



Annual Safety Performance Report 2023/2024

Date of meeting 8 November 2024

Date of report 4 October 2024

Report by Chief Executive

1. Object of report

To update the Committee on SPT's Annual Health and Safety Performance report for 2023/2024. 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 2023/2024.

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 2023/2024.

3. Conclusions

The Annual Health and Safety Performance report for 2023/2024 provides an overview of specific areas of Health & Safety related activities within Corporate, Subway and Bus.

In preparation for 2024/2025, 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 2023/2024.

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
Title **Chief Executive**

For further information, please contact *Valerie Davidson, Chief Executive* on 0141 333 3298.



**ANNUAL SAFETY
PERFORMANCE REPORT**

2023/2024



Document Control					
Version	Date	Comment	Prepared by	Checked by	Approved by
0.1	15/05/2024	Draft	GC/LR	-	-
0.1a	13/06/2024	Draft for review	GC/LR	FK	-
1.0	04/10/2024	For Issue	GC/LR	FK	RR

CONTENTS

1. INTRODUCTION & CONTEXT	4
1.1 Purpose of the Document.....	4
1.2 Scope of Coverage	4
1.3 Context and Overview of 2023/2024 Activities	4
1.4 Overview of the Management of Safety.....	6
1.5 Measurement of Safety Performance	7
2. SAFETY PERFORMANCE	8
2.1 All Accidents	8
2.2 Employee Performance.....	9
2.3 Passenger and Members of Public Performance.....	10
2.4 All Passenger and Member of Public Accidents	11
2.5 Contractor Performance	11
3. DETAILED OPERATIONAL ANALYSIS	13
3.1 Subway	13
3.2 Bus	15
4. LOOK AHEAD FOR 2024/2025	17
APPENDICES	19
APPENDIX 1	19
APPENDIX 2	19

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 2023/2024 (i.e. 1 April 2023 to 31 March 2024). 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 Stations and Subway Annual Safety Plans for 2023/2024.

1.3 Context and Overview of 2023/2024 Activities

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

- **Subway**

This year, passenger service recovered from COVID-19 restrictions with patronage at pre-COVID-19 levels, with around 13.4 million passengers travelling through the system in 2023/2024. 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 towards employees, although on a positive note, the number of reports has reduced from the previous two years.

Similarly, antisocial behaviour (ASB) continues to be the highest reported member of public events but again numbers of reports have also reduced from the previous two years.

Security and Policing methods have been reviewed and restructured in accordance with areas identified with prevalent 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 construction and testing of trains, installation of the signalling system and other related equipment. Together we reached a significant milestone, with the first of our new fleet being introduced into passenger service. This has been achieved without any significant health and safety issues occurring.

During this financial year, SPT was successfully awarded a renewal of Safety Certification and Safety Authorisation from ORR¹. Safety Certificate confirms the acceptance of SPTs Safety Management system, and the provisions adopted to meet requirements necessary for safe operation in conformity with ROGS2 and other applicable national legislation. Safety Authorisation confirms the acceptance of SPTs Safety Management System, and the provisions adopted to meet requirements necessary for the safe design, maintenance and operation in conformity with ROGS and other applicable national legislation.

1 Office of Rail and Road

2 The Railways and Other Guided Transport Systems (Safety) Regulations 2006

In line with emergency preparedness requirements and in preparation for possible major incidents which may occur, SPT conducted a tabletop exercise alongside various emergency services partners in March of 2024. The purpose of this exercise was to test and evaluate internal and multi-agency responses, processes and procedures, allowing agencies to work together and gain a greater awareness of Glasgow Subway geography and environment. The exercise was well received by all participants and valuable learnings and feedback have been provided.

- **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.

Despite a reduction in events, as with previous years the largest challenge faced by bus station staff is dealing with antisocial behaviour and events of abuse towards station staff and security contractor 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.

Another challenge faced within the bus stations is the management of vehicle movements and collisions between buses or between buses and fixed infrastructure. The management team has held constructive meetings with bus operators in identifying the root causes, with extensive recruitment of new entrants into the industry believed to be the primary factor cited in these incidents. SPT continues to support bus operators in providing familiarisation and awareness to new bus drivers in order to help prevent these events occurring.

The bus stations saw a slight increase in patronage throughout the year of 3% on 2022/2023, thanks in part to events such as the UCI Cycling World Championships, with this increased peak in footfall being managed safely by the bus station staff without any significant incident.

- **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.

As part of the internal audit programme in 2023/2024 the Corporate Health & Safety Policy Statement was successfully audited to ensure all activities had been undertaken to reflect the requirements laid out within the document.

There was a significant change in the Executive team within 2023/2024 with the introduction of Richard Robinson as Director of Transport Operations and Lesley Aird as Director of Finance & Corporate Support.

Hybrid working has remained in place whilst under continual review, with a minimum of 50% of working days being in the office. SPT has re-released the company wide display screen equipment (DSE) E-Learning training and assessment package which includes information on safe working from home.

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 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 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 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 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 Safety Performance Indicators;
- analysis of accident data; and
- review of safety-related documents and processes.

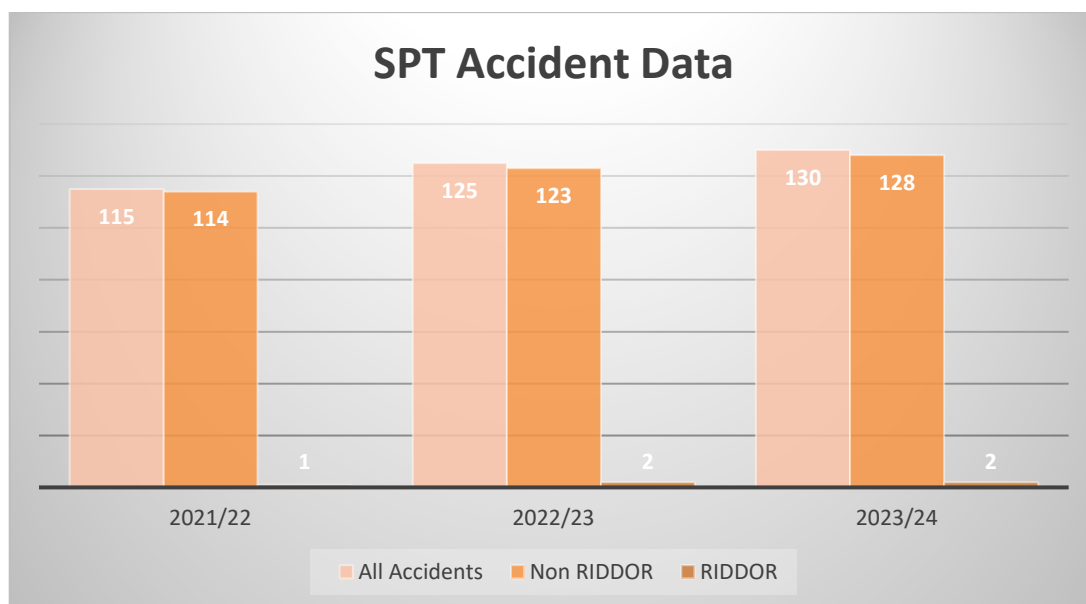
Key Performance Indicators are reported for each department and specific areas of analysis include reportable and non-reportable events involving staff, passengers, contractors, and infrastructure.

The 2023/2024 performance data has been used to inform the 2024/2025 Key Safety Performance Indicators included in the Subway and Bus Stations Annual Safety Plans (Appendices 1 and 2).

2. SAFETY PERFORMANCE

Details of accident statistics for the year 2023/2024 are broken down into the following groups: Employee, Member of the Public, Contractors & Operators. Specifics for each group are included below.

2.1 All Accidents



The reporting period saw an increase in accidents across SPT. The increase came from members of the public, contractors and bus services operators.

Member of the public accidents increased by five at Subway and remained static at bus. Although there was an increase in number of accidents reported, with 2023/2024 seeing a further increase in patronage the incidence rate per 100,000 passengers has decreased and less than forecasted for our KPI.

Contractors' accidents have increased by six and bus services operators accidents increased by one. Employee accidents decreased by five overall.

During 2023/2024, two RIDDOR³ reportable events were recorded for employees. Both 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 trip on a raised slab causing knee pain, following which an inspection of the area was undertaken and appropriate remedial action taken, and a manual handling injury resulting in a shoulder and neck pain following which a review was undertaken by the management team where the required control measures implemented were discussed.

³ RIDDOR, 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

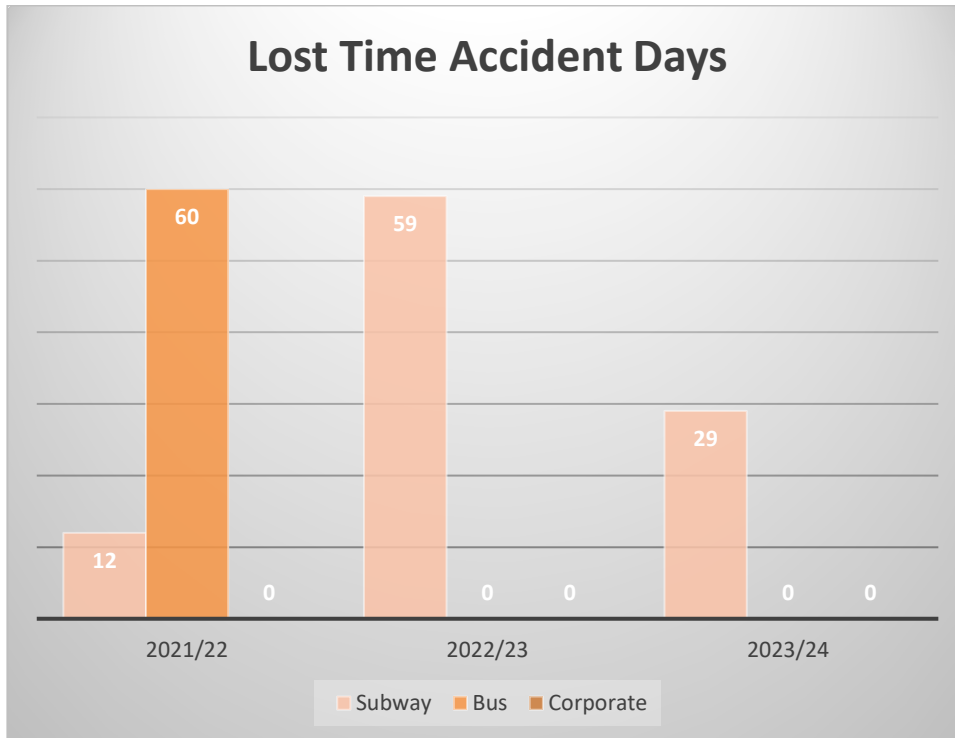


The number of employee accidents throughout SPT have reduced by 28% despite a slight increase in employee head count, this has decreased the overall ratio of employee accidents.

- Five accidents were strike against/struck by events.
- Five slip, trip or fall from same level events.
- One manual handling event.
- One employee suffered minor smoke inhalation when checking an area, this was due to a faulty boiler which created a significant amount of smoke.
- One cut finger event.

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 2023/2024 has decreased from last financial year.

A total of 29 lost time days relating to two events at Subway.

- 8 lost days following a staff member tripping on a raised slab resulting in knee pain.
- 21 lost days following a manual handling injury resulting in shoulder and neck pain.

No lost time events were reported for bus or corporate.

- SPT had an average of 490 employees in 2023/2024 which equates to 107,800 workdays⁴.
- Days lost in 2023/2024 equates to 0.03 % of working days available, down from 0.06% in 2022/2023.

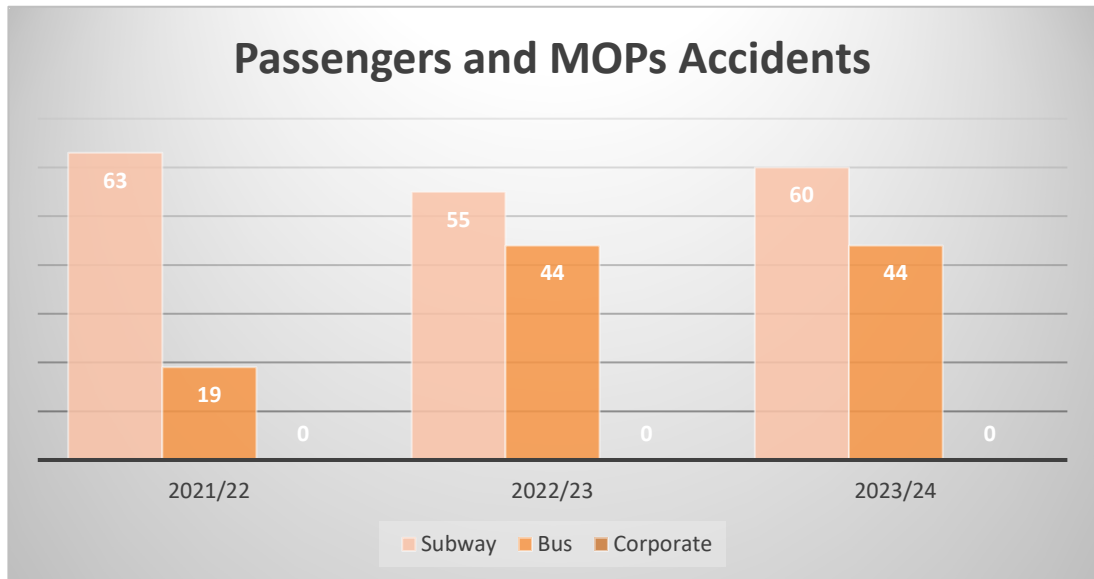
2.3 Passenger and Members of Public Performance

Statistics relating to Passenger and Members of Public events across the organisation for 2023/2024 are compared with the previous two years' performance. Accidents have increased in Subway and remained static within Bus compared to the previous year. However, with an 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 processes, passenger awareness campaigns and overall staff intervention continue across SPT premises to support accident reduction.

⁴ Workdays based on 490 employees working an average of 5 days per week over 44 weeks in the year.

2.4 All Passenger and Member of Public Accidents



Following recovery from the COVID-19 pandemic, SPT has seen continued growth in passengers with patronage increasing across both Subway and Bus. Whilst accident numbers against 2021/2022 have been skewed due to the reduction in patronage, the following two years have shown a more stabilised result. During the reporting period, 104 accidents were recorded which is higher than 2022/2023 financial year but increased patronage, therefore means the overall incidence rate is reduced compared against the previous year.

For the fourth consecutive year there is an increase in the number of anti-social related reports submitted across the SPT estate, although this has been due to the significant increase in events at Bus Stations, with anti-social behaviour events having decreased at Subway since the previous year.

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

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 contractor partners.

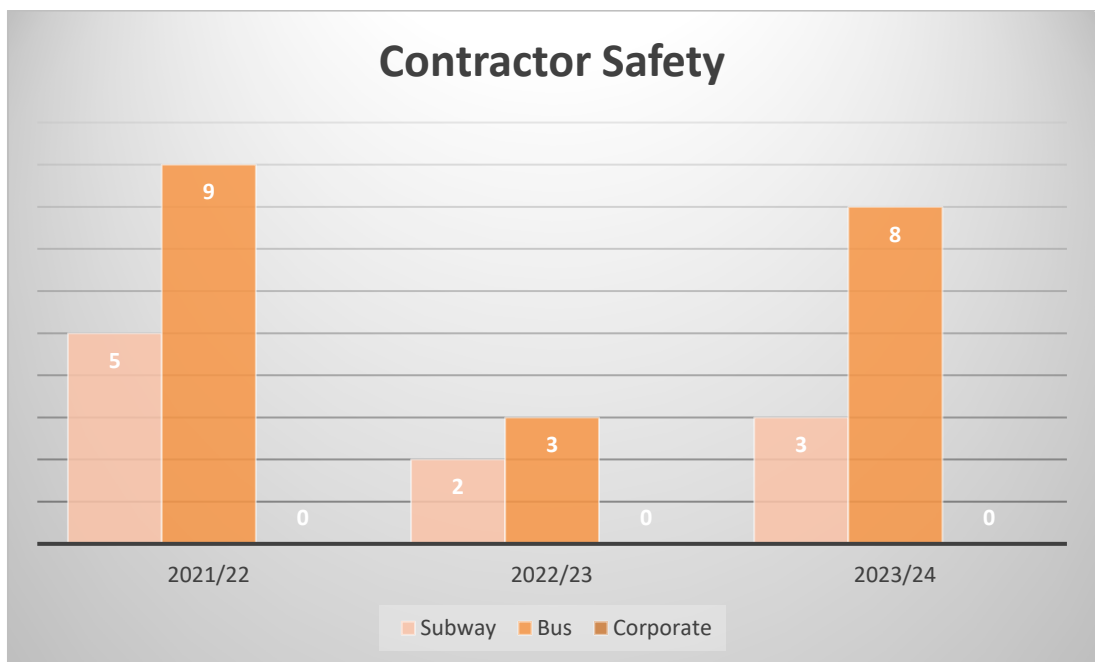
For the reporting period, 2023/2024 there were no RIDDOR reportable events relating to contractors across all departments.

Reports in Contractor events have increased and for the third year running, the majority of overall contractor events are in relation to verbal and physical abuse on our security contractor 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).

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 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.

3. DETAILED OPERATIONAL ANALYSIS

3.1 Subway

The Annual Subway Safety Plan 2023/2024 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
Aim 1	Adverse Events		
	Incidence rate for Employee Accidents	5.5 per 100 employees	4.03
	Working days lost due to workplace accidents	0	29
	Verbal or Physical abuse towards employees	0.9 events per 100,000 passengers	0.64
	Contractor Accidents	2	3
	Contractor Incidents	3	13
	Contractor Near Misses	12	29
	Incidence Rate for Passenger Accidents	0.7 events per 100,000 passengers	0.45
	Passenger Door/ Platform Interface Accidents (trapped in train doors)	0.12 events per 100,000 passengers	0.06
	Passenger Track Incursions	0.20 events per 100,000	0.10
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	100%
	Workplace Inspections undertaken	56	63
	Audit actions resolved and closed	100%	77.8%
Aim 3	Consultation and Engagement		
	Safety Committee Meeting Held	13	12
	Actions raised resolved and closed	100%	95%
	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%	99%
Aim 5	Management of Contractors		
	Damage to SPT property	3	1
	Contractor safety event which causes a service suspension	2	0
	Actions recorded on investigation tracker are closed out within agreed timescales	100%	92%

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 representatives 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 a 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.

3.2 Bus

The Annual Bus Stations Safety Plan 2023/2024 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	Actual
Aim 1	Adverse Events		
	Incidence Rate Employee Accidents	1.48 per 100 employees	1.46
	Working days lost due to workplace accidents	0	0
	Verbal/physical abuse towards staff	0.22 per 100,000 bus station users	0.07
	Contractor Accidents	5	8
	Contractor Incidents	12	69
	Contractor Near Misses	1	0
	Incidence Rate for Passenger Accidents	0.30 per 100,000 bus station users	0.2
	Incursion onto operational area	28 per 100,000 bus station users	18.62
	Bus on Bus/Bus on Infrastructure events	25	48
	Slips, Trips and Falls within Bus Station	0.15 per 100,000 bus station users	0.17
Aim 2	Audit and Inspection		
	Audits completed as per plan	100%	100%
	Workplace Inspections undertaken	72	70
	Audit actions resolved and closed	100%	94.74%
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	3	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 representatives 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 representatives.
- 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 identify and mitigate 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.

4. Look Ahead for 2024/2025

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.

Operations management is set to play a pivotal role in the implementation of a comprehensive crime reduction plan, collaborating closely with the British Transport Police and a dedicated security contractor. This coordinated effort aims to tackle crime and anti-social behaviour within our operational environment, ensuring the safety and security of all stakeholders. By leveraging the expertise of BTP and the specialised skills of the security contractor in surveillance and incident response, operations management seeks to create a robust framework that deters criminal activities and enhances the overall safety of the premises.

A critical aspect of this plan is the integration of a more efficient and user-friendly reporting tool for staff. Currently, the reporting mechanisms in place may not fully support proactive and detailed logging of all types of incidents, including health and safety issues and operational disruptions, which are essential for timely intervention and comprehensive record-keeping. By procuring and implementing a state-of-the-art reporting tool, operations management will empower staff to report incidents of all natures more effectively. This tool will facilitate real-time reporting, enabling quicker responses from security personnel, BTP, and relevant operational teams, ensuring that all incidents, no matter how minor, are documented and addressed promptly.

Moreover, the new reporting tool will also serve as a valuable data collection instrument, allowing operations management to analyse trends and identify hotspots for various incidents, including crime, ASB, H&S concerns, and operational disruptions. This data-driven approach will enable the team to allocate resources more efficiently, deploy targeted interventions, and continuously refine the strategies in place for all types of incidents. By fostering a culture of proactive reporting and close collaboration with BTP, the security contractor, and internal operational teams, operations management is committed to creating a safer and more secure environment for everyone.

In Buchanan Bus Station, the replacement of the current public toilet entry system was undertaken in the financial year with two retail unit refits also due for completion in 2024. Contractors undertaking works in the retail units will be planned in line with SPT's Health and Safety policies.

A significant upgrade taking place at Buchanan Bus Station in 2024/2025 is the replacement of the station roof which has 42 photovoltaic panels generating solar energy. The works will replace all roofing systems on the main building which, once complete, will provide a fit for purpose modern installation with increased insulation values and a long-term warranty.

Buchanan Bus Station Masterplan has commenced with design consultants now appointed. This work seeks to develop the bus station and the surrounding city block for the future and deliver an integrated transport hub which fits the needs of the city. A significant undertaking, safety and security of passengers and staff will be at the forefront of considerations, as we look to the future with social sustainability and a first class service for the community. The development will be part of a wider regeneration of the surrounding areas of Buchanan Bus Station in collaboration with Glasgow City Council.

Contractor activities associated with the new rolling stock and control system project within Subway Modernisation will continue to be monitored and managed as the project remains in a period of intensive installation works within the tunnels during nightshift engineering hours for the Subway. This period will continue to see new signalling and communications equipment and cabling installed throughout the system as well as preparations for future platform screen door installations. This work will happen alongside some in-system testing of new trains, signalling and control systems in readiness for the next milestone in the project, the operation of trains under the new signalling system and phased introduction of PDSs in the stations.

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

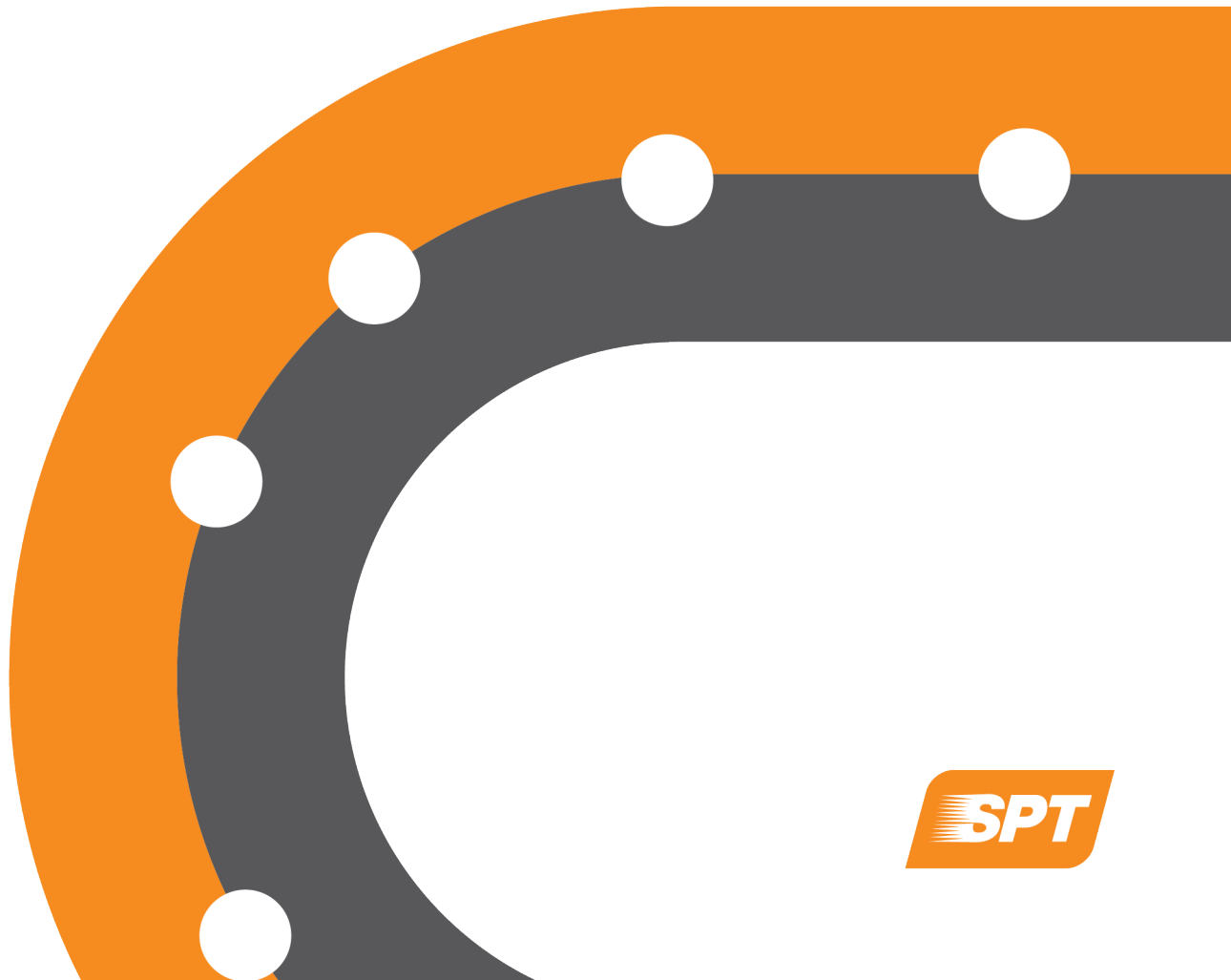
- SUBWAY SAFETY PLAN 2024-2025

APPENDIX 2

- BUS STATIONS SAFETY PLAN 2024-2025



Strathclyde Partnership for Transport
SUBWAY SAFETY PLAN
2024 - 2025



CONTENTS

1.	INTRODUCTION	3
2.	SAFETY PERFORMANCE AND LOOK AHEAD	3
3.	SAFETY AIMS & OBJECTIVES	4
4.	ACTION PLAN	6
5.	SAFETY TARGETS/KEY PERFORMANCE INDICATORS	9

Issue Final

Written By Frank Kelly/Graham Campbell

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 2024 to 31 March 2025. 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 2024/2025 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 (2023/2024) have decreased despite a significant 12.5% increase in patronage to over 13.3 million passengers in the financial year.

For passenger related events, as a result in a decrease of actual events coinciding with a significant increase in patronage, there has been a drop to 1.5 events per 100,000 passengers with the largest contributing events being Slips, Trips & Falls accounting for 50% of all instances and 41% related to antisocial behaviour events, including passenger behaviour, damage to SPT property and track incursions.

In relation to employee related events, the accident incidence rate recorded has decreased to 4.03 accidents per 100 employees. This can be attributed to the number of accidents dropping to the lowest reported since before 2019/2020 whilst having an increased average headcount across the year.

2023/2024 saw a further increase by 25% of overall contractor events. Whilst instances of unsafe equipment and conditions have decreased, there was a significant increase of Unsafe Acts at 25, with 23 of these being near misses in relation to contractor behaviour such as not wearing the correct PPE for the locations. All instances have been raised with contractors to address and will be monitored for future performance.

SPT had 29 lost working days from two events in 2023/2024 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, and this number is a reduction of 30 days from the previous year.

Incidence rates for employee accidents were thankfully under the KPI set for 2023/2024 achieving less than 4.03 accidents per 100 employees, against a KPI of achieving less than 5.5. Contractor accidents, incidents and near misses all exceeded the KPI's set against them and require close monitoring for 2024/2025.

Last year, the plan measured 21 Key Performance Indicators (KPIs) and 12 of these were achieved.

Subway Operations management is set to play a pivotal role in the implementation of a comprehensive crime reduction plan, collaborating closely with the British Transport Police (BTP) and a dedicated security contractor. This coordinated effort aims to tackle crime and anti-social behaviour (ASB) within our operational environment, ensuring the safety and security of all stakeholders. By leveraging the expertise of BTP and the specialised skills of the security contractor in surveillance and incident response, Operations management seek to create a robust framework that deters criminal activities and enhances the overall safety of the premises.

A critical aspect of this plan is the integration of a more efficient and user-friendly reporting tool for staff. Currently, the reporting mechanisms in place may not fully support proactive and detailed logging of all types of incidents, including health and safety issues and operational disruptions, which are essential for timely intervention and comprehensive record-keeping. By procuring and implementing a state-of-the-art reporting tool, Operations management will empower staff to report incidents of all natures more effectively. This tool will facilitate real-time reporting, enabling quicker responses from security personnel, BTP, and relevant operational teams, ensuring that all incidents, no matter how minor, are documented and addressed promptly.

Moreover, the new reporting tool will also serve as a valuable data collection instrument, allowing Operations management to analyse trends and identify hotspots for various incidents, including crime, ASB, H&S concerns and operational disruptions. This data-driven approach will enable the team to allocate resources more efficiently, deploy targeted interventions, and continuously refine the strategies in place for all types of incidents. By fostering a culture of proactive reporting and close collaboration with BTP, the security contractor, and internal operational teams, Operations management is committed to creating a safer and more secure environment for everyone.

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 works within the tunnels during nightshift engineering hours for the Subway. This period continues to see new signalling and communications equipment and cabling installed throughout the system as well as preparations for future platform screen door installations. This work will happen alongside some 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, which is planned for this summer, installation works will then continue to prepare for the introduction of the new signalling, communications systems, and platform screen doors.

3. Safety Aims & Objectives

The overarching objective for 2024/2025 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.

SUBWAY SAFETY PLAN 2024-2025

- 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 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.

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
SP2024/25 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
SP2024/25 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 2024/2025	H&S	Per period
SP2024/25 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 2024/2025	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
SP2024/25 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
SP2024/25 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
SP2024/25 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
SP2024/25 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
SP2024/25 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
SP2024/25 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
SP2024/25 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
SP2024/25 A4-002	Ensure investigation process and steps are followed consistently	Review of investigations and periodic auditing	H&S	Continuous
SP2024/25 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
SP2024/25 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

SUBWAY SAFETY PLAN 2024-2025

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
SP2024/25 A5-002	Investigate common failures to prevent reoccurrence	Through SPT investigation tracker	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 2023/2024. 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
	Verbal or Physical abuse towards employees	≤0.8 events per 100,000 passengers
	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%

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
2024 – 2025



BUS STATION SAFETY PLAN 2024-2025

CONTENTS

1. Introduction.....	3
2. Safety performance and look ahead.....	3
4. Safety Aims & Objectives.....	4
5. Action Plan.....	6
6. Safety Targets/Key Performance Indicators	8

Issue: Final

Written By: Frank Kelly/ Louise Reynolds

Approved By: Richard Robinson

BUS STATION SAFETY PLAN 2024 - 2025

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 2024 to 31 March 2025. 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 2024/2025 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 have returned to levels of previous years. 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 Buchanan Bus Station, the replacement of the current public toilet entry system will be undertaken in this financial year as well as two retail unit refits, both due for completion Summer 2024. Contractors will be undertaking works in the retail units. This will be planned in line with SPT's Health and Safety policies.

Overall health and safety related events recorded last year increased across all stakeholder groupings. Patronage figures increased by 2.5% however a greater increase of 27% was recorded for health and safety related events across SPT bus stations.

Bus station patronage has risen again this year and returned to pre-covid levels. The number of bus operators using the station premises for passenger drop off and pick up remained stable however type 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 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 reduced since last year, with the accident incidence rate reducing for a second year. This can be attributed to there being only one employee accident throughout the financial year of 2023/2024. Verbal/physical abuse remains the

BUS STATION SAFETY PLAN 2024 - 2025

highest reported employee event, although thankfully there has been a decrease in number of reports from last year.

Overall contractor events have risen significantly again this year, from 41 events in 2022/2023 to 77 events in 2023/2024. 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 15 of these were achieved.

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

3. Safety Aims & Objectives

The overarching objective for 2024/2025 is to further embed health and safety as an integral part of management using the annual safety plan to target areas that need a greater focus to drive improvements in safety performance.

Aim 1:

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

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

Aim 2:

To have effective audit and assurance processes to evaluate the efficiency, effectiveness, and reliability of safety management systems and 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.

BUS STATION SAFETY PLAN 2024 - 2025

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 2024 - 2025

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
SP2024/25 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
SP2024/25 A1-002		Continuation of process adopted for contractor events that are to be measured	Production of incidence rates for contractor events in 2024/2025	HS	Per period
SP2024/25 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 2024/2025	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
SP2024/25 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

BUS STATION SAFETY PLAN 2024 - 2025

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
SP2024/25 A3-001		Continue to track items raised, timescales and resolution arising from the employee representative meeting	KPI can be reported on	HS	Per period
SP2024/25 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
SP2024/25 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
SP2024/25 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

BUS STATION SAFETY PLAN 2024 - 2025

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
SP2024/25 A5-001		Continue to ensure staff are involved in the development and review of risk assessments	KPI can be measured	BSMT/HS	Per period
SP2024/25 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 and without adverse impact on SPT activities.			
Action Ref:		Action Description	How this will be measured	Owner	Timescale
SP2024/25 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 2024/2025. 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
	Verbal/physical abuse towards staff	≤0.1 per 100,000 bus station users
	Contractor Accidents	≤4
	Contractor Incidents (Excluding Verbal/Physical)	≤4
	Contractor Incidents (Including Verbal/Physical)	≤65
	Contractor Near Misses	≤1
	Incidence Rate for Passenger Accidents	≤0.18 per 100,000 bus station users
	Incursion onto operational area	≤24 per 100,000 bus station users
	Bus on Bus/Bus on Infrastructure events	≤25

BUS STATION SAFETY PLAN 2024 - 2025

	Slips, Trips and Falls Accidents within Bus Stations	≤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	≤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:

Richard Robinson
Director of Transport Operations