

Appendix 1 – Summary of Requirements

1. Leadership Commitment & Scope

Requirement 1. a	To have clearly articulated and evidenced senior leadership commitment for fatigue risk management.		
Purpose	To show in their business area fatigue risk is acknowledged, taken seriously and is a topic which can be freely discussed.		
Demonstration	Must	Should	Could
	Provide evidence of current leadership commitment to fatigue management	Articulate their expectations. Provide an 'open door' policy.	Demonstrate positive behaviours in line with their written commitment.

Requirement 1. b	To implement a system of controls to manage the risks from fatigue at the appropriate level (scope)		
Purpose	To manage the risk from fatigue to as low as reasonably practicable (ALARP)		
Demonstration	Must	Should	Could
	Develop a local FRMP	Include Continuous Improvement (CI) processes	Invite external/3 rd Line Audit/Assurance

2. Change Management and Governance

Requirement 2	To meet our legal and regulatory requirements for SHE Governance and Change Assurance pertaining to fatigue management.		
Purpose	To ensure all FRMP change is managed appropriately, and all fatigue management matters are governed.		
Demonstration	Must	Should	Could
	Implement any fatigue management and or changes are done in accordance with TfL SHE Governance/Change Assurance processes	Share innovations and improvements proactively within and external to TfL	Proactively integrate fatigue management activities into all existing plans (e.g. SHE, People). Have a continuously developing Change Impact Assessment.

3. Culture and Reporting

Requirement 3. a	To have a culture where fatigue can be discussed openly and without fear of recrimination.		
Purpose	To enable better understanding of the topic of fatigue and the potential risks to health, wellbeing and the safety of ourselves and others		
Demonstration	Must	Should	Could
	Develop and foster a just and fair culture in line with TfL/ SHE Culture programmes	Measure the 'temperature' of this culture regularly (i.e. through surveys)	Benchmark against external organisations

Requirement 3. b	Afford time and space to encourage individuals to report fatigue concerns and to encourage individuals to report when they are too fatigued to work safely		
Purpose	To better understand the risks from fatigue to increase its management		
Demonstration	Must	Should	Could
	Develop a non-punitive system to allow individuals to report fatigue	Actively encourage individuals to report fatigue Share high level data within TfL	Share all data pan-TfL, including any resultant actions

4. Hazard Identification and Risk Assessment

Requirement 4	To identify the potential hazard from fatigue and then assess those risks		
Purpose	To allow appropriate risk assessments to take place		
Demonstration	Must	Should	Could
	Ensure fatigue is considered in risk assessments	Ensure risk assessments are reviewed regularly and actioned	Share risk assessments pan-TfL

5. Contractual Arrangements with adjacent FRMP

Requirement 5	To ensure contractors and suppliers are clear as to TfL's requirements around fatigue risk management		
Purpose	To ensure no unnecessary fatigue risk is imported to or exported from TfL.		
Demonstration	Must	Should	Could
	<p>Ensure requirements for fatigue management is included in all contracts where there may be a fatigue risk for the supplier.</p> <p>Ensure compliance with the requirements are checked using a risk-based assurance approach.</p>	<p>Support suppliers that are developing their fatigue risk management arrangements by sharing TfL's FRMP and knowledge and experience of fatigue risk management.</p>	<p>Engage and collaborate with suppliers on joint fatigue risk management improvement initiatives including sharing lessons learned</p>

6. Objectives & Targets

Requirement 6	To track performance on fatigue mitigation activity		
Purpose	To ensure targets are met and to drive continuous improvement		
Demonstration	Must	Should	Could
	<p>Track performance around the three TfL Fatigue KPIs (see guidance section)</p>	<p>Develop their own internal measures for tracking their fatigue risk management arrangements as well as the agreed TfL Fatigue KPIs</p>	<p>Benchmark against high performing contemporary organisations</p>

7. Investigation

Requirement 7	To consider fatigue in investigations at all levels		
Purpose	To understand how much fatigue is a causal or contributory factor in incidents and near misses		
Demonstration	Must	Should	Could
	Provide evidence that fatigue is recorded in all investigations in accordance with the KPI	Develop more detailed KPIs around individual causal and contributory factors	Consider external benchmarking

8. Organisation and Personnel

Requirement 8	To articulate roles and responsibilities around the management of fatigue risk		
Purpose	To ensure accountability and responsibility is appropriately held and to inform individuals as to the requirements placed upon them		
Demonstration	Must	Should	Could
	Include all levels and executive roles	Include all staff	Consider responsibilities and accountabilities of contractors and third-party suppliers

9. Training

Requirement 9	To train all staff appropriately relating to fatigue		
Purpose	To enable staff to comply with their individual and organisational responsibilities		
Demonstration	Must	Should	Could
	Ensure all staff receive fatigue training appropriate to their role, function and responsibilities	Be refreshed at regular intervals Be incorporated into any additional/wider training requirements	Consider external or wider industry training on fatigue

10. Emergency planning

Requirement 10	To ensure the risks from fatigue are considered in the emergency planning process		
Purpose	To ensure the risks from 'on call' working are managed appropriately		
Demonstration	Must	Should	Could
	Develop a robust 'on call' procedure if required	Review each instance this procedure is required to seek continuous improvement	Share approach to local fatigue management with key stakeholders (3rd parties that share premises, security etc. or even emergency services where appropriate)

11. Documentation

Requirement 11	To evidence fatigue management arrangements		
Purpose	To allow for auditing and assurance activities as well as internal continuous improvement/tracking purposes		
Demonstration	Must	Should	Could
	Demonstrate compliance with this document	Report progress against this document in SPI (or equivalent)	

12. Promotion

Requirement 12	To promote the topic of fatigue		
Purpose	To assist in the education of staff on the topic of fatigue		
Demonstration	Must	Should	Could
	Consider fatigue in their wider safety, Health and Wellbeing communications	Include the topic of fatigue in a variety of mediums	Embed as part of local SHE/People Plan workstreams