

SHE Vision Zero Plan for Tfl's River Based Operations

## Purpose and Scope

### Understanding the need for a SHE Vision Zero Plan for TfL's River Based Operations

#### THE PURPOSE:

The success of London's future transport system relies upon reducing Londoners' dependency on cars in favour of increased walking, cycling and public transport use.

This plan brings together a focus on ensuring that through these operations TfL will work in line with the Mayor's Transport Strategy to provide a sustainable, healthy and safe city where its operations are free from harm.

#### THE SCOPE:

This plan looks to address the risks across our London River Services and Woolwich Ferry Service operations that TfL both have direct control over and can influence through external stakeholders and partners such as the Thames and London Waterways Forum.

## Contents

Outline of the contents for the SHE Vision Zero Plan for TfL's River Based Operations which include:

London River Services (LRS)

Woolwich Ferry

SHE Vision Zero Plan for TfL's River Based Operations

The plan sets out TfL's river-based operations' journey to Zero Harm.

The plan contains:

The Vision

Introduction to TfL's river-based operations

Current performance based on our Safety Performance Indexes (SPIs)

Evidencing & Understanding our Priority Risk Areas

The Framework to achieve our Vision

Continuous Improvement Action towards our Vision

Governance

Appendices

## The TfL Vision for River Based Operations

The Vision:

To meet MTS and LES ambitions of making London a sustainable, healthy, and safe city, where all our operations must be free from harm (Zero Harm).

For our River Based Services and Operations, our Vision is underpinned by our pillars:

Healthy and Safe Behaviours

Safe and Sustainable Assets

Safe and Sustainable Operations

THE VISION: As part of The Mayor's Transport Strategy, our Vision Zero ambition is to eliminate death and serious injury on the public transport and road networks by 2041. Our vision is to be London's Strong Green Heartbeat, delivering a sustainable, healthy and safe city where our operations are free from harm – ZERO HARM

MTS Policy 11: All parts of the public transport network will play an important role in achieving Vision Zero, eliminating deaths and serious injuries from London's transport system by 2041.

The London Environment Strategy (LES), also published in 2018, brings together an action plan for every aspect of London's environment. It recognises that the environment has a big influence on the quality of Londoners' lives and challenges everyone, especially those that provide services in London, to be cleaner, greener and ready for the future. The ambition is for London to be a net zero carbon city by 2030.

TfL's Safety Health and Environment policy commitment states that "Our customers, employees and suppliers have an expectation that when using or delivering our services or assets they will remain harm free".

Introduction to TfL's river-based operations:

## Background

TfL's internal SHE River-based operations plan launched in 2019/20 for LRS

Size and scope of TfL's river-based operations grew in January 2021 which included Woolwich Ferries, hence the new proposed SHE Vision Zero Plan for River Based Operations

At the start of 2019/20, London River Services (LRS), TfL's only river-based operation at the time, launched its own internal Safety, Health and Environment plan which included 15 actions to support the continued growth of safe and sustainable travel on the river. All actions were delivered on time and by the end of 2019/20, annual passenger journeys were just over 10 million and have continued to grow despite the pandemic.

The current proposed plan takes this into account.

Changes to TfL's river-based operations since the 2019/20 SHE plan was delivered:

Size- TfL now has 2 river-based operations. They are LRS and Woolwich Ferry, which became an in-house operation in January 2021

Scope- TfL now operates a full passenger ferry service (motorised vehicles, including HGVs, cyclists and pedestrians); and safe, sustainable and well-connected piers

## Introduction to TfL's river-based operations

Activities across TfL's river-based operations are wide-ranging. Zero Harm in operations means being best-in-class across our accountabilities underpinned by our pillars:

Healthy and Safe Behaviours

Safe and Sustainable Assets

Safe and Sustainable Operations

London River Services (LRS) has an important role to play in TfL's river-based operations as the team that manages contractual relations with other parties related to TfL's piers. This included managing the contract for operating Woolwich Ferry until January 2021 when it came in-house and ceased to be a contracted service. This change has meant that TfL now carries out all aspects of delivering a passenger service on the Thames. To manage the new risks that Woolwich Ferry operations bring, TfL has introduced competent marine personnel with extensive industry expertise to lead the operation, but there is work to do to address these new risks.

The introduction of additional marine expertise strengthens TfL's ability to improve safety across its river-based operations and deliver Zero Harm by being best-in-class across specific accountabilities:

Woolwich Ferry: maintaining a healthy and competent workforce (Behaviours); maintaining and operating safe infrastructure, including linkspans and vessels (Assets); operating safe passenger vessels (Operations)

LRS: maintaining a healthy and competent workforce (Behaviours); maintaining and operating safe piers and external relationships (Assets)



### Our strengths

Our river-based operations sit within the context of the wider Thames river. We work closely with important stakeholders on the Thames to continually reduce SHE risks on the river.

#### External partnership:

Represented on the Board of Thames Skills Academy

Strong industry expertise in-house

Collaborating with PLA to develop a river-wide view of SHE

Valued member of Thames and Waterways Partnership Groups

#### Internal control:

TfL has control of its own operations on the river and has carried out a lot of work to improve SHE in both LRS and Woolwich Ferry.

TfL promotes safety by discussing incidents and sharing lessons they have learned with licensed operators of River Tours, River Buses and Chartered vessels

TfL has an in-house SHE team that provide objective, independent challenge and support to operational areas.

How Tfl's river-based operations Currently Measure Performance

## Current performance

For the rolling year to August 2022, SHE performance across our river-based operations has been inconsistent. Engineering failures and the effects of the global pandemic have affected scores.

Local interventions and collaborative working have led to a decrease in incidents and improved SPI scores, which have been above the benchmark consistently since June 2022

SHE performance across our river-based operations:

Safety performance is managed through Safety Performance Indexes (SPIs), which consist of leading and lagging indicators (examples shown below), continuously working to improve performance. The SPIs are currently under review with the intention to include Health and Environment. The current key drivers for the SPIs are:

Customer Safety, Staff Safety, Pier Safety, Asset Safety (Infrastructure and Vessel), Service Delivery, Engineering and Maintenance, Issues Management and Assurance Systems

In the rolling year (to August 2022), there have been a number of incidents reported across TfL's river-based operations. This has been mainly linked to colleague safety in Woolwich Ferry, and customer safety in LRS. This has caused the SPI scores to vary and sometimes fall below the benchmark

of 80. Active collaboration with the Engineering and SHE teams have led to interventions being put in place following each incident, resulting in improved safety performance and SPI scores consistently above the benchmark since June 2022.

Evidencing and Understanding our Priority Risk Areas of Control and Influence

## Evidencing Key Risks on the River

Based on the operations we have had to date, we have extended our knowledge of Key Risks for River Operations through their partners in the Thames and London Waterways Forum.

The Thames and London Waterways Forum is a partnership group that coordinates strategy and activities on the Thames and London's waterways. It was set up by the Mayor to promote the river Thames and London's canals and other waterways.

Forum members including TfL work together to develop and implement relevant policies as set out in the Mayor's Transport Strategy, London Environment Strategy, London Plan and the Culture Strategy. The Forum also supports aspects of the Port of London Authority's 'Vision for the Tidal Thames 2035' which outlines long-term priorities for the Thames.

Through the Thames and London Waterways Forum, the Thames Partners Passenger Vessel Risk Register identifies 11 risks on the Thames through independent reviews, industry knowledge and incident reports. These were:

Historic vessels

Congestion / timetables

Drugs & Alcohol

Wash / Draw Off

Boarding & Alighting (customer safety)

Cultural Professionalism

Fatigue

Antisocial Behaviour (Charter)

Infrastructure Projects

Infrastructure Safety

Security

Priority risks

Understanding the risks in the wider environment in which we operate; and where we have Direct control and where we have Influence.

We understand our risks specific to our operations, as well as the wider river environment and therefore have a holistic approach across the Thames. Based on significance and frequency of occurrence, we have prioritised risks in relation to our operations. These are under constant review. In addition to the 10 risks we directly control, there are a further 4 we can influence through our external partners.

<b>Risk we Influence (4)</b>	<b>Risk we Directly Control (10)</b>
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<b>Historic vessels (lower survivability)</b>	<b>Cultural professionalism (poor safety culture, Competence)</b>	<b>Drugs &amp; Alcohol</b>
<b>Wash issues (from speeding vessels)</b>	<b>Security incidents</b>	<b>Fatigue</b>
<b>Major infrastructure projects</b>	<b>Charter boat anti-social behaviours</b>	<b>Medical fitness for work</b>
<b>Congestion/Timetables</b>	<b>Infrastructure safety (lack of maintenance)</b>	<b>Customer safety</b>
	<b>Environment Impact (pollution, discharge, air quality)</b>	<b>Workforce safety, health &amp; wellbeing</b>

The Framework for Achieving our Vision

## The Approach

Plan in relation to our 3 key pillars of our Vision:

Healthy and Safe Behaviours

Safe and Sustainable Assets

Safe and Sustainable Operations



Our plan to achieve the Vision:

To deliver Zero Harm, we are taking a safe systems approach to avoid single points of failure and encourage the right collaborative SHE culture.

All parts of the system must be strengthened in combination to multiply effects

This means: -

Healthy & Safe Behaviours: we want to foster a mature safety culture across our operations.

Safe & Sustainable Assets: ensuring that we have high maintenance standards, reduction in carbon emissions, and appropriate investment in infrastructure.

Safe & Sustainable Operations: Our customers, suppliers, and employees expect ZERO SHE HARM from our operations.

All those with a role in designing, building, operating, managing, leading and using our transport services have a responsibility and desire to constantly reduce harm

We need to have confidence in the controls

Past incidents show us that taking this approach highlights warning signs.

We have the opportunity to test and improve its controls to ensure that they are effective

Graphic shows:

Lagging indicators – fatalities, flooding, rising emissions, sickness absences, injuries, pollution incidents and near misses.

Leading indicators – positive observations, first and second line assurance, safety culture, roles and responsibilities, guidance and procedures, risk assessments, management systems and SHE policies.

## The Approach

Plan in relation to our Vision (3 key pillars) against our 10 priority risks

### Steps to Zero Harm

Assessing the frequency (and thereby likelihood) of these 10 key risk areas against the potential impacts of them occurring in the future, we have found that the highest risks of Direct Control within our river-based operations are related to:

<b>Risk</b>	<b>Healthy and Safe Behaviours</b>	<b>Safe and Sustainable Assets</b>	<b>Safe and Sustainable Operations</b>
Cultural professionalism	Yes	Yes	Yes
Fatigue.	Yes	Yes	Yes
Alcohol and drug misuse	Yes		Yes
Medical fitness for work on the river	Yes		Yes
Customer safety.	Yes	Yes	Yes
Workforce health, safety & wellbeing			
Infrastructure management			Yes
Environmental Impact			Yes
Security incidents	Yes	Yes	Yes
Charter boat anti-social behaviours	Yes		

To reduce the impacts of these risks, we need to align these to 6 priority workstreams and determine short, medium and long term actions accordingly to bridge the gap towards Zero Harm

The Approach

Introducing the 6 priority workstreams which will address our 10 priority risks in conjunction with our Vision (3 key pillars)

Our plan to achieve the vision:

We will address risks across all areas within our control through six priority workstreams:

Meaningful Data & Analysis;

Communication, Engagement & Learning;

Empowerment, Leadership & Capability;

World leading Standards & Practice;

Innovation & Futures;

Contracts, Procurement & Supply Chain

We will differentiate the risk by what we Directly Control against those we Influence. We will prioritise our efforts accordingly.

For risks outside our control, we will support our partners on the river by helping them to put the tools they require in place to understand and reduce risks

Continuous Improvement Action towards our Vision

## Taking Action

We have mapped the 10 risks that affect our SHE performance across our river-based operations most against the 6 workstreams to generate a range of focused actions. Actions have been arranged into short, medium and long term to enable us to develop a defined plan that will get us to Zero Harm

Mapping our Workstreams against our Priority Risks - 6 Strategic workstreams:

Meaningful Data & Analysis;

Communication, Engagement & Learning;

Empowerment, Leadership & Capability;

World leading Standards & Practice;

Innovation & Futures;

Contracts, Procurement & Supply Chain

10 priority risks:

cultural professionalism.

Fatigue.

alcohol and drug misuse.

medical fitness for work on the river.

Customer safety.

Workforce health, safety & wellbeing

infrastructure management

Environmental Impact

Security incidents

Charter boat anti-social behaviours

Horizon scanning and continuous improvement

Design out, mitigate and eliminate harm by continuous learning, horizon scanning, benchmarking and working with external partners to share knowledge, information and experience. continually encourage and support our partners to reduce incidents on the Thames to Zero.

Continuous Improvement through Short, Medium and Long-Term Actions.

This SHE plan for TfL's river-based operations focuses on actions required in the short term, taking us to April 2023, when we expect to see SPI scores consistently above 80 across all areas. The plan will be refreshed every 3 years after that to account for emerging risks that may not exist at present; lessons learned from delivery of the short-term actions; and actions required to improve our controls and maintain our trajectory. Both LRS and Woolwich Ferry assess how well they control their risks through the Enterprise Risk Management (ERM) framework.

Short term (up to April 2023):

Improve our understanding and management of SHE risks that most affect our performance

Medium term (April 2023 – April 2026):

Ensure our improvements are embedded and work with our stakeholders to continually improve our control of risks we both directly control and influence

Long term (April 2026 onwards):

Design out, mitigate and eliminate harm across our river-based operations by continuous learning, horizon scanning, benchmarking in conjunction with external partners.

Action Tracking

Actions are grouped primarily by the three key pillars of the Vision:

Healthy & Safe Behaviours

Safe & Sustainable Assets

Safe & Sustainable Operations

Then split into short medium and long term actions through a live tracker

Action Tracking Example & Live Tracker

Short- medium- and long-term actions will be held in a live tracker and monitored through the governance structure.

The actions will be predominantly grouped by the three key pillars of the Vision:

Healthy and Safe Behaviours

Safe & Sustainable Assets

Safe & Sustainable Operations.

Graphic shows an example of a tracker document.

Top 3 Actions for each Pillar – Safe and Sustainable Assets



Action item	Priority Risk	End date
<p>Infrastructure management: *Complete a review of the audit and maintenance schedules and communicate outcomes to staff</p>	<p>Infrastructure Safety</p>	<p>Mar-23</p>
<p>Commercial: Develop a TfL framework for maritime contractors, including those that can service linkspans; and maintainers of equipment and infrastructure.</p>	<p>Infrastructure Safety Cultural Professionalism</p>	<p>Mar-23</p>
<p>Environmental: For project work, including upgrades, refurbishments, new equipment and renewals, introduce systematic consideration of sustainable alternatives, including suppliers and materials</p>	<p>Environmental Impact</p>	<p>Mar-23</p>

Top 3 Actions for each Pillar – Safe and Sustainable Operations

Action item	Priority Risk	End date
<p>Improve the quality of local investigations by:</p> <ul style="list-style-type: none"> <li>*Ensuring that all Duty Operations Managers are trained in the latest investigation techniques and are all competent in carrying out investigations;</li> <li>* Develop a Separate auditable investigation Log which is visible to all staff and share lessons learned via summaries following investigations; and</li> <li>*Habitually undertake Fatigue Risk Screening as part of the investigation process. Where relevant, feed back to the Fatigue team.</li> </ul>	<p>Cultural Professionalism Fatigue</p>	<p>Dec-22</p>
<p>Develop a dedicated area for maritime operations in the TfL management system</p>	<p>All priority risks under TfL control</p>	<p>Mar -23</p>
<p>Encourage increased reporting of SHE concerns by: Introducing a maritime-based confidential reporting system via a 3rd party</p>	<p>Cultural Professionalism</p>	<p>Sep-22</p>

Top 3 Actions for each Pillar – Healthy and Safe Behaviours

Action item	Priority Risk	End date
Review the health surveillance arrangements in place by: *Refreshing management and staff knowledge of COSHH via online training *Skin Health Checkers - identify and give training. *Referrals to OH – develop an action log showing steps taken to action recommendations, including dates and responsible people.	Workforce Safety, Health and Wellbeing	Dec-22
Introduce mandatory ENG1 medicals for all staff working in river-based operations	Medical Fitness for Work	Mar -23
Seek to increase the percentage of D&A testing carried out above our current statutory obligation.	Drugs & Alcohol	Sep-22

Governance

## Internal Governance

The Rail and Sponsored Services Board will be the accountable owner on behalf of the COO for this strategy and will be supported by SHE

Rail and Sponsored Services (RSS) will be the accountable owner on behalf of the COO for this plan.

SHE will continue to provide support and constructive challenge via the R&SS Board

Progress and issues will be cascaded and escalated accordingly to the TfL SHE Policy holder (Chief SHE Officer), and the TfL Accountable Person (Chief Operating Officer), and discussed at the SHE ExCo forum

Chief SHE Officer is accountable for delivery of excellence in safety, health and environment. She will support, advise and hold to account, other areas and directorates, specifying targets.

Chief Operating Officer is accountable for the health and safety of the users of their service, employees and others.

## External forums

We will support and influence our partners across the Thames to constantly reduce harm through our membership of 3 key forums. TfL will help to set priorities and provide tools to help manage and track progress

The Thames and London Waterways Forum is an effective group for steering river related actions and priorities. With a rotating chair, a member of the TfL operational leadership attends this forum alongside leaders from the PLA, GLA and others. The group meets quarterly.

The Thames Partnership Group is a monthly 30 min call between river stakeholders such as TfL, the PLA, police, RNLI, etc to give updates on key points from the respective businesses and to share, amongst other things, any issues relating to river safety.

The Tidal Thames Water Safety Forum (TTWSF) is committed to reducing the number of people who drown in the tidal Thames, either accidentally or deliberately. Members include RNLI, London Fire Brigade, HM Coastguard, Metropolitan Police, London Ambulance Service and the Port of London Authority, TfL, City of London Police and the City of London Corporation. The group meets quarterly

Thames Skills Academy is committed to improving training and safety standards on the Thames. As a Board member, TfL contributes to the strategic objectives and as an employer also has a role to play in driving better standards with partners

LRS safety forum is a TfL initiated forum led by LRS which brings together licensed stakeholders to discuss best practice in river operations. It is a safe space for operators to raise and discuss concerns, share learning and agree norms and principles for safety on the river.

## London CONTEST Board

The aim of the London CONTEST Board is to provide a strategic lead in addressing London's threat, risks and vulnerabilities in relation to counter-terrorism. The board looks across the CONTEST strategy, encompassing Protect, Prepare, Pursue and Prevent.

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