

TRANSPORT FOR LONDON

SAFETY, HEALTH AND ENVIRONMENT ASSURANCE COMMITTEE

SUBJECT: HEALTH AND SAFETY PRIORITIES AND PLANS FOR 2011/12

DATE: 7 OCTOBER 2010

1 PURPOSE AND DECISION REQUIRED

1.1 This paper provides the Committee with an outline of the health and safety priorities and plans for 2011/12.

1.2 The Committee is asked to note the paper.

2 BACKGROUND

2.1 The paper summarises the health and safety priorities and plans for the modes and for the TfL Occupational Health Unit in 2011/12.

3 LONDON UNDERGROUND SAFETY PRIORITIES AND PLANS

3.1 The operation, maintenance and improvement of the London Underground (LU) network present a variety of hazards to customers and staff – each of which require suitable controls to ensure that risks are as low as is reasonably practicable. The efforts made to control risk on the network ensure that it is one of the safest forms of travel for customers and a safe workplace for staff. In addition to operational safety considerations, continued attention to security of the LU network is vital on an open system that has already been subjected to terrorist attack.

3.2 One of London Underground's strategic business objectives is thus 'to operate safely and efficiently'. To ensure this objective continues to be met, LU's Safety Improvement Plan (SIP) has the following risk-based priorities. These are a combination of new objectives and programmes continuing from 2010/11.

(a) Planning and implementation of risk controls through co-ordinated management arrangements:

- (i) Prioritised review of major accident hazard risk assessment and controls;
- (ii) Further improvements to, and integration of, risk assessments, controls and precursor measurement methodologies;
- (iii) Continued track replacement and maintenance improvements to reduce derailment risks;

- (iv) Continued development of LU's plans in support of the London 2012 Olympics and Paralympics;
 - (v) Continuing to tackle workplace violence against staff and staff accidents; and
 - (vi) Review of arrangements in place for vibration, manual handling and noise management to identify best practice and develop a programme to further reduce the risk on the LU infrastructure.
- (b) Policy, governance and leadership focussed on:
 - (i) Performing a structured safety culture assessment in LU and using the results to inform further safety improvements.
 - (c) Monitoring, reviewing and auditing to provide effective governance, management and supervision:
 - (i) Identification of good practice within TfL for the management and assurance of contracted works.
 - (d) Ensuring security arrangements are strengthened as far as reasonable practicable through delivery of London Underground's resilience programme.

3.3 Each of these priorities has a comprehensive programme of improvement actions and milestones with named managers accountable for their achievement. Tracking of action progress at executive board level, together with LU's comprehensive set of precursor and outcome measures, ensures that the desired improvements are being achieved or, where this is not the case, that adjustments are made to the relevant programmes.

4 SURFACE TRANSPORT SAFETY PRIORITIES AND PLANS

- 4.1 Surface Transport pays close attention to safeguarding the safety of every aspect of its activities, from office staff, to design and construction of transport infrastructure, to the end users of this infrastructure and those who live and work in the vicinity of such infrastructure. Surface Transport is committed to continue and improve further the safety of travel in all forms within and around London.
- 4.2 Surface Transport plans, co-ordinates and manages safety throughout all of its activities and to fulfil this duty addresses safety under four roles as:
 - (a) A highway and traffic authority for the Transport for London Road Network (TLRN);
 - (b) A provider of public transport in various forms;
 - (c) Lead agency for implementing the Mayor's London Road Safety Plan, which has targets for casualty reduction on all roads in London; and

- (d) An employer of staff and the use of contractors and consultants.
- 4.3 Surface Transport recognises the challenges presented by the diverse modes and directorates within the organisation. Where applicable, the following cross-modal priorities have been identified:
- (a) Road casualty reduction;
 - (b) Safety of highways and the TLRN (including tunnels);
 - (c) Health and safety of staff and contractors; and
 - (d) Safety and security of the public transport network and its users.
- 4.4 The priorities are backed by strategic plans including, the Community Safety Plan and the London Road Safety Plan. These plans translate into comprehensive programmes of work.
- 4.5 In order to meet the priorities identified in 4.3 above, Surface Transport will focus on the areas outlined below.

Road casualty reduction

- 4.6 Surface Transport is responsible for meeting the 2010 road casualty reduction targets, and such further road safety targets as the Mayor may set, including efforts to reduce killed or serious injured vulnerable road users. Principally, initiatives to be undertaken as part of the London Road Safety Plan will focus on:
- (a) Work to reduce collisions involving cyclists, including fatal collisions between cyclists and HGVs, and making the cycle hire and cycle superhighway projects as safe as possible;
 - (b) Work to reduce speed related accidents by introducing speed management projects and 20mph zones, etc;
 - (c) Work to reduce the number of Powered 2 Wheeler rider casualties;
 - (d) Delivery of information about child road safety to children from pre-school age to teenagers;
 - (e) Enhancement to traffic signal technology, including trialling 'Countdown' for pedestrians; and
 - (f) The undertaking of educational and marketing activities to address cyclist safety, teenager road safety, drug driving, Powered 2 Wheelers, young drivers and anti social behaviour.

Safety of highways and the TLRN (including tunnels)

- 4.7 TfL is the Highway Authority for 13 tunnels on the TLRN. Tunnels present a particular challenge in assuring safe traffic operations and resilience of infrastructure because of the risks associated with the inevitably restricted space.
- 4.8 Principal areas of focus in providing safer highways and the TLRN in the coming years will include:
- (a) The review of design of TLRN junctions and links to ensure they provide maximum safety for all road users;
 - (b) The development of highway design standards appropriate for the TLRN;
 - (c) Continued work to fulfil the role of the Tunnel Safety Officer as outlined in the Road Tunnel Safety Regulations 2007;
 - (d) Continued work to ensure that there is a single framework for the management of construction design and maintenance work undertaken and/or commissioned by Surface Transport Directorates;
 - (e) Continuation of the tunnel safety enhancement programme; and
 - (f) Implementation of the Mechanical and Electrical Principal Inspection programme.

Health and safety of staff and contractors

- 4.9 Efforts aimed at reducing risks to staff and contractors to as low as reasonably practicable will be focused on:
- (a) The continued delivery of the objectives of the Workplace Violence Unit;
 - (b) Continued delivery of personal safety training to operational staff, especially those with customer facing roles;
 - (c) Ensuring the coordination of the setting and reviewing of modal/directorate health and safety objectives; and
 - (d) Coordinating the implementation of the recently developed modal Health Safety and Environment Management Systems (HSEMSs).

Safety and security of the public transport network and its users

- 4.10 In order to ensure the safety and security of transport users and other road users, efforts will be focused on:
- (a) Continued collaborative work with the Metropolitan Police Service, British Transport Police and City Of London Police and other partners to deliver the priorities in *A Safe Journey: The Mayor's strategy to improve*

transport safety and security in the Capital, which has the following strategic objectives:

- (i) Reduce crime and anti-social behaviour on the public transport network;
 - (ii) Increase confidence in the safety and security of travelling in London;
 - (iii) Reduce the number of Londoners injured on London's roads as a result of criminal and anti-social behaviour;
 - (iv) Improve cyclists' safety and security by tackling crime and anti-social behaviour; and
 - (v) Contribute to a step-change in the walking experience through removing crime and the fear of crime as a barrier to walking.
- (b) Coordinating and undertaking health and safety audits and inspections of all bus operators to ensure compliance with contractual requirements in relation to health, safety and environment;
 - (c) Coordinating and undertaking audits of bus stations, Dial-a-Ride depots, Woolwich Ferry, London River Services and Victoria Coach Station;
 - (d) Continued work by bus operators in London on trialling and implementing driver safe/telematics systems designed to reduce accidents and improve fuel efficiency;
 - (e) Seeking improvement to bus driving standards by coordinating safety awareness events and training materials such as the "Big Red Book";
 - (f) Undertaking trials to establish a maximum bus acceleration rate for new buses in London;
 - (g) Delivery of the objectives of the Cycling Safety Action Plan and the Cycle Security Plan; and
 - (h) Safety and security to form an integral part of public transport and infrastructure planning for the London 2012 Olympic and Paralympic Games.

5 LONDON RAIL SAFETY PRIORITIES AND PLANS

5.1 London Rail's business model means that the actual operations of services are managed through private operators. As such, plans and priorities are based on both what is directly controlled i.e. the Infrastructure Manager role, including system development and maintenance, contractual requirements and what can be influenced in terms of operator performance. The safety of both passengers and staff are at the core of all priorities.

5.2 London Rail has identified the following priority areas for 2011/12:

- (a) Preparing for the delivery of safe and reliable services for the London 2012 Olympic and Paralympic Games

Docklands Light Railway (DLR) and London Overground will be at the heart of delivering hundreds of thousands of passengers to the London 2012 Olympic and Paralympic Games. Significant infrastructure project work will have been completed by the start of the 2011/12 planning year, all aimed to ensure there is sufficient infrastructure and system resilience in place to deal with this challenge. Working with partners Serco and LOROL, DLR and London Overground will be focusing on managing the reliability and availability of the service and its assets and testing out under simulated and real time events.

- (b) Safe management of Phase 2 of the East London Line

Phase 2 of the East London Line, connecting Surrey Quays to Clapham Junction to create the Overground orbital network, will be constructed and tested during the year. The management of this project will aim to exceed the good standards achieved on Phase 1.

- (c) Improving the safety performance of London Tramlink

For London Tramlink, a priority will be to start to realise the benefits of the integrated safety management system and the asset management programme and to continue to improve the system assets through the management of the 'in house' maintenance team, further improving asset safety and reducing risk.

- (d) Development of safety risk models

By the end of the 2010/11, the risk models for each of the three modes should have been completed to a common format. The next stage, for 2011/12, will be to investigate the controls highlighted in the models to assess where further strengthening and better prioritisation can be achieved. This will include the operational contractors.

5.3 At the heart of achieving the above priorities is the London Rail Safety Improvement Plan. It is developed 'bottom up' from the local analysis of the individual companies and 'top down' from the demands of legal change, TfL requirements and the development of best practice. The recently introduced calendar year basis for the plan helps to feed into the reporting requirements of the Railways and Other Guided Transport Systems (Safety) Regulations 2006, which has this as its time frame.

5.4 To monitor performance, London Rail has developed a series of indicators. These are made up of those related to achieved performance (lagging indicators), which range from injuries to passengers to asset faults, and those tracking the development and process elements (leading indicators) such as track patrols completed, required training and development achieved and audits recommendations closed out. During 2011/12, London Rail will be setting performance targets against these indicators and determining how they can be refined.

- 5.5 The London Rail objectives are distilled into objectives within each mode with identified individuals responsible for delivery. Progress is monitored at safety 'review' groups within each mode on a periodic basis. Performance is also reviewed on a periodic basis across London Rail by the Executive Group and quarterly by the London Rail Safety Committee.
- 5.6 As described earlier, much of the focus of our modes throughout 2011/12 will be on ensuring that London Rail is able to deliver safely and efficiently the London 2012 Olympic and Paralympic Games. While the safety plans are pivotal to this, they are also supported by the London Rail security and resilience improvement plan. This is managed in a similar manner to the safety plan.

6 CROSSRAIL SAFETY PRIORITIES AND PLANS

- 6.1 Following the successful achievement of the British Standard for Occupational Health and Safety (BS OHSAS 18001: 2007), Crossrail (CR) has continued to maintain, review and improve its Health and Safety Management System to simplify processes and to prepare the company for the start of tunnelling in 2012. This activity will continue during 2011 and into 2012 with the main priorities and plans being set out in the Annual Health and Safety Improvement Plans. The key themes will include:

(a) Target Zero – A State of Mind

The Target Zero – A State of Mind programme will be consolidated by building upon diagnostic, communication, engagement and learning work undertaken in 2010/11. In particular activities will include the development of leadership tools, supporting supply chain supervisors in the role of target zero custodians and implementing an award scheme to recognise health and safety excellence.

(b) Training and Communication

The focus of training will be changed in preparation for the commencement of tunnelling from management and supervisor training to providing tunnelling safety passport training to the workforce. The health and safety communication routes will also reviewed and updated if necessary to take account of the increase in workforce size and any non English language requirements.

(c) Occupational Health

Work will be undertaken with Constructing Better Health, Occupational Health Providers and the Supply Chain to ensure that the data captured from health surveillance, health assessment and sickness absence records are used to develop working methods and wellbeing campaigns which maintain and improve the health of the CR workforce and prevent long term ill health effects.

7 CORPORATE DIRECTORATES' SAFETY PRIORITIES AND PLANS

7.1 The Corporate Directorates will continue to improve the health, safety and wellbeing of its staff with the aim of optimising attendance at work and minimising lost time injuries.

(a) Change

HSE risks arising from organisational change will be monitored and mitigated. The Corporate HSE Management System will be updated to capture those changes.

(b) Cost-containment

Risk assessment procedures will be expanded to focus on occupationally-related sickness absence hot spots to clarify the advice provided to line managers with a view to reducing sickness absence. Value-for-money tests on health and safety workplace interventions e.g. the provision of DSE compliant equipment and the recommendation of health controls will be re-evaluated.

(c) Contractor management

The health and safety improvements brought about under the Future Ticketing Agreement will be maintained and further consolidated. More efficient joint assurance with the lead external partner, Cubic Transportation Systems, will be delivered for HSE audits, health and safety competency assessments and risk assessments.

7.2 Existing Corporate Directorates HSE competency arrangements will be mapped against the Group HSE Competency Framework requirements to identify areas that require improvement.

7.3 Work will continue to support the implementation of the online drivers risk assessment tool across the Modes.

8 OCCUPATIONAL HEALTH TEAM PRIORITIES AND PLANS FOR 2011/12

8.1 Ensuring that occupational health is well managed is a line management responsibility, achieved with the help of the Occupational Health (OH) service and other support services such as Human Resources. This paper describes the priorities and plans of the Occupational Health team, which reflect business and management priorities.

8.2 TfL's OH team consists of qualified, specialist professional staff with a good understanding of occupational health issues and highly committed support staff. They all work from the knowledge that, in general, work contributes to improved health and well being.

8.3 The aim of the OH service is to help people with health issues get into work, stay in work, and return to work quickly and safely after illness and injury. In addition, the service aims to enable TfL employees to understand better how to look after and improve their own health and to provide them with

encouragement to do so.

Priorities

8.4 Occupational Health team priorities for 2011/12 are to:

- (a) Improve efficiency of service delivery of Occupational Health while maintaining quality;
- (b) Continue to work closely with all modes on ways to improve employee attendance;
- (c) Embed appropriate health surveillance programmes for Chief Maintenance Officer (CMO) staff developed during 2010/11;
- (d) Embed use of external telephone Employee Assistance Programme (EAP) including use of data provided by them and close liaison with TfL's internal OH mental health services; and
- (e) Increase influence with contractors to encourage good OH practice.

Plans

8.5 The OH team plans to continue to provide its routine service delivery in as efficient a manner as possible. The service delivery is described in the OH Service Level Agreement and is not described in the key elements of the plan below. The routine work includes provision of preventative and supportive measures for TfL's key occupational health and safety risks, which are trips, slips and falls, manual handling, display screen equipment use, violence at work, work related stress, person under train incidents, electricity at work and incidents involving moving vehicles. In addition, the OH team provides services to the GLA and some support to Crossrail. Crossrail use an independent OH consultant because of its focus on construction. TfL's chief occupational physician (Dr Carlton) advised Crossrail in this respect, remains in contact with the consultant it uses and attends Crossrail's Occupational Health forum. Crossrail also used TfL's OH provision for some aspects of its staff health programme.

8.6 The key elements of the plan are:

- (a) Review the operating model for service delivery against modal requirements and implement changes as appropriate, with the aim of improving modal customer satisfaction;
- (b) Make an initial review of use of EAP after six months of delivery. Review to include evaluation of success of collaboration between external EAP and TfL's in-house OH mental health services and an assessment of the value added by use of data provided by EAP to management of employee mental health;
- (c) Implement a strategic approach to musculoskeletal health within London Underground. This will be evaluated in 2012/13 to establish if

it is appropriate to offer this to other modes;

- (d) Review health surveillance programmes against risk assessments to ensure appropriate implementation;
- (e) Provide Occupational Health input into the London Underground suppliers forum;
- (f) Embed the implementation of electronic storage of clinical records. This delivers scanning of paper records, which are made accessible to clinicians by web access, with all appropriate security measures. Clinical records continue to be made on paper, and are then scanned. This allows current modes of delivery (e.g. use of letters and reports from GP and specialists), improves record retrieval and decreases storage requirements; and
- (g) Deliver health improvement programme, including flu jab campaign and health fairs.

9 RECOMMENDATION

9.1 The Committee is asked to NOTE the paper.

10 CONTACT

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