

MQ 2018/2658 - 24 July Board Briefing Note

This document contains the attachments to the emails published in the accompanying document.

The references at the head of each document set out the name of the attachment and then in square brackets the date and time (in format: YYMMDD hhmm) of the email to which the document was attached, e.g. Briefing Note TOL Fatigue audit 07062018 [180704 1332] was attached to an email sent on 04 07 2018 at 13:32).

TRANSPORT FOR LONDON

BRIEFING NOTE

Subject: Trams Management of Fatigue in Tram Operations Limited Audit

Date: 7 June 2018

Manifesto commitment(s)

Not Applicable

Mayor's Transport Strategy (MTS)

*A good public transport experience –
improving safety, affordability and customer
service*

1 Purpose

- 1.1 To update the Safety Sustainability and Human Resources (SSHR) Panel on why our audit of fatigue management processes within FirstGroup's Tram Operations Limited (TOL) was not issued to the external organisations investigating the Sandilands tram overturning incident immediately upon its completion. The organisations concerned are the Rail Accident Investigation branch (RAIB), the Office of Rail and Road (ORR), the British Transport Police (BTP) and SNC Lavalin.

2 Background

- 2.1 TOL operate our trams on our behalf. In June 2017 we commissioned an internal audit report 'Management of Fatigue in Tram Operations Limited'. This was in response to specific concerns about driver fatigue following an incident in May 2017 recorded by a member of the public on their mobile phone on a tram in Church Street, Croydon. The commissioning of this audit was part of our business as usual activities. The objective of the audit was to provide assurance regarding the effectiveness of TOL's fatigue management arrangements
- 2.2 This incident was widely reported in the media and we drew it to the attention of the RAIB and ORR, as soon as we were made aware of it.
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- 2.4 We also contacted the BTP who through their family liaison officers would let the families know.
- 2.5 RAIB made a press statement saying they had seen the footage and would give it due consideration in their investigation.
- 2.6 Our audit report was issued on 15 September 2017.



- 2.7 The report was not forwarded to RAIB/ORR because there is no requirement to do so in our procedures, nor is there an expectation on their part that all our audit reports are automatically shared with them. If however we consider our reports might be material to their investigations then we would forward these to them, which, in hindsight, we should have done with the audit report. Furthermore, if as part of their investigations the RAIB/ORR wanted sight of any of our own work or investigations into an incident, they would request this and we would provide it.
- 2.8 Following the audit, FirstGroup engaged a fatigue specialist, approved by us, who is reviewing their fatigue management process to address the recommendations made in our audit.
- 2.9 Health Safety Environmental (HSE) performance is reported quarterly to the TfL Board's SSHR Panel. A standing item at this meeting is the quarterly HSE performance report covering the preceding quarter. This is a public document. The report covering the period 25 June 2017 to 16 September 2017 was presented to the 22 November 2017 SSHR Panel. The audit section reported that the arrangements for fatigue management by Tram Operations Limited differed from guidance issued by the ORR. The minutes from this Panel meeting do not note any further discussion on this report.
- 2.10 At a preliminary meeting to the above held on 21 November 2017 the Chair of the TfL SSHR Panel requested that a copy of the fatigue audit be sent to SSHR Panel members as soon as possible. A copy of the audit report was sent to Panel members on the morning of 22 November 2017 (before the Panel meeting).
- 2.11 A further meeting of the SSHR Panel was held on 22nd January 2018. This Panel was convened specifically to consider the published RAIB report into the Sandilands incident and TfL's own published investigation into the incident undertaken by SNC Lavalin. At this meeting the Chair asked [TfL's Director of Health and Safety] if the fatigue audit had had been sent to the external bodies investigating the Sandilands incident. The response was that [TfL's Director of Health and Safety] said that she believed it had been sent but would confirm. Following the meeting it was discovered that the report had not been sent to the external bodies.
- 2.12 TfL's Director of Health and Safety would have been responsible for sharing this audit report with the RAIB/ORR, but due to human error it was not sent as originally thought. This was a regrettable oversight but which has been rectified.

3 Current Status

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4 Next steps

- 4.1 TfL has strengthened our procedures to ensure a more robust check is made as to whether any of TfL's audit reports could have a material impact on a live investigation, and if they could, TfL will forward a copy of the final report to the investigators/regulator to support their investigations.

5 Action required

- 5.1 The Deputy Mayor/SSHRP are asked to **NOTE** the contents of this paper.



Safety, Sustainability and Human Resources Panel



Date: [Day] [Month] 2018

Briefing Note: Management of Fatigue in Tram Operations Limited Audit

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Date: [Day] [Month] 2018

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- 2.10 At a preliminary meeting to the above held on 21 November 2017 the Chair of the TfL SSHR Panel requested that a copy of the fatigue audit be sent to SSHR Panel members as soon as possible. A copy of the audit report was provided to Panel members on the morning of 22 November 2017 (before the Panel meeting).
- 2.11 A further meeting of the SSHR Panel was held on 22 January 2018. This Panel was convened specifically to consider the published RAIB report into the Sandilands incident and TfL's own published investigation into the incident undertaken by SNC Lavalin. At this meeting the Chair asked if the fatigue audit had had been sent to the external bodies investigating the Sandilands incident. TfL's Director of Health and Safety said that she believed it had been sent but would confirm. Following the meeting it was discovered that the report had not been sent to the external bodies.
- 2.12 The Health and Safety directorate would have been responsible for sharing this audit report with the RAIB/ORR, but due to human error it was not sent as originally thought. This was a regrettable oversight which was rectified as soon as we realised that this had occurred. The Director of Health and Safety also contacted the Chair of the SSHR Panel to inform him of the error, to apologise and to confirm that the report had now been sent.

3 Current Status

- 3.1 The audit report has been issued to the RAIB, ORR, BTP (on 12 February 2018) and SNC Lavalin (on 15 March 2018).
- 3.2 Since the incident was an operational incident not directly connected to the Sandilands incident, our operational practices mean TfL do not automatically forward audit reports to ORR, RAIB or BTP. This was the main influence in the report not being sent.

- 3.3 When TfL notified ORR of the original incident in May 2017, the ORR told us that they would be investigating the incident as part of their business as usual activities. This was also an influence into why the audit report was not forwarded to them. The usual operating practice would be for ORR to request such information from TfL if they consider it is needed.
- 3.4 The audit report was sent to the ORR lead investigator for the Sandilands incident. The ORR lead investigator replied saying they had forwarded the report to the ORR operational lead for the Croydon tram network as they did not have any remit for ongoing operational issues. There was no further correspondence with the operational lead.
- 3.5 The RAIB made a statement that they were considering the footage as part of their investigation into the Sandilands incident.

4 Next Steps

- 4.1 TfL has strengthened our procedures to ensure a more robust check is made as to whether any of TfL's audit reports could have a material impact on a live investigation, and if they could, TfL will forward a copy of the final report to the investigators/regulator to support their investigations.

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Safety, Sustainability and Human Resources Panel



Date: [Day] [Month] 2018

Briefing Note: Management of Fatigue in Tram Operations Limited Audit

1 Purpose

- 1.1 To update the Safety, Sustainability and Human Resources (SSHR) Panel on why our audit of fatigue management processes within FirstGroup's Tram Operations Limited (TOL) was not issued to the external organisations investigating the Sandilands tram overturning incident immediately upon its completion. The organisations concerned are the Rail Accident Investigation branch (RAIB), the Office of Rail and Road (ORR), the British Transport Police (BTP) and SNC Lavalin.

2 Background

- 2.1 TOL operate our trams on our behalf. In June 2017 we commissioned an internal audit report 'Management of Fatigue in Tram Operations Limited'. This was in response to specific concerns about driver fatigue following an incident in May 2017 recorded by a member of the public on their mobile phone on a tram in Church Street, Croydon. The commissioning of this audit was part of our business as usual activities. The objective of the audit was to provide assurance regarding the effectiveness of TOL's fatigue management arrangements
- 2.2 This incident was widely reported in the media and we drew it to the attention of the RAIB and ORR, as soon as we were made aware of it.
- 2.3 The ORR let us know that they would be investigating the incident with TOL as part of ORR's business as usual activities. ORR said in particular they would be investigating TOL fatigue management. The outcome of this investigation was between ORR and TOL. The RAIB did not update us on how they used this information. However as part of their report into the Sandilands incident fatigue management was considered.
- 2.4 We also contacted the BTP who through their family liaison officers would pass this information on to the victims and families of those who lost their lives in the Sandilands overturning incident~~let the families know.~~
- 2.5 RAIB made a press statement saying they had seen the footage and would give it due consideration in their investigation.
- 2.6 Our audit report was issued on 15 September 2017.

- 2.7 The report was not forwarded to RAIB/ORR because there is no requirement to do so in our procedures, nor is there an expectation on their part that all our audit reports are automatically shared with them. If however we consider our reports might be material to their investigations then we would forward these to them, which, in hindsight, we should have done with the audit report. Furthermore, if as part of their investigations the RAIB/ORR wanted sight of any of our own work or investigations into an incident, they would request this and we would provide it.
- 2.8 Following the audit, FirstGroup engaged a fatigue specialist, approved by us, who is reviewing their fatigue management process to address the recommendations made in our audit.
- 2.9 Health Safety Environmental (HSE) performance is reported quarterly to the TfL Board's SSHR Panel. A standing item at this meeting is the quarterly HSE performance report covering the preceding quarter. The report covering the period 25 June 2017 to 16 September 2017 was published on 14 November and presented to the meeting of the SSHR Panel on 22 November 2017. The audit section reported that the arrangements for fatigue management by TOL differed from guidance issued by the ORR.
- 2.10 At a preliminary meeting to the above held on 21 November 2017 the Chair of the TfL SSHR Panel requested that a copy of the fatigue audit be sent to SSHR Panel members as soon as possible. A copy of the audit report was provided to Panel members on the morning of 22 November 2017 (before the Panel meeting).
- 2.11 A further meeting of the SSHR Panel was held on 22 January 2018. This Panel was convened specifically to consider the published RAIB report into the Sandilands incident and TfL's own published investigation into the incident undertaken by SNC Lavalin. At this meeting the Chair asked -if the fatigue audit ~~had~~ had been sent to the external bodies investigating the Sandilands incident. TfL's Director of Health and Safety said that she believed it had been sent but would confirm. Following the meeting it was discovered that the report had not been sent to the external bodies.
- 2.12 The Health and Safety directorate would have been responsible for sharing this audit report with the RAIB/ORR, but due to human error it was not sent as originally thought. This was a regrettable oversight which was rectified as soon as we realised that this had occurred. The Director of Health and Safety also contacted the Chair of the SSHR Panel to inform him of the error, to apologise and to confirm that the report had now been sent.

3 Current Status

- 3.1 The audit report has been issued to the RAIB, ORR, BTP (on 12 February 2018) and SNC Lavalin (on 15 March 2018).
- 3.2 Since the incident was an operational incident not directly connected to the Sandilands incident, our operational practices mean TfL do not automatically forward audit reports to ORR, RAIB or BTP. This was the main influence in the report not being sent.

- 3.3 When TfL notified ORR of the original incident in May 2017, the ORR told us that they would be investigating the incident as part of their business as usual activities. This was also an influence into why the audit report was not forwarded to them. The usual operating practice would be for ORR to request such information from TfL if they consider it is needed.
- 3.4 The audit report was sent to the ORR lead investigator for the Sandilands incident. The ORR lead investigator replied saying they had forwarded the report to the ORR operational lead for the Croydon tram network as they did not have any remit for ongoing operational issues. There was no further correspondence with the operational lead.
- 3.5 The RAIB made a statement that they were considering the footage as part of their investigation into the Sandilands incident.

4 Next Steps

- 4.1 TfL has strengthened our procedures to ensure a more robust check is made as to whether any of TfL's audit reports could have a material impact on a live investigation, and if they could, TfL will forward a copy of the final report to the investigators/regulator to support their investigations.

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Date: [Day] [Month] 2018

Briefing Note: Management of Fatigue in Tram Operations Limited Audit

1 Purpose

- 1.1 To update the Safety, Sustainability and Human Resources (SSHR) Panel on why our audit of fatigue management processes within FirstGroup's Tram Operations Limited (TOL) was not issued to the external organisations investigating the Sandilands tram overturning incident immediately upon its completion. The organisations concerned are the Rail Accident Investigation Branch (RAIB), the Office of Rail and Road (ORR), the British Transport Police (BTP) and SNC-Lavalin.

2 Background

- 2.1 TOL operate our trams on our behalf. In June 2017 we commissioned an internal audit report 'Management of Fatigue in Tram Operations Limited'. This was at our instigation in response to specific concerns about driver fatigue following an incident in May 2017 recorded by a member of the public on their mobile phone on a tram in Church Street, Croydon. The commissioning of this audit was part of ~~our business as usual~~ normal business activity, but was of course in the context of the aftermath of the Croydon derailment. The objective of the audit was to provide assurance regarding the effectiveness of TOL's fatigue management arrangements.
- 2.2 ~~This~~ incident at Church Street was widely reported in the media and of course, we drew it to the attention of the RAIB and ORR, as soon as we were made aware of it.
- 2.3 The ORR let us know that they would be investigating the incident with TOL as part of ORR's ~~business as usual~~ standard activities. ORR said in particular they would be investigating TOL fatigue management. The outcome of this investigation was between ORR and TOL. The RAIB did not explicitly update us on how they used this information. However as part of their report into the Sandilands incident fatigue management was considered.
- 2.4 We also contacted the BTP who through their family liaison officers said they would pass this information on to the victims and families of those who lost their lives in the Sandilands overturning incident.
- 2.5 RAIB ~~made~~ issued a press statement saying they had seen the footage and would give it due consideration in their investigation.

2.6 Our audit report was issued on 15 September 2017.

2.7 ~~While t~~The RAIB and ORR do not expect us to automatically share all our audit reports with them, but to review whether our reports might be material to their investigations and provide them as appropriate. clearly, in hindsight and in the context, -In hindsight, this should have happened we should have done so in this case. We ~~also~~did of course provide the RAIB and ORR with any material they themselves requesteded as part of their investigations.

2.8 Following the audit, FirstGroup engaged a fatigue specialist, approved by us, who is reviewing their fatigue management process to address the recommendations made in our audit.

2.9 Health Safety Environmental (HSE) performance is reported quarterly to the TfL Board's SSHR Panel. A standing item at this meeting is the quarterly HSE performance report covering the preceding quarter. The report covering the period 25 June 2017 to 16 September 2017 was published on 14 November and presented to the meeting of the SSHR Panel on 22 November 2017. The audit section reported that the arrangements for fatigue management by TOL differed from guidance issued by the ORR.

2.10 At a preliminary meeting to the above held on 21 November 2017 the Chair of the TfL SSHR Panel requested that a copy of the fatigue audit be sent to SSHR Panel members as soon as possible. A copy of the audit report was provided to Panel members on the morning of 22 November 2017 (before the Panel meeting).

2.11 A further meeting of the SSHR Panel was held on 22 January 2018. This Panel was convened specifically to consider the published RAIB report into the Sandilands incident and TfL's own published investigation into the incident undertaken by SNC-Lavalin. At this meeting the Chair asked if the fatigue audit had been sent to the external bodies investigating the Sandilands incident. TfL's Director of Health and Safety said that she believed it had been sent but would confirm. Following the meeting it was discovered that the report had not in fact been sent to the external bodies.

2.12 ~~The~~Our Health and Safety ~~directoratedepartment would have been~~was responsible for sharing this audit report with the RAIB/ORR, but ~~due to human~~in error it was not sent as originally thought. This was clearly an -regrettable-oversight, which was rectified as soon as we realised that this had occurred. The Director of Health and Safety also contacted the Chair of the SSHR Panel to inform him of the error, to apologise and to confirm that the report had now been sent.

3 Current Status

3.1 The audit report has been issued to the RAIB, ORR, BTP (on 12 February 2018) and SNC-Lavalin (on 15 March 2018).

~~3.2 -Since the incident was an operational incident not directly connected to the Sandilands incident, our operational practices mean TfL do not automatically forward audit reports to ORR, RAIB or BTP. This was the main influence in the report not being sent.~~

3.33.2 When TfL notified ORR of the original incident in May 2017, the ORR told us that they would be investigating the incident as part of their business as usual activities. ~~This was also an influence into why the audit report was not forwarded to them.~~ The usual operating practice would be for ORR to request such information from TfL if they consider it is needed. However, as stated above, we should have sent the report in any event.

3.43.3 The audit report was sent to the ORR lead investigator for the Sandilands incident. The ORR lead investigator replied saying they had forwarded the report to the ORR operational lead for the Croydon tram network ~~as they did not have any remit for ongoing operational issues.~~ There was no further correspondence with the operational lead.

3.53.4 The RAIB has made a statement that they were considering the footage as part of their investigation into the Sandilands incident.

4 Next Steps

4.1 ~~TfL has~~We have strengthened our procedures to ensure a more robust check is made as to whether any of TfL's audit reports could have a material impact on a live investigation, and if ~~they could~~so, ~~TfL~~we will now automatically forward a copy of the final report to the investigators/regulator to support their investigations.

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Board

Date: 24 July 2018

Briefing Note: TfL Internal Audit Report: Management of Fatigue in Tram Operations Limited

1 Purpose

- 1.1 To update Members on why our audit of fatigue management processes within FirstGroup's Tram Operations Limited (TOL) was not issued to the external organisations investigating the Sandilands tram overturning incident immediately upon its completion. The organisations concerned are the Rail Accident Investigation Branch (RAIB), the Office of Rail and Road (ORR), the British Transport Police (BTP) and SNC-Lavalin.

2 Background

- 2.1 TOL operate our trams on our behalf. In June 2017 we commissioned an internal audit report 'Management of Fatigue in Tram Operations Limited'. This was at our instigation in response to specific concerns about driver fatigue following an incident in May 2017 recorded by a member of the public on their mobile phone on a tram in Church Street, Croydon. The commissioning of this audit was part of normal business activity, but was in the context of the aftermath of the Croydon derailment in November 2016. The objective of the audit was to examine the effectiveness of TOL's fatigue management arrangements.
- 2.2 The incident at Church Street was widely reported in the media and, of course, we drew it to the attention of the RAIB and ORR as soon as we were made aware of it.
- 2.3 We also contacted the BTP who through their family liaison officers said they would pass this information on to the victims and families of those who lost their lives in the Sandilands overturning incident.
- 2.4 The RAIB issued a press statement saying they had seen the footage and would give it due consideration in their investigation.
- 2.5 The ORR let us know that they would be investigating the incident with TOL as part of ORR's normal activities. The ORR said in particular they would be investigating TOL fatigue management. The outcome of this investigation was between ORR and TOL. The RAIB did not explicitly update us on how they used this information. However, fatigue management was considered as part of their subsequent report into the Sandilands incident.
- 2.6 Our audit report was issued on 15 September 2017.

- 2.7 The RAIB and ORR do not require us to automatically share all our audit reports with them but to review whether our reports might be material to their investigations and provide them as appropriate. We provided the RAIB and ORR with all material which they requested as part of their investigations but clearly, in hindsight and in the context, we should have sent them a copy of the final report at this point.
- 2.8 Following the audit, FirstGroup engaged a fatigue specialist, approved by us, who is reviewing their fatigue management process to address the recommendations made in our audit.
- 2.9 The audit was discussed at the TfL Board's Safety, Sustainability and Human Resources (SSHR) Panel meeting on 28 September 2017. The minutes record that *"It was confirmed that following the audit of FirstGroup's fatigue management process, a number of recommendations had been made and responsibility for rostering and related issues remained with FirstGroup. Further information on the outcome of the audit and actions would be reported to the next meeting of the Panel."*
- 2.10 At a meeting held on 21 November 2017 preliminary to the next meeting of the SSHR Panel on 22 November 2017, the Chair of the SSHR Panel requested that a copy of the audit report be sent to SSHR Panel members as soon as possible. A copy of the audit report was emailed to the Panel members who were attending at 09:18 on 22 November 2017 before the SSHR Panel meeting began. We omitted to send the audit report to one Panel member who had given apologies for the meeting and this was corrected subsequently.
- 2.11 Health Safety Environmental (HSE) performance is reported quarterly to the SSHR Panel. A standing item at this meeting is the quarterly HSE performance report covering the preceding quarter. The report covering the period 25 June 2017 to 16 September 2017 was published on 14 November and presented to the meeting of the SSHR Panel on 22 November 2017. The audit section reported that the arrangements for fatigue management by TOL differed from guidance issued by the ORR.
- 2.12 A further meeting of the SSHR Panel was held on 22 January 2018. This Panel was convened specifically to consider the published RAIB report into the Sandilands incident and TfL's own published investigation into the incident undertaken by SNC-Lavalin. The update paper considered by the Panel also reported that *"As part of our assurance process, and as reported to the November 2017 Panel meeting, TfL's Internal Audit team undertook an audit of FirstGroup's fatigue management process. A number of recommendations were made where FirstGroup's arrangements differed from the guidance issued by the ORR. FirstGroup has engaged a fatigue specialist, approved by us, who is reviewing their fatigue management process to address the recommendations made in the audit."*
- 2.13 At this meeting the Chair asked if the audit report had been sent to the external bodies investigating the Sandilands incident, he having previously proposed that this should be done. TfL's Director of Health and Safety said that she believed it had been sent but would confirm. Following the meeting it was discovered that the audit report had not in fact been sent to the external bodies.

2.14 Our Health and Safety department was responsible for sharing this audit report with the external bodies, but in error it was not sent as originally thought. This was clearly an oversight, which was rectified as soon as we realised that this had occurred. The Director of Health and Safety also contacted the Chair of the SSHR Panel to inform him of the error, to apologise and to confirm that the audit report had been sent.

3 Current Status

3.1 The audit report has been issued to the RAIB, ORR, BTP (on 12 February 2018) and SNC-Lavalin (on 15 March 2018). It is also published on the SSHR Panel page on the TfL website (<http://content.tfl.gov.uk/management-of-fatigue-in-tram-operations.pdf>).

3.2 When TfL notified ORR of the original incident in May 2017, the ORR told us that they would be investigating the incident as part of their business as usual activities. The usual operating practice would be for ORR to request such information from TfL if they consider it is needed. However, as stated above, clearly we should have sent the report in any event.

3.3 The audit report was sent to the ORR lead investigator for the Sandilands incident. The ORR lead investigator replied saying they had forwarded the report to the ORR operational lead for the Croydon tram network. There was no further correspondence with the operational lead.

3.4 The RAIB has made a statement that they were considering the footage as part of their investigation into the Sandilands incident.

4 Next Steps

4.1 We have strengthened our procedures to ensure a more robust check is made as to whether any of TfL's audit reports could have a material impact on a live investigation, and if so, we will now automatically forward a copy of the final report to the investigators/regulator to support their investigations.

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PDFs and attachments standard

This standard explains when to use attachments and how to prepare them for publication on our digital channels, including [tfl.gov.uk](https://www.tfl.gov.uk). It covers accessibility and formatting.

Audience

- Writers and editors
- Designers
- Content owners
- Self-service publishers
- Relationship managers

Why we do this

We publish lots of downloadable documents on our website. They include PDFs of printed reports, plans for new infrastructure, information related to transparency and maps.

The attachments we publish **must** be cleared for publication and **must** meet our accessibility standards.

Principles

In most cases it is better to publish information as a web page rather than using an attachment.

Increasingly people are using our website on mobile phones and it is often difficult to download attachments onto mobiles.

We use attachments when:

- It is likely that people will want to print a version to use offline, such as a poster that could be printed and put up
- They are formal documents such as publications
- We want to provide data in a format that others can interrogate
- The audience is very niche and the amount of work to create and maintain webpages outweighs the advantages

We do not use attachments when:

- The content is for a mainstream audience and is likely to be read online. Instead, the text should be re-written for the web

Your responsibilities

You are responsible for the content of attachments and for ensuring that TfL has the right to publish them.

You **must** make sure the Press Office and the Information Governance team know what you are publishing and when it will be live.

Requirements

Your attachment **must** meet the minimum standard set out below. If it doesn't (for example the meta data has been missed off) we will ask you to submit a corrected version.

Accessibility

All attachments **must** be accessible. The [Government Digital Service guidelines](#) explain how to create accessible PDFs.

Scans of printed documents are not accessible and we generally do not allow them on the site.

If there is no alternative to a scanned document, you **must** provide an email address to allow people to request an accessible version of the document. If an accessible version is requested you **must** provide it.

You **must** use a minimum of 12pt for all documents. Where possible, use 14pt as this increases accessibility to visually impaired readers.

File size

Attachments should be less than 10MB and **must not** be more than 25MB in size.

Meta data

All attachments **must** have meaningful meta data. Meta data is essential for search.

You can add the meta data to your original document and save it as a PDF or, if you have Acrobat Pro, you can add the meta data to the PDF.

An example of good meta data

File: annual-report-2014-15.pdf

Title: Annual Report 2014/15

Author: Transport for London

Subject: TfL's Annual Report summarises the achievements of the last financial year and the work done to improve London's transport network

How to add metadata to your document

- Open the document properties
- The 'Author' should be Transport for London
- The 'Title' should be the full title of your document.
- The 'Subject' should be a concise description of what's in the document
- Save the document to save these properties
- Use 'Save as' to save your document as a PDF. The PDF will retain the properties you have added to the original

How to update meta data in a PDF

- Open the document in Adobe Acrobat Pro (not Adobe Reader)
- Press Ctrl D
- Click on the 'Description' tab on the left
- Edit the author, title and subject fields
- Save the document

Creating a file name

- Use words that match the document title
- Use hyphens between words (not spaces or underscores)
- Use lowercase letters
- Don't use dates unless an older version of the document will remain on the site

Replacing an existing PDF

- Give your PDF the same properties and file name as the original document
- website and press Ctrl D
- To see the file name, open it on the website and look in the address bar at the top of the web page

Type: Standard
Owner: TfL Online Compliance
Department: TfL Online

Version history

Version	Date	Summary of changes
1.0	01/02/2016	First issue

Review history

Name	Title	Date	Comments
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