

Date: 17 March 2015

Item 6: Health, Safety and Environment Priorities for 2015/16

This paper will be considered in public

1 Summary

- 1.1 This paper sets out TfL's health, safety and environment (HSE) priorities for 2015/16 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 All the business areas within TfL have developed detailed 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.
- 3.3 The revised Construction (Design and Management) Regulations 2015 (CDM) comes into force on 1 April 2015, placing greater emphasis on the co-ordination of the design phase to design out (i.e. eliminate) risk to those constructing, using, maintaining or dealing with the facility post-use, through the establishment of a principal designer. This is comparable to the co-ordination of the construction phase by the principal contractor. TfL has established a Special Interest Group to lead the revision of the TfL management system in response to the changes and embed this throughout 2015/16.

4 TfL Safety Priorities

- 4.1 TfL aspires to the following HSE vision: Everyone Home Safe and Healthy Every Day. This vision applies to our customers, suppliers, employees and members of the public affected by what we do.
- 4.2 TfL is recognised for high standards of HSE performance, including recognition from the Office of Rail Regulation that London Underground (LU)

and London Rail (LR) are among the safest railways in Europe. This has been achieved through substantial investment in asset renewals and enhanced maintenance – alongside an ever strengthening HSE management system.

- 4.3 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, benchmarking, audit results and the outcome of the maturity assessment completed on the HSE management system using safety maturity models across the rail and surface businesses derived from the Office of Rail Regulation’s Rail Management Maturity Model (RM3).

Safety Priority 1: Enhancing customer and road user safety

(a) London Underground and London Rail

- 4.4 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.
- 4.5 The focus of the work is 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 successful initiatives will be rolled out more widely across the LU network (and will be shared with other parts of TfL). 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 is being provided for the newly appointed Area Managers.

(b) Surface Transport

- 4.6 Surface Transport has a plan for action established by the Safe Streets for London road safety action plan, and underpinned by TfL’s six road safety commitments:
- (a) to lead the way in achieving a 40 per cent reduction in the number of people killed or seriously injured on the Capital’s roads by 2020 – with a longer term ambition of freeing London’s roads from death and serious injury;
 - (b) to prioritise safety of the most vulnerable groups – pedestrians, cyclists and motorcyclists – which make up 80 per cent of serious and fatal collisions;
 - (c) to provide substantial funding for road safety, invested in the most effective and innovative schemes;

- (d) to increase efforts with the police, boroughs and enforcement agencies in tackling illegal, dangerous and careless road user behaviour that puts people at risk;
 - (e) to campaign for changes in national and EU law to make roads, vehicles and drivers safer; and
 - (f) to work in partnership with boroughs and London's road safety stakeholders to spread best practice and share data and information.
- 4.7 Work continues through the delivery of the Surface Transport Principal Outcomes to ensure that operations controlled or influenced by TfL are delivered safely. Core activities include:
- (a) improved, vulnerable road user training for bus drivers, delivered through "In the Zone";
 - (b) continued trials of new technology on buses aimed at preventing collisions; and
 - (c) a new Safer Lorries scheme that sets minimum safety standards for vehicles using London's roads, with an associated enforcement regime.
- 4.8 Core activities during 2015/16 to maintain or enhance the safety of TfL's assets and create safe places that improve the urban environment include:
- (a) replacement of four bridges and strengthening of Hammersmith flyover under the Structures and Tunnels Investment Programme;
 - (b) safety enhancement programmes for tunnels and bridges;
 - (c) addressing priority sites through infrastructure projects to deliver new and improved road junctions, through the Better Junctions Programme;
 - (d) schemes to enhance cycle safety, including Cycle Super Highways and Quietways; and
 - (e) lighting upgrades for piers and bus stations and the roll-out of a central management system and LED lighting across the TfL road network.
- 4.9 In addition, TfL will continue its drive to create safe behaviour and habits through a combination of behavioural safety campaigns, aimed at influencing passenger, pedestrian and road user behaviour and the application of our enforcement powers. Particular emphasis is placed on education and behavioural campaigns targeted at schools and teenagers.
- 4.10 The implementation of the new TfL funded Metropolitan Police Service Roads and Transport Policing Command (RTPC), launched in December 2014, continues through 2015/16. This provides London with a single police command dedicated to journeys across the road and Surface Transport network. The RTPC will ensure journeys on those networks are safe, secure and reliable, creating a safe low crime environment through the deployment of over 2,300 officers, and a significant increase in roadside enforcement activity, including detection and enforcement of unsafe vehicles and road behaviours.

- 4.11 Enforcement activity to improve cyclist safety has been enhanced significantly, most notably through the expansion of the Cycle Task Force, the creation of the Industrial HGV Task Force, Motorcycle Safety Team and Operation Safeway, and community initiatives such as Community Roadwatch. Enforcement targeted at improving the safety of cyclists and other vulnerable road users will continue to be a priority for the RTPC in 2015/16.

Safety priority 2: Enhancing the safety of employees and contractors

(a) London Underground and London Rail

- 4.12 The key objective of this work stream in LU is to focus on fundamental elements of front line safety in maintenance and capital programmes; these include ensuring risks around issues such as work at height and safe use of electricity, are designed out when planning work, or where this is not possible, ensuring safety measures are in place to minimise risk. Behavioural safety programmes will be run to ensure that colleagues (including those in the supply chain) look out for each other. There is also a focus on further developing the competence of front line supervisors and senior managers in ensuring safety working practices. For suppliers to LU, the suppliers website will be further developed, with one focus being to share good practice and lessons learned.
- 4.13 LR plan to work with their suppliers to ensure they have adequate behavioural safety programmes. It is also proposed to engage at an earlier stage with suppliers in construction activity to help ensure that higher risk activities are identified early on, making risk mitigation more effective. A supplier's health and safety charter is to be developed to which all suppliers must subscribe.

(b) Surface Transport

- 4.14 Ensuring that staff are provided with safe working practices, tools and working environments continues to be a priority for Surface Transport. Increasing safety related training to staff and management teams is improving the safety culture within the organisation, our standards of risk identification, the ability to "design in" safety, our processes for monitoring and inspection, and the ability to report incidents, near misses and areas for concern, including the rollout of the national Confidential Incident Reporting and Analysis System CIRAS, to all Surface Transport staff.
- 4.15 The risk of assault and abuse to front line staff is ever present, and we will be increasing our measures to help prevent incidents and support staff that are affected. Specialist police officers within the Roads and Transport Policing Command are dedicated to investigating and prosecuting offenders. Improved conflict avoidance training packages are being designed, and will be rolled out to operational staff.

- 4.16 Ensuring that our contractors and supply chain continue to achieve high standards of safety management will take on extra emphasis as our investment programme accelerates. Key safety requirements and considerations are built into contractor selection processes, with particular emphasis on developing a consistent set of standards across the whole supply chain. Improvements to our incident reporting and information handling systems will facilitate the capturing and utilisation of greater and more detailed safety performance indicators. Risk based monitoring of construction activity on-site and those discharging the new role of principal designer under CDM will increase in line with the acceleration of the investment programme, while supplier engagement events will create a positive environment for the sharing of learning and good practice between suppliers to enhance the overall performance of the supply chain.

5 Crossrail Safety Priorities

- 5.1 Crossrail has reviewed its priorities in the light of planned organisational changes that will be implemented in April 2015. Should priorities vary significantly from those outlined below; the Safety, Accessibility and Sustainability Panel will be advised in Crossrail's quarterly performance report.

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

- 5.2 Crossrail will continue to utilise leading indicators, to drive improvement and bring about positive changes that leave a lasting legacy on the construction industry. The Health and Safety Performance Index (HSPI) remains the mechanism for stimulating this improvement, in conjunction with on-site 'Gateway' assessments. Crossrail will collaborate with its contractors to develop metrics for future phases of the project and ensure the foundation for continuing improvement in both health and safety.
- 5.3 Outputs from our measures will be benchmarked against previous and current infrastructure projects, the construction industry in general and other unrelated industries.

Priority 2: Continue to drive the Frontline Leadership Programme

- 5.4 The Crossrail Frontline Leadership Programme enhances the leadership skills of supervisors engaged on the Crossrail programme. Crossrail will continue with the roll out of this programme and further development of parallel programmes and workshops for leaders from both Crossrail and the principal contractor community, including training targeted at improving the behaviour of senior leaders to ensure their influence on the workforce is positive.

Priority 3: Drive down accident rates

- 5.5 Crossrail will further develop lessons learned processes and enhance the sharing of best practice within Crossrail, the wider construction industry and other industries that may be presented with similar risks.
- 5.6 Existing processes for undertaking assurance will continue to be enhanced, ensuring they are focused on risk areas and are driving improvement.
- 5.7 The 'Target Zero' approach will be refreshed and re-launched. This will provide a new focus on behavioural based 'Golden Rules', ensure the Target Zero message remains fresh and relevant as we move to a new phase of works and ensure all existing and new individuals working on the project understand the principles. The re-launch will include specific information and guidance on the high risk activities those working on Crossrail may be exposed to.

6 TfL Occupational Health Priorities

- 6.1 Being at work is good for people's health. In addition to providing a medical and treatment services to ensure that employees are fit for their duties and assisting them to return to work following injury, illness or trauma, the focus for the Occupational Health team during 2015/16 and beyond is on proactive health care.

Priority 1: Proactive leadership on health improvement

- 6.2 The focus is ensuring commitment from senior leaders across TfL to the concept of proactive health management for employees and supporting the development and delivery of a five year Health Improvement Plan. Leadership at lower levels will be encouraged through health champion roles.

Priority 2: Preventing work related and lifestyle illness

- 6.3 The key activities in 2015/16 are provision of health fairs for employees, physical activity programmes, the development of "Your Heart" risk assessment website, a programme for improved mental health and a weight loss programme.

7 TfL Environment and Sustainability Priorities

- 7.1 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.

Priority 1: Delivering carbon and energy efficiency

- 7.2 The focus is to deliver efficiencies in carbon emissions through reducing operational energy use, reducing emissions associated with the delivery of capital projects, including lower emissions from mobile machinery and optimising the sourcing of low carbon energy, and delivering cost efficiencies through reduced energy consumption and unit costs. Among the specific work streams are the installation of low carbon generation at Greenwich Power Station and improving the whole lifecycle carbon impacts of major station projects.

Priority 2: Developing the environmental management system

- 7.3 During 2015/16 the environmental aspects of the TfL management system will be enhanced to meet the requirements of ISO 14001 Environmental Management. Key aspects of this work include fully integrating the Surface Transport, London Rail, London Underground and former Tube Lines Limited Environmental Management Systems to develop a company-wide system.
- 7.4 As part of this, local management system materials are reviewed and the requirements converted into TfL-wide procedures. This is then supplemented, where appropriate, by specific local documentation in the form of supporting documents, for use within specific business areas.

Priority 3: Developing sustainability

- 7.5 The programme is centred on the creation of a sustainability framework enabling TfL to identify sustainability opportunities and ensure robust delivery in a measurable way. During 2015/16, the main deliverables for this sustainability programme will be introducing a new policy, process and tools to achieve the CEEQUAL civil engineering sustainability status for our larger construction projects, a review of the sustainability opportunities for the Human Resources and Information Management divisions of TfL, and development of sustainability Key Performance Indicators.

Priority 4: Continue to improve London's air quality by maintaining progress towards meeting TfL's NOX reduction and PM10 reduction goals (40 per cent and 50 per cent reductions respectively by 2017/18)

- 7.6 Surface Transport programmes drive achievement of this priority and will deliver both carbon reduction and air quality benefits. The programme centres on continued roll out of hybrid buses, including the 'New Bus for London' and the retrofit of emissions abatement equipment to existing buses, low carbon taxi development and extension of the electric vehicle charging infrastructure. In addition, TfL promotes alternatives to private car ownership, such as car clubs, to manage demand and reduce emissions from car use through the use of newer, cleaner vehicles.

7.7 Crucially, the Mayor and TfL have developed a proposal for an Ultra Low Emission Zone, which would require all vehicles driving in central London to meet new exhaust emission standards (ULEZ standards). The ULEZ would take effect from 7 September 2020, and apply 24 hours a day, seven days a week. A vehicle that does not meet the ULEZ standards could still be driven in central London but a daily non-compliance charge would have to have been paid to do so. The Mayor will make a decision on whether to confirm the scheme order, with or without modifications, at the end of this month. The ULEZ also includes proposals for TfL buses in the Zone to be low emission (at tailpipe) by 2020 (hybrid double deck and zero emission single deck buses). Finally, it proposes changes to taxi and private hire vehicle (PHV) licensing requirements to reduce emissions from taxis and PHVs by altering the maximum age limit and requiring vehicles to be zero-emission capable.

List of appendices to this report:

None

List of Background Papers:

None

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