

Date: 10 March 2016

Item: Health, Safety and Environment Priorities for 2016/17

This paper will be considered in public

1 Summary

- 1.1 This paper sets out TfL's health, safety and environment (HSE) priorities for 2016/17 by each business area.

2 Recommendation

- 2.1 **The Panel is asked to note the paper.**

3 Background

- 3.1 Against the background of a rapidly rising population and increasing demand for transport services, TfL's focus remains on ensuring a safe and environmentally sound transport system.
- 3.2 TfL aspires to the following HSE vision: Everyone home safe and healthy every day. This vision applies to customers, suppliers, employees and members of the public affected by what TfL does.
- 3.3 One of TfL's strategic priorities is to drive improvement in reliability and safety across the network. In line with this priority, all the business areas within TfL have developed detailed long term HSE plans. These are subject to effective governance arrangements to ensure that actions are tracked to completion and are effectively implemented. Liaison and joint working between the business areas spreads best practice where appropriate. The content of the different HSE plans is tailored to the risk profiles and specific requirements of each business area, as well as to some common themes such as enhanced safety culture and enhanced HSE competencies for employees.

4 TfL Safety Priorities

- 4.1 TfL continues to be recognised for high standards of HSE performance, including recognition from the Office of Rail and Road that London Underground (LU) and London Rail (LR) are among the safest railways in Europe and that the bus network is one of the safest in the world. This has been achieved through substantial investment in modernising the network, renewing assets and enhanced maintenance – alongside an ever strengthening HSE management system (HSEMS).

- 4.2 The strategic objectives of the HSE programme are focussed on further enhancing HSE performance on a prioritised risk basis. The actions in this programme have been determined by reviewing current performance and risk levels; benchmarking; feedback from the Businesses; audit results; and the outcome of the maturity assessment completed on the HSE management system for each area of the business.

Safety Priority 1: Enhancing customer and road user safety

London Underground and London Rail

- 4.3 The key objective of this work stream is to reduce the number of customer injuries, specifically on escalators and stairs. Analysis of three years of customer injury data showed that incidents on escalators, stairs and at the Platform Train Interface (PTI) are responsible for 78 per cent of customer injuries.
- 4.4 The focus of work in 2015/16 was on trialling a number of initiatives which will both consciously and sub-consciously affect customer behaviour and ensure they take appropriate action to reduce the likelihood of accidents on the LU network. The results of these trials will be analysed at the beginning of 2016/17 and the successful initiatives will be rolled out more widely across both the LU and LR network (and will be shared with other parts of TfL).
- 4.5 The work to enhance customer safety at the PTI, through extending nosing stones and measures such as 'up lighting', will continue to be rolled out. To ensure continuity of good practice in safety management, and as part of the Fit for the Future Stations Programme, additional coaching in HSE issues will continue to be provided for the newly appointed Area Managers.

Surface Transport

- 4.6 2014 saw the lowest numbers of people killed and seriously injured (KSIs) on London's roads since records began and led to a new, stretched target of reducing KSIs on the Capital's roads by 50 per cent by 2020, compared with the 2005-2009 baseline. However, in addition to this interim target, TfL is working towards a more ambitious, longer term goal of freeing London's roads from death and serious injury through continued focus on road user behaviour, road design and operation and commercial vehicle safety.
- 4.7 A new approach to road safety has been formulated, refocusing priorities on minimising the five main sources of road danger (Inappropriate speed; distraction; risky manoeuvres; drink/drug use; non-compliance). Over the next year, work will take place to embed this approach across all the elements of TfL's road safety delivery portfolio and marketing campaigns, with a continued focus on improving the safety of vulnerable road users (pedestrians, cyclists and motorcyclists).
- 4.8 TfL will continue to promote safe behaviour with road safety education and awareness-raising remaining core activities:

- Road safety education and training for young people will continue through our signature school travel programme - entitled STARS (Sustainable Travel: Active, Responsible, Safe). By the end of the year, over 24,000 children will have been trained to Bikeability Level 2.
 - A programme of road safety education and engagement activity will be delivered through roadside enforcement operations, e.g. Exchanging Places events and rider education.
 - By Spring 2016, Community Roadwatch will be operational in all London Boroughs; engaging local communities in monitoring vehicle speeds in their neighbourhoods and raising awareness of the dangers of excessive speed and antisocial driving.
- 4.9 The safety of road design and operation will be enhanced through a range of programmes. As part of the Road Modernisation Plan (RMP), investment continues to radically improve living and travelling conditions through safer, greener and more attractive streets and town centres, as well as safer conditions for cyclists and pedestrians. TfL's £50 million investment in upgrading safety cameras from wet film to digital will be completed and construction of eight further trials of 20mph zones will be completed or initiated before the end of 2016/17.
- 4.10 By summer 2016, consultations will have been undertaken on 26 out of the 33 junctions identified for improvement under the Better Junctions programme to improve cycling provision at the Capital's biggest and busiest junctions. Ten of the 33 locations will also be improved. Core cycling infrastructure programmes will also be progressed, including the Central London Grid, Quietways, Cycle Superhighways, Mini-Hollands and Better Junctions. Delivery of 50 per cent of Central London Cycling Grid schemes will be completed by the end of 2016, a further five Quietway routes commenced and Mini-Holland schemes delivered in three boroughs. The implementation of eight Cycle Superhighways comprising of over 60km of new cycling infrastructure will be complete by Summer 2016 and further public consultations will be undertaken on the North South (Phase 2) route, East West (Phase 2) and CS11 (Phase 1).
- 4.11 Schemes to improve pedestrian safety will be delivered through the Transport for London Road Network (TLRN) Regional Improvement Programme.
- 4.12 Programmes to enhance the safety of commercial vehicles through the Fleet Operator Recognition Scheme (FORS) and to embed the Construction Logistics and Cyclist Safety (CLOCS) Standard targeting Work Related Road Risk will continue.
- 4.13 Following a successful trial, Blaze Laserlights will be rolled out across the 11,500 Santander cycles. The Blaze Laserlight works by projecting the symbol of a bicycle shape six metres in front of the cycle, onto the ground, giving cyclists a larger footprint on the road. This alerts drivers to their approach and helps ensure they are seen when they might be invisible, for example when they are on the near side of a vehicle turning left. It also warns pedestrians of an approaching cycle.

- 4.14 Following the publication of the London Collision Map, we will continue to work with software developers through the provision of the road safety API (Application Programme Interface) alongside the integrated map to enable them to create applications that help drive further improvements in road safety.

Bus Safety Programme

- 4.15 In 2016/17 TfL will focus on reversing the recent trend of an increase in collisions on the bus network, through the Bus Safety Programme. This will comprise of six work streams covering all areas of bus safety. A range of innovative new bus safety technologies is currently being considered, as part of a new Bus Safety Standard. This includes automatic collision avoidance systems and Intelligent Speed Assistance, which automatically limits buses to the prevailing speed limit. The standard will be incorporated into new buses from September 2017.
- 4.16 By the end of 2016, bespoke 'In the Zone' training will have been delivered to all 24,700 bus drivers in the Capital. In the Zone raises drivers' awareness of vulnerable road users, particularly pedestrians and cyclists. The training is in addition to the new City and Guilds qualification that is compulsory for all new drivers. Pre-qualification testing is also being explored for driver recruitment and will be piloted from spring 2016.
- 4.17 These initiatives will be supported by improved safety incentives within bus contracts; the provision of an Incident Support Service for those affected by fatal or serious injuries and improved transparency of bus collision data and investigations.

Road safety enforcement

- 4.18 Throughout 2016/17, TfL will continue to work with the police and other enforcement partners to deliver targeted policing and enforcement operations such as Operation Safeway (enforcing the rules of the road and engaging with road users around safe behaviours) and Operation Cubo (uninsured and unsafe vehicles) alongside the work of dedicated and specialist road safety teams such as the Cycle Safety Team, Motorcycle Safety Team and the Commercial Vehicle Units in the TfL funded Roads and Transport Policing Command (RTPC) and City of London Police (CoLP).
- 4.19 This year will see an increase in the amount of enforcement resources focused on road safety and enforcement and behaviour change activities. As announced in October 2015, the RTPC and CoLP will deliver over 9,500 additional days of road safety activity primarily focused on sources of danger and vulnerable road users over a 12 month period. This enhanced level of activity will be intelligence led and this flex in activity is made possible by the level of resources focused on transport policing in the RTPC (over 2,300 officers) which was set up in December 2014.
- 4.20 The recently established London Freight Enforcement Partnership will build on the work of the Industrial HGV Task Force and Commercial Vehicle Units and

will enhance freight enforcement in London through shared intelligence, better use of technology, and more joint roadside operations than ever before. The partnership is working with the Office of the Traffic Commissioner to remove the most serious offenders and the danger they pose to other road users.

Safety Priority 2: Enhancing the safety of employees and contractors

London Underground and London Rail

- 4.21 In line with its strategic aim to drive improvement in reliability and safety across the network, over the next two years LU will be focussing on transforming the way HSE performance is managed, making it more engaging and intuitive for staff and suppliers. This will also help meet the aim of increasing the maturity of the Health Safety Environment Management System (HSEMS) to level 4, using the Office of Rail and Road's Rail Management Maturity Model. Level 1 is the lowest level and Level 5 is the highest.
- 4.22 The focus in 2016/17 will be on the following areas:
- Risk assessment;
 - Strengthening role clarity under the Construction (Design and Management) Regulations;
 - Strengthening the regime for checking HSE performance (for example, planned general inspections and systems checks);
 - The competence framework for the management of health, safety and environment issues;
 - The effectiveness of challenge by the business and the HSE directorate to ensure compliance with good health, safety and environment practice; and
 - The system and structure for reporting on health, safety and environmental performance.
- 4.23 A key objective of this work stream in LU is to continue the focus on fundamental elements of front line safety in maintenance and capital programmes; this includes ensuring there is appropriate safety knowledge around issues such as work at height and safe use of electricity. Behavioural safety programmes continue to be run to ensure that colleagues (including those in the supply chain) look out for each other. There is also a continuing focus on further developing the competence of front line supervisors and senior managers in ensuring safe working practices. To assist with this an 'app' is being developed in collaboration with site persons in charge of work to support them in discharging their HSE duties. For suppliers to LU, the supplier's website will be further developed, with one focus being to share good practice and lessons learned.
- 4.24 In 2015/16 LR launched their 10 year strategy, which includes continual improvement in HSE performance. The first year's detailed action plan will be implemented. This includes a focus on improving construction safety. This is

aligned to the London Rail Construction Improvement programme to ensure consistency across the two programmes. The five priorities for this year are:

- Review requirements of Construction (Design and Management) Regulations assuring legal compliance;
- Develop and implement a HSE Charter with suppliers setting out minimum supplier construction safety standards;
- Implement measures to ensure intelligence on supplier HSE performance is captured systematically;
- Improving safety alerts and bulletins - sharing lessons learnt and improvement measures; and
- Reduce environmental impacts of project delivery activities.

Surface Transport

- 4.25 During 2015/16 Surface Transport has worked with its staff to document Surface Transport's contribution to achieving the TfL Vision of "Everyone home safe and healthy every day". This Vision extends beyond the health and safety of staff and contractors to reflect Surface Transport's role in public safety. It will be the key mechanism for engaging staff and contractors with the health and safety agenda and how they can keep themselves and their colleagues safe and healthy. It also includes the part they play in delivering the TfL Vision.
- 4.26 During 2016/17 Surface Transport will begin the roll-out of a scenario-based behavioural safety programme. Following on from a similar approach for Directors and Senior Managers, the next phase of the programme will target those staff and key representatives of the supply chain involved in the delivery of Surface Transport's investment programme. The programme has been developed jointly with the LU Capital Programmes Directorate and is supported by the application of the TfL behaviours to the management of health and safety.
- 4.27 The Safety Management Maturity Model (SM3), coupled with feedback received via the staff Viewpoint survey will continue to be used to measure and monitor the maturity of arrangements for managing health and safety and benchmark Surface Transport's performance internally and externally. Surface Transport has set itself the target of achieving Level 3 maturity across all business areas by the end of March 2017.

A safe and secure network

- 4.28 TfL and its policing partners will continue to deliver on the key priorities and actions set out in The Right Direction: The Mayor's strategy to improve transport safety, security and reliability in London 2015-17 with the support of the London Transport Community Safety Partnership (LTCSP). LTCSP priorities for 2016/17 include:

- Tackling unwanted sexual behaviour on public transport through Project Guardian;
 - Enhancing the safeguarding response for vulnerable people across the transport network; and
 - Enhancing the response to hate crime on the network.
- 4.29 Resources will continue to be targeted on six areas of focus: Crime, Confidence, Congestion and disruption, Collisions, Cabs and Commercial Vehicles (known as the six C's). Resources will be deployed on the basis of intelligence and activities will be underpinned by the ethos of prevention and problem solving and flexed around emerging priorities (such as the road safety activity mentioned in para 4.19 above). This will be supported by the enhanced application of an 'evidence-based approach' to reducing crime and antisocial behaviour.
- 4.30 TfL will continue to work proactively with the dedicated Work Place Violence Units provided by the RTPC and the British Transport Police to provide high quality investigation of staff assaults and victim support.
- 4.31 Also during 2016/17, an enlarged Taxi and Private Hire Compliance team will be deployed to deal with illegal and non-compliant taxi and private hire activity and, through this, improve passenger safety. The first steps will also be taken to implement new regulations governing the private hire industry and TfL will work with Government to progress legislation to enable TfL to regulate pedicabs.
- 4.32 Through the Local Implementation Plan (LIPs) & borough schemes, TfL will continue to fund projects targeted to improve safety and reduce the fear of crime, including schemes to regenerate areas, improve safety and invest in the public realm around stations.

5 TfL Occupational Health Priorities

- 5.1 TfL will continue to provide core medical and treatment services to ensure that employees are fit for their duties and assist them to return to work following injury, illness or trauma.
- 5.2 TfL will focus on engaging with employees to enable them to better manage their own health through preventive measures. The rationale is that optimal employee health and wellbeing improves business performance and delivery of TfL's transport system. The areas of focus in 2016/17 are:
- Improving leadership on health issues:
 - Helping to prevent ill health:
 - Enabling people with health problems and disabilities to work productively: and
 - Ensuring our occupational health improvement activities are benefiting our employees.

- 5.3 During 2016/17, TfL will also identify appropriate measures and a baseline position for Health and Wellbeing; Employee Engagement; Obesity and Absence due to ill health. Subsequent assessments will then show the impact of the Health Improvement Plan.

6 TfL Environment and Sustainability Priorities

- 6.1 TfL is committed to delivering services and programmes efficiently and in a financially and environmentally sustainable manner to meet Mayoral targets. The environmental, sustainability and carbon reduction priorities support this commitment.

London Underground and London Rail

- 6.2 The objective of this workstream is to ensure that across London Underground and London Rail a strong environmental and sustainability performance is delivered. Key areas of focus in 2016/17 are:
- Preventing pollution, managing natural assets and resources and improving waste management;
 - Delivering energy efficiency improvements to our buildings under the Mayor's renewal of energy equipment programme framework;
 - Delivering good practice in sustainability performance in our capital programmes;
 - Delivering the commitments under the government's infrastructure carbon review within our capital projects;
 - Integrating our strategy for the utilisation of waste heat into capital programmes and commercial property development; and
 - Creating a strategy for adopting a 'smart' grid approach to LU's power network.

Surface Transport

- 6.3 During 2016/17 work to deliver the Ultra Low Emission Zone (ULEZ) will continue. The ULEZ will come into force on 7 September 2020. It comprises three key elements:
- Significant increase in low and no emission buses;
 - Changes to taxi and Private Hire Vehicles (PHV) licensing that will lead to 9000 zero emission capable taxis and much cleaner PHV fleet by 2020; and
 - Significant increase in cleaner vehicles in the wider fleet.

6.4 Phase two of the Mayor's Air Quality Fund was launched in 2015 and 42 local projects were awarded funding. These projects will be delivered in 2016-19, with support from TfL.

6.5 Our goal is to lead by example in reducing emissions from TfL assets while mitigating the impact our operations have on the environment. Emissions are being managed across our services, through sourcing lower carbon energy, improving the energy efficiency of our operations, and cleaning up the emissions from our vehicles:

- In 2016, we will complete a deal to connect directly to locally-sourced, low-carbon electricity.
- The roll out of New Routemasters is on track to reach 800 by 2016. Their hybrid engines make them, on average, up to 50 per cent more fuel-efficient than the vehicles they have replaced. The newest vehicles are also fitted with the latest Euro VI engine, which cut oxides of nitrogen (NOx) and particulate matter emissions even further.
- We will remain firmly at the forefront of demonstrating and evaluating new technology that offers zero-tailpipe-emission transport in London. Funding has been secured from the European Commission to demonstrate the wider benefits of electric buses in urban environments, and to assess diesel-electric hybrid buses using high-power wireless charging infrastructure.
- We have introduced a new programme to reduce the CO2 emissions associated with lighting the TLRN. It is one of the largest 'invest to save' strategic road lighting projects ever undertaken in the UK.

7 Crossrail Safety Priorities

7.1 Crossrail has reviewed its priorities in the light of the agreed business plan for 2016/17. Should priorities vary significantly from those outlined below; the Panel will be advised in Crossrail's quarterly performance report.

Priority 1: Strive for excellence in industry health and safety performance.

- Crossrail, in collaboration with our contractors, will further develop leading indicators to ensure they are ever more challenging, continuing to drive improvement and bring about positive change that leaves a lasting legacy on the construction industry. The Health and Safety Performance Index (HSPI) remains the mechanism to measure this change, in conjunction with on-site 'Gateway' assessments.
- Our overall performance will be benchmarked against previous and current infrastructure projects, the construction industry in general and other unrelated industries.

- Ensure the refreshed approach to ‘Target Zero’ including the Golden Rules and High Risk activities launched in 2015, remains fresh and embedded in all our activities.

Priority 2: Raise the profile and improve the management of health and wellbeing, including mental health, in the construction industry.

- Measure and assess attitudes and stigma relating to mental health and implement initiatives to improve these in Crossrail and the wider industry.
- Set performance measures to ensure health related issues receive equal effort to prevent and manage as those relating to safety.

Priority 3: Drive down accident rates.

- Fully utilise Crossrail’s unique position to ensure the sharing of best practice within the programme, the wider construction industry and other industries. Ensure opportunities to engage with supervisory level operatives are exploited and that lessons learned are understood and shared.
- Improve understanding of the specific health and safety challenges that exist within a diverse workforce. Develop mechanisms to better account for this diversity, making workplaces more inclusive and accounting for differences in language skills, gender, sexuality race etc.
- Develop processes for analysing on site assurance checks, enabling better understanding of our risk areas and helping to guide improvement planning.

List of appendices to this report:

None

List of Background Papers:

None

Contact Officer: Jill Collis, Director of Health, Safety and Environment
 Number: 020 3054 8158
 Email: jill.collis@tube.tfl.gov.uk

Contact Officer: Leon Daniels, Managing Director, Surface Transport
 Number: 020 3054 0180
 Email: leondaniels@tfl.gov.uk

Contact Officer: Steve Hails, Crossrail Director of Safety
 Number: 020 3054 5808
 Email: stevehails@crossrail.co.uk