). In parallel, there will be a strong focus on staff training covering INTRAX, infrastructure installations, and the interventions required to maintain a safe environment for all staff and customers.

Subway Engineering & Maintenance management teams continue to assure the safe operation of the Subway system's trains, infrastructure and associated systems through planned inspection and maintenance regimes, ensuring a safe environment for all staff, passengers and visitors. This includes management and oversight of the testing and commissioning activities for assets being introduced under the new Rolling stock and control system project.

Contractor activities associated with the new rolling stock and control system project will continue to be monitored and managed as the project remains in a period of intensive installation and testing particularly within the station areas during nightshift engineering hours for the Subway. This period will also see the tunnel installations and new signalling and communications equipment completed and tested extensively throughout the system and the yard. Preparation for the platform screen doors is being planned, with the requirement to install the facades on platforms however with the consideration that they will not be operational until a later stage of the programme, with the hazards and risks around this migration state being a key consideration over the year.



The development of Buchanan Bus Station masterplan will conclude during 2025/2026. This is the current scoping and feasibility workstream for future reconfiguration of the bus station layout and mode of operation. This forms part of a bigger reconfiguration of the road layout and adjacent properties in the surrounding area around the bus station location.

Live events will be reviewed and planned for where they affect SPT transport operations. This will be done in conjunction with both internal and external stakeholders and event organisers as applicable to ensure that the bus station has the necessary resourcing and stance planning to accommodate dedicated services to carry passengers to and from the station and event location.

SPT will continue to liaise with Glasgow City Council Avenue's team and monitor the project's interface with SPT transport operations. This will include the impacts that workstreams may have on access to and from the bus station from the surrounding road network and possible restrictions to bus services to ensure disruption to bus station users is minimised where possible.

SPT manages the facilities at the following locations, Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station and Greenock Bus Station. In Buchanan Bus Station, contractors will be undertaking upgrade and refurbishment works in the existing retail units. This will be planned in line with SPT's Health and Safety policies. There are no significant contractor upgrade works planned at all other bus stations currently.

Bus station patronage has risen again this year. The number of bus operators using the station premises for passenger drop off and pick up remained stable however the types of service has altered with an increase in long distance services. Despite a shift in type of services, challenges for staff in managing unwanted behaviours remain, with a further increase in the number of antisocial behaviour events from members of the public and verbal/physical abuse towards contractor staff. This has been shown to be a common issue across all public transport systems and public facing industry sectors within the UK. Along with social media campaigns and station messaging, SPT continues to work alongside our transport partners and Police Scotland to address these types of behaviours.

5 Appendices

Appendix 1: **Subway Safety Plan 2025-2026**

Appendix 2: **Bus Stations Safety Plan 2025-2026**

6 References

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

² Workdays based on 490 employees working an average of 5 days per week over 44 weeks in the year.



**Strathclyde Partnership
for Transport**

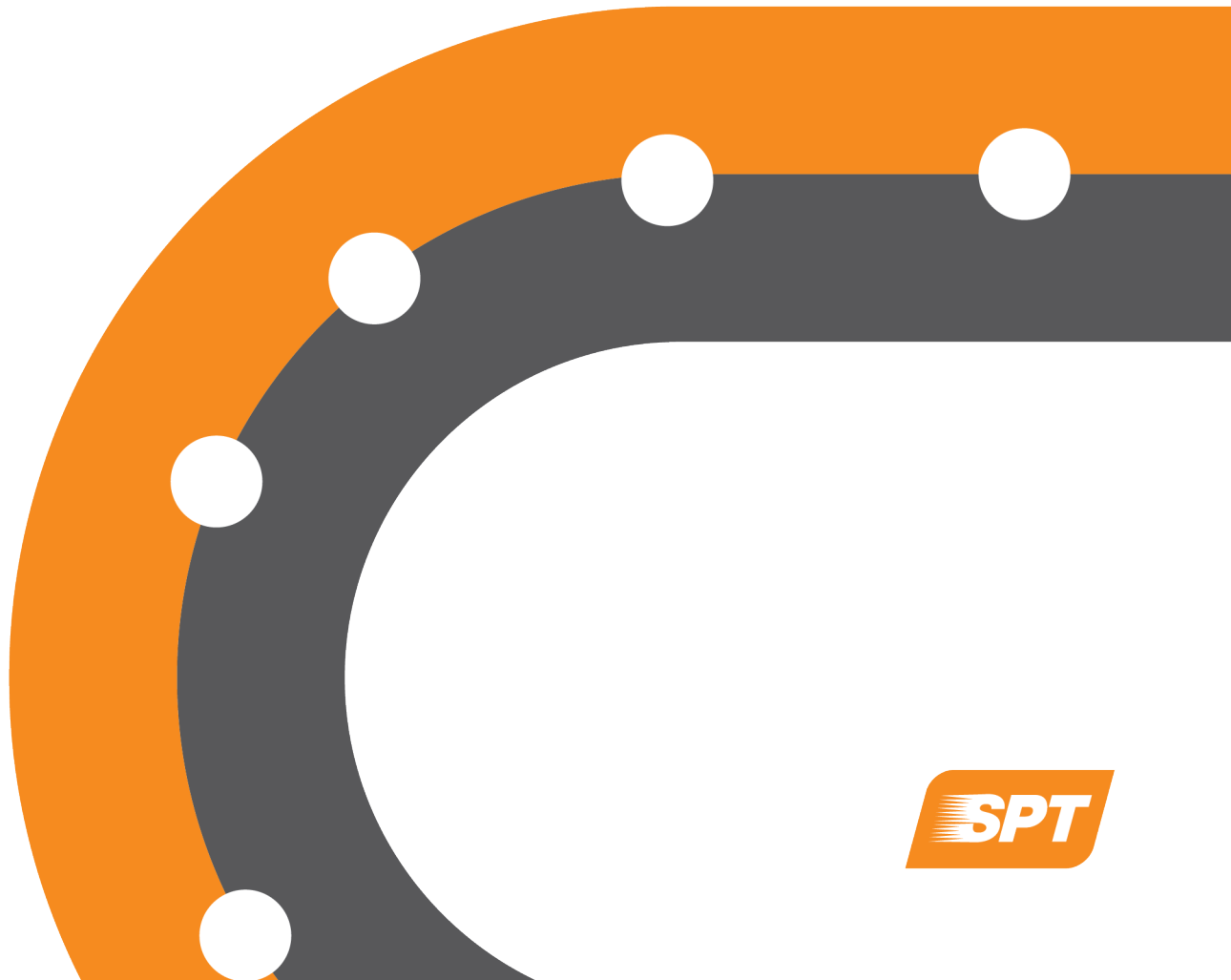
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Strathclyde Partnership for Transport
SUBWAY SAFETY PLAN
2025 - 2026



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Issue Final

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Approved By Richard Robinson

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 2025 to 31 March 2026. 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 (H&S) 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 2025/2026 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 (2024/2025) have decreased in line with a 3% decrease in patronage to 12.96 million passengers in the financial year.

For passenger related events, as a result of an increase in actual events coinciding with a slight decrease in patronage, there has been a rise to 1.6 events per 100,000 passengers with the largest contributing events being instances of antisocial behaviour accounting for 58% of all instances and 34% related to slips, trips or falls.

In relation to employee related events, the accident incidence rate recorded has increased to 7.75 accidents per 100 employees. This can be attributed to 23 employee accidents through the financial year.

2024/2025 saw overall contractor events remain stable with an increase of 1 event. A reduction in unsafe equipment, unsafe conditions & unsafe acts has been offset by the increase in verbal/physical abuse towards security contractors within stations.

SPT had 57 lost working days in 2024/2025 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.

Last year, the plan measured 23 Key Performance Indicators (KPIs) and 13 of these were achieved as meeting or coming in under the figure set. Dependant on the measurement and intended outcome.

Subway Operations Management continues to play a pivotal role in the delivery of a coordinated crime and anti-social behaviour (ASB) reduction plan, working closely with British Transport Police (BTP) and a specialist security contractor. This partnership aims to enhance safety across the network through improved surveillance, incident response, and deterrence.

A key focus is the phased introduction of INTRAX, a new user-friendly reporting tool, set for full implementation by November 2025. INTRAX will support real-time reporting of incidents—including crime, ASB, health and safety concerns, and operational disruptions—enabling quicker responses and improved data collection for targeted interventions.

Operations Management will also prioritise clear communications with staff and customers to ensure awareness of hazards related to the installation of Platform Screen Doors (PSDs). In parallel, there will be a strong focus on staff training covering INTRAX, infrastructure installations, and the interventions required to maintain a safe environment for all staff and customers.

Contractor activities associated with the new rolling stock and control system project will continue to be monitored and managed as the project remains in a period of intensive installation and testing particularly within the station areas during nightshift engineering hours for the Subway. This period will also see the tunnel installations and new signalling and communications equipment completed and tested extensively throughout the system and the Yard. Preparation for the platform screen doors is being planned, with the requirement to install the facades on platforms however with the consideration that they will not be operational until a later stage of the programme, with the hazards and risks around this migration state a key consideration over the year.

3. Safety Aims & Objectives

The overarching objective for 2025/2026 is to further embed health and safety as an integral part of management using the annual safety plan to target areas that need a greater focus to drive improvements in safety performance.

Aim 1:

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

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

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 participation in 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. Ensuring effectiveness of arising actions and continuous improvement.

- 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.
- Ensure effectiveness of arising actions to drive continuous improvement.
- Undertake quarterly reviews of investigation & audit outputs.

Aim 5:

To work in collaboration with our contractors, sharing information and good practice to ensure work is undertaken safely 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.
- Investigate common failures to prevent reoccurrence.

Aim 6:

To safely and effectively introduce platform screen doors.

- Identify the installation and migration hazards and risks associated with platform screen doors and ensure these are effectively managed.
- Develop and execute a communications plan which covers required stakeholders including passengers and staff, ensuring suitable awareness of the changes and safe practices.
- Reduce the likelihood of safety events arising from platform screen door installation, migration, and early operation.
- Investigate common failures to prevent reoccurrence.

4. Action Plan

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

Aim 1	Reduce the frequency and severity of harm caused by accidents to our workforce, passengers, and contractors within all SPT environments.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2025/26 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
SP2025/26 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 2025/2026	H&S	Per period
SP2025/26 A1-003	Continue and extend the campaign of targeting passengers accessing the track using PA announcements, poster campaigns and social media	Reduction of track incursion events during 2025/2026	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
SP2025/26 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
SP2025/26 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
SP2025/26 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
SP2025/26 A3-002	Continue to hold safety committee meetings as per the agreed schedule	KPI to be reported on at management	SMT/H&S Safety Representatives	Continuous

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		performance review meetings		
SP2025/26 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
SP2025/26 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. Ensure effectiveness of arising actions and continuous improvement			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2025/26 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
SP2025/26 A4-002	Ensure investigation process and steps are followed consistently	Review of investigations and periodic auditing	H&S	Continuous
SP2025/26 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
SP2025/26 A4-004	Quarterly review of trends within investigation (incl HRTIs) outputs and recommendations.	Review of types of events and common causes.	H&S/ Engineering	Quarterly

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
SP2025/26 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
SP2025/26 A5-002	Investigate common failures to prevent reoccurrence	Through SPT investigation tracker	Projects/ H&S	Per period

Aim 6	To ensure the safe introduction of the platform screen doors, including management of the hazards and risks, including those associated with the migration phase.			
Action Ref:	Action Description	How this will be measured	Owner	Timescale
SP2025/26 A6-001	Ensure all platform screen door operational and migration hazards and risks are considered and have been effectively addressed.	Through completion of hazard evaluation workstreams and follow up of any arising issues via SPT's investigation tracker	SMT/H&S	Per period
SP2025/26 A6-002	Develop and execute a communication plan addressing the introduction and early operational phase of platform screen doors, covering all stakeholders including passengers and staff.	Progress against plan. Monitoring safety events by volume and nature.	Communications/Ops/Projects/H&S	Per period

5. Safety Targets/Key Performance Indicators

Based on the aims and objectives above, the KPI's below will measure performance in 2025/2026. The KPI's and the Action plan above will be reported on at Strategy Group, Subway Management Meetings, and the Safety Committee Meeting.

		KPI
Aim 1	Adverse Events	
	Incidence rate for Employee Accidents	≤3.5 per 100 employees
	Working days lost due to workplace accidents	0
	Contractor Accidents	≤2
	Contractor Incidents	≤10
	Contractor Near Misses	≤20
	Incidence Rate for Passenger Accidents	≤0.6 events per 100,000 passengers
	Passenger Door/Platform Interface Accidents (trapped in train doors)	≤0.1 events per 100,000 passengers
	Passenger Track Incursions	≤0.15 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%
	Quarterly reviews of trends within investigations outputs	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%
	Identified common factors investigated	100%
Aim 6	Platform Screen Doors	
	Safety event related to Platform Screen Doors are investigated	100%
	Actions recorded on investigation tracker are closed out within agreed timescales	100%
	Identified common factors investigated	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:

Richard Robinson
Director of Transport Operations





Strathclyde Partnership for Transport
BUS STATIONS SAFETY PLAN
2025 – 2026



BUS STATION SAFETY PLAN 2025-2026

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BUS STATION SAFETY PLAN 2025 - 2026

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 2025 to 31 March 2026. 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 Stations Management Team (BSMT). The SPT Health and Safety Department will assist the Bus Stations Management Team in achieving these aims through centralised reporting, monitoring, and support.

The Bus Stations 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 2025/2026 builds on achievements in previous years and this year adopts a broader range of indicators focusing on a mix of overall performance, high risk areas and specific areas where safety improvement is required, taking cognisance of the safety performance from the previous year and planned activities.

2. Safety performance and look ahead.

Overall health and safety related events recorded last year compared to 2023/2024, however a slight drop against Asset and Member of the Public events was seen. Patronage figures increased by 9%% with an increase of 12% recorded for health and safety related events across SPT bus stations.

The development of Buchanan bus station masterplan will continue in 2025-2026. This is the current scoping and feasibility workstream for future reconfiguration of the bus station layout and mode of operation. This forms part of a bigger reconfiguration of the road layout and adjacent properties in the surrounding area around the bus station location

Live events will be reviewed and planning for where they affect SPT transport operations will take place. This will be done in conjunction with both internal and external stakeholders and event organisers as applicable. Ensuring that the bus station has the necessary resourcing and stance planning to accommodate dedicated services to carry passengers to and from the station and event location.

SPT will continue to liaise with Glasgow City Council Avenue's team and monitor the project's interface with SPT transport operations. This will include the impacts that workstreams may have on access to and from the bus station from the surrounding road network and possible restrictions to bus services to ensure disruption to bus station users is minimised where possible.

In Buchanan Bus Station, contractors will be undertaking upgrade and refurbishment works in the existing retail units. This will be planned in line with SPT's Health and Safety policies.

Bus station patronage has risen again this year. The number of bus operators using the station premises for passenger drop off and pick up remained stable however the types of services have altered with an increase in long distance services. Despite a shift in type of services, challenges for staff in managing unwanted behaviours remain, with a further

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increase in the number of antisocial behaviour events from members of the public and verbal/physical abuse towards contractor staff. This has been shown to be a common issue across all public transport systems and public facing industry sectors within the UK. Along with social media campaigns and station messaging, SPT continues to work alongside our transport partners and Police Scotland to address these types of behaviours.

Overall employee related events have increased since last year, with the accident incidence rate increasing albeit remaining low with two employee accidents being reported in the year. Verbal/physical abuse remains the highest reported employee event, with a significant increase of 44% of these events since 2023/2024.

Overall contractor events have risen significantly again this year, from 77 events in 2023/2024 to 108 events in 2024/2025. As mentioned above, verbal/physical abuse remains the highest reported contractor event. Almost all verbal/physical abuse events relate to SPTs Security Contractor, when dealing with anti-social behaviour, physical assault, and verbal abuse issues, within the bus stations.

The annual safety plan for last year measured 20 Key Performance Indicators (KPIs) and 14 of these were achieved.

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

3. Safety Aims & Objectives

The overarching objective for 2025/2026 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.

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.

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- 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 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.

BUS STATION SAFETY PLAN 2025 - 2026

4. Action Plan

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

Aim 1		Reduce the frequency and severity of harm caused by accidents to our workforce, passengers, and contractors within all SPT environments.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2025/26 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
SP2025/26 A1-002		Continuation of process adopted for contractor events that are to be measured	Production of incidence rates for contractor events in 2025/2026	HS	Per period
SP2025/26 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 2025/2026	BSMT	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
SP2025/26 A4-001		Meeting with management team following an audit to agree timescales for closure on items identified during audits	Timescales recorded on audit reports and KPI reported on	HS	Per period
Aim 3		To create a culture of collaboration between SPT and employees and/or safety representative where concerns, ideas and solutions are freely shared and acted upon, and where the whole workforce is engaged in promoting a healthy and safe environment.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2025/26 A3-001		Continue to track items raised, timescales and	KPI can be reported on	HS	Per period

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		resolution arising from the employee representative meeting			
SP2025/26 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
SP2025/26 A4-001		Continue 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	Per Period
SP2025/26 A4-002		Continue 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	Per Period
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
SP2025/26 A5-001		Continue to ensure staff are involved in the development and review of risk assessments	KPI can be measured	BSMT/HS	Per period
SP2025/26 A5-002		Reporting/collation of evidence that risk assessments are being shared with employees	KPI can be measured	BSMT/HS	Per period

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Aim 6		To work in partnership with our contractors, sharing information and good practice to ensure work is undertaken safely and without adverse impact on SPT activities.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2025/26 A6-001		Ensure any damage to property is appropriately investigated and actions tracked to closeout within with agreed timescales	Through SPT investigation tracker	BSMT/HS	Per period

5. Safety Targets/Key Performance Indicators

Based on the aims and objectives above, the KPI's below will measure performance in 2025/2026. 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
Aim 1	Adverse Events	
	Incidence Rate Employee Accidents	≤1.46 per 100 employees
	Working days lost due to workplace accidents	0
	Contractor Accidents – Assault	≤6
	Contractor Accidents – Non-Assault	≤2
	Contractor Incidents	≤4
	Contractor Near Misses	≤3
	Incidence Rate for Passenger Accidents	≤0.15 per 100,000 bus station users
	Incursion onto operational area	≤20 per 100,000 bus station users
	Bus on Bus/Bus on Infrastructure events	≤40
	Slips, Trips and Falls events within Bus Stations	≤0.14 per 100,000 bus station users
Aim 2	Audit and Inspection	
	Audits completed as per plan	100%
	Workplace Inspections undertaken	78
	Audit actions resolved and closed	100%
Aim 3	Consultation and Engagement	
	Employee Representative Meetings	100%
	Actions raised closed within agreed timescales	100%
Aim 4	Procedure Review	
	Procedures reviewed as planned	100%
Aim 5	Risk Management	
	Risk Assessments reviewed within review date	100%
	Risk Assessments shared with employees	100%
Aim 6	Management of Contractors	
	Damage to SPT property	≤2
	Actions recorded on investigation tracker are closed out within agreed timescales	100%

BUS STATION SAFETY PLAN 2025 - 2026

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

Signed:

Richard Robinson
Director of Transport Operations