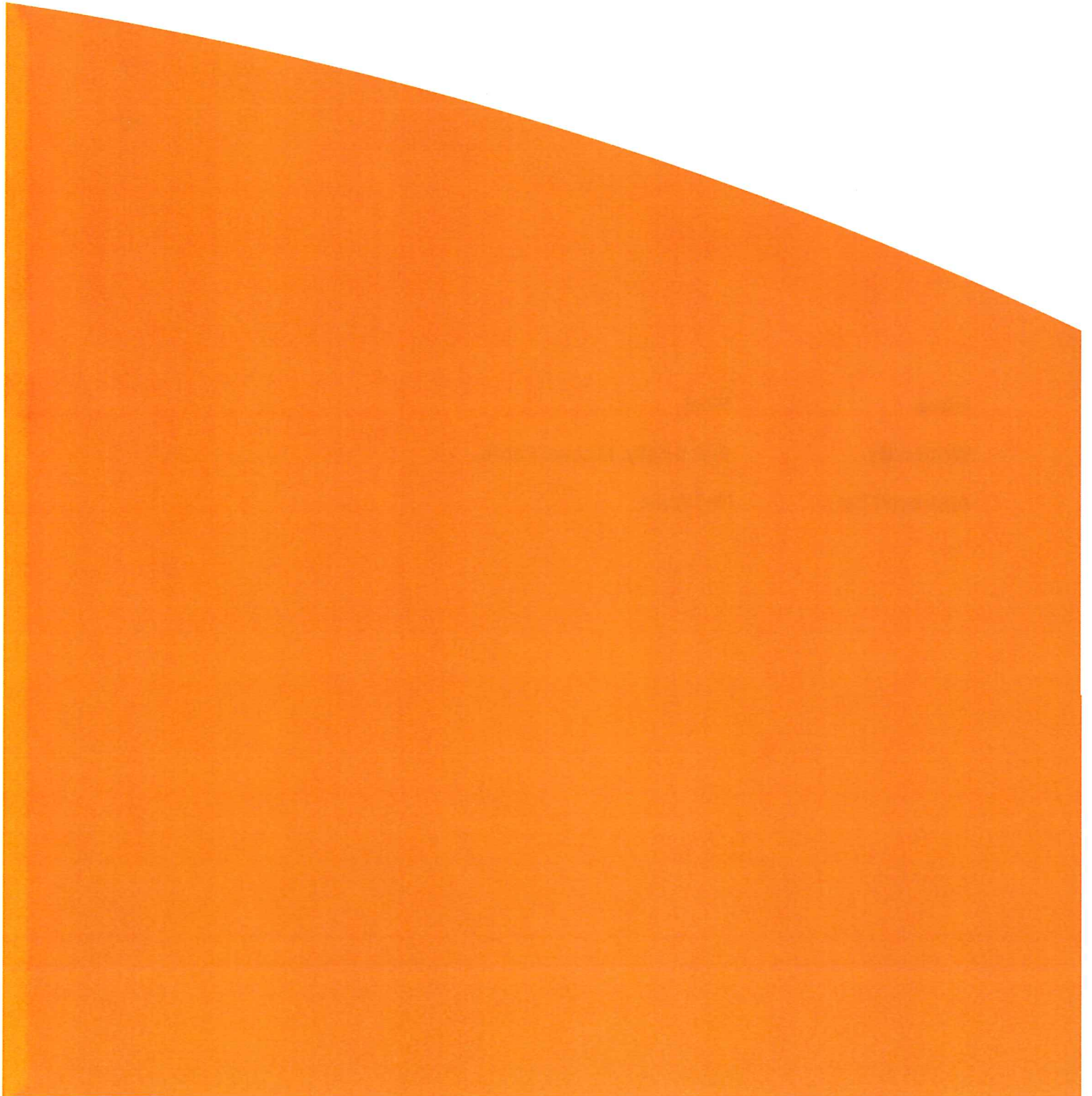




Strathclyde Partnership for Transport
BUS STATION SAFETY PLAN
2019 - 2020



Bus Station Safety Plan 2019 - 2020



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Issue: Final

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Introduction

1.1 Document Purpose

The purpose of this document is to set out the annual Safety Plan for SPT Bus Stations for the period from 1st April 2019 to 31st March 2020. The plan describes the safety aims and objectives for the Bus stations along with specific strategies and action plan for achieving the targeted performance.

1.2 Delivery of the Plan

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

1.3 Basis of the Plan

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

1.4 Previous Year's Summary

The day to day operation of the bus station facilities continues to provide a clean and safe environment for both staff, members of the public and passengers when using our amenities.

The Competence Assessment for Regulating staff has ensured continuous improvement in staff safety behaviour and performance.

To support and improve the competence assessment process, training has commenced in regards to increasing the number of competence assessors posts from two to four, with the addition of two new internal verifiers posts also being created.

This shall provide more flexibility and availability for competence assessments to be undertaken and more robust monitoring and approval of assessments undertaken.

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

Changes to day to day operation at outlying bus station facilities has been reviewed with revision made to procedures, process and associated safety documentation where necessary. Ensuring that health and safety standards are maintained at the current high



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levels, to ensure a safe working environment for all staff, customers, contractors and visitors.

1.5 Look Ahead

In the year ahead, change and improvement to Buchanan Bus Station will continue as part of the overall upgrade of the station facilities including improvement of the building services infrastructure and reconfiguration of the internal layout of specific areas of the facility to improve customer experience and staff working environments.

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

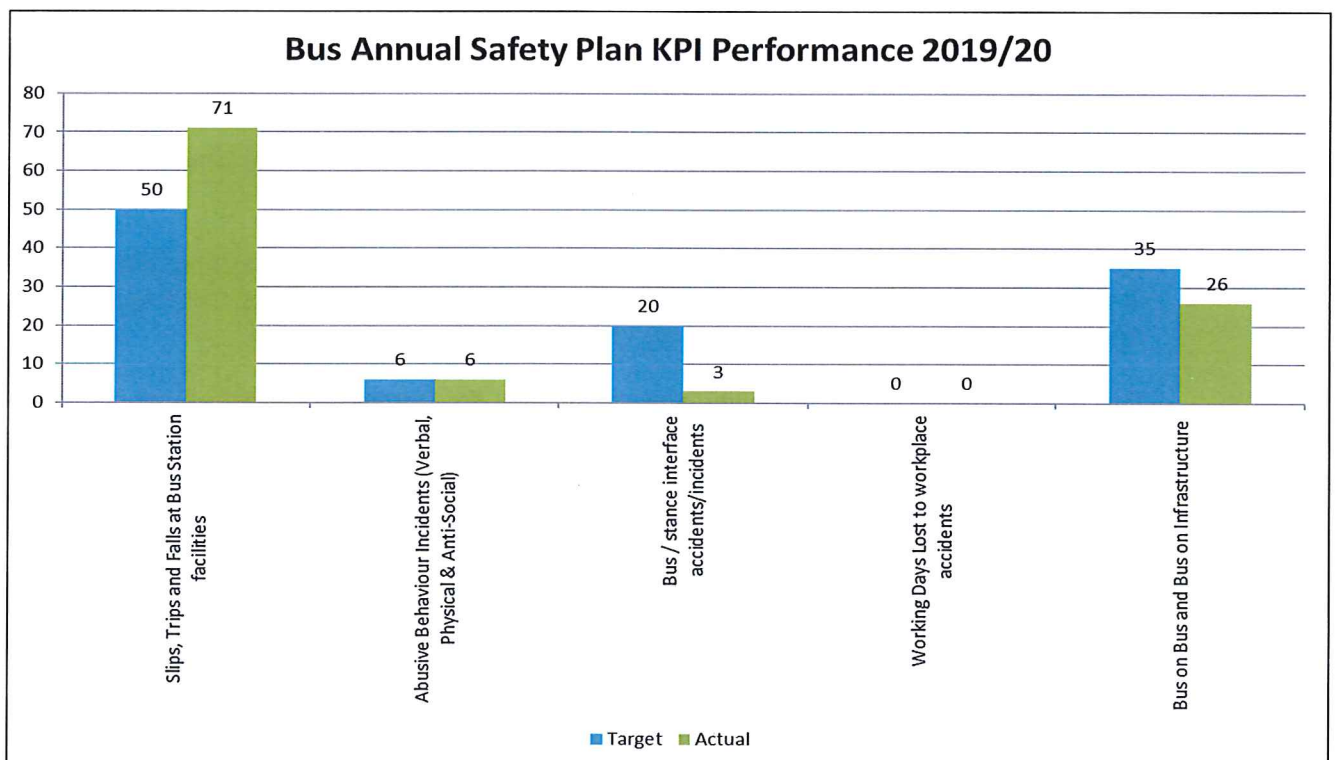
Bus Station management and the Health and Safety department will continue to hold safety committee meetings with the union appointed safety representative on a period by period basis. The aim of the Bus Health and Safety Committee is to promote and improve the Health and Safety performance in the SPT bus station facilities.

Safety Performance Reflection & Anticipation

A detailed review of the safety performance for the year 2018/19 was undertaken in April 2019 with the Bus Station Management Team and SPT's Health and Safety Manager.

In terms of context we have had in excess of 15 million patrons within our bus station facilities over the reporting period and as such our incident rates are extremely low, with approximately 1 event for every 113,636 interfaces. This is an improvement from 1 event for every 102,000 interfaces in the previous financial year.

The result of this review identified increases, decreases and areas that have remained static in some of the statistics, with key areas identified in the graph below.





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

People in Stations

- **Passengers & Public:** Accidents slips, trip and falls remain the most common accident type among our passengers (S/T/F). There has been a significant increase in these types of event with over 50% at stance areas area and with 85% recorded at Buchanan Bus Station. In context in relation to footfall, this equates to approximately 1 S/T/F events for every 211,267 interfaces. Additional focus will be applied to those events that result in injury or damage to passengers and their property.
- **Workforce:** Anti-social behaviour and assaults have remained static and will remain a prevalent concern towards the safety of our operational, customer facing staff.

Bus Accidents/Incidents

- Accidents and incidents in relation to bus on bus/ bus on infrastructure have decreased from the previous year. SPT will continue to meet regularly with Operators using the station facilities to discuss improvements which could potentially reduce these types of events further. In addition, we will continue to engage with Operators to review any specific incidents involving their staff or buses with a view to improving safety for all.

Trespass onto Operational Areas

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

Employee Lost Time Accidents

No lost time accidents were reported during the last year

Change and Risk Management

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

- **Process & Procedure:** SPT will continue to challenge our process and procedures to ensure that our Safety Management arrangements are kept up to date, robust and are followed.
- Significant changes will be assessed through the change management process, to ensure that any new or imported risk arising from these changes are captured, evaluated and managed.



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Safety Aims & Objectives

Acknowledging the assessment of past and anticipated safety performance, the following aims and objectives have been set for the 2019/20 plan:

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

High Level Strategies

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

Aim	High Level Strategy
1	Increase passenger hazard awareness. Continue to maintain a safe environment
2	Proactive communications, staff training & awareness poster campaigns
3	Increase contractor hazard awareness, robustly challenge works methodologies, improve behavioural safety
4	Increase vehicle driver, passenger & staff hazard awareness. Review signage
5	Targeted welfare campaigns, staff & manager awareness & management training
6	Fit for purpose reviews, gap analysis, audit, operational readiness programme

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Action Plan

To deliver on the strategies identified the following action plan has been agreed. All actions to be achieved throughout the reporting year 2019-20. Progress on action plans will be monitored throughout the year as part of the periodic reporting process.

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

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

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Aim 3			
Reduce the number of contractor accidents/incident events			
Strategy		Increase Contractor hazard awareness, Robustly challenge works methodologies, Improve behavioural safety	
Action Ref:	Action Description	How this will be measured	Owner
	Continue to ensure inherent hazards within SPT environments are communicated	Weekly recording of accident stats.	M Ferrie N Jenkins F Kelly
	Continue to challenge contractor works method statements and risk assessments and share feedback	Management Performance Periodic Review	
	Improve supplier / contractor management processes and contract award and management approaches	Health and Safety audits	
	Continue to monitor and record accident/incident events		
Outcome		Reduction in Accident/Incident events	

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

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

Aim 6	<i>Continually improve process and procedures to maintain safety</i>		
Strategy	Fit for Purpose Reviews, Gap Analysis, Audit, Operational Readiness Programme		
Action Ref:	Action Description	How this will be measured	Owner
SP2017/18-A7-001	Systematic review and update of all Safety Management System and Operational procedures. Communicate changes to procedures to staff	Monitoring of actions arising from review to ensure closed off Evidence of supervision of work carried out to ensure adherence to operational procedures Bus Performance Periodic Review	M Ferrie N Jenkins F Kelly
Outcome	Better and more robust systems to ensure safety for all		

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Safety Targets/ KPIs

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

Aim	KPI	Previous Year's Performance	Current Year Target
1	Slips, Trips and Falls at Bus Station facilities (**)	39	36
2	Abusive Behaviour Incidents (Verbal, Physical & Anti-Social)	6	5
3	Contractor Accidents	10	8
4	Trespass onto the Operational Area	Accurate recording of events to identify trends areas to implement additional control measures as required.	
5	Working Days Lost to workplace accidents	0	0
6	Bus on Bus and Bus on Infrastructure Accident/incidents	26	24
7	No. of Systems, Process and Procedures under review	Target end of 2019 for review of all SMS policies and procedures	

(**) - KPI is based on slip, trip and fall events that result in injury, damage or loss for the new reporting period. All events relating to slips, trips and falls will continue to be recorded and reviewed as part of current safety performance monitoring and trend analysis and discussed as part of the period management meetings and safety committee meetings.

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

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Signed:

Neil Wylie
Director of Finance and Procurement